

ATTACHMENTS

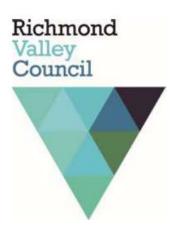
Tuesday, 18 February 2020

UNDER SEPARATE COVER

Ordinary Council Meeting

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MINUTES

Ordinary Council Meeting
17 December 2019

17 DECEMBER 2019

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19	QUESTIONS ON NOTICE	
	Nil	
20	QUESTIONS FOR NEXT MEETING (IN WRITING)	

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17 DECEMBER 2019

MINUTES OF RICHMOND VALLEY COUNCIL ORDINARY COUNCIL MEETING HELD AT THE COUNCIL CHAMBERS, 10 GRAHAM PLACE, CASINO ON TUESDAY, 17 DECEMBER 2019 AT 5.00 PM

Please note: these minutes are subject to confirmation at the next Council Meeting. Decisions recorded in the draft minutes are subject to the Council's Code of Meeting Practice in relation to rescinding decisions.

PRESENT: Cr Robert Mustow (Mayor), Cr Stephen Morrissey (Deputy Mayor), Cr Sam

Cornish, Cr Robert Hayes, Cr Sandra Humphrys, Cr Jill Lyons, Cr Daniel

Simpson

IN ATTENDANCE: Vaughan Macdonald (General Manager), Angela Jones (Director

Infrastructure & Environment), Ryan Gaiter (Chief Financial Officer/Manager Mid-Richmond), Kate Allder-Conn (Governance Officer) and Julie Clark

(Personal Assistant to the General Manager and Mayor)

1 ACKNOWLEDGEMENT OF COUNTRY

The Mayor provided an Acknowledgement of Country by reading the following statement on behalf of Council:

"Richmond Valley Council recognises the people of the Bundjalung Nations as Custodians and Traditional Owners of this land and we value and appreciate the continuing cultural connection to lands, their living culture and their unique role in the life of this region in the past, present and future."

2 PRAYER

The meeting opened with a prayer by the General Manager.

3 PUBLIC ACCESS AND QUESTION TIME

SUSPENSION OF STANDING ORDERS

RESOLUTION 171219/1

Moved: Cr Daniel Simpson Seconded: Cr Sandra Humphrys

A motion was moved that Council suspend standing orders to allow Superintendent Toby Lindsay to address Council.

CARRIED

Superintendent Toby Lindsay (LEOCON – Northern Rivers, Local Emergency Management Committee (LEMC)) addressed Council in relation to Emergency Management in the Northern Rivers area. Wished to formally recognise Council staff members Vaughan Macdonald (NR LEMC Chair), Angela Jones (NR LEMC - RVC LEMO) and Kaela Barber (NR EOC/LEMC Executive Support) for their valuable contributions and efforts over the past three years. Noting the

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17 DECEMBER 2019

Emergency Operations Centre (EOC) has been activated eight times this current year, in active operations.

Presented certificates "NSW Police Force, Richmond Police District Commendation Award" and medals to signify appreciation from the NSW Police Service.

In addition, medals were presented to Kelly Moroney and Sharon Davidson for their support and commitment during the operations at the EOC during the past four months.

The Mayor thanked Superintendent Toby Lindsay for his leadership and his team's role in supporting the EOC during the unprecedented emergency periods and in particular during the October 8, 2019, Bushfire catastrophy.

RESUMPTION OF STANDING ORDERS

RESOLUTION 171219/2

Moved: Cr Daniel Simpson Seconded: Cr Stephen Morrissey

A motion was moved that Council resume standing orders.

CARRIED

4 APOLOGIES

Nil

5 MAYORAL MINUTES

5.1 MAYORAL MINUTE - IMPACTS OF CLIMATE CHANGE

RESOLUTION 171219/3

Moved: Cr Robert Mustow Seconded: Cr Stephen Morrissey

That Council:

- Acknowledges that the Richmond Valley local government area is currently, and in the future will be, substantially affected by climate impacts, particularly bushfires, drought, floods and sea level rise;
- Request the Federal and State Governments take further steps to address the effects of climate change;
- 3. Writes to our local Federal and State Members of Parliament advising them of Council's resolution and urging them to lead and support councils and communities to address the effects of climate change.

