

2012-2016

END OF TERM REPORT

Contents

Councillor Information	Page 3
Overview	Page 4

Where are we now?	Page 5
• Fit for the Future	
• Key Signature Projects	

Community Consultation	Page 8
• Community Survey	

Achievements and Highlights 2012-2013	Page 10
Achievements and Highlights 2013-2014	Page 14
Achievements and Highlights 2014-2015	Page 18
Achievements and Highlights 2015-2016	Page 22

Monitoring and Measuring	Page 26
• Assessing performance and responding to our community's needs	

Financial Indicators	Page 29
• How have we performed financially over the term	

Calendar of Events	Page 32
--------------------	---------





Ernie Bennett



Col Sullivan OAM



Robert Hayes



Sandra Humphrys



Steve Morrissey



Robert Mustow



Daniel Simpson

Councillor information

Cr Ernie Bennett (Mayor)

- **Professional Experience**
Ernie is a grazier. With his wife, he runs approximately 250 head of Braford cattle at Theresa Creek.
Richmond Valley Councillor 2012-2016.

- **Community Origins**
Ernie was born in Casino, schooled at Stratheden and Casino, and Woodlawn College.

Ernie and June were married in Casino in 1969 and have three children and 15 grandchildren.

- **Portfolio**
Business and Industry Advisory Panel.
Local Government and Shires Association of NSW.
Country Mayors Association of NSW.
Northern Rivers Regional Organisation of Councils.
Strategic Finance Committee.

Cr Col Sullivan OAM

- **Professional Experience**
Licenced building contractor (retired).
Councillor for 42 years (continuing). Mayor for 14 years during this time (fourth generation member of family to be Mayor of Council). Deputy Mayor 2015-2016.
Member of Shires Executive for 14 years (retired).
State Association President for two years.
Australian Local Government Vice-President for two years.

- **Community Origins**
Born at Stratheden. Attended Stratheden Public School during primary school, St Johns College Woodlawn during secondary school. Casino Beef Week - Life Member. Casino Show Society - Life Member. Member of Casino Men's Shed.

- **Portfolio**
Far North Coast County Council Rous Water (chairperson).
Saleyard Advisory Committee.
Strategic Finance Committee.

Cr Robert Hayes

- **Professional Experience**
Qualified building consultant and draftsman.
Self-employed builder of 31 years experience.
Owned and ran Evans Head Newsagency for three years.
Obtained formal qualifications from TAFE in teaching, building surveying and many other associated courses.
Richmond Valley Councillor 2012-2016.

- **Community Origins**
Grew up and attended school to year 11 at Kyogle. Started building career at 17 years of age. Member of Evans Head Touch Football Association.
Founding member of the Evans Head Killer Whales Rugby Club.
President of Stan Payne Oval Committee.

- **Portfolio**
Internal Audit Committee.
Business and Industry Advisory Panel.
Coraki Public Recreation Reserve Board.
Strategic Finance Committee.
Evans Head & District Workspace Committee.

Cr Sandra Humphrys

- **Professional Experience**
Authorised Marriage Celebrant. Employed by local Casino businesses for 29 years.
Richmond Valley Councillor from 2000-2008, 2012-current.
Deputy Mayor 2004-2005.
Events Coordinator Casino Beef Week 1998-2003, President 2001, Australian Defence Force - served in the Regular Army for 10 years and Army Reserve three years.

- **Community Origins**
Born in Tenterfield, attended Wallangarra Primary, Roma High and completed Senior Certificate at Stanthorpe High.
Enlisted in the Australian Regular Army.
Presenter/Executive member of COWFM 107.9FM - 16 years.

- **Portfolio**
Richmond River County Council.
Business and Industry Advisory Panel.
Strategic Finance Committee.
Richmond-Upper Clarence Regional Library.

Cr Stephen Morrissey

- **Professional Experience**
Qualified tradesman (butcher).
- **Community Origins**
Born in Casino, at the Memorial Hospital.
Attended St Marys Primary, and Marist Brothers High School.
Married to Angela, three children, one grandchild.
Vice President Jumbunna Early Childhood Intervention Centre
On Focus board member
Richmond Valley Councillor 2000-2008, 2012-current.

- **Portfolio**
Richmond River County Council.
Saleyard Advisory Committee.
Strategic Finance Committee.

Cr Robert Mustow

- **Professional Experience**
Qualified tradesman (panel beater).
Self-funded retiree.
Richmond Valley Councillor from 1987-current. Deputy Mayor 2006-2007, 2007-2008, 2012-2013.

- **Community Origins**
Born in Casino, at the Memorial Hospital.
Attended Casino Public and Casino High schools.

- **Portfolio**
Chairman - Rous Water.
Council Delegate Northern Rivers Arts Board.
Internal Audit Committee.
Saleyard Advisory Committee.
Strategic Finance Committee.

Cr Daniel Simpson

- **Professional Experience**
Owner/operator of The Rod N Reel Hotel in Woodburn since 2006, and Hotel Illawong in Evans Head since 2012.
Partner of Anytime Fitness in Woy Woy.
Completed Bachelor of Management at Newcastle University in 2006.
Chairperson of Mid-Richmond Community Bank.
President of Woodburn Chamber of Commerce.

- **Community Origins**
Born in Gosford in 1979.
Completed School Certificate at St Edwards High School, completed HSC at Corpus Christi College.
Lives in New Italy.

- **Portfolio**
Richmond Valley Council Local Traffic Committee.
Business and Industry Advisory Panel.
Strategic Finance Committee.





What is the End of Term Report?

Overview

The End of Term Report is a legislative requirement under the Integrated Planning and Reporting Framework and must be tabled at the last Council meeting of the 2012-2016 Council term. It provides a summary of the progress on the implementation and effectiveness of the Community Strategic Plan (CSP) in achieving the social, environmental, economic and civic leadership objectives since its adoption in June 2013. It also provides a comprehensive summary of the outcomes achieved by this Council along with its community partners in meeting the seven key focus areas outlined in the CSP.

In 2013, just after the commencement of the new Council term, Richmond Valley Council adopted its revised Towards 2025 Community Strategic Plan. This Plan created a long-term vision for the Richmond Valley Council area, in partnership with the community, to guide future planning and decision making. To achieve the community's priorities by the year 2025, rolling four-year Delivery Programs identify Council's priorities, and annual updates provide ongoing opportunities for community feedback to ensure RVC is on track for the future.

After 18 months of operating under the existing CSP, RVC embarked on a full review to see what had been accomplished and where it was at in terms of what still needed to be done. The review focused on how RVC could do more with what it had, how it could build on its strengths, provide for innovative thought, and build a trust where all were working towards a common goal of making the Richmond Valley the kind of place everyone wanted to live, work in and enjoy.

