

Richmond
Valley
Council



Revised Delivery Program 2017/2021
Adopted by Council 26 June 2018

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Introduction

This is Richmond Valley Council's 2017-2021 Delivery Program. It outlines everything that Council will do over the current four-year term. This is our commitment to you.

The Delivery Program was developed in response to the priorities identified by the community during the review of Council's Community Strategic Plan. The Plan is the vision that we developed with your help for the next 10 years. The Richmond Valley Made 2030 Community Strategic Plan is split into four priorities. Each priority is in turn split into a number of services.

Council Services

Connecting People and Places		
PP1 Fresh & Vibrant Community	PP2 Getting Around	PP3 Working Together
<ul style="list-style-type: none"> • Festivals and Events • Sports Grounds, Parks & Facilities • Swimming Pools • Cemeteries • Libraries • Community Centres & Halls • Emergency Management 	<ul style="list-style-type: none"> • Building & maintaining roads 	<ul style="list-style-type: none"> • Community Engagement, Consultation & Communication • Community Programs & Grants
Growing our Economy		
EC1 Driving Economic Growth	EC2 Building on our Strengths	
<ul style="list-style-type: none"> • Economic Development • Tourism • Town Planning & Development Services 	<ul style="list-style-type: none"> • Quarries • Northern Rivers Livestock Exchange • Private Works • Real Estate Development 	
Looking after our Environment		
EH1 Managing our Waste and Water	EH2 Promoting the Protection of the Environment	
<ul style="list-style-type: none"> • Waste Management • Stormwater Management • Water Supplies and Sewerage Services 	<ul style="list-style-type: none"> • Environmental Health • Environmental Management 	
Making Council Great		
CS1 Leading and Advocating for our Community	CS2 Great Support	
<ul style="list-style-type: none"> • Governance & Advocacy 	<ul style="list-style-type: none"> • Customer Service • Information Technology Services • Organisational Development • Work Health & Safety • Financial Services • Fleet Management • Engineering Support & Asset Management 	

Connecting People and Places

Key Projects

- Planning improvements to the Casino Showgrounds
- Renovations to the Casino Civic Hall
- Upgrade Crawford Square Regional Park
- Investigate Coraki Synthetic Turf Hockey Field
- Master Plan for the Jabiru Wetlands, golf course, mini-rail and Richmond Dairies grazing land precinct
- Capital works program for road renewal in accordance with priority
- Community engagement to establish road standards and funding levels to meet the long term needs of the community
- Community education campaign to raise awareness of the road challenges that Council faces
- Development of a fortnightly newsletter to be delivered to the whole community
- Development of multimedia communication and engagement

Signature Projects

The Casino Drill Hall

Richmond Valley Council has worked hard to expand concepts and draft plans for the riverside precinct in Casino, which includes the iconic Casino Drill Hall site. With the acquisition of the Casino Drill Hall site, Council has retained a significant cultural space within the township, which has vast potential for community use. The \$3.3 million riverside development project will be staged integrating both the Drill Hall and riverbank sites.

The Drill Hall and surrounding open spaces and parkland will be a local-scale contemporary event and exhibition space with a particular focus on supporting cultural and community events for Casino and the Northern Rivers, as well as having a key role in supporting the region's tourist industry and as a repository for the military history of Casino and region.

As much as possible, the master plan has responded to the results of extensive community consultation, site analysis and the realities of Council's and the community's resources. Additionally, it has integrated existing features with new facility requirements.

Stage 1 construct

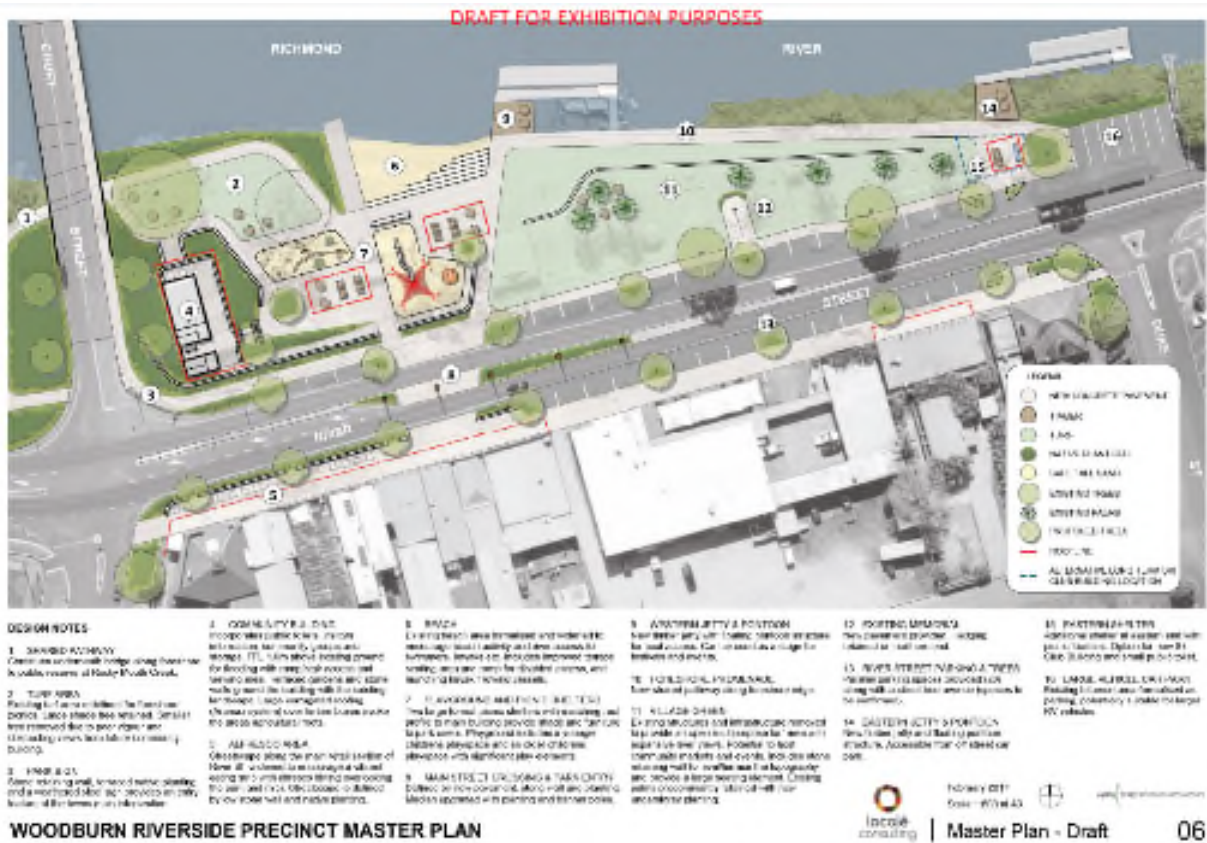
- Amphitheatre
- Visitor information centre
- Roadworks and carpark
- Landscaping

Stage 2 construct

- 'The Walk' including trenches and a reflections pool
- Boardwalk and viewing platform
- Parade ground green
- Arboretum and playground



The Woodburn Riverside Park



Council has committed \$1,611,880 to the upgrade of the Woodburn Riverside Precinct and will continue to seek further grant opportunities to realise the full scope of the project. Through this project there is potential to not only beautify and upgrade the area, but to establish an iconic and unique facility and space which will continue to draw road and river traffic to the area following the diversion of the Pacific Highway.

Key elements proposed for the Woodburn Riverside Precinct Project include:

- An interactive all abilities playground which encourages visitation from across the region as well as the highway travellers
- A modern visitor information centre which promotes both local and regional attractions
- Clean modern toilet facilities
- Picnic areas and open space including comfortable seating and tables along with barbeque facilities
- Sheltered observation decking overlooking the Richmond River
- Improved jetty and boardwalk areas to promote boating moorings and fishing
- Modern, versatile meeting spaces which can be utilised by both local community and sporting clubs, as well as cater for regional agency forums
- Future planning for streetscape works, when the existing Pacific Highway reverts to a local road following bypass works

The upgrade of the precinct will be staged into two phases as follows:

Stage 1

- Construct pontoon and boardwalk
- Construct community building
- Construct western lawn and picnic terrace

- Construct beach and standalone terrace
- Demolish CWA and ski club buildings

Stage 2

- Construct playground
- Construct eastern picnic terrace
- Construct village green
- Construct ski club house (subject to DA approval)

Rehabilitation of the Woodburn Coraki Road



Council currently has funding approved to undertake \$2.4 million worth of work on sections of road identified as high priority for renewal in years 2017-2018 and 2018-2019. The road is coming under increasing strain from heavy traffic associated with the construction of the Pacific Highway. It is a key route for local and regional travellers and it is expected the completed 19km length will need significant work over the next six years with an estimated cost of \$19 million. Council will continue to investigate ways of funding this road.

The Council-owned Peterson's Quarry at Coraki was identified as the southern-most deposit of high-grade basalt rock to be used on the Woolgoolga-Ballina section of the Pacific Highway upgrade. Quarry Solutions took possession of the quarry in 2016 via a commercial lease. Approval was granted to the company to extract three million tonnes of blue metal during the upgrade. With a projected yearly turn-over of one million tonnes for the next three years carried by truck and dog in 33-tonne loads, it is expected the Woodburn-Coraki Road will carry more trucks to complete the new highway.