CARRIED

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17 DECEMBER 2019

6 CONFIRMATION OF MINUTES

6.1 MINUTES ORDINARY MEETING HELD ON 19 NOVEMBER 2019

RESOLUTION 171219/4

Moved: Cr Sandra Humphrys

Seconded: Cr Jill Lyons

That Council confirms the Minutes of the Ordinary meeting held on 19 November 2019.

CARRIED

7 MATTERS ARISING OUT OF THE MINUTES

Nil

8 DECLARATION OF INTERESTS

Cr Robert Mustow declared a non-pecuniary interest in relation to item 14.1 Development Assessment Application – 2019/0166 Subdivision to create 69 lots, due to being a landowner in the village, however not an adjoining property owner.

9 PETITIONS

Nil

10 NOTICE OF MOTION

Nil

11 MAYOR'S REPORT

11.1 MAYOR ATTENDANCES 12 NOVEMBER 2019 - 9 DECEMBER 2019

RESOLUTION 171219/5

Moved: Cr Robert Mustow Seconded: Cr Stephen Morrissey

That Council receive and note the Mayor's attendance report 12 November – 9 December 2019.

CARRIED

12 DELEGATE'S REPORTS

Nil

13 MATTERS DETERMINED WITHOUT DEBATE

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17 DECEMBER 2019

13.1 MATTERS TO BE DETERMINED WITHOUT DEBATE

RESOLUTION 171219/6

Moved: Cr Stephen Morrissey Seconded: Cr Sam Cornish

That items 15.2, 15.3 & 17.1 identified be determined without debate.

CARRIED

14 GENERAL MANAGER'S REPORTS

14.1 DEVELOPMENT ASSESSMENT APPLICATION - 2019/0166 SUBDIVISION TO CREATE 69 LOTS

EXECUTIVE SUMMARY

A development application has been received for subdivision to create 69 lots (68 x residential lots and 1 x primary production residue lot) including site filling, the construction of roads and installation of associated infrastructure. The proposed development is located at Lot 142 DP 807533 - 55 Broadwater Quarry Road, Broadwater and is zoned RU5 – Village and RU1 – Primary Production.

The proposed subdivision creates 68 additional residential lots located within the village zoning. The village zoning is an open zone with an array of permissible land uses. The additional stock will provide for a range of land uses, services and facilities to be located, though the primary use of the additional lots is expected to be for residential uses. The proposed subdivision creates 1 primary production residue lot. The proposed Lot 69 will not enjoy a dwelling opportunity and is being created solely for the purposes of agriculture.

RESOLUTION 171219/7

Moved: Cr Robert Hayes Seconded: Cr Sandra Humphrys

That Development Application No. 2019.0166 be approved subject to the recommended conditions contained in this report.

CARRIED

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17 DECEMBER 2019

15 FINANCIAL REPORTS

15.1 FINANCIAL HARDSHIP - NATURAL DISASTER POLICY

EXECUTIVE SUMMARY

In the wake of the recent devastating bushfires, Richmond Valley Council has developed a new draft policy to help alleviate financial hardship which can result following a natural disaster.

The draft Financial Hardship – Natural Disaster Policy proposes to grant financial relief by deferring the due date for payment of rates and charges for those impacted by natural disasters. This would allow property owners two years to pay any outstanding rates and charges from the current year, and includes the withholding of all interest on outstanding monies for that period. A payment plan will then be put in place to recover the outstanding debt over the following two years.

Council resolved at its November Ordinary Meeting to put this policy on public exhibition seeking feedback from the public. The exhibition period closes on Monday 16 December 2019, at the time of compiling this report only one submission has been received, this submission supports the policy. Any submission received between the time of writing this report and the exhibition closing date will be given to Councillors prior to or at the December Ordinary Meeting.

RESOLUTION 171219/8

Moved: Cr Sandra Humphrys Seconded: Cr Stephen Morrissey

That Council adopt the Financial Hardship - Natural Disaster Policy.