The seven focus areas of the Community Strategic Plan

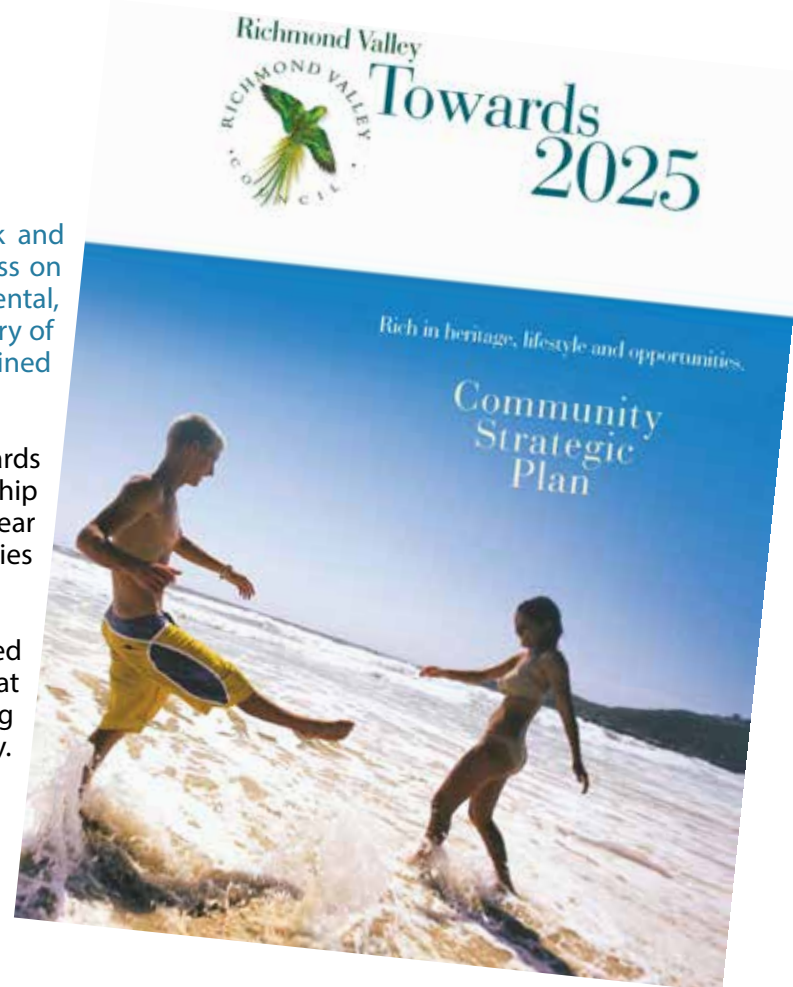
The seven focus areas of the Community Strategic Plan Towards 2025 were established on the basis of community input. They provide for and include strategic objectives that address social, environmental, economic and civic leadership issues.

Each focus area outlines RVC's functions, community perceptions, long term goals, strategies and performance indicators. The areas are:

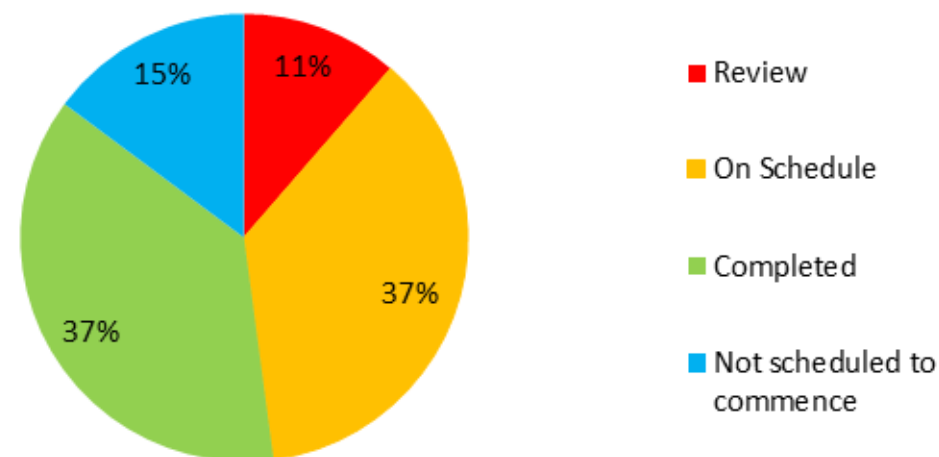
1. Our Natural Environment
2. Our Local Economy
3. Our community and Culture
4. Our Recreation and Open Spaces
5. Our Rural and Urban Development
6. Our Transport and Infrastructure
7. Our Governance and Process

RVC's performance against the Plan's goals and objectives in these areas are reported quarterly. At the end of the third year of the current 2013-2017 Delivery Program, RVC has demonstrated a strong performance towards achieving the outcomes detailed in the four-year program.

A summary of RVC's progress at the end of the third year of the program is detailed at right.



Progress Report as at 30 June 2016



Where are we now?

Fit For The Future

Over the past four years, Richmond Valley Council has acted and made some tough decisions to address its financial sustainability to be assessed 'fit' under the NSW Government's Fit for the Future reforms.

Council acted early, made tough decisions, and as a result has placed the organisation in a strong position to tackle the challenges which lay ahead. RVC is confident it will continue to meet the needs of its community well into the future.

RVC's financial sustainability position has improved considerably over the past four years with an April 2015 Treasury Corporation re-rating seeing Council move from a Weak – Negative to Moderate – Neutral rating. This has been through a number of measures, including successfully applying for a permanent five-year special rate variation commencing in 2014-2015.

RVC's long-term strategies will ensure community infrastructure is managed in a way which controls risk, maximises usability and increases the service potential and intrinsic value of its assets. RVC will provide the level of funding agreed with the community and set out in the Towards 2025 Community Strategic Plan to meet the maintenance requirements documented in its plans.

RVC has undertaken a number of major strategic projects to ensure the future sustainability of the region, as well as supporting a strong, vibrant and connected community. It has put in place a forward-looking Community Strategic Plan, actively supports economic development and promotes events and tourism, has implemented a Performance and Recognition Management System as the framework to align staff performance, values and behaviours with corporate and community directions, introduced a Youth Employment Strategy to ensure the region's youth have job opportunities, was awarded the NSW Large Employer of the Year Award in 2015, and is a 2016 NSW finalist in the same category.

This has laid the foundation for an organisation which will be sustainable into the future and a community which will be vibrant and motivated in line with the Richmond Valley Towards 2025 Community Strategic Plan. This plan created a long-term vision for the Richmond Valley Council area, in partnership with the community to guide future planning and decision making.

RVC has embraced the challenge of creating progress out of change and to be as competitive as it can be. RVC must compete with other locations for investment – internationally, nationally, regionally and locally – and local business and industry must compete for market share on the same basis and in the same arena. The Richmond Valley needs to be a competitive place both for existing enterprises and in order to attract new ones.

To achieve the community's priorities by the year 2025, rolling four-year delivery programs identify RVC's priorities to contribute to achieving its vision. Annual updates provide ongoing opportunities for community feedback to ensure the organisation is on track for the future.

RVC currently has funding committed to key major projects within the Richmond Valley. These projects have been identified by the community to promote culture, visitation and economic development in the community.



Richmond Valley residents said they would like to see continued investment in their region to encourage growth and local employment. The Valley is currently in a strong position, with new businesses and individuals investing in the towns for their future. That is why RVC has investigated a number of other projects to ensure it continues to deliver high-quality infrastructure, projects and facilities which can be enjoyed by all.





CASINO BILL HALL

Key Signature Projects

RVC has funding committed to key major projects within the Richmond Valley. These projects were identified by the community in the Towards 2025 Community Strategic Plan to promote culture, visitation and economic development.

Casino Amphitheatre Project

As part of the Casino riverside development project, an amphitheatre has been designed to be located within the precinct adjacent to Queen Elizabeth ovals. Suggestions received through consultation identify the recently acquired site at the Drill Hall as an alternative location. The scope of the design is for a performance stage and an open air amphitheatre. It is proposed that such a facility would support live acts and presentations from both visiting and local artists. The structure is also designed to be able to screen open air movies with drop down screens and sound support. The designs provide an intimate structured amphitheatre, with the ability for overflow seating on the open grassed areas surrounding the bowl. \$1.2 million has been allocated to this project.

Casino Drill Hall

With the acquisition of the Casino Drill Hall site, RVC has retained a significant cultural space within the township, which has vast potential for community use. Early consultation with the broader community provided feedback from a variety of interested parties, suggesting many possibilities for both the site as well as the structures on the land. These options include:

<ul style="list-style-type: none">• Artist workshops and exhibits spaces, including cultural and Aboriginal art exhibits	<ul style="list-style-type: none">• Museum displays
<ul style="list-style-type: none">• Botanical gardens	<ul style="list-style-type: none">• Outdoor performance spaces
<ul style="list-style-type: none">• Market facilities	<ul style="list-style-type: none">• Visitor information facilities

Woodburn Riverside Park

RVC has committed \$500,000 to the upgrade of the Woodburn riverside area, with community consultation taking place regarding ideas for the development and improvement of the site. 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. Further development would also improve the area as a community hub for future events.