After the close of the highway project the DA will lapse, however, Quarry Solutions aims to keep working the original Peterson's Quarry, which dates back 100 years, and has a permit to extract an annual limit of 250,000 tonnes. Roads and Maritime Services recently

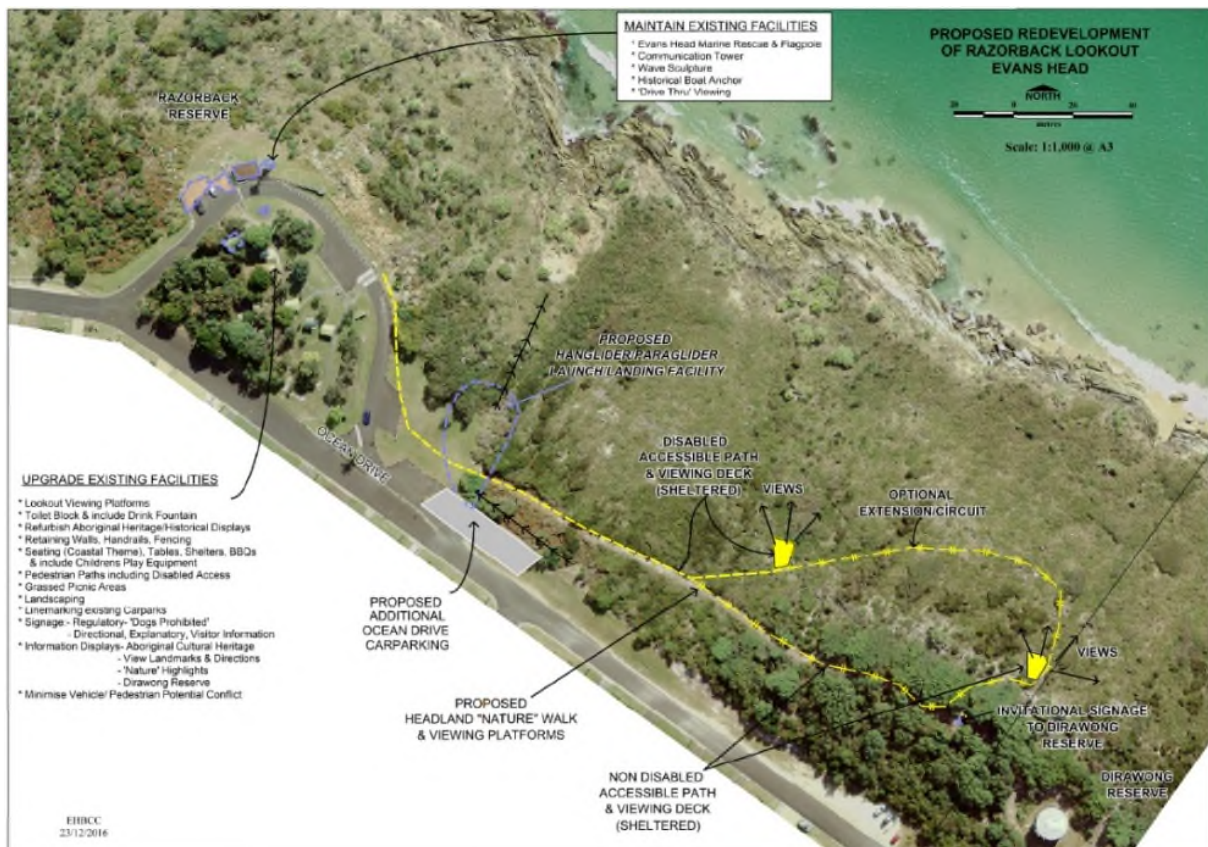
submitted an application the NSW Department of Planning and Environment to modify the approval for the Woolgoolga to Ballina Pacific Highway upgrade project.

The proposed modification involves:

- Temporary use of the Moonimba borrow site to extract and supply one million tonnes of material per annum (approximately 400,000 cubic metres) for the construction of the Woolgoolga to Ballina Pacific Highway over approximately two years;
- Associated infrastructure including a site office and staff amenities;
- Average of 230 to 250 heavy vehicle movements to and from the borrow site; and
- Proposed haulage along Boggy Creek Road, Reardons Lane and Woodburn-Coraki Road.

Council has prioritised the first three sections of the road to be rehabilitated (sections two and three are funded) with further funding required for section one.

Razorback Lookout and Goanna Headland Upgrade



Council has been approached by the community to undertake master planning to allow for the appropriate future development and management of Razorback Lookout and Goanna Headland. A variety of suggested concepts and ideas are to be explored and the feasibility and cost established to allow for future budget bids. The master planning exercise is currently unfunded.

The Northern Rivers Rail Trail



In May 2013, the not for profit community group, Northern Rivers Rail Trail Association Inc, was formed by local philanthropists known as the Sourdough Group comprising community volunteers, local government councillors and staff and leaders of the tourist industry. The group came together with a common vision to preserve this very valuable community asset, the 130km of disused rail corridor between Murwillumbah and Casino, and converting it to a modern cycle and walking trail through the region’s spectacular landscapes.

The Rail Trail will be for the local community to use for getting to school, work and sport, shopping and recreation, and by visitors seeking either a new way to experience the region’s scenery, food and culture or a more adventurous experience.

Coraki Riverfront Upgrade

Council has committed \$477,820 to the precinct for redevelopment and upgrade. Planning for this project will be carried out in conjunction with community consultation to identify priority areas of need in this project.

Coraki lies to the west of Pacific Highway and south west of Ballina. It is situated at the junction of the Richmond and Wilson rivers – hence the Aboriginal name for ‘meeting of the waters’. The major access road from the Pacific Highway is from Woodburn, which is 18km from Coraki, and connects Coraki with Casino, 31km further inland. Coraki is the ‘tea tree capital’ of the region, and your go-to precinct for fishing, boating, swimming, sailing and bird watching. Its’ quiet charm and the genuine hospitality of the locals is a welcome bonus.

The Coraki Riverside Caravan Park and Camping Grounds, centrally located in the village right beside the river, makes for a peaceful home base when visiting the region. Many centres around the region are competing to attract people and businesses. The successes seem to be the towns and villages which have figured out what their communities and prospective residents want, such as attractive public spaces, clean streets and tidy and well-signed town entrances.

Council has undertaken community consultation on the Coraki Riverfront Precinct at various forums, and conducted a riverfront-specific survey of Coraki residents. Responses will be used to formulate a priority list for work to be undertaken on the riverfront.

Ideas included:

- flora regeneration;
- amphitheatre for events;
- bollards, pathways and interpretive signage for heritage promotion; and
- BBQs, seating and boating facilities to enhance the local community's leisure options.

Pontoon and Boat Ramp

Council was successful in obtaining funding from the NSW Government to install a pontoon and boat ramp. These additions will contribute to the overall plans of the precinct and the communities' priorities.



Broadwater Shared Pathway



Following funding being awarded by the NSW Government under the Active Transport Program, Council sought tenders from appropriately qualified and experienced tenderers for the construction of a shared pathway including drain crossings, structures and accesses from Broadwater town to the end of Broadwater Beach Road.

The tender was awarded to a local contractor, NRC Group Pty Ltd. Construction started on the pathway in April 2018, with the Broadwater town section finished.

Broadwater Beach Road section of the shared pathway is nearing completion with only restoration works to be completed including the installation of handrails, seating and bike racks.

Roadworks will follow on Little Pitt Street to seal the remaining section to the kerb. There will also be some pavement repairs undertaken.

The current project is expected to be completed by mid-June, however further work is being considered to join the pathway to the Pacific Highway.

After extensive consultation with the community, as part of the Community Strategic Planning process, this project was identified as a top priority to create a connected and active community.

Connecting People and Places

Objective: PP1 Fresh and Vibrant Community

Strategic Goal: Create happy and healthy communities where community members enjoy living and working together

CSP Strategies	Community Indicators
<ul style="list-style-type: none"> • Host and support plenty of local events that bring people together as a community • Provide clean and well-maintained public recreational and sporting facilities, and outdoor spaces that are accessible and safe for everyone • Create and promote community places and spaces that encourage the community to participate in healthy and active lifestyles • Provide attractive, vibrant and clean town centres that residents and visitors enjoy • Provide safe and accessible play spaces for our children within each community • Civic Pride • Provide popular and accessible meeting spaces encouraging and supporting connection • Undertake responsive emergency management 	<ul style="list-style-type: none"> • Increase the community satisfaction with Richmond Valley events and festivals • Increase community satisfaction of the availability of recreational spaces and facilities • Maintain community satisfaction with swimming pools • Maintain community satisfaction with Libraries, Community Centres and facilities • Increase community satisfaction with the maintenance of cemeteries • Maintain community satisfaction with emergency management services

Service: Festivals and Events

Service Owner: Manager Communications, Events & Tourism

PP1.1 Support local Event Organisers and enhance marketing and promotion of events

Code	Program Activity	Timeframe	Partner/s	Target	Measure
PP1.1.1	Draft and implement a marketing plan	2020/2021	Business Chamber	Increase No. of Richmond Valley events and festivals and attendance at these events by 10%	Richmond Valley Council's events team to be a one stop shop for event organisers
PP1.1.2	Review Richmond Valley Events Strategy	2020/2021	State	Increase No. of Richmond Valley events and festivals and attendance at these events by 10%	Manage the regions events portfolio, attracting and retaining events to optimise the economic benefits to the valley

					Supporting community and cultural events that attract visitors and support the local economy
PP1.1.3	Conduct workshops with community event and local organisers to improve their marketing and promotion of events	Annual	Community Groups	Increase in community satisfaction with Richmond Valley events to 93%	Increase in reach of marketing and improved event management by event organisers
PP1.1.4	Increase the promotion through Organisers to promote Richmond Valley events across the region and as far and wide as possible	2018/2019	ArtsNR, Business Chamber, Destination NSW	Increase in community satisfaction with Richmond Valley events to 93%	Develop marketing manuals with material that encourages cross promotion of other events, our valley and strategies to improve reach
PP1.1.5	Maintain the RVC website as a focused information resource for events	2018/2019		Increase in community satisfaction with Richmond Valley events to 93%	Website is informative, current and a reliable community information resource
PP1.1.6	Assist suitable events to gain additional support and funding where appropriate	Annual	State	Increase in community satisfaction with Richmond Valley events to 93%	Empower community groups to gain support and funding in addition to council support programs
PP1.1.7	Ensure that Richmond Valley event practices are as accessible as possible	Annual	LGNSW	Community participation and satisfaction of people with disabilities during Council events	Richmond Valley events are as accessible to as many residents as possible