CARRIED

15.2 FINANCIAL ANALYSIS REPORT - NOVEMBER 2019

EXECUTIVE SUMMARY

The purpose of this report is to inform Council on the status and performance of its investment portfolio in accordance with the *Local Government Act 1993* (Section 625), *Local Government (General) Regulation 2005* (Clause 212), Australian Accounting Standard (AASB 9) and Council's Investment Policy.

The value of Council's Investment Portfolio as at 30 November 2019 including General Bank Accounts and Trust Funds is shown below.

Investment Portfolio	General Bank Accounts	Trust Funds	Total
\$47,535,807	\$1,367,069	\$87,050	\$48,989,927

The weighted average rate of return on Council's investments for November 2019 was 4.41% which is above the 90 Day Bank Bill Index for November of 0.885%.

RESOLUTION 171219/9

Moved: Cr Stephen Morrissey Seconded: Cr Sam Cornish

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17 DECEMBER 2019

Recommended that Council adopt the Financial Analysis Report detailing investment performance for the month of November 2019.

CARRIED

15.3 MONTHLY BUDGET ADJUSTMENTS REPORT - NOVEMBER 2019

EXECUTIVE SUMMARY

This report details the proposed budget adjustments for the month of November 2019. The main adjustments include the addition of \$361,328 towards water and sewerage capital works projects, largely made up of \$124,083 in filter investigations at the Casino Water Treatment Plant along with \$117,287 towards stabilising the dosing building at the raw water pump station. Further adjustments include a reallocation of funding from the High Street road rehabilitation towards Pioneer Street road rehabilitation due to unforeseen additional works in the sub grade of Pioneer Street.

The proposed changes see Council's capital works program increase by \$354,528 to a projected total of \$22,845,665. Council's projected surplus of \$240,304 for 2019/2020 will remain unchanged as all the proposed changes are fully funded from reserves or reallocations from other project budgets. The report provides further details of the proposed changes as well as the revised budget position as at 30 November 2019.

RESOLUTION 171219/10

Moved: Cr Stephen Morrissey Seconded: Cr Sam Cornish

That Council:

- 1. Approve the proposed budget adjustments for the month of November 2019.
- 2. Note the revised budget position for 2019/2020 as at 30 November 2019.

.CARRIED

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17 DECEMBER 2019

16 TENDER REPORTS

16.1 TENDER - PROVISION OF SWIMMING POOLS MANAGEMENT SERVICES -VP161675

EXECUTIVE SUMMARY

Richmond Valley Council called for tenders seeking the professional services of an aquatic contractor for the management of pools across the LGA. The facilities for consideration in the scope of works are Casino Memorial Baths, Evans Head Aquatic Centre, Woodburn Public Baths and Coraki Public Baths. The contract term will be for a period of three years commencing 1 July 2020 with the option for extension of an additional two, three-year terms.

RESOLUTION 171219/11

Moved: Cr Daniel Simpson Seconded: Cr Stephen Morrissey

That Council:

- Do not accept either of the submissions received for Tender VP161675 Provision of Swimming Pools Management Services due to the evaluation panel's assessment that the submissions are non-conforming;
- Apply Clause 178 (3e) of the Local Government (General) Regulation 2005 to authorise the General Manager to enter direct negotiations with any qualified contractors and endorse relevant contracts, including affixing the seal of Council where appropriate, to secure a contractor generally in accordance with the scope of the tender;
- Develop a business case for Council to internally manage the four pools for a period of two years while the upgrade to the Casino Memorial Pool is undertaken;
- 4. Notes that the outcomes of recommendations 2 and 3 will be brought back to Council for a decision.

CARRIED

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17 DECEMBER 2019

17 GENERAL BUSINESS

17.1 CROWN ROAD TRANSFER - THE GAP, UPDATED REPORT

EXECUTIVE SUMMARY

Council has received a request from the property owner of Lot 6 DP 261664 for Council to take control of a crown road reserve that provides access to the property. Access to the applicant's property is via a Crown Road that comes off The Gap Road, adjacent to 240 The Gap Road, Woodburn. Department of Planning, Industry and Environment (Crown Lands) have advised the applicant that if future construction approvals are required for construction of a driveway to this property, the control of the road should be transferred to Council.