While RVC’s commitment will provide the ability to undertake beautification works and improve landscaping, there is an opportunity to use this funding as leverage in a larger project. Suggestions received through consultation identify the potential to consolidate the existing aging buildings to a modern functional centre which will remain front of mind to highway travellers, and support the community while promoting the Northern Rivers region. Key elements suggested for the Woodburn Riverside Rejuvenation Project include:

- An interactive 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
- Picnic areas and open space, including comfortable seating and tables along with barbeque facilities and clean modern toilet 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 agencies and forums
 - Future planning for streetscape works when the existing Pacific Highway reverts to a local road following bypass works

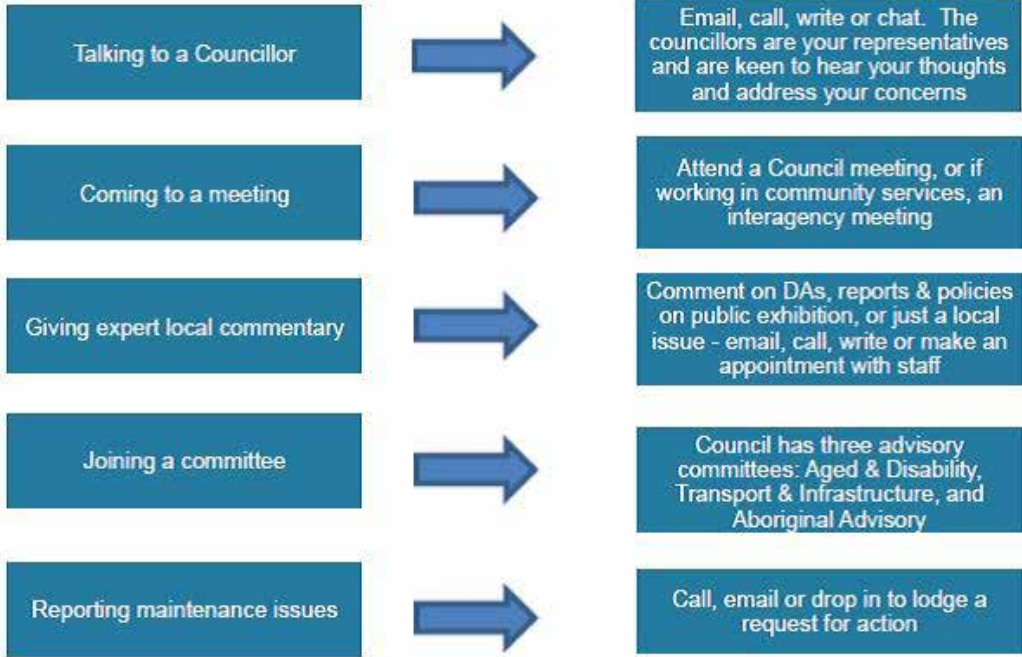


Community Consultation

In developing the 2013-2017 Delivery Program and committing funding to key signature projects identified by the Community, Richmond Valley Council considered the priorities and expected levels of service which were expressed by the community during ongoing engagement efforts. To continue to involve as many community members as possible in the development of RVC's planning processes, and to ensure the long-term success of the Towards 2025 Community Strategic Plan, a revised Community Engagement Strategy was adopted in May 2015.

How we involve you with our decisions

As a local authority, RVC works at the level of government closest to the people, where it is easy for residents to become involved in activities and decisions. RVC provides opportunities for the community to take part in Council's ongoing decision making processes by:



Residents were surveyed in June 2016 on the seven focus areas of the Community Strategic Plan. Residents were invited to suggest 'what council has done well' over the past four years. The following summarises the community responses:

What has Council done well?	
Environment	Improved recycling
	Sewerage treatment plant upgrade, sewer in Broadwater
	Tree plantation
	Street art
	Lighting water tower
	Improving the town entrance and streetscape
	Local economy
	Supporting Beef Week each year; supporting numerous community events
	Updated town centre to make it aesthetically pleasing
	Community and culture
	Supporting the Library
	Supporting the One Voice Choir's Gallipoli musical
	Christmas Tree and Street Party
Urban and rural development	Improved planning timeframe for processing DAs and other applications
	Towns and surrounding areas look modern and clean
	Encouraging growth of opening up areas for building
Recreation and open spaces	Parks look tidy and well maintained; nice gardens in CBDs
	Colley Park development and maintenance of sporting grounds/ stadium; good sporting fields
	Evans Head Skate Park
	Maintaining Coraki waterski beach, the dog park and picnic tables at the waterfront
Transport and infrastructure	Excellent work with road network – best for the Northern Rivers area with regular slashing and filling of potholes
Governance	More approachable council and service; committed staff
	More transparent processes, and more accountability







ACHIEVEMENTS 2012-2013

Council's capital spend for capital works program was \$14.777 million with more than \$10.328 million going towards transport and infrastructure projects.

Completion of Broadwater Sewerage Augmentation at a total cost of \$6.677 million.

Commenced regular green waste collections from Richmond Valley residents.

Fit out and equip new regional fire control centre and improvements to the SES building at Casino.

Completed Evans Head beautification and implemented a safer 40km speed zone in the CBD.

Conditional sale of Evans Head Memorial Aerodrome proposing a 70-lot residential airpark, 14 commercial hangars and light industrial lots for aviation-related businesses.

Purchase of three properties in Casino's CBD to allow future provision of public car parking.

Slashed developer charges to \$8000 per tenement to encourage building investment in the Richmond Valley.

Replaced Edenville Bridge and completed improvements to Clearfield Road Bridge as part of ongoing works to replace timber bridges with longer-lasting concrete bridges.

Participated and completed the 2012 Regional State of the Environment report with regional councils.

Developed a revolving energy and sustainability fund to ensure a dedicated fund and sufficient resources for sustainability initiatives.

Stage one of energy efficient street lights completed.

Upgrade of Evans Head depot completed.

New street sweeper to clean up Casino CBD.

Community Christmas Street Party and markets introduced, and annual lighting of the Christmas tree.

Master plan for Evans Head parking completed.

Installation of new fish cleaning table and boating pontoon on the Evans River at Paddon Park.

Local Heritage Incentives Program awarded \$23,159 in grants, which generated \$72,278 worth of heritage projects and work.

Delivery of roads capital works program of \$3.157 million.



HIGHLIGHTS 2012-2013

EVANS HEAD CBD BEAUTIFICATION MASTER PLAN AND CHANGE OF SPEED LIMIT TO 40KM/H

Having completed stage one of the Evans Head CBD Beautification Master Plan, stage two was implemented. It included landscaping of the garden beds, replacing footpaths in Oak Street on the north and south sides, and replacing bitumen footpaths in Woodburn Street from Oak Street to Cashmore Street with plain concrete. Street furniture was replaced and rejuvenated, including the replacement of seats, street bins, bike racks and the upgrading of shelters. Council also reduced the speed limit in Oak Street to 40km/h. *CSP Focus Area – Recreation and Open Spaces; Transport & Infrastructure; Community & Culture*

NEW STREET SCRUBBER TO CLEAN UP CASINO CBD

With the appearance of our towns' CBD areas a priority to residents, RVC purchased a new street scrubber to combat bird droppings, as well as litter and dust. *CSP Focus Area – Community & Culture; Transport & Infrastructure*

DEBUT OF CASINO CBD'S CHRISTMAS TREE

A 6.4 metre-high Christmas tree donated to the community, and erected and decorated by RVC to stand proud in the Casino CBD. The lighting of the Christmas tree at the Casino Artisans, Song and Food Market was enjoyed by young and old. The tree was decorated with numerous strands of tiny coloured lights, shiny baubles and shimmering stars to get all those who attended into the Christmas community spirit. *CSP Focus Area – Community & Culture*