PP1.2 Brand recognition

Code	Program Activity	Timeframe	Partner/s	Target	Measure
PP1.2.1	Include branding as compulsory criteria to receive council support	2017/2018	Local Partners	Richmond Valley made logo identifiable at all events	All community events branded with Richmond Valley
PP1.2.2	Maintain a collection of current and appropriate footage and photographs from the Richmond Valley, which is available to Event Organisers and media	2017/2018		Richmond Valley made logo identifiable at all events	Collection of marketing footage and photographs continually updated and maintained

Service: Sports Grounds, Parks and Facilities

Service Owner: Manager Infrastructure Services

PP1.3 Provide clean, safe and accessible open spaces and recreational services to the community and visitors

Code	Program Activity	Timeframe	Partner/s	Target	Measure
PP1.3.1	Development of Masterplans at Woodburn Riverside, Casino Drill Hall, Casino Showgrounds	2017/2018		Improved community satisfaction with the availability of local parks and playgrounds at 84%	Woodburn Riverside, Casino Drill Hall and Casino Showgrounds masterplans completed
PP1.3.2	Development of Masterplans at Razorback Lookout at Evans Head	2018/2019		Improved community satisfaction with the availability and maintenance of sporting ovals, grounds and facilities at 92%	Razorback Lookout, Evans Head masterplan completed - funding dependant
PP1.3.3	Complete service standards and levels for all open spaces	2017/2018		Service standards met	Service standards reviewed and adopted
PP1.3.4	Ensure the safest possible play spaces within Richmond Valley	Annual		Annual playground inspection undertaken and works programmed	Playgrounds compliant with standards
PP1.3.5	Completion of capital works program	Annual		Capital works program completed on time and on budget	Sports Grounds, Parks and Facilities capital works program developed & completed in accordance with budget
PP1.3.6	Develop a strategy for sports field irrigation	2018/2019	Sporting Groups	Strategy developed and presented to council	Strategy developed
PP1.3.7	Develop a strategy for upgrade of town garden beds	2019/2020		Strategy developed and presented to council	Strategy developed

Capital Works – Sports Grounds, Parks & Facilities	2018/2019	2019/2020	2020/2021	2021/2022
Coraki Park Playground Upgrade (SRV 14/15)	35,000			
Casino Drill Hall Amphitheatre and Riverside Precinct (SRV 14/15)	1,393,212			
Casino Drill Hall Revitalisation	239,300			
Coraki Riverside Playground Replacement	30,000			
Coraki Public Facilities Upgrades (Community Fund)		40,000		
Coraki Riverfront (SRV 14/15)	355,000			
Rappville Public Facilities Upgrades (SRV 14/15)		20,000		
Woodburn Riverside Precinct (SRV 14/15)	1,200,000			
Casino Showground	15,000			30,000
Evans Head Surf Club Upgrades	44,751	23,077	23,423	23,774
Facilities Upgrades Shelters	10,000	10,000	10,000	10,000
Replace Non-Compliant Playground Equip (SRV 08/09)	5,000	5,000	5,000	5,000
Renewals at various Facilities & Parks (SRV 14/15)	185,000	165,000	185,000	185,000
Sports Grounds – Light Pole Replacement (SRV 08/09)	10,000	10,000	10,000	10,000
Public Toilets – Refurbishments (SRV 14/15)	40,000	40,000	40,000	40,000

Service: Swimming Pools

Service Owner: Manager Asset Planning

PP1.4 Provide safe and well maintained Swimming Pools

Code	Program Activity	Timeframe	Partner/s	Target	Measure
PP1.4.1	Develop and implement a swimming pools strategic plan	2017/2018	Schools, Business Chamber, NSW Sports, Northern NSW Local Health District	Maintain Community Satisfaction with Council's swimming pools at 89%	Undertake business review of swimming pools operational capacity and report financial implications moving into future.
PP1.4.2	Manage current pool contracts	2019/2020		Assess contract renewal processes per business review	Assess contract renewal process as per business review

Code	Program Activity	Timeframe	Partner/s	Target	Measure
PP1.4.3	Respond to Infrastructure reporting to ensure maintenance and operation of Swimming Pools.	Annual		Works carried out on time and on budget	Develop a list of priority works and carry out per budget allowance
PP1.4.4	Develop a Draft Masterplan for future development of Casino Swimming Pool Site	2018/2019		Draft Masterplan developed and presented to Council	Draft Masterplan developed - funding dependant

Service: Cemeteries

Service Owner: Manager Infrastructure Services

PP1.5 Increase customer satisfaction with Cemeteries in the Richmond Valley

Code	Program Activity	Timeframe	Partner/s	Target	Measure
PP1.5.1	Cemetery works as per capital works plan	Annual		Increase customer satisfaction with cemeteries to 95%	Cemetery capital works program delivered in accordance with budget
PP1.5.2	Develop service standards for cemeteries	2017/2018		Cemetery service standards developed and presented to council	Cemetery service standards developed
PP1.5.3	Review Cemetery Strategy and deliver project plans accordingly	Annual	State	Cemetery strategy developed and presented to council	Cemetery Strategy developed
PP1.5.4	Preparation for Casino Cemetery expansion	2020/2021	State	Cemetery expansion plan developed and presented to council	Cemetery expansion plan developed

Service: Libraries

Service Owner: Manager Regional Library

PP1.6 Provide library programs across all ages and diverse interests

Code	Program Activity	Timeframe	Partner/s	Target	Measure
PP1.6.1	Development of new and/or enhance existing programs to meet community needs	Annually	Local Community groups, Early Childhood Education	Maintain community satisfaction with the Libraries at 98%	Programs developed and implemented

PP1.7 Library be innovative and provide equitable community access to all library resources

Code	Program Activity	Timeframe	Partner/s	Target	Measure
PP1.7.1	Implement and utilise Library Management System (LMS) through upgrades	2017/2018		Increase the use of library resources on 2016/17 benchmark	Upgrades installed

Service: Community Centres and Halls

Service Owner: Manager Asset Planning

PP1.8 Undertake the repair and maintenance of council buildings

Code	Program Activity	Timeframe	Partner/s	Target	Measure
PP1.8.1	Maintain current levels of availability and condition	Annual		Maintain community satisfaction with community centres and facilities at 96%	Appropriate utility for community, maintain current conditions
PP1.8.2	Development of Masterplan at Casino Civic Hall	2018/2019	Local Community Groups	Casino Civic Hall masterplan developed and presented to council	Civic Hall Masterplan developed - funding dependant

Service: Emergency Management

Service Owner: Director Infrastructure and Environment

PP1.9 Planning, preparedness, response and recovery to Emergency Services

Code	Program Activity	Timeframe	Partner/s	Target	Measure
PP1.9.1	Coordinate Councils resources and commitment to Council and regional emergency response planning and resourcing.	Annual	NRLEMC, SES, RFS	Maintain community satisfaction with emergency management at 95%	Coordinate Councils resources and commitment to Council and regional emergency response planning and resourcing.

Connecting People and Places

Objective: PP2 Getting Around
Strategic Goal: Provide a safe and accessible transport network

CSP Strategies	Community Indicators
<ul style="list-style-type: none"> • Ensure adequate maintenance and renewal of roads, footpaths and cycle ways • Advocate for additional road funding from all levels of government. • Advocate for and provide a safe and integrated traffic, bicycle and pedestrian movement • Maintain appropriate standards of car parking • Partner with the State Government to grow agricultural and freight links along the Summerland Way corridor to South East Queensland 	<ul style="list-style-type: none"> • Improve overall community satisfaction with maintaining local roads • Maintain community satisfaction with maintaining footpaths and car parking

Service: Building and Maintaining Roads

Service Owner: Manager Asset Planning

PP2.1 Improve Road Management practices at Richmond Valley Council

Code	Program Activity	Timeframe	Partner/s	Target	Measure
PP2.1.1	Develop a Road Management Strategy which provides long term direction and information on sustainability of road network and including assessment of bridges affected by load limits.	2018/2019	RMS	Increase community awareness of road management practices	Strategy developed and adopted
PP2.1.2	Review Pedestrian Access Mobility Plan (PAMP) and cycleway plan	2017/2018	RMS, Business Chamber	Improved community satisfaction with the availability and maintenance of footpaths at 78%	PAMP reviewed and adopted

PP2.2 Striving for consistent improvement

Code	Program Activity	Timeframe	Partner/s	Target	Measure
PP2.2.1	Create a strategic Plan for the rehabilitation of the Woodburn Coraki Road	2017/2018		Improve overall community satisfaction with maintaining local roads to 70%	Strategy developed and implemented

Code	Program Activity	Timeframe	Partner/s	Target	Measure
PP2.2.2	Introduce and Implement a road network condition survey	2017/2018		Improve overall community satisfaction with maintaining local roads to 70%	Road network survey developed in accordance with strategy
PP2.2.3	Deliver a targeted maintenance regime developed from the road survey	Annual		Improve overall community satisfaction with maintaining local roads to 70%	Maintenance program developed and delivered
PP2.2.4	Develop an education and awareness program including information sheets explaining road management practices	Annual		Improve overall community satisfaction with maintaining local roads to 70%	Community awareness program developed and implemented
PP2.2.5	Completion of capital works program	Annual		Improve overall community satisfaction with maintaining local roads to 70%	Roads capital works program adopted and completed in accordance with budget

PP2.3 Create a sense of Civic Pride in the Community

Code	Program Activity	Timeframe	Partner/s	Target	Measure
PP2.3.1	Plan and implement public space safety and cleaning programs (street cleaning and street lighting)	Annual		Maintain community satisfaction with maintaining footpaths at 78%	Programs developed and delivered
PP2.3.2	Plan and implement maintenance programs (bus shelters, carparks, cycle ways and aerodromes)	Annual	NR Community Transport, Uniting Church Community Transport Team, Business Chamber, Aged & Liveability Advisory Committee	Maintain community satisfaction with car parking at 80%	Programs developed and delivered
PP2.3.3	Advocate for expansion of public & community transport	Annual	Transport for NSW, NR Community Transport, Uniting Church Community Transport Team,	Options for improved access to public transport services and investigated and identified	Facilitate engagement with interested stakeholders to lobby for increase transport services