RESOLUTION 171219/12

Moved: Cr Stephen Morrissey Seconded: Cr Sam Cornish

That Council:

- 1. Apply to Department of Planning, Industry and Environment (Crown Lands) to transfer the crown road reserve to Council's control as shown in the diagram.
- Record in its Asset database the limits of the road to be maintained.
- Advise the adjoining property owners that maintenance of the road will be the responsibility
 of the person(s) benefiting from its construction in accordance with Roads Act 1993 Sec 142
 Maintenance of works and structures.

CARRIED

18 MATTERS FOR INFORMATION

RESOLUTION 171219/13

Moved: Cr Stephen Morrissey

Seconded: Cr Jill Lyons

Recommended that the following reports submitted for information be received and noted.

CARRIED

18.1 CUSTOMER SERVICE REPORT - 1 JULY 2019 TO 30 NOVEMBER 2019

RESOLUTION 171219/14

Moved: Cr Stephen Morrissey

Seconded: Cr Jill Lyons

That Council receive and note the Customer Service Report for the period 1 July 2019 to 30

November 2019.

CARRIED

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17 DECEMBER 2019

18.2 GRANT APPLICATION INFORMATION REPORT - NOVEMBER 2019

RESOLUTION 171219/15

Moved: Cr Stephen Morrissey

Seconded: Cr Jill Lyons

That Council receive and note the Grant Application Information Report for the month of November

2019.

CARRIED

18.3 DEVELOPMENT APPLICATIONS DETERMINED UNDER THE ENVIRONMENTAL PLANNING AND ASSESSMENT ACT FOR THE PERIOD 1 NOVEMBER 2019 TO 30 NOVEMBER 2019

RESOLUTION 171219/16

Moved: Cr Stephen Morrissey

Seconded: Cr Jill Lyons

That Council receive and note the Development Application report for the period 1 November 2019

to 30 November 2019.

CARRIED

18.4 CODE OF CONDUCT COMPLAINTS STATISTICS

RESOLUTION 171219/17

Moved: Cr Stephen Morrissey

Seconded: Cr Jill Lyons

That Council receive and note the Code of Conduct Complaints Statistics for the period 1

September 2018 to 31 August 2019.

CARRIED

18.5 CORRESPONDENCE SUBMITTED TO DECEMBER 2019 ORDINARY MEETING

RESOLUTION 171219/18

Moved: Cr Stephen Morrissey

Seconded: Cr Jill Lyons

That Council receive and note the below correspondence submitted to the December 2019 Ordinary meeting.

- Submission to the Legislative Assembly Committee on Investment, Industry and Regional Development of the drought in the Richmond Valley Local Government Area highlighting ways the NSW Government can assist drought affected communities in NSW.
- Letter to the Hon David Littleproud MP, seeking consideration of Richmond Valley Council's eligibility for the Drought Communities Program.

CARRIED

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ORDIN	ARY COUNCIL MEETING MINUTES	17 DECEMBER 2019
19	QUESTIONS ON NOTICE	
Nil		
20	QUESTIONS FOR NEXT MEETING (IN WRITING)	
Nil		
The Me	eeting closed at 5.50pm.	
The mi	nutes of this meeting were confirmed at the Ordinary Council Meet	ing held on 18 February
		CHAIRPERSON

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MINUTES

Internal Audit and Risk Committee Meeting 4 February 2020

INTERNAL AUDIT AND RISK COMMITTEE MEETING MINUTES 4 FEBRUARY 2020

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INTERNAL AUDIT AND RISK COMMITTEE MEETING MINUTES

4 FEBRUARY 2020

MINUTES OF RICHMOND VALLEY COUNCIL
INTERNAL AUDIT AND RISK COMMITTEE MEETING
HELD AT THE NRLX, DARGAVILLE DRIVE, CASINO
ON TUESDAY, 4 FEBRUARY 2020 AT 4.30 PM