INSTALLATION OF ENERGY EFFICIENT STREET LIGHTS

RVC used finance from Low Carbon Australis for a \$286,000 upgrade of street lighting which will result in annual savings of \$133,000, equating to a 34 per cent reduction in energy usage. Street lighting accounts for 22 per cent of RVC's greenhouse gas emissions and is the third largest source of emissions after buildings, and sewerage and water treatment. *CSP Focus Area – Our Transport & Infrastructure*

INSTALLATION OF NEW FISH CLEANING TABLE AND RELOCATION AND REPLACEMENT OF BOATING PONTOON ON THE EVANS RIVER

RVC was successful in receiving funding through the Better Boating Program/Fisheries and Recreation for the installation of a new fish cleaning table and a boating pontoon. The table is constructed from recycled plastics and also retained elements of the previous table via reusing the existing stainless steel top and water taps. The new floating pontoon is in Paddon Park and is a fantastic addition to the river access facilities, and has reduced the boat queues at adjacent harbour ramp and pontoon. *CSP Focus Area – Recreation and Open Spaces*



Evans Head CBD receives much-needed makeover.



The magic of Christmas comes to town.



Street scrubber makes short work of bird 'bombs'.







ACHIEVEMENTS 2013-2014

Council's capital spend for the works program was \$14.509 million with more than \$8.29 million going towards transport and infrastructure projects

Richmond Valley Council Towards 2025 CSP adopted by Council.

Reynolds Road industrial land purchased for \$1.1 million.

Settlers subdivision construction \$830,000; 15 lots released in Stage 3.

Town entrance signage installed \$160,000.

Centralised Customer Contact Centre established at Casino.

Bus/taxi shelters in Canterbury Street Casino installed \$110,000.

Casino/Coraki/Evans Head bus shelter replacement program \$210,000.

Illegal dumping campaigns targeting asbestos run in conjunction with North East Waste with EPA funding.

Successful with special rates variation application.

Support provided for Evans Head Landcare grant applications to develop weed eradication management plan for Evans foreshore areas.

Coral trees removal program in Woodburn Riverside Park.

Evans Head Coastal Management Plan adopted.

New pontoon and fish cleaning table for Evans Head.

Conditional sale of Evans Head Aerodrome for future residential/commercial development.

RVC's Mayor and General Manager advocate for 24-hour policing by meeting with NSW Police Minister Michael Gallacher.

Off-leash area in Ocean Drive, Evans Head completed.

Implementation of Performance and Recognition Management System.

Pre-lodgement meetings, and developer newsletter and developer forums established and promoted to the community.

Secondary dwelling incentives adopted by Council including the waiving of development contributions and a reduction in annual water/sewer charges.

Tech One financial system implemented.

Surplus budgets implemented for the next four-year delivery period.

Local Heritage Incentives Program awarded \$21,284 in grants which generated \$68,893 worth of heritage projects and work.

\$60,000 improvement program for Coraki riverbank.

Tech Savvy for Seniors commenced at the Library and eBook service introduced.

Delivery of a roads program of \$4.473 million.



HIGHLIGHTS 2013-2014

TOWN ENTRANCE SIGNS

As identified in RVC's contract with the community, the Community Strategic Plan, civic pride was a key strategy to strengthening our community, thus the introduction of new town entry signs. Improving the visual appeal of the entry points to our towns not only affects our own civic pride but also what visitors think of our area. Council will be planting flowers and growing avenues of trees to accompany the town entry signs. All new initiatives will improve the liveability of this beautiful place we call home. *CSP Focus Area – Community & Culture*

CORAKI RIVERBANK IMPROVEMENT

\$60,000 in improvements were spent on better public toilet facilities, picnic seating, beach enlargement, jetty lighting and replacement of coral trees with native species. *CSP Focus Area – Our Environment*

CASINO BMX BIKE SHED MURAL UNVEILED

RVC, local artist Charlie Caldwell and local Bundjalung children put the finishing touches to a mural on the BMX bike shed, complementing new bikes and track improvements. *CSP Focus Area – Community & Culture; Recreation & Open Space*

COUNCIL TAKES 24-HOUR POLICING FIGHT TO MINISTER

RVC vowed to continue the fight for 24-hour policing by calling on the NSW Government Minister to step in and give Casino a 24-hour police station. The renewed push for a stronger police presence was in response to the immediate need in the community. *CSP Focus Area – Governance & Process; Community & Culture*

DEVELOPER FORUMS INTRODUCED

RVC hosted an inaugural development forum aimed at changing the manner in which the development industry, the community and Council do business. The forum was held in response to community feedback seeking increased flexibility in development assessment, and streamlined processes for builders, planners and developers in their applications to Council. The forum presented recent changes at RVC, with a focus on helping developers achieve their goals. *CSP Focus Area – Rural & Urban Development*

POPULAR FOOTBRIDGE UNDERGOES RESTORATION WORK

Repairs to the 84-year-old pedestrian bridge which spans the Richmond River, linking the CBD with the community of east Casino were completed at a rebuild project cost \$44,627. The repairs were the result of major flood damage, resulting in the loss of a substantial part of the decking and support structures. *CSP Focus Area – Recreation and Open Space*



Town entrances, the Richmond River footbridge, and the Coraki riverfront receive attention during 2013-2014.







ACHIEVEMENTS 2014-2015



RVC's spend for capital works program was \$14.829 million, with more than \$10.935 million going towards transport and infrastructure projects.
CCTV cameras installed in Casino's CBD.
Preparation of a review of environmental factors for the management of the flying fox colony in Casino, and a draft flying fox management plan. Approximately \$40,000 has been spent on tree removal and trimming works as part of the REF.
Implementation of tree and flower planting program across the local government area with plans to increase the numbers over the next several years – current goal 20,000 plants by 2016.
\$3 million borrowed for future upgrades to the Northern Rivers Livestock Exchange to establish it as a regional facility and to address a number of work, health and safety issues.
Technology One Property and Rating system implemented.
\$1.5 million cash injection into RVC's reservoirs, water treatment plants, sewer pump stations and water mains and meters.
Waste Warriors and Bin Trim programs conducted in conjunction with North East Waste.
Grants Officer recruited and community grants program implemented.
Public Arts Strategy launched.
Makeover and re-opening of Coraki Riverside Caravan Park and new management agreement between RVC and the Coraki Hotel.
Centralised Customer Contact Centre established at Evans Head.
RVC introduced its Flying Fox Management Plan.
Youth Employment Strategy commenced.
Evans Head administration office and library upgraded, with library opening hours increased from 15 hours to 43 hours per week.
RVC lobbying for reduced s64 charges for secondary dwellings.
Adopted revised Future Urban Growth Boundary mapping to identify additional future urban land release options.
Wind and weather break wall constructed at the Evans Head Aquatic Centre.
Library signed up with NSW.net for faster more reliable Wifi service.
Library e-Newsletter commenced.
Library Digital Photography competition commenced.
Writing workshops held in libraries during Youth Week.
Delivery of a roads capital works program of \$7.312 million.
Secured grant funding of \$160,000 to construct a new Men's Shed at the Casino Showground.
New RVC branding launched.