Code	Program Activity	Timeframe	Partner/s	Target	Measure
			Aged and Liveability Advisory Committee		
PP2.3.4	Create attractive town entrances that create community pride and increase visitation to the Richmond Valley	Annual		Improved community satisfaction	Maintenance improvement program developed and delivered

Connecting People and Places

Objective: PP3 Working together

Strategic Goal: Good communication and engagement between council and the community

CSP Strategies	Community Indicators
<ul style="list-style-type: none"> • Improve the communication and engagement between the Council and the community. • Engage with all levels of government and other regional bodies on a regular basis to ensure all have a say in our common direction. • Partner with all stakeholders including local businesses, the not for profit and government sector, community groups and community members to achieve the strategic goals of our community. • Collaborate with and support community groups in delivering community support services. • Provide advocacy and educational support to community groups and organisations to facilitate grant opportunities for community programs. 	<ul style="list-style-type: none"> • Improve the level of community satisfaction with the provision of council information and level of engagement and consultation with the community • Increase the community's opportunity to participate in Council's decision-making processes

Service: Community Engagement, Consultation and Communication

Service Owner: Manager Communications, Events and Tourism

PP3.1 Improve our Engagement/Consultation with the Community

Code	Program Activity	Timeframe	Partner/s	Target	Measure
PP3.1.1	Rolling Program of listening tours	Annual		Increase the level of community satisfaction with council provision of information to 85%	Develop a rolling program of listening tours
PP3.1.2	Conduct community surveys for relevant projects	Annual		Increase the level of community satisfaction with community engagement/consultation to 80%	Design and conduct relevant surveys

PP3.2 Encourage and support volunteerism to contribute to the Richmond Valley Community

Code	Program Activity	Timeframe	Partner/s	Target	Measure
PP3.2.1	Sponsor and support national volunteer's week celebration and deliver training/ workshops to upskill volunteers	Annual	Local Community Groups	Increased volunteer participation from 2016/17 benchmark	Increase participation in community volunteerism

PP3.3 Ensure that Council is reaching all target groups for relevant community issues

Code	Program Activity	Timeframe	Partner/s	Target	Measure
PP3.3.1	Developing contact lists for interest groups and towns	2017/2018	NSW Health, Community Groups, Local Sporting Groups	Increased community satisfaction	To reach target groups, interested individuals and organisations
PP3.3.2	Hosting and or supporting community events	Annual	Local Community Groups	Increased community satisfaction	Representative program of events developed and implemented.

PP3.4 Partnering with and supporting community organisations to achieve their aims

Code	Program Activity	Timeframe	Partner/s	Measure	Target
PP3.4.1	Strengthening our relationships with Aboriginal communities	Annual	Aboriginal Interagency, Land Council. Aboriginal Community Organisations	Increased community satisfaction	Support key Aboriginal events and activities
PP3.4.2	Develop and build on partnership Activities with community organisations e.g. health initiatives, employment initiatives, social service initiatives, youth, education and others as identified by the community	Annual	Local Community Groups & Organisations, NSW Health, State, Schools	Increased community satisfaction	To reach target groups, interested individuals and organisations and support their events and activities

PP3.5 Develop partnership activities that promote and improve social services and inclusion and accessibility for people with disabilities, aged, early childhood and youth, disadvantaged and multicultural sectors.

Code	Program Activity	Timeframe	Partner/s	Target	Measure
PP3.5.1	Develop partnership activities which promote inclusion and accessibility	2017/2018	NSW Health, Aged & Liveability Advisory Committee, State, Aged and Disability Interagency, Aboriginal Interagency	Increased community satisfaction	Maintain and review a Disability Action Plan in partnership with the community
PP3.5.2	Facilitate Accessibility, Liveability and Aged Advisory Committee	Annual	Local community groups, Business Chamber	Increased community feedback	Facilitate advisory committee meetings

PP3.6 Improve our communication with the community

Code	Program Activity	Timeframe	Partner/s	Target	Measure
PP3.6.1	Publication and delivery of Council newsletter	Annual		Increased satisfaction with council provision of information, engagement, consultation, decision making process by 5%	To increase newsletter publications
PP3.6.2	Production and distribution of online content including interactive website, video content, podcasts etc.	Annual		Increased satisfaction with council provision of information, engagement, consultation, decision making process by 5%	To increase online publications
PP3.6.3	Grow our online community and engage through social media	Annual		Increased satisfaction with council provision of information, engagement, consultation, decision making process by 5%	Increase in online engagement
PP3.6.4	Implement the "Richmond Valley Made" branding campaign	2017/2018	Chamber Commerce	Increased satisfaction with council provision of information, engagement, consultation, decision making process by 5%	Branding campaign developed and adopted

Service: Community Programs and Grants

Service Owner: Manager Asset Planning

PP3.7 Educate and support community groups to obtain grant funding

Code	Program Activity	Timeframe	Partner/s	Target	Measure
PP3.7.1	Schedule Grant writing workshops - two levels, introductory and intermediate	Annual	Local Community Groups and Local Community Orgs	Increase number of community grant applications on 2016/17 benchmark	Increase in successful community grant applications

PP3.8 Maximise opportunities for community and Council to apply for grant opportunities

Code	Program Activity	Timeframe	Partner/s	Target	Measure
PP3.8.1	Continue to disseminate Community grant information to community groups and relevant stakeholders	Annual		Increase number of council grant applications on 2016/17 benchmark	Increase education of community grant opportunities
PP3.8.2	Provide administration and promotion of ClubGRANTS	Annual	Local Community Groups	Increase number of council grant applications on 2016/17 benchmark	Support local clubs to fund local projects
PP3.8.3	Fund a Section 356 Community Financial Assistance Program	Annual		Increase number of council grant applications on 2016/17 benchmark	Provide community grant funding
PP3.8.4	Facilitate a proactive Council Grant Funding application process	Annual	State, Federal, Local Community Groups, Chamber Commerce, Aboriginal Community Groups, Disability Interagency, Aboriginal Interagency	Increase number of council grant applications on 2016/17 benchmark	Increase Council's success rate with grant applications

Growing our Economy

Key Projects

- Promote the Guide to Economic Development in the Richmond Valley
- Implementation of the Richmond Valley Tourism Development Plan
- 90% of local Development Applications approved within 40 day, in line with the State Plan
- Attract funding and investment for the Rail Freight Infrastructure within the Nammoona Industrial Precinct

Signature Projects

Upgrade of the Northern Rivers Livestock Exchange

The upgrade of the Northern Rivers Livestock Exchange will mark a new era for livestock sales, creating a nationally-significant saleyard complex which will be modern, comfortable, efficient and safe. Efficiencies created through the upgrade will give livestock agents an opportunity to present cattle to a very high standard, and will ensure better animal welfare and management and better safety for both people and animals. Stage 1 has been completed and the following key items were completed:

Stage 1

- Floor area 10,200 square metres
- Roof area 11,400 square metres 150m x 70m
- Two semi-automatic, four-way drafts and eight new drafting pens enabling separation of man and beast
- 12 new dual-purpose mustering or selling pens adjacent to draft
- 50 new selling pens
- Rail, gate and trough upgrade in existing selling pens
- 150mm of soft flooring throughout selling and mustering pens. Stamped concrete in draft area.
- New LED lighting throughout and IT fit out
- Dust suppression sprays over soft floor
- Stormwater roof collection to 400KL tank
- Perimeter security fence
- Weighbridge lead in reconfiguration
- Floor reconfiguration to 40% of existing holding yards
- CCTV coverage across the site
- Specialised bull wash pens
- Solar panel installation
- Additional agents' office



Stage 2

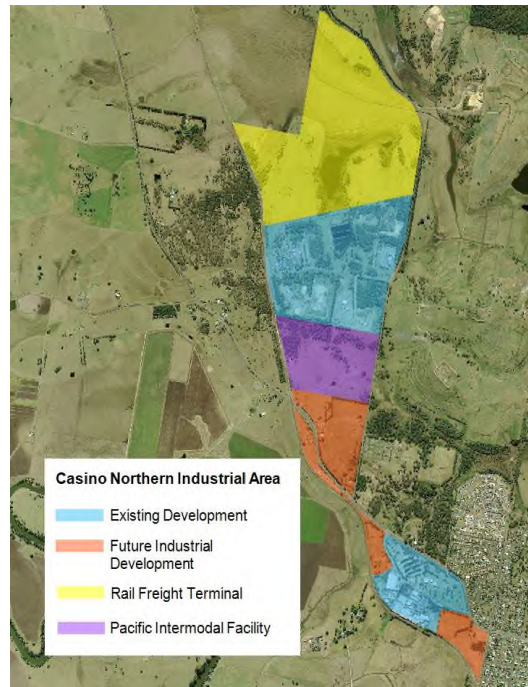
- All additions to match or exceed Stage 1 quality
- Design continuation of Stage 1 roof 15,000 square metres 150m x 100m
- 10,000 square metres of soft floor at 150 mm thickness
- Replace drinking troughs and pipes

- LED lighting and spotlights
- Extensive steelwork upgrade to rails and gates
- Loadout upgrade, soft floor, scanners on ramps and cameras
- 100 space carpark and roadworks
- Additional 400KL rainwater tank and/or dam option
- Upgrades and refurbishment to amenities, canteen, scale house
- Additional buyers lounge
- Specialised transit cattle yards
- CCTV upgrade
- Storage shed
- Public paths/signage
- Landscaping and outdoor furniture

Growth into the future

The Richmond Valley Council Casino Urban Land Release Strategy 2015 highlights the significant need for future industrial land releases and has identified key strategic areas of future expansion which will support the growing demand for industry generating land in the future. Both the Nammoona and Cassino Drive precincts feature in this plan.

As a community leader, Council must look to secure its area’s future by providing opportunities for industry growth and employment for generations to come and these precincts are a source of significant optimism in regard to the opportunities they could deliver.