PRESENT: Cr Robert Mustow (Mayor), Cr Stephen Morrissey (Deputy Mayor) arrived at

4:44 pm, Cr Sam Cornish, Cr Robert Hayes, Cr Daniel Simpson, Cr Jill Lyons,

Cr Sandra Humphrys

IN ATTENDANCE: Vaughan Macdonald (General Manager), Angela Jones (Director

Infrastructure & Environment), Ryan Gaiter (Chief Financial Officer/Manager Mid-Richmond), Ben Zeller (Manager Projects and Performance), Charlene

Reeves (Project Support Officer)

PRESENT: Jarrod Lean and Mahesha Rubasinghe (Grant Thornton) (via telephone)

1 WELCOME

Cr Daniel Simpson welcomed everyone to the meeting.

2 APOLOGIES

COMMITTEE RESOLUTION IA040220/1

Moved: Cr Robert Mustow Seconded: Cr Jill Lyons

That the apology received from Geoff Dwyer (Thomas Noble & Russell) be received and the apology from Cr Morrissey advising that he will be arriving late to the meeting was accepted.

CARRIED

3 DECLARATION OF INTERESTS

Nil.

4 MATTERS FOR CONSIDERATION

4.1 STATUS OF THE 2019/2020 INTERNAL AUDIT PLAN

EXECUTIVE SUMMARY

The Internal Audit Committee provides independent assurance and assistance to the Richmond Valley Council on risk management, control, governance and external accountability responsibilities.

COMMITTEE RESOLUTION 1A040220/2

Moved: Cr Robert Mustow Seconded: Cr Jill Lyons

That the Committee received and noted the contents of the report.

CARRIED

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INTERNAL AUDIT AND RISK COMMITTEE MEETING MINUTES

4 FEBRUARY 2020

4.2 STORES MANAGEMENT REVIEW

COMMITTEE RESOLUTION 1A040220/3

Moved: Cr Sam Cornish Seconded: Cr Sandra Humphrys

That:

- The Committee received and noted the Stores Management Review conducted by Grant Thornton including the amendments below.
 - a. Action item 2.3 due date be changed to 'unable to complete'.
 - b. Action item 3.1 due date be changed to 'completed.'
 - c. Staff sharing of access code to the Casino Depot to cease immediately.
- 2. The recommendations for improvement are implemented within the agreed timeframes.

CARRIED

4.3 PROGRESS OF OUTSTANDING INTERNAL AND EXTERNAL AUDIT ITEMS

COMMITTEE RESOLUTION 1A040220/4

Moved: Cr Jill Lyons

Seconded: Cr Sandra Humphrys

That the Committee received and noted the contents of the Progress of Outstanding Internal and

External Audit Items report.

CARRIED

4.4 RESPONSE TO OFFICE OF LOCAL GOVERNMENT REGARDING CHANGES TO THE INTERNAL AUDIT AND RISK MANAGEMENT FRAMEWORK

COMMITTEE RESOLUTION 1A040220/5

Moved: Cr Sam Cornish Seconded: Cr Jill Lyons

That the Committee received and noted the contents of the Response to Office of Local Government regarding changes to the Internal Audit and Risk Management Framework

CARRIED

The Meeting closed at 4:56 pm.

CHAIRPERSON

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Richmond Valley Council Integrated Planning Reporting Framework

Our Councillors have made a commitment to support our organisation and the community in making Richmond Valley a better place to live, work and visit. This Progress Report reports against the Delivery Program (4 year) within the NSW Government's Integrated Planning and Reporting (IPR) framework.

The IPR framework aims to improve the sustainability of local communities by encouraging councils, residents and state agencies to work together to achieve the objectives set out within these long-term plans.

To focus Council's attention to achieve this, Councillors have agreed to four strategic priorities – Connecting People and Places, Growing our Economy, Looking after our Environment and Making Council Great. The priorities are outlined in the Revised Delivery Program 2017/2021, adopted by Council 25 June 2019, and in the Richmond Valley Made 2030 Community Strategic Plan, adopted 27 June 2017.