HIGHLIGHTS 2014-2015

CCTV CAMERAS INSTALLED IN CASINO CBD

About 40 Cameras were installed throughout the town's retail area to assist Casino Police in the management of crime. The cameras operate 24 hours with footage streamed live to local police. The CCTV cameras will be a major tool in solving and deterring break-ins, assaults, graffiti and other anti-social behaviour, keeping the streets safer for law-abiding citizens. *CSP Focus Area – Community & Culture*

MANAGEMENT OF FLYING FOX IN CASINO

With the population of flying foxes along the Richmond River in Casino exploding Council prepared a Review of Environmental Factors (REF) for the management of flying fox in Casino and a draft flying fox Management Plan. Approximately \$40,000 has been spent on tree removal and trimming works as part of the REF to create buffers to residences, schools, pre-schools, and businesses. This work has significantly reduced the impact flying fox have on people. *CSP Focus Area – Our Environment*

IMPLEMENTATION OF TREE AND FLOWER PLANTING PROGRAM

An important element of RVC's civic pride project is the planting of trees and flowers across the area with plans to increase the numbers over the next several years. Current goal is to have up to 20,000 planted by 2016. *CSP Focus Area – Our Environment*

CASH INJECTION OF \$1.54 MILLION INTO WATER AND SEWER ASSETS

A cash injection of \$1,543,600 saw a major overhaul of RVC's reservoirs water treatment plants, sewer pump stations and water mains and meters. RVC invested almost \$500,000 in its Casino raw water pump station to deliver cleaner drinking water to the community. *CSP Focus Area – Transport & Infrastructure*

CORAKI RIVERSIDE CARAVAN PARK REOPENING

After a much needed makeover the Coraki Riverside Caravan Park welcomed back visitors after re-launching 20 short-term accommodation sites for visitors to the scenic town of Coraki. The new improved look was welcomed by the annual Coraki ski race held in November each year. The renewed river bank now boasts fantastic river views and better facilities creating an attractive holiday destination for tourists all year round. Work undertaken included:

- trimming and removal of trees; repairs and pressure cleaning of amenities block; tidying up amenities; repairs to drainage; upgrading of power; sealing internal road; new signage; numbering sites; and mulching and backfilling around sites. *CSP Focus Area – Rural & Urban Development*



Water and sewer, and parks and gardens projects prove popular with residents.







Rubbish

fortnightly

Please don't put anything in the bin until the night before collection.



NO

Flammable liquids, oil, paint, petrol, gas, and other hazardous materials.

Organics

Weekly



NO

Animal faeces, plastic, large plants, and large quantities of soil.

Recycling

fortnightly



NO

Flammable liquids, oil, paint, petrol, gas, and other hazardous materials.

ACHIEVEMENTS 2015-2016



RVC's spend for capital works program was \$16.773m, with more than \$11.228m going towards transport and infrastructure projects. *(Note: these figures are still subject to end of financial year adjustments and are unaudited)*

RVC awarded NSW Training Awards Large Employer of the Year 2015, and is a 2016 finalist.

Council secures \$3.5 million grant under the Regional Development Australia Fund for Casino saleyards project.

\$2.083 million Casino Indoor Sports Stadium opened at Colley Park.

Council deemed "fit" under Fit for the Future assessment.

Commencement of construction to relocate SES unit.

Major contribution by RVC to Junior Rugby League Pavillion at QEII (\$50,000).

Commencement of construction of Casino Men's Shed.

Commencement of construction of a camp draft facility at Casino Showgrounds.

Shared footpath constructed at Colley Park Casino.

An additional 36 car spaces constructed in the Simpsons Parade carpark at Casino.

\$177,000 funding obtained for Casino Library internal fitout, and Evans Head Library underwent an internal refurbish.

Purchase of new mobile library.

Construction of footpath at Evans Head Surf Club.

\$10,000 contribution to the Evans Head Memorial Aerodrome Heritage Aviation Musueum to house the gifted RAAF Caribou transport aircraft.

Sewer pump station upgrade at Evans Head and Coraki STPs.

Sewer main relining program at Casino.

Casino STP inlet works upgrade.

Construction of 61 additional car parking spaces at Little Walker Street carpark.

Richmond Valley Development Control Plan adopted.

DA Tracker introduced, and detached dual occupancy permitted in rural areas.

Council contributed \$12,500 to the launch of the Evans Head Business and Community Chamber Evans Head Tourist Guide.

Shark sighting system commissioned at Evans Head Surf Club and Marine Rescue Tower at Razorback Lookout.

Local Heritage Incentives Program awarded \$27,355 in grants which generated \$118,090 worth of heritage projects and work.

Free Wi-Fi rolled out in Casino, Woodburn and Evans Head CBDs.

Introduction of the Food Organics Garden Organics service for domestic kerbside collections.

Purchase of Casino Drill Hall as a community asset \$323,902.

Murals commissioned and completed in accordance with Public Arts Strategy at Casino Swimming Pool and Library.

Richmond Valley Made Program introduced.

HIGHLIGHTS 2015-2016

FIT FOR THE FUTURE VERDICT

Richmond Valley Council is one of just 32 non-metropolitan councils, and 52 out of 152 statewide, to be declared Fit For the Future under criteria established by the NSW Government. RVC resolved to decline to nominate a preferred partner for amalgamation and to stand alone. RVC satisfied the scale and capacity criterion and the financial criteria overall satisfying the sustainability, infrastructure and service management efficiency criteria. *CSP Focus Area – Governance & Process*

FOOD ORGANICS GARDEN ORGANICS WASTE SERVICE

2015-16 saw the introduction of the food-organics-garden-organics waste service for domestic kerbside collections, with the first collections taking place on 13 June in Casino and surrounds and 20 June in the Mid Richmond. The introduction includes a weekly green bin collection, fortnightly red-lidded waste collection and fortnightly yellow recycling collection in line with best practice. The roll out included a kitchen caddy, a roll of compostable caddy liners and an information pack delivered to each household who have a council domestic kerbside collection service. The change will divert around 1000 tonnes of food waste which would otherwise be landfilled. The food organics and garden organics are made into certified organic compost at Lismore City Council's compost facility. *CSP Focus Area – Our Environment*

FREE WI-FI

It is now easier for residents, businesses and tourists to check emails, do business, search the web and stay up to date with social media contacts while out and about in the Richmond Valley. RVC launched a free public Wi-Fi service in the Evans Head, Woodburn and Casino CBDs. *CSP Focus Area – Governance & Process; Community & Culture*

COUNCIL TAKES ON McDONALD'S AND WESTPAC AND TAKES OUT NSW TRAINING EMPLOYER OF THE YEAR TITLE

RVC's Youth Employment Strategy saw Council take out the prestigious award of Best Large Employer in NSW in 2015. RVC's entry was based on providing opportunity for scholarships, apprenticeships and traineeship programs to local school leavers, focussing on addressing local unemployment issues. Council took on corporate giants Westpac and McDonald's as finalists in taking out the award. *CSP Focus Area – Governance & Process*

NEW MOBILE LIBRARY

The Richmond Upper Clarence Library has launched a new, state-of-the-art mobile library truck, with the latest technology for all the community to access. The vehicle was designed to suit our region's needs and was built to cope with our rural roads. The fresh new look is an enhancement to library services aimed at improving access to information for residents. Libraries play a big role in the region, bringing people of all walks of life together, as well as reducing isolation by promoting social interaction and inclusion. *CSP Focus Area – Community & Culture*

CASINO INDOOR SPORTS STADIUM

The Casino Indoor Sports Stadium was officially opened at Colley Park. The multi-purpose, modern facility features a two-court stadium and includes facilities for netball, basketball, volleyball and soccer. The stadium has tiered seating, social areas, and shower and toilet facilities, as well as a central curtain to allow multiple uses simultaneously. *CSP Focus Area – Our Recreation and Open Spaces; Community & Culture*



RVC resolved to own, operate and get on with upgrading the Northern Rivers Livestock Exchange (Casino saleyards), and 28 new parking spots were created on Simpsons Parade, with a further 90 planned for construction on Barker and Little Walker streets and behind the Tattersalls Hotel.