Growth Casino industrial precincts

The economic growth of the region has been identified as a key objective for the Richmond Valley community within Council’s Community Strategic Plan and these precincts have been a source of significant optimism in regard to the opportunities they could bring. There are two strategic locations for the industrial precincts:

Nammoona Industrial precinct, Reynolds Road

Situated on the northern outskirts of Casino, this precinct includes existing industrial activities such as Council’s waste and recycling facility, Northern Rivers Livestock Exchange, DTM Timber, Northern Cooperative Meat Company, Riverina Stockfeed and 59-hectares of vacant industrial land. The Precinct is anticipated to generate employment, business activity and revenue for the local community. The precinct has been identified as its key industrial expansion zone in the Richmond Valley. Not only do we see multimillion dollar upgrades and expansion across the Northern Rivers Livestock Exchange, the Nammoona Waste Facility and the Northern Co-operative Meat Company, Council is also actively pursuing new technology investments in the waste-to-energy sector for this precinct.

Casino Industrial precinct, Cassino Drive

With its close proximity to the Casino CBD and ease of access to the Bruxner Highway and Lismore, the Casino industrial precinct is well placed to attract businesses looking to expand or relocate to the region. With a variety of established industries including Council’s works depot, Connelly Key Joint and Williams Building Supplies, the Casino industrial precinct is the ideal location for manufacturing industries.

Growing our Economy

Objective: EC1 Driving Economic Growth

Strategic Goal: Significantly grow the Richmond Valley's Economy

CSP Strategies	Community Indicators
<ul style="list-style-type: none"> • Support the growth of a diverse regional economy • Create more job opportunities • Provide support and advice to businesses and industry • Create a regulatory environment which encourages investment • Work in partnership with existing and prospective businesses to create new economic opportunities • Partner with State Government to support the local agricultural sector and associated value-adding industries, such as the NSW Sugar Mill and Richmond Dairies • Partner with the State Government to support the development of an intermodal freight facility at Casino • Partner with the State Government to deliver new employment opportunities at Casino, Woodburn, Broadwater and Evans Head • Increase tourism in the Richmond Valley showcasing the best attractions of our region for visitors and residents • Partner with the State Government to identify opportunities to expand nature based, adventure and cultural tourism places and enhance visitor experiences within Evans Head, Broadwater and Woodburn • Create long term plans for robust and accessible towns and communities • Increase our levels of customer service to ensure that development is as easy as possible in the Richmond Valley • Partner with the State Government to protect important farmland at Woodburn, Coraki, Fairy Hill, Casino, Shannonbrook and Leeville, to support the agricultural sectors • Partner with the State Government to enhance the variety of housing options available in Casino, Evans Head and Coraki and support the unique character of local towns and villages • Create Local Growth Management Strategies to grow the region's population whilst maintaining the principles of sustainability 	<ul style="list-style-type: none"> • Expansion of local economy/increase in gross industry sector output • Increase visitors to the Richmond Valley • Increase visitors who stay overnight in the Richmond Valley • Facilitate the development of the Nammoona Industrial Precinct

Service: Economic Development

Service Owner: Manager Property and Economic Projects

EC1.1 Review Council's existing businesses and investigate further business opportunities

Code	Program Activity	Timeframe	Partner/s	Target	Measure
EC1.1.1	Provide advice to Council business operations as required.	2018/2019 & 2019/2020		Balanced long term financial plans adopted to fund ongoing capital needs	Plan adopted within budgeting processes
EC1.1.2	New technology opportunities in waste fully explored for RVC specific outcomes in either a LGA or regional context	Annual		Active involvement with ability to develop opportunities where feasible	No. of initiatives reviewed, level of participation and adoption of a preferred approach.

EC1.2 Actively lobby and provide assistance for the establishment of new businesses and the expansion and/or continuing operation of existing businesses.

Code	Program Activity	Timeframe	Partner/s	Target	Measure
EC1.2.1	Actively lobby, and provide assistance for the establishment of new businesses and the expansion and/or continuing operation of existing businesses.	Annual	Business Chamber, State, Federal	Expansion of local economy	Increase in gross industry sector output for the LGA as defined by REMplan
EC1.2.2	Collaborate across Federal, State and Local Governments and all stakeholder groups to ensure relationships are built, maintained and effective so as to ensure we rapidly respond to both economic and job opportunities.	Annual	Federal, State, Local Government (list identified stakeholder groups)	Network of contacts and connections within government and private industry established	Ability to gain assistance from others and influence/achieve outcomes
EC1.2.3	Continue to work closely with prospective investors to capitalise on new technologies in the renewable energy and waste to energy sectors	Annual	Business Chamber	Effective collaborations	Provide assistance to prospective proponents on renewable energy and waste to energy on feasibility and realisation of projects

EC1.3 Align tourism, economic development and events to deliver economic outcomes for the Region

Code	Program Activity	Timeframe	Partner/s	Target	Measure
EC1.3.1	Develop synergistic outcomes from the "Richmond Valley Tourism Plan" and "A Guide to Economic Development in the Richmond Valley".	Annual		Identify areas to work together that will deliver dual benefit.	Number of successful collaborations

EC1.4 Provide support to prospective developers regarding Council processes and requirements

Code	Program Activity	Timeframe	Partner/s	Target	Measure
EC1.4.1	Assist applicants of major developments to navigate Council processes via a case management approach to the lodgement and assessment of significant development applications	Annual		The timely progression of development applications	Feedback from applicants/ Processing times for major developments

Service: Tourism

Service Owner: Manager Communications, Events and Tourism

EC1.5 Increase visitors and overnight stayers in the Richmond Valley

Code	Program Activity	Timeframe	Partner/s	Target	Measure
EC1.5.1	Implement the Richmond Valley Tourism Development Plan	Annual		Increase Tourism in the Richmond Valley	Increase Tourism spend across the Richmond Valley

Service: Town Planning and Development Services

Service Owner: Manager Development and Environment

EC1.6 Improved customer satisfaction with the DA process

Code	Program Activity	Timeframe	Partner/s	Target	Measure
EC1.6.1	Collaborate with the State Government to introduce E-Planning	2017/2018	DOP&E	Increased customer satisfaction	E-Planning introduced.
EC1.6.2	Develop a Development Information Package.	2017/2018	DOP&E, NOROC Planners Group	Increased customer satisfaction	Improved guidance for applicants leading to improved quality of applications.

Code	Program Activity	Timeframe	Partner/s	Target	Measure
EC1.6.3	Opening doors development project	2018/2019		Increased customer satisfaction	Significant improvement in Customer Service Satisfaction with the DA process.
EC1.6.4	Ensure efficient DA processing	Annual		Increased customer satisfaction	Less than 40 day processing time

EC1.7 Provide flexible and innovative planning controls

Code	Program Activity	Timeframe	Partner/s	Target	Measure
EC1.7.1	Development Control Policy review	2018/2019	DOP&E		Report prepared/delivered
EC1.7.2	Local Environmental Plan review	2020/2021	DOP&E	Increasing opportunities/diversity	Local Environmental Plan Reviewed and adopted
EC1.7.3	Certificates	Annual		Increasing opportunities/diversity	80% of Certificates issued within timeframes
EC1.7.4	Heritage management	Annual	OE&H	Increasing opportunities/diversity	Provide advocacy, information and incentives to property owners
EC1.7.5	Contributions Plan Review	2017/2018	DOP&E	Increasing opportunities/diversity	Section 94 and 94A plans reviewed

EC1.8 Provide sustainable Urban Development Opportunities

Code	Program Activity	Timeframe	Partner/s	Target	Measure
EC1.8.1	Implement the Local Growth Management Plan to provide for an adequate supply of residential land.	2019/2020	DOP&E	Maintain an adequate supply of residential land	Have a minimum of 5 years' supply of residential land available for land release.
EC1.8.2	Develop growth management strategies as an input into the LEP for zoning land for the required residential, rural residential, commercial and industrial land uses whilst maintaining environmental sustainability.	2018/2019	DOP&E	Draft strategy sent to Minister of Planning for endorsement	Growth Management Strategy prepared and presented to Council

Growing our Economy

Objective: EC2 Building on our Strengths
Strategic Goal: Maximise income for the community through our Commercial activities

CSP Strategies	Community Indicators
<ul style="list-style-type: none"> • Make a significant profit for the community through the safe extraction and sale of quarry products • Support the beef industry through the sustainable running of the Northern Rivers Livestock Exchange • Successful completion of the upgrade project • Delivery council business activities including commercial, industrial and residential land development 	<ul style="list-style-type: none"> • Secure the budgeted income from our quarries • The Northern Rivers Livestock Exchange is financially sustainable • Financially sustainable land development and real estate activities • Procure property for residential and industrial development

Service: Quarries

Service Owner: Manager Infrastructure Services

EC2.1 Operate a financially sustainable business

Code	Program Activity	Timeframe	Partner/s	Target	Measure
EC2.1.1	Provide materials for Council works that are not available elsewhere.	Annual		Quarry operations are economically sustainable and there is an adequacy of supply	Manage the resource and ensure products are available for council operations
EC2.1.2	Continue with leasing of Peterson's Quarry as per agreement.	2019/2020		Quarry operations are economically sustainable and there is an adequacy of supply	Maintain tenancy at end of option period

Service: Northern Rivers Livestock Exchange

Service Owner: Manager Infrastructure Services

EC2.2 The Northern Rivers Livestock Exchange returns a profit to the community

Code	Program Activity	Timeframe	Partner/s	Target	Measure
EC2.2.1	Stage 1 upgrade of the NRLX (upgrade of receivables and sale areas)	2017/2018	Auctioneer Agents Assn.	Financially Sustainable Business	Achieve animal welfare and WHS standards and Environmental Compliance
EC2.2.2	Stage 2 upgrade of the NRLX (upgrade of post-sale area)	2018/2019	Auctioneer Agents Assn.	Financial sustainability	Achieve financial sustainability
EC2.2.3	Prepare a Business Plan	2017/2018		Financial sustainability	Achieve financial sustainability

Service: Private Works

Service Manager: Manager Infrastructure Services

EC2.3 Provide a service where appropriate to support niche community and business needs

Code	Program Activity	Timeframe	Partner/s	Target	Measure
EC2.3.1	Provide Private Works as required	Annual		Private Works yield 10% dividend	Private Works provided when and where required