The Delivery Program Progress Report is presented in individual tables containing the progress towards completion of all Delivery Program activities and targets. The report also provides a status report on the progress against the Community Indicators outlined in the Community Strategic Plan for each community objective within the four priority areas.

The Delivery Program Progress Report relates to quarters one and two of the 2019/2020 financial year.

The status is defined as:

Green	The action or milestone has been completed
Amber	The action or milestone is on schedule and is being actively managed
Blue	The action or target is not due to commence in the reporting period
Purple	The action is not progressing
Red	The action or milestone is behind schedule



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Item 14.1 - Attachment 1

Connecting People and Places

PP1: Fresh and Vibrant Community

PP1.1: Support local event organisers and enhance marketing and promotion of events

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffi Light	
PP1.1.1	Draft and implement a marketing plan	2020/2021	Sharon Davidson	The Richmond Valley Events Marketing Plan will follow the revamped Tourism Development Plan. In the meantime, an event manual was written to address any issues arising from events, including protection of patron health and safety, and to minimise adverse environmental impacts and to protect Council's assets. The manual also helps identify the people event organisers may need to speak to in Council, as well as the documentation needed to hold an event in the Richmond Valley.	Not Due To Commence		
PP1.1.2	Continue to deliver the objectives outlined in the Richmond Valley Events Strategy	2020/2021	Sharon Davidson	The Richmond Valley Events Strategy is under review and will complement both the revamped Tourism Development Plan and Events Marketing Plan.	On Schedule	0	
PP1.1.3	Conduct workshops with community event and local organisers to improve their marketing and promotion of events	Annual	Sharon Davidson	No workshops were held in the latter part of the year, however, RVC's Communications, Events and Tourism teams have helped promote local events via the RVC and Discover Richmond Valley websites, as well as media articles and social media posts.	On Schedule	0	
PP1.1.4	Increase the promotion through organisers to promote Richmond Valley events across the region and as far and wide as possible	2019/2020	Sharon Davidson	Marketing manual under review. Organisers are required to promote RVC's branding, including prominently displaying pull up banners.	On Schedule		

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Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights	
PP1.1.5	Maintain the RVC website as a focused information resource for events	2019/2020	Sharon Davidson	Council's new website is easy to access and is maintained on a regular basis.	On Schedule		
PP1.1.6	Assist suitable events to gain additional support and funding where appropriate	Annual	Sharon Davidson	Get That Grantl workshops hosted by Council's Community Programs and Grants team proved highly popular with local organisations, with a number being successful with their funding applications.	On Schedule		
PP1.1.7	Ensure that Richmond Valley event practices are as accessible as possible	Annual	Sharon Davidson	To ensure local events are as inclusive and accessible as possible, organisers are advised to refer to Richmond Valley Council's Disability Inclusion Action Plan. Requests by the community to improve accessibility are actioned.	On Schedule		

PP1.2: Increase Brand Recognition

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights	
PP1.2.1	Include branding as compulsory criteria to receive council support	2019/2020	Sharon Davidson	There has been no opposition from any event organiser in the displaying of RVC branding. This includes prominently displaying our pull up banners.			
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	Sharon Davidson	RVC has an extensive range of images and footage which we share on request.	On Schedule		

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

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights	
PP1.3.1	Implementation of recommendations included in the Masterplans at Woodburn Riverside Casino Drill Hall, Casino Showgrounds subject to availability of funding	2019/2020	Andrew Leach	Masterplan elements completed with available funding.	Completed		
PP1.3.2	Establish a framework to undertake community consultation with all relevant stakeholders to develop a draft Razorback Lookout Masterplan (dependent on availability of funding)	2019/2020	Andrew Leach	Community consultation process being undertaken to compile feedback on draft plan.	On Schedule		
PP1.3.3	Complete service standards and levels for all open spaces	2019/2020	David Timms	This work was only partially completed prior to the Coordinator Open Spaces, Facilities and Cemeteries leaving the employment of council, Recruitment for a new Coordinator Open Spaces has commenced and the successful applicant will be tasked with reviewing the service standards once they commence in the role.	Behind Schedule	0	
PP1.3.4	Ensure the safest possible play spaces within Richmond Valley	Annual	Graeme Robertson	Inspections continue with maintenance requirements being adjusted accordingly.	On Schedule		0
PP1.3.5	Completion of capital works program	Annual	Andrew Leach	Capital works delivery projects on schedule.	On Schedule		