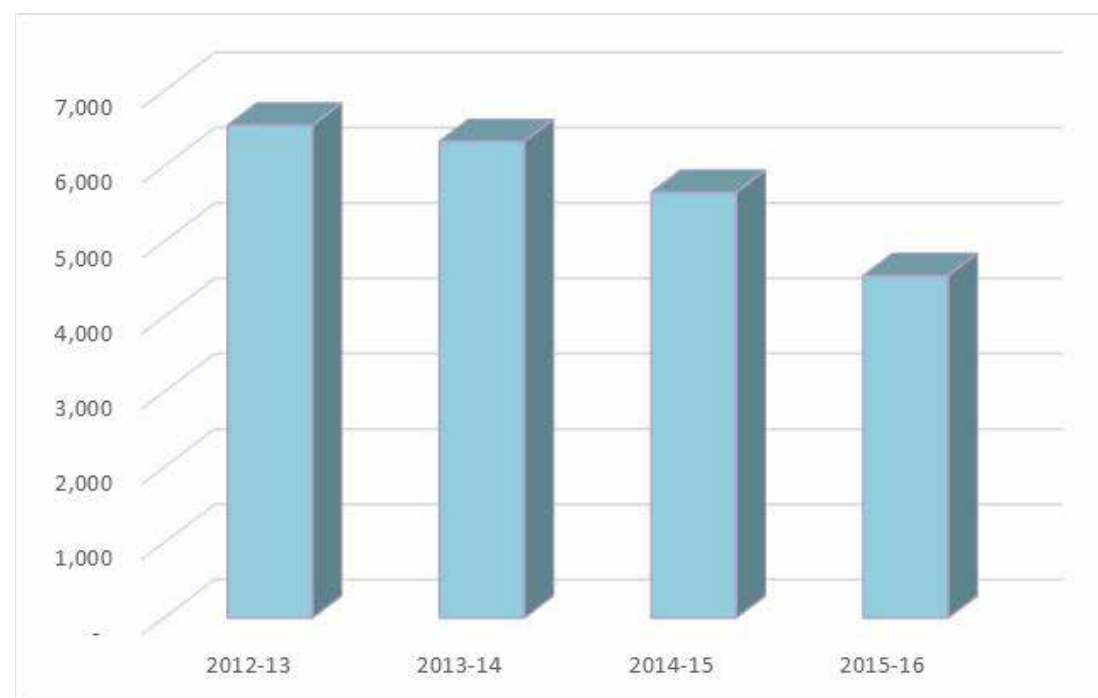


Monitoring and Measuring

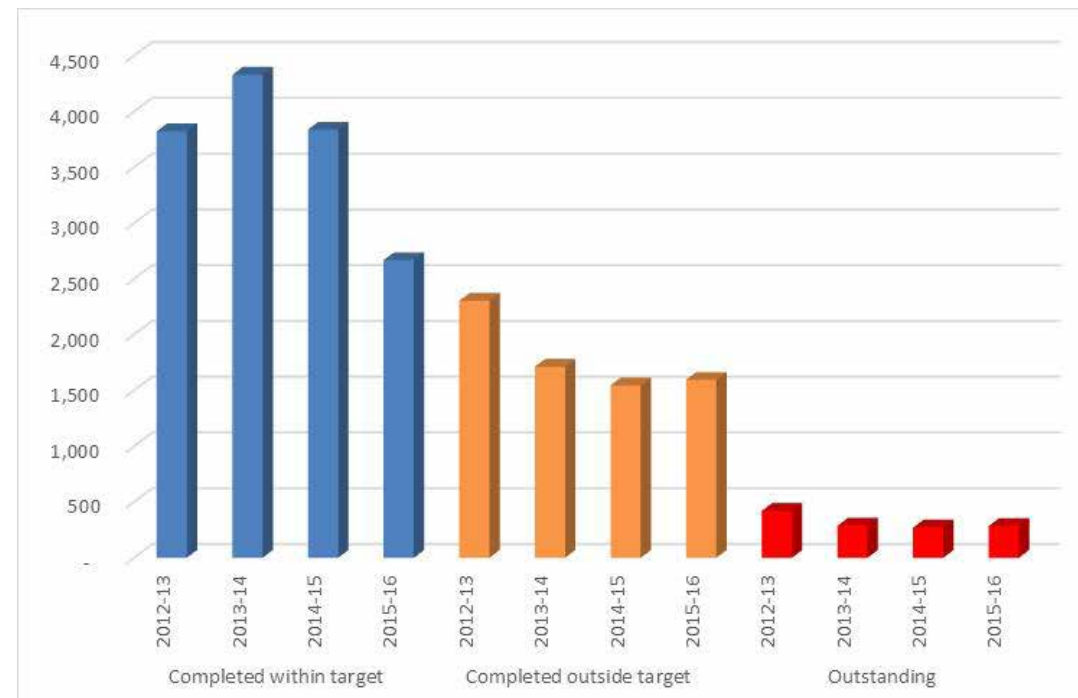
Assessing performance and responding to our community's needs

In addressing the needs of the community on a daily basis, Richmond Valley Council responds to service requests relating to activities which are the responsibility of Council. To monitor the type of request, complaint, enquiry, compliment, progress and outcomes, council invested in a new Corporate Information System as its central tracking tool. The flexibility of this tool has allowed RVC to separate different functions, such as development applications and certificates, from the general customer service requests as evidenced in the downward trend from 2012-2013 onwards. Each request has a particular timeframe allocation for completion according to the type of request and our response is monitored against this timeframe. Primarily, issues and community contact via this system involve those related to companion animals, water services, waste services and road maintenance. The monitoring and reporting of progress across all contact is presented to the community on a regular basis. This allows transparent and concise process to measure one aspect of RVC's service delivery.