Service: Real Estate Development

Service Owner: Manager Property and Economic Projects

EC2.4 Acquisition, management and disposal of Council land to realise commercial opportunities

Code	Program Activity	Timeframe	Partner/s	Target	Measure
EC2.4.1	Acquisition, management and disposal of Council land to realise commercial opportunities	Annual		To generate additional income by realising a dividend from Council real estate reserve	Reserve balance

Code	Program Activity	Timeframe	Partner/s	Target	Measure
EC2.4.2	Undertake review of Councils existing land holdings and develop a strategy for the acquisition and disposal of Council land for economic benefit	2018/2019		Development of a program for acquisition and disposal of Council property	Program adopted by Council

EC2.5 Develop Council business activities around commercial, industrial and residential land development

Code	Program Activity	Timeframe	Partner/s	Target	Measure
EC2.5.1	Implement strategy for the acquisition and disposal of Council land for economic benefit	Annual		Development of a program for acquisition and disposal of Council property	Program adopted by Council
EC2.5.2	Develop and market residential land estate	Annual		Release of lots to meet market demand	Number of lots available for sale
EC2.5.3	Develop and market industrial land estate	2020/2021 & 2021/2022		Release of lots to meet market demand	Number of lots available for sale
EC2.5.4	Acquisition of development site for industrial subdivision	2020/2021		Property acquired	Progression of contract for purchase
EC2.5.5	Acquisition of development site for residential subdivision	2019/2020		Progression of contract for purchase	Progression of contract for purchase

EC2.6 Build and nurture relationships with Business Chambers and the business community at large

Code	Program Activity	Timeframe	Partner/s	Target	Measure
EC2.6.1	Business engagement	Annual		Round tables and one on one meetings	Number of engagements
EC2.6.2	Interact with local Business Chambers and work regionally with the NSW Business Chamber	Annual	Business Chamber	Regular attendance and Chamber meetings and strategic interactions where necessary	Number of meetings attended and interactions
EC2.6.3	Develop and implement an action plan for the reduction of vacant retail spaces.	2018/2019 & 2019/2020		An action plan to reduce the number of vacant retail spaces	Implementation of activities identified in the action plan
EC2.6.4	Maintain the database of businesses operating in the LGA and utilise this data to open communication directly with businesses.	Annual		An operative and current database of business contacts	Ability to use the database to effectively contact businesses

Looking After Our Environment

Key Projects

- Complete cell capping at Bora Ridge.
- Upgrade to the Bora Ridge Transfer Station.
- Implementation of energy and carbon emissions reduction scheme for the water supply service.
- Implementation of the stormwater management plan.
- Implementation of the Water and Sewer Capital program.

Signature Projects

Construction of a new landfill cell at the Nammoona Waste and Recovery Facility

Throughout 2017/2018 Council will be undertaking the planning and design for the next cell at Nammoona Waste and Resource Recovery Facility. The new cell, nicknamed Super 6 by staff because it's a combination of Cells 6, 7 and 8 is forecast to commence construction in 2018/2019 and will be staged over a few years. The construction of Super 6 should achieve certainty for the landfilling of non-recyclable



wastes for up to 15 years following completion. The construction of Cell 5 did not proceed due to its prohibitive cost and it is anticipated that the economies of scale achieved by combining the construction of Cells 6, 7 and 8 will make Super 6 a viable landfilling solution for the Richmond Valley community.

Facilitate the Upgrade of the Jabiru Geneebeinga Wetlands in Casino



The Jabiru Geneebeinga Wetlands on Queensland Road Casino was developed as a Bicentenary project in 1988. The Wetlands are in need of renewal and Council will work with interested groups in the community to develop a plan which will enable grant funding to be sought. The opportunity exists for this precinct to become an important regional tourist destination as it also includes the Casino Golf Course, Casino Mini-rail. Richmond Dairies are developing a project with in conjunction with Southern Cross

University to utilise the land they currently use for grazing to expand the Wetlands and provide improved processes for their effluent management, which to enhance the existing wetlands. Improved habitat, wetlands and facilities could become an exciting drawcard for birdwatchers and visitors who enjoy the outdoors.

Looking After Our Environment

Objective: EH1 Managing our Waste and Water
Strategic Goal: Provide Sustainable, Reliable and Safe Water, Sewer, Waste and Recycling Services

CSP Strategies	Community Indicators
<ul style="list-style-type: none"> • Provide environmentally sustainable waste collection, disposal and recycling services • Investigate a Food Organics Program for commercial and retail business • Provide sustainable, safe and cost effective water and sewerage services meeting the needs of the community • Effectively manage stormwater and flooding 	<ul style="list-style-type: none"> • Increased Landfill diversion • The waste business operating to full potential • Continuous improvement of our stormwater networks and infrastructure • Continue inspections and condition monitoring of the network • Active maintenance programs for stormwater management

Service: Waste Management

Service Owner: Manager Infrastructure Services

EH1.1 Waste and resource recovery future options

Code	Program Activity	Timeframe	Partner/s	Target	Measure
EH1.1.1	Develop and implement a waste strategy including long term waste and resource recovery options which are sustainable and affordable	2017/2018		Sustainable, secure and affordable waste and resource recovery solutions for the community while meeting environmental and statutory obligations plus WARR strategy objectives	Waste Strategy adopted and action plan implemented

EH1.2 Operate waste and resource recovery as a business, including kerbside collection options for businesses

Code	Program Activity	Timeframe	Partner/s	Target	Measure
EH1.2.1	Review costs, resources and options for businesses and set a new fee structure	2017/2018		Generate income to ensure long term viable waste collection options for businesses	Options and fee structure in place to generate income

EH1.3 Waste Management domestic kerbside collections

Code	Program Activity	Timeframe	Partner/s	Target	Measure
EH1.3.1	Review collection run frequencies and efficiencies including investigating GPS tracking systems and options	2018/2019		Efficient and reliable service to the community	Improve the community satisfaction with domestic waste stream collection to 90%

EH1.4 Close and cap completed waste facility cells

Code	Program Activity	Timeframe	Partner/s	Target	Measure
EH1.4.1	Develop and implement capping plans	Annual		Best practise and protecting the environment	Completed compliant capped cells

EH1.5 Seek and utilise grant funding to support waste infrastructure needs and new projects in line with the NSW WARR Act and Strategy

Code	Program Activity	Timeframe	Partner/s	Target	Measure
EH1.5.1	Research and secure Waste Less Recycle More EPA and Environmental Trust funding	Annual		Increase in grant funding applications resulting in reduced cost of waste infrastructure	Cost effective infrastructure in place

EH1.6 Deliver environmentally sustainable waste collection, disposal and recycling programs and services to the community recovery education

Code	Program Activity	Timeframe	Partner/s	Target	Measure
EH1.6.1	Education delivered to the community through various activities	Annual		Increased diversion rates	Informed community actively participating in resource recovery
EH1.6.2	Delivery of capital works projects	Annual		Delivery of Capital Works programs	All capital works projects delivered

Capital Works – Waste Management	2018/2019	2019/2020	2020/2021	2021/2022
Plant Purchases		983,636	460,000	468,182
Nammoona Landfill	2,846,425	742,000	15,000	315,000
Bora Ridge Transfer Station	720,960			
Evans Head Transfer Station	150,000	80,000		
Rappville Transfer Station		8,000		

Service: Stormwater Management

Service Owner: Manager Infrastructure Environment

EH1.7 Provide services which protect and enhance our natural and built environment

Code	Program Activity	Timeframe	Partner/s	Target	Measure
EH1.7.1	Implement the revised stormwater management plan	2018/2019		The effective management of stormwater within the community	Implement stormwater management action plan

Capital Works – Stormwater Management	2018/2019	2019/2020	2020/2021	2021/2022
Casino Drainage Improvements	75,000	105,000	10,000	185,000
Coraki Drainage Improvements				10,000
Evans Head Drainage Improvements	358,000	90,000	135,000	

Service: Water Supplies and Sewerage Services

Service Owner: Manager Infrastructure Services

EH1.8 Provide compliant, continuous and cost-effective water supplies and sewerage services

Code	Program Activity	Timeframe	Partner/s	Target	Measure
EH1.8.1	Continue to provide safe and secure water and sewerage networks through the implementation of Integrated Water Management Plans	Annual		Water supply 100% compliant and community satisfaction	Improve annual per unit rate against state average/ achieve compliance with drinking water guidelines
EH1.8.2	Work through network and camera surveys to develop a long term strategic works program for water and sewer assets.	Annual		Water supply 100% compliant and community satisfaction	Having a strategic works program in place based on age and condition
EH1.8.3	Implement an energy and carbon emission reduction program	2017/2018		Water supply 100% compliant and community satisfaction	Develop an energy and carbon emission reduction program

Code	Program Activity	Timeframe	Partner/s	Target	Measure
EH1.8.4	Review current water sewer infrastructure and develop improvement plan	2018/2019		30 Year Capital Works Program adopted	Develop a water sewer infrastructure improvement plan as part of Integrated Water Management Plan process
EH1.8.5	Investigate an alternative water source for water supply security to Casino in emergencies	2018/2019		Mitigated any potential disasters	Investigate and report on an alternative water source
EH1.8.6	Develop and implement strategies to improve Council's water and sewerage infrastructure as identified in the IWCM Strategy Plan	Annual		IWCM Strategy Plan developed and adopted by Council	Improvement plan completed in accordance with Strategy

Capital Works – Water Supplies and Sewerage Services	2018/2019	2019/2020	2020/2021	2021/2022
Water Mains Replacements	415,000	465,000	465,000	465,000
Water Meter Replacements	30,000	20,000	20,000	20,000
Water Reservoirs	15,000			
Water Treatment Plants	550,000	500,000		
Water - Other	540,000	570,000	810,000	410,000
Water – Plant Purchases	10,000	10,000	10,000	10,000
Sewer Mains Repairs	30,000	887,000	30,000	30,000
Sewer Junction Repairs	80,000	80,000	80,000	80,000
Sewer Manhole Repairs	30,000	30,000	30,000	30,000
Sewer Relining Program		800,000		800,000
Future Sewer Renewals	10,000	300,000	1,000,000	1,000,000
Sewerage Pump Stations	577,770	1,806,000	258,000	207,000
Sewerage Treatment Plants	1,140,000	1,125,000	805,000	
Plant & Equipment	30,000	30,000	30,000	30,000