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PP1.3.6	Develop a strategy for sports field irrigation	2019/2020	David Timms	This strategy had not been progressed prior to the Coordinator Open Spaces, Facilities and Cemeteries leaving the employment of council. Due to other priorities and the workload of 'getting up to speed' it is unlikely that a new Coordinator will be able to complete this project prior to the end of the financial year.	Not Progressing	
PP1.3.7	Develop a strategy for upgrade of town garden beds	2019/2020	David Timms	The planning phase of this strategy will be the responsibility of the new Coordinator Open Spaces, once they've had an opportunity to review all the locations and are familiar with open spaces operations.	111111111111111111111111111111111111111	



PP1.4: Provide safe and well-maintained swimming pools

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffi Light	
PP1.4.1	Develop and implement a swimming pools strategic plan	2019/2020	Andrew Leach	Casino Draft Plan to be presented to Council in February 2020. Tender renewal process currently underway.	On Schedule	0	
PP1.4.2	Manage current pool contracts	2019/2020	Graeme Robertson	This is ongoing, including new contractor tender process investigation.	On Schedule	0	
PP1.4.3	Respond to infrastructure reporting to ensure maintenance and operation of swimming pools	Annual	Graeme Robertson	Ongoing works have been prioritised and delivered subject to funding restraints.	On Schedule		
PP1.4.4	Develop a Draft Masterplan for future development of Casino Swimming Pool site	2019/2020	Andrew Leach	Draft to be submitted to Council and works prioritised as per budget recommendations.	On Schedule	0	



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

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights	
PP1.5.1	Cemetery works as per capital works plan	Annual	David Timms	The lack of a Coordinator in Open Spaces has resulted in all non-essential capital works projects being suspended. The delivery of the projects will be re-assessed by the Manager Infrastructure Services and the new Coordinator Open Spaces, once recruited.	Behind Schedule		
PP1.5.2	Develop service standards for cemeteries	2019/2020	David Timms	The service standards project has not progressed due to the lack of a Coordinator Open Spaces, Facilities and Cemeteries.	Not Progressing		
PP1.5.3	Review Cemetery Strategy and deliver project plans accordingly	Annual	David Timms	The project to review the cemetery strategies has not progressed due to the lack of a Coordinator Open Spaces, Facilities and Cemeteries.	Not Progressing		
PP1.5.4	Preparation for Casino Cemetery expansion	2020/2021	David Timms	Preparations for the planning of the expansion of the Casino Cemetery have been put on hold pending recruitment of a Coordinator Open Spaces, Facilities and Cemeteries.	Not Progressing		



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

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
PP1.6.1	Development of new and/or enhance existing programs to meet community needs	Annually	Gary Ellem	Quarter 1 saw 291 programs conducted with very good attendance. Quarter 2 has seen 229 programs conducted with good attendance.		0.0

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

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
PP1.7.1	Implement and utilise Library Management System (LMS) through upgrades	2019/2020	Gary Ellern	Library Management System (LMS) continues with high functionality.	On Schedule	0 0

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PP1.8: Undertake the repair and maintenance of council buildings

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights	
PP1.8.1	Maintain current levels of availability and condition	Annual	Andrew Leach	Facility maintenance ongoing as projects identified.	On Schedule	0	
PP1.8.2	Development of Masterplan at Casino Civic Hall (dependent on availability of funding)	2019/2020	Andrew Leach	Final draft to be submitted to Council in 3rd quarter.	On Schedule		

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

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
PP1,9.1	Coordinate Council's resources and commitment to Council and regional emergency response planning and resourcing	Annual	Angela Jones	Richmond Valley Council provides assistance to combat agencies and surrounding Councils when and where possible in the event of an emergency.	On Schedule	0 0