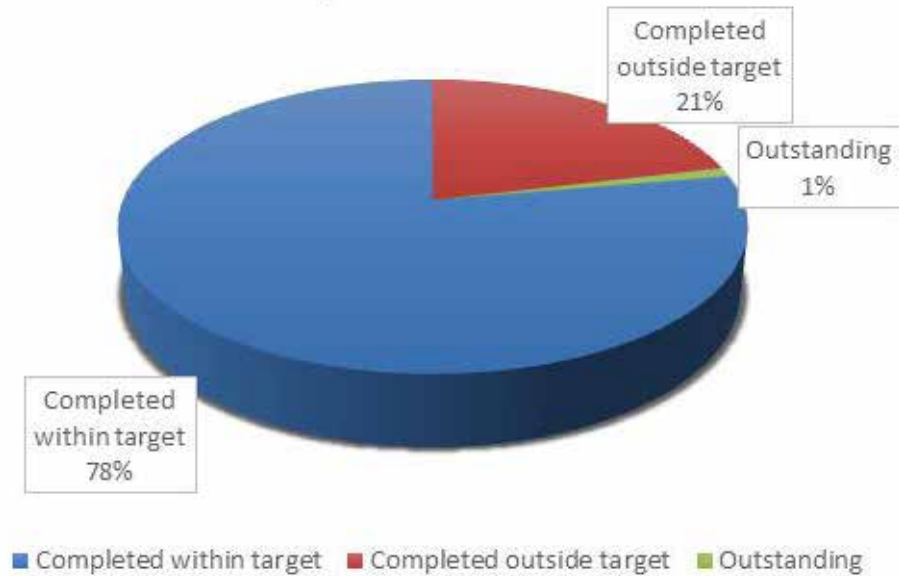
Total requests received each year



Requests completed within target, outside of target and outstanding



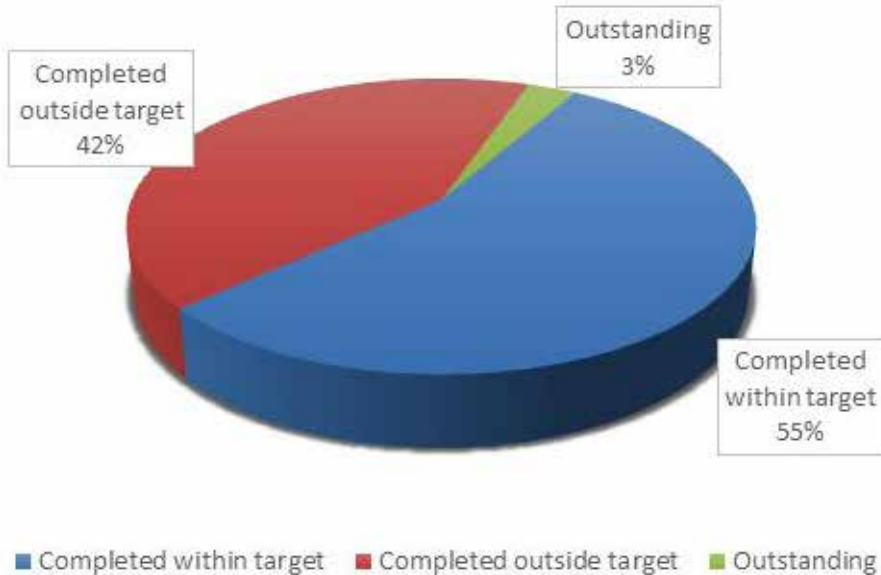
Companion Animals



Waste



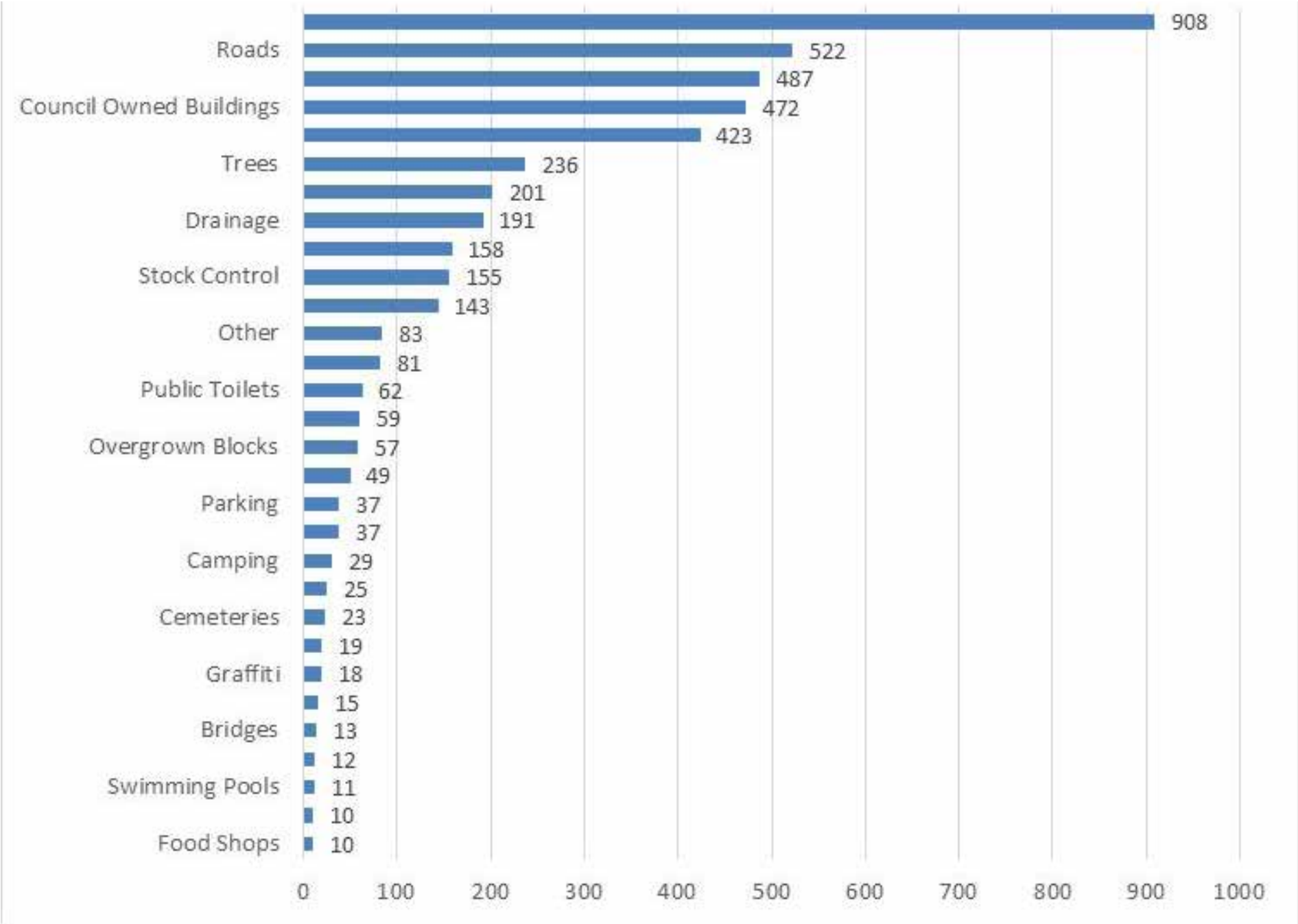
Roads



Water



Enquiries by type 2015-2016



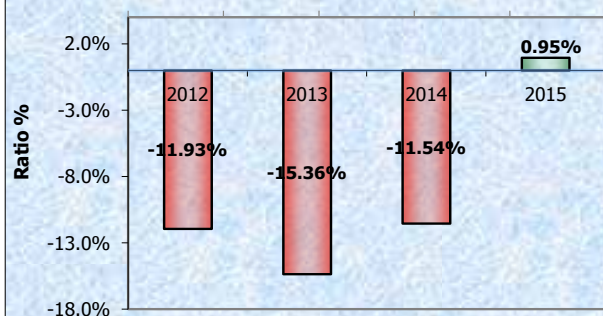
Financial Indicators

How have we performed financially over the term?

In each of the years of the current term Richmond Valley Council has ended the year with a surplus budget. At the beginning of its term, RVC set a mandate to achieve surplus budgets in excess of \$300,000, which has been achieved.

RVC's current adopted budget for the 2016-17 financial year shows a \$177,360 surplus, this is after accounting for budgeted election expenses of \$130,233. The minimum \$300,000 surplus mandate is a trend RVC would like to continue into its next term. The following is a brief description on how RVC finished its term in relation to its reported financial indicators.

1. Operating Performance Ratio

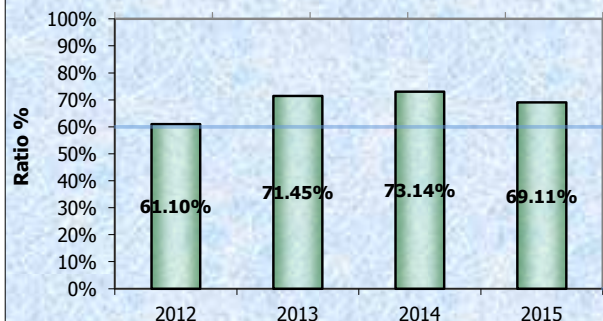


Operating Performance Ratio

This ratio measures RVC's achievement of containing operating expenditure within operating revenue. This is revenue excluding capital grants and contributions. The ratios for the term were as follows:

- 2013 -15.36%
- 2014 -11.54%
- 2015 0.95%

2. Own Source Operating Revenue Ratio



Own Source Operating Revenue Ratio

This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions. The benchmark for this ratio is 60%, RVC has far exceeded this ratio with measures of 71.45% in 2013, 73.14% in 2014 and 69.11% in 2015.

3. Unrestricted Current Ratio



Unrestricted Current Ratio

The Unrestricted Current Ratio is a financial indicator which represents RVC's ability to meet its debt obligations as they fall due. In 2013 the ratio was 2.29, which means RVC had \$2.29 in current assets for every \$1.00 of current liability. The ratios for 2014 and 2015 were 2.57 and 2.33 respectively. The benchmark for this ratio is 1.50.