Looking After Our Environment

Objective: EH2 Promoting and Facilitating the Protection of the Environment

Strategic Goal: Protect and enhance the Richmond Valley’s beautiful environment

CSP Strategies	Community Indicators
<ul style="list-style-type: none"> • Provide services and programs which protect and enhance our natural and built environment • Develop and use regulatory instruments to protect and manage the environment • Lead and engage the community to increase awareness and improve sustainable management of the environment • Minimise environmental harm through Council’s own environmental practices • Advocate for and support initiatives to improve the health of the Richmond River 	<ul style="list-style-type: none"> • Maintain community satisfaction with the natural environment • Maintain community satisfaction with beaches and riverbanks

Service: Environmental Health

Service Owner: Manager Development and Environment

EH2.1 Provide services and programs which protect and enhance our natural and built environment

Code	Program Activity	Timeframe	Partner/s	Target	Measure
EH2.1.1	Budgets allocated to support services and programs	Annual	NP&WS, EPA, Landcare, LLS, DPI, community groups	Maintain the community satisfaction with protecting the natural environment at 89% Maintain community satisfaction with riverbanks at 80% Maintain community satisfaction with beaches at 94%	Services and programs developed and provided within budget

EH2.2 Upgrade to the Jabiru Geneebeinga Wetlands

Code	Program Activity	Timeframe	Partner/s	Target	Measure
EH2.2.1	Develop Jabiru Geneebeinga Wetlands Masterplan	2020/2021	NP&WS, EPA, Landcare, community groups	Long term strategy implemented for the management of the Jabiru Geneebeinga Wetlands	Finalised Masterplan adopted by Council

Service: Environmental Management

Service Owner: Manager Development and Environment

EH2.3 Develop and use regulatory instruments to protect and manage the environment

Code	Program Activity	Timeframe	Partner/s	Target	Measure
EH2.3.2	Respond to Environmental Incidents	Annual	EPA	80% of incidents responded to within CRM timeframes	Reduction in number of environmental incidents

EH2.4 Develop programs in consultation with the community and stakeholders to minimise environmental harm through Council’s own environmental practices

Code	Program Activity	Timeframe	Partner/s	Target	Measure
EH2.4.1	Flying Fox Management	Annual	NP&WS, OLG	Ensuring the health of the community is protected and enhanced	Implement Flying Fox Management Plan
EH2.4.2	Conduct Food Shop Inspections	Annual	Food Authority	Ensuring the health of the community is protected and enhanced	95% of medium to high risk shops inspected
EH2.4.3	Skin Penetration inspections	Annual	NSW Health	Ensuring the health of the community is protected and enhanced	Inspections completed every 2 years
EH2.4.4	Maintain Water Quality Inspections Schedule for public swimming pools	Annual	NSW Health	Ensuring the health of the community is protected and enhanced	Water Quality Inspections Schedule maintained

Code	Program Activity	Timeframe	Partner/s	Target	Measure
EH2.4.5	Prompt response to general enquires	Annual		Respond to incidents reported through Councils CRM process	80% of incidents responded to as per CRM timeframes
EH2.4.7	Public Health Registers and Response	Annual	NSW Health	Register up to date and provided to NSW Health on request	Maintain Register
EH2.4.8	Conduct OSMS audits	Annual		150 on-site sewerage management systems inspected annually	No. of risk audits per year
EH2.4.9	Caravan Park approvals	Annual		100% compliance with approvals	Approval to operate issued in accordance with legislative requirements

EH2.5 Develop a long term strategic plan for the Animal Shelter

Code	Program Activity	Timeframe	Partner/s	Target	Measure
EH2.5.1	Draft a long term strategic plan for the Animal Shelter	2018/2019	OLG, RSPCA	Long term strategy for the management and upgrade of the animal shelter	Plan developed and adopted

EH 2.6 Implement Council's adopted Companion Animals Management Strategy

Code	Program Activity	Timeframe	Partner/s	Target	Measure
EH2.6.1	Decrease in the number of dog attacks	Annual	OLG, Local Aboriginal Land Councils	Companion Animals Strategy Implemented	5% reduction in the number of dog attacks.
EH2.6.2	Increase in the number of de-sex animals from the previous years statistics	Annual	OLG, Local Aboriginal Land Councils, Local Vet Clinics	Companion Animals Strategy Implemented	5% increase of de-sexed animals
EH2.6.3	Decrease in the number of roaming animals	Annual	OLG, Local Aboriginal Land Councils, Local Vet Clinics	Companion Animals Strategy Implemented	5% reduction in the number of roaming animals

Code	Program Activity	Timeframe	Partner/s	Target	Measure
EH2.6.4	Increase in the number of follow ups of dangerous dogs audits	Annual	OLG	Companion Animals Strategy Implemented	Develop schedule for dangerous dog audit and conduct inspections as per schedule
EH2.6.5	Rehousing rates	Annual	Animal Welfare Org, OLG	The rehousing of animals in the pound is maximised and strong links with animal welfare groups maintained	Maintain rehousing rates

Making Council Great

Key Projects

- Implementation of a staff Health and Wellbeing program providing a culture of wellbeing which will create a sustainable workplace where staff are supported holistically, to perform at their best.
- Implementation of mobile computing to support Council's ability to serve its customers including:
 - Improve responsiveness to customers as staff do not need to return to the office to submit paperwork, pick up the next job etc. This should also reduce travel costs.
 - Real time access to critical information enables staff to make better decisions in response to customers e.g. access to prior inspection results or prior complaints allows staff to adjust how staff respond to a situation.
 - Information is captured once and shouldn't require administrative support to enter it into a system. This avoids transcription and interpretation errors that are common in manual data entry processes.
 - Staff are contactable by phone, email, text and other mechanisms enabling better communication, improved responsiveness, and a safer workforce

Signature Projects

The Opening Doors Project

Transforming Council culture to ensure that the customer is at the centre of everything that we do and we provide the best possible return on the investment for the money we receive from the community.



Making Council Great

Objective: CS 1 Leading and Advocating for our Community
Strategic Goal: A Highly Efficient and Effective Council

CSP Strategies	Community Indicators
<ul style="list-style-type: none"> Undertake Council's leadership with a strong governance and management framework covering all of council's planning, monitoring, reporting and transparent and informed decision making Convene open, accessible and transparent Council and Committee Meetings Richmond Valley Council will be a responsible fiscal manager Advocate strongly on behalf of the community with State and Federal government and other regional bodies Be a highly active member in the Northern Rivers Regional Organisation of Councils Ensure Council's organisational compliance, practices and performance are regularly monitored and reviewed. 	<ul style="list-style-type: none"> Improvement of community perception of ability to participate in Council's decision-making process Improvement of community perceptions of Council operating under ethical, open and transparent processes Improvement in community perception of Council operating efficiently, effectively and providing value for money

Service: Governance & Advocacy

Service Owner: Manager Governance & Risk

CS1.1 Improve decision making by engaging stakeholders and taking community input into account

Code	Program Activity	Timeframe	Partner/s	Target	Measure
CS1.1.1	Encourage participation in council meetings/committee meetings	Annual	Community Groups	Increase the community's opportunity to participate in Council's decision-making processes to 73%	80% attendance at Council meetings/committee meetings by councillors
CS1.1.2	Provide business papers in accordance with Code of meeting Practice	Annual	OLG	Increase the community's opportunity to participate in Council's decision-making processes to 73%	Business papers provided in accordance with the Code of Meeting Practice
CS1.1.3	Develop and conduct a Councillor training program	Annual	OLG	Increase the community's opportunity to participate in	Number of Code of Conduct complaints against

Code	Program Activity	Timeframe	Partner/s	Target	Measure
				Council's decision-making processes to 73%	councillors
CS1.1.4	Communicate Council's achievements, strategic objectives and actions			Quarterly reports to Council and the community on Council's achievements against stated objectives	Clear communication on achievement against objectives in Council's Community Strategic Plan

CS1.2 Facilitate Council's compliance with legal and governance requirements, including risk and insurance

Code	Program Activity	Timeframe	Partner/s	Target	Measure
CS1.2.1	Develop a risk management program which identifies and controls Council's Enterprise Risks	Annual		Risks identified and controls implemented	Risk management program implemented
CS1.2.2	Place appropriate insurance in accordance with Council's insurance program	Annual		Implementation of Council's insurance program based on adequate and informed risk profiling	Risks adequately insured
CS1.2.3	Implementation of a corporate compliance program	Annual		Compliance with statutory performance	Compliance obligations identified

CS1.3 Ensure transparency and accountability in council's operations

Code	Program Activity	Timeframe	Partner/s	Measure	Target
CS1.3.1	Internal audit committee meetings	Annual		council's decision making is in accordance with legislative requirements and OLG best practice guidelines	To ensure that council's risks are identified and mitigated

CS1.4 Provide high level financial and business analysis advice to monitor performance

Code	Program Activity	Timeframe	Partner/s	Target	Measure
CS1.4.1	Monitor capital works performance	Annual		Improve performance ratios	To ensure capital works are delivered on time and within budget
CS1.4.2	Coordination and management of major projects	Annual		Projects on time and on budget	To ensure that projects are managed efficiently and effectively
CS1.4.3	Identify trends in business performance and report to senior management	Annual		Improve performance	To ensure that performance is monitored and reviewed

Making Council Great

Objective: CS2 Great Support

Strategic Goal: Council's support services provide professional and effective service

CSP Strategies	Community Indicators
<ul style="list-style-type: none"> • Provide excellent customer service to the community • Modernise Council's Information Technology to support a great council • Train and develop a highly professional and skilled workforce • Provide a safe and healthy working environment for council's workers, visitors, contractors and customers • Manage Council's financial services, procurement practices and fleet sustainably, responsibly and effectively • Provide skilled and professional support services to manage and plan for council's existing and renewable assets and infrastructure • Management of Council's plant, vehicles and equipment of a whole of life basis taking into account risks, community expectations and the quadruple bottom line 	<ul style="list-style-type: none"> • Improvement in internal customer satisfaction across all internal services