Financial Indicators

4. Debt Service Cover Ratio

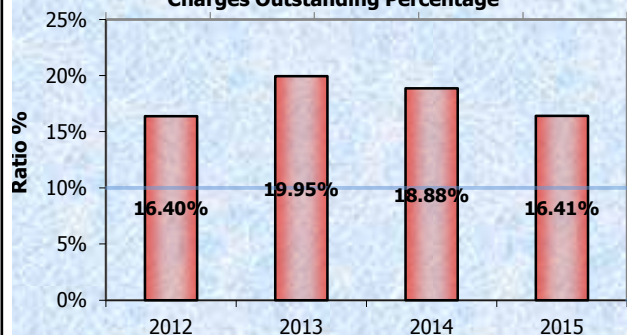


Debt Service Ratio

This ratio measures the availability of operating cash to service debt including interest , principal and lease payments. The benchmark for this ratio is 2.00. RVC's performance in relation to this ratio is as follows:

- 2013 2.99
- 2014 2.63
- 2015 4.53

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



Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage

This ratio is to assess the impact of uncollected rates and annual charges on RVC's liquidity and the adequacy of recovery efforts. The benchmark for this ratio is 10%. RVC's ratio results for the 2013, 2014 and 2015 are 19.95%, 18.88% and 16.41% respectively. RVC had continuous improvement over the term but continues the focus on this ratio to achieve a result under the benchmark.

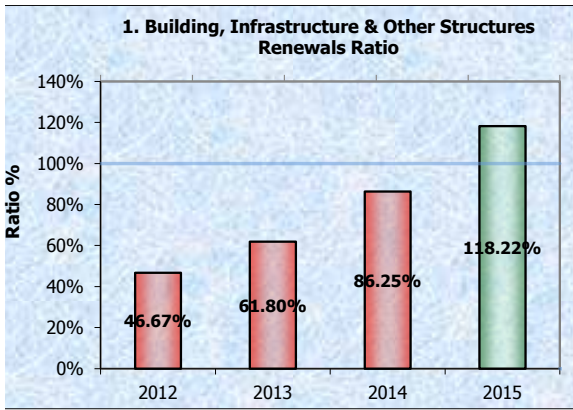
6. Cash Expense Cover Ratio



Cash Expense Cover Ratio

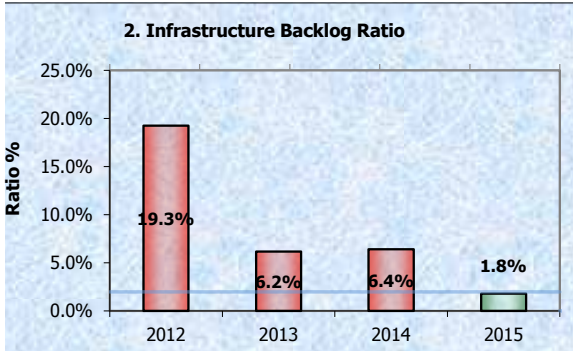
This liquidity ratio indicated the number of months a council can continue paying for its immediate expenses without additional cash inflow. RVC has far exceeded the benchmark of three months for this ratio. In 2013 the ratio was 8.23 months, in 2014 it was 7.80 months, and in 2015 9.98 months.





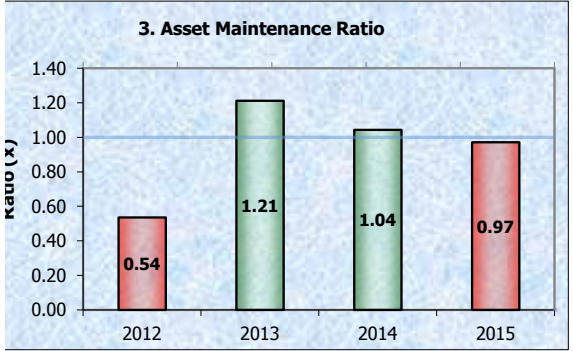
Building, Infrastructure and Other Structures Renewals Ratio

This ratio assesses the rate at which these assets are being renewed relative to the rate at which they are depreciating. The benchmark is 100%. RVC has continually improved this ratio from 61.80% in 2013, to 86.25% in 2014 and finally exceeding the benchmark in 2015 with a ratio of 118.22%



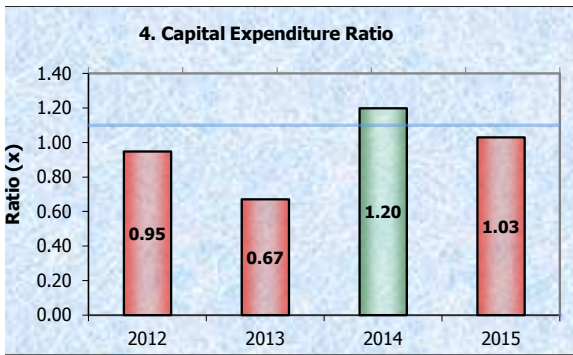
Infrastructure Backlog Ratio

This ratio shows what the portion of backlog is against the total value of RVC’s infrastructure. This ratio has a very low benchmark of 2%. RVC had ratios of 6.2% and 6.4% in 2013 and 2014 respectively, decreasing to under the benchmark in 2015 with a ratio of 1.8%.



Asset Maintenance Ratio

This ratio compares actual vs required annual asset maintenance. A ratio above 1.0 indicates that RVC is investing enough funds to stop the infrastructure backlog growing. RVC had ratios of 1.21, 1.04 and 0.97 for 2013, 2014 and 2015 respectively. It is RVC’s intention to bring this ratio back above 1.0 in 2016.



Capital Expenditure Ratio

This ratio assesses the extent to which RVC is expanding its asset base thru capital expenditure on both new assets and the replacement and renewal of existing assets. The benchmark is 1.10. RVC’s results are as follows:

- 2013 0.67
- 2014 1.20
- 2015 1.03

Calendar of Events

The Richmond Valley is home to some significant regional events, including Casino Beef Week and the PRIMEX Primary Industry Exhibition, attracting some 100,000 visitors between them for their celebration of the beef industry, rural lifestyle and the agricultural produce of our region. In addition to these, RVC hosts an extensive range of events both inland and on the coast. Examples are listed below.

JANUARY

Great Eastern Fly In
Australia Day Celebrations



FEBRUARY

Broadwater Rileys Hill Picnic Day
Broadwater Community Hall
St Marks Dahlia Show
St Marks Anglican Hall, Barker Street Casino



MARCH

Craig Shepherd Memorial Ski Race
Windara Music Muster
International Women's Day
Northern Rivers Drag Racing

APRIL

Carnivale Italiano
Rappville Cup Day
Crankfest Extreme



MAY

Casino Autumn Orchid Show
Woodburn Orchid Show
Northern Rivers Drag Racing
Casino Beef Week Festival
Beef Meets Reef
CUB Beef Week Golf Open
Beef Week Cup
Beef Week Rodeo



JUNE

Casino Races
Primex

JULY

NAIDOC Week Celebrations
Evans Head Fishing Classic
Heritage Weekend

Northern Rivers Drag Racing
Quota Art, Craft & Quilt Fair

AUGUST

Seafood Bowls Carnival
Bentley Art Prize
Casino Truck Show
Casino Gold Cup
Casino Campdraft



SEPTEMBER

National Camp Oven Festival
Casino Spring Orchid Show
Fathers Day Pig Races
Casino Fun Run
Woodburn Orchid Show
St Marks Spring Flower Show
Casino Carp Muster
Northern Rivers Drag Racing
Evans Head Malibu Classic



OCTOBER

Woodburn Riverside Festival
Casino Show
Golden Oldies Gala Day
Northern Rivers Auto Spectacular
Coraki Art Prize
St Mary's Cup



NOVEMBER

Vermin Classic Fishing Competition
Coraki Assault Ski Race
Windara Carols by Fireworks

DECEMBER

Richmond Valley Christmas Street Party
Woodburn Carols by Candlelight
Lions Carols by Candlelight
Coraki Carols by Candle