Service: Customer Service

Service Owner: Coordinator Customer Service

CS2.1 Ensure the ongoing delivery of a quality customer service oriented organisation

Code	Program Activity	Timeframe	Partner/s	Target	Measure
CS2.1.1	Ensure that Council continues to meet the expectations of the community in delivering quality customer service	Annual		Increase in community satisfaction	Community satisfaction
CS2.1.2	Continually review and monitor the quality of customer service provision across the organisation	Annual		Improved stakeholder satisfaction	Stakeholder satisfaction

Service: Information Technology Services

Service Owner: Manager Information & Technology Services

CS2.2 Staff have the technology and information systems required to deliver the outcomes expected by the community

Code	Program Activity	Timeframe	Partner/s	Target	Measure
CS2.2.1	Implement application upgrades, configuration changes, data entry screens, reports, and workflow within Council's core applications	Annual		To identify and fix inefficient processes through appropriate use of technology	Number of issues resolved and enhancements implemented
CS2.2.2	Utilise mobile technologies so staff can access council information and complete tasks while in the field	Annual		Improve staff productivity and efficiency	Number of tasks which can be completed by staff using mobile technology
CS2.2.3	RVC documents project delivers records and document management and workflow capabilities	2017/2018	State Records	Efficiencies in document based processes and workflows	Number of business processes supported by RVC documents system

CS2.3 Technology in the community which promotes economic growth and community safety

Code	Program Activity	Timeframe	Partner/s	Target	Measure
CS2.3.1	Manage and maintain CCTV and public Free Wi-Fi systems	Annual	Police	Maintain Council Free Wi-Fi and CCTV monitoring system	Number of users utilising CBD free wi-fi during the past quarter. 95% uptime for CCTV

CS2.4 Efficiency and value from IT investments

Code	Program Activity	Timeframe	Partner/s	Target	Measure
CS2.4.1	Systems are maintained within one version of currently released product	Annual		IT Systems are stable, responsive and secure	90% of Council's core applications, infrastructure and software are current (i.e. within one version of the vendor's current major release level)

Code	Program Activity	Timeframe	Partner/s	Target	Measure
CS2.4.2	Management of network performance.	Annual		IT Systems are stable, responsive and secure	99% uptime of Council's core network during business hours.
CS2.4.3	Security and data protection	Annual		No penetration	Stability from potential data corruption attack

CS2.5 Efficient records processes

Code	Program Activity	Timeframe	Partner/s	Target	Measure
CS2.5.1	Efficient processing of incoming correspondence.	Annual		Processing of incoming correspondence	95% of all incoming letters and emails to Council are registered into Council's system daily and allocated to appropriate staff member for action within agreed timeframes.
CS2.5.1	Efficient processing of incoming correspondence.	Annual		Processing of incoming correspondence	95% of all incoming letters and emails to Council are registered into Council's system daily and allocated to appropriate staff member for action within agreed timeframes.

Service: Organisational Development

Service Owner: Manager Organisational Development

CS2.6 Place-based employer of choice attracting a diverse workforce

Code	Program Activity	Timeframe	Partner/s	Target	Measure
CS2.6.1	Streamline recruitment process	Annual		Recruitment survey constructed	Recruitment process has a personal touch, engaging potentials, recruitment is well-defined in website
CS2.6.2	Rebrand recruitment to coincide with EVP strategies	Annual		Website updated	Highlight values, leadership and working at RVC on websites

Code	Program Activity	Timeframe	Partner/s	Target	Measure
CS2.6.3	Implement internal initiatives that boost morale	Annual		Programs implemented according to strategy	Peer to peer recognition program implemented. Bright ideas program implemented
CS2.6.4	Update on-boarding process	Annual		Visible app installed	App built that contains on-boarding information including policies (dependant on staff being issued with devices)

CS2.7 Develop and retain an engaged and performing workforce

Code	Program Activity	Timeframe	Partner/s	Target	Measure
CS2.7.1	Implement a 12-24 month leadership and culture plan	2018/2019		Staff trained in leadership with an increase in communication survey average	Strategy for frontline staff devised. HBDI conducted for management team
CS2.7.2	Implement a Health and Wellbeing Program	Annual		Programs implemented according to strategy	Program implemented prior to FY19. Diverse activities for mental and physical health
CS2.7.3	Manage strategy for YES trainees including those that have graduated by designing an emerging leaders program	Annual		Mentor program implemented that engages junior staff up to Managers	Mentoring program developed for staff
CS2.7.4	Manage staff survey strategy	Annual		Ongoing	Increase in participants

CS2.8 Creating a contemporary workplace

Code	Program Activity	Timeframe	Partner/s	Target	Measure
CS2.8.1	Review current values and behaviours	Annual		Behaviours implemented and form RVC linguistics	New values and behaviours designed and implemented
CS2.8.2	Manage the implementation of digital transformation for HR systems and process	Annual		All staff utilising ESS	ESS implemented. SCOUT maintained

Code	Program Activity	Timeframe	Partner/s	Target	Measure
CS2.8.3	Manage training plan	Annual		Culture strategy implemented with associated programs	Training plan altered to suit organisational rather than individual need
CS2.8.4	Develop OD team to be 'match-fit' that supports a contemporary workforce	2018/2019		Restructure/ training implemented	High functioning team that supports contemporary organisational needs
CS2.8.5	Manage and review policies and procedures	Annual		Policies implemented on a bi-monthly basis	Policies rewritten in simple language
CS2.8.6	Educate staff on PULSE and review process yearly	Annual		Movements run percentile averages to an increased number	Interventions implemented as a direct response to survey data

Service: Work Health & Safety

Service Owner: Manager Governance & Risk

CS2.9 Proactive management of WHS systems to minimise safety risks

Code	Program Activity	Timeframe	Partner/s	Target	Measure
CS2.9.1	Continue to coordinate Council's Incident Reporting system	Annual		Reduction in safety incidents resulting in injury claims on 2016/17 benchmarking	All incidents reported to management in a timely manner
CS2.9.2	Annual review of Safety Management Plan	Annual		Reduction in safety incidents resulting in injury claims on 2016/17 benchmarking	To review all Safety Management Plan documentation and obtain Management sign-off
CS2.9.3	Rolling audit and hazard inspection program and reporting	Annual		Reduction in safety incidents resulting in injury claims on 2016/17 benchmarking	To mitigate safety risks
CS2.9.4	Develop and Implement a	2017/2018		Number of	To identify all health-

Code	Program Activity	Timeframe	Partner/s	Target	Measure
	Health Monitoring Program			compliance breaches (PINs)	related risks which have potential to cause harm to workers
CS2.9.5	Facilitate Health and Safety Committee	Annual		Reduction in safety incidents resulting in injury claims on 2016/17 benchmarking	To make recommendations to Management on WH&S issues
CS2.9.6	Develop and implement a WHS Safety Training program	Annual		Reduction in safety incidents resulting in injury claims on 2016/17 benchmarking	To ensure all staff are trained and competent in their roles
CS2.9.7	Ensure Council's WHS practices are compliant with legislative requirements	Annual		No compliance breaches	To ensure compliance with legislation requirements

CS2.10 Provide an effective injury management program

Code	Program Activity	Timeframe	Partner/s	Target	Measure
CS2.10.1	Develop and implement a Return to work program	Annual		Maintain 2016/17 benchmarking for Lost Time Injuries/Hours	Reduction in Lost time
CS2.10.2	Develop relationships with Stakeholders to assist in managing Workers Compensation claims	Annual		Maintain 2016/17 benchmarking for Lost Time Injuries/Hours	Ensure compliance and reduction in lost time
CS2.10.3	Reporting of injury management results to council	Annual		Reports prepared and presented to council	Report to council bi-annually on council's injury management performance showing injury rates and lost time injuries

Service: Financial Services

Service Owner: Chief Financial Officer

CS2.11 Examine all revenue and expenditure reduction opportunities within legislative powers

Code	Program Activity	Timeframe	Partner/s	Target	Measure
CS2.11.1	Complete review of council revenue	Annual		Increase income over and above rate pegging	Increase revenue by 3% of CPI
CS2.11.2	Ensure council's procurement practices deliver best value for money	Annual		Increase income over and above rate pegging	Reduction in money spent on goods and services
CS2.11.3	Examine the opportunity to share regional services with other local government agencies.	Annual		Increase income over and above rate pegging	Develop regional relationships/partnerships increasing on the 2016/2017 benchmark
CS2.11.4	Investigate different investment options to maximise Councils return on investments	2017/2018		Improvement of percentages from Reviews	Analysis workshop to determine efficiencies and decrease the % outstanding within the financial statements

CS2.12 Ensure compliance with Accounting Standards and Local Government Legislation

Code	Program Activity	Timeframe	Partner/s	Target	Measure
CS2.12.1	Manage Council's finances in accordance with legislative requirements	Annual		Unqualified Audit Report for each year of the Delivery Program	Unqualified audit

Service: Fleet Management

Service Owner: Manager Infrastructure Services

CS2.13 To sustainably and strategically manage council's fleet program

Code	Program Activity	Timeframe	Partner/s	Target	Measure
CS2.13.1	Complete fleet procurement in accordance with the plant replacement program	Annual		Providing plant, vehicles and equipment to service the internal needs of Council	Replace plant and equipment as per the annual procurement plan

Capital Works – Fleet Management	2018/2019	2019/2020	2020/2021	2021/2022
Fleet Management	2,551,364	2,657,055	1,889,805	1,860,528

Service: Engineering Support & Asset Management

Service Owner: Manager Assets and Planning

CS2.14 Maintain Strategic Asset Management focus, and provide inspection and technical information for the development of design and Capital works programs

Code	Program Activity	Timeframe	Partner/s	Target	Measure
CS2.14.1	Development of design and Capital works programs Annually	Annual		Capital works program completed on time and on budget	Capital Works Program Developed