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PP2: Getting Around

PP2.1: Improve Road Management practices at Richmond Valley Council

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights	
PP2.1.1	Develop a Road Management Strategy which provides long term direction and information on sustainability of road network including assessment of bridges affected by load limits	2019/2020	Andrew Leach	Information from individual asset groups being compiled to allow a draft document to be prepared. Whilst the strategy is being prepared, both social media and community newsletters have been utilised to raise awareness of these issues within the community.	On Schedule	0	
PP2.1.2	Review Pedestrian Access Mobility Plan (PAMP) and cycleway plan	2019/2020	Graeme Robertson	The PAMP is currently undergoing consultation.	On Schedule	0	



PP2.2: Striving for consistent improvement

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Light:	
PP2.2.1	Create a strategic plan for the rehabilitation of the Woodburn Coraki Road	2019/2020	Matthew Kinkead	The plan has been developed, currently awaiting funding for the project.	On Schedule		
PP2.2.2	Introduce and Implement a road network condition survey	2019/2020	Andrew Leach	Survey completed as part of the 2018/2019 revaluation process. Information gained from survey being utilised in maintenance programming.	Completed		
PP2.2.3	Deliver a targeted maintenance regime developed from the road survey	Annual	Andrew Leach	Information from the survey used to program reseals, potholing, major patching and capital works candidates.	On Schedule		
PP2.2.4	Develop an education and awareness program including information sheets explaining road management practices	Annual	Andrew Leach	Social media and community newsletters have been utilised to provide education on road management practices. To supplement this, council aims to develop community information fact sheets.	On Schedule		
PP2.2.5	Completion of capital works program	Annual	David Timms	Roads, Drainage and Quarries Capital Works projects are being delivered in accordance with the schedule at this stage of the financial year and there are no concerns that any projects will not be delivered.	On Schedule	0	

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PP2.3: Create a sense	f Civic Pride	in the Community
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Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights	
PP2.3.1	Plan and implement public space safety and cleaning programs (street cleaning and street lighting)	Annual	Andrew Leach	These programs are ongoing. Street lighting policy review to be referred to Council for adoption in the 3rd quarter.	On Schedule		
PP2.3.2	Plan and implement maintenance programs (bus shelters, carparks, cycle ways and aerodromes)	Annual	Andrew Leach	Maintenance programs developed and delivery ongoing.	On Schedule		
PP2.3.3	Advocate for expansion of public & community transport	Annual	Graeme Robertson	Council undertakes ongoing discussion with local transport operators and encourages involvement when pursuing grant funding. This forms part of the PAMP review.	On Schedule		
PP2.3.4	Create attractive town entrances that create community pride and increase visitation to the Richmond Valley	Annual	David Timms	The Open Spaces team continues to maintain the existing tree plantings and make improvements to the town entrances where possible. New additions to the plan will be reviewed by the new Coordinator Open Spaces, once employment in the role has commenced.	On Schedule	0	



PP3: Working Together

PP3.1: Improve our Engagement/Consultation with the Community

Action Code	Action Name	Timeframe	me Responsible Comments Status Officer		Status	Traffi Light	
PP3.1.1	Community engagement and consultation program	Annual	Sharon Davidson	New consultation program for end-of-term to be discussed.	Not Due To Commence	0	
PP3.1.2	Conduct community surveys for relevant projects	Annual	Sharon Davidson	New surveys to be developed.	Not Due To Commence	0	

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

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights	
PP3.2.1	Sponsor and support national volunteer's week celebration and deliver training/ workshops to upskill volunteers	Annual	Kate Olivieri	Work being planned and undertaken to prepare for the event in May 2020.	On Schedule		

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

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffi Light	
PP3.3.1	Developing contact lists for interest groups and towns	2017/2018	Kate Olivieri	Works ongoing through existing networks and records.	On Schedule		I
PP3.3.2	Hosting and or supporting local community events	Annual	Sharon Davidson	RVC's strong program of events is essential in activating and entivening our town centres and public spaces. We believe in supporting our community, and believe local events are one of the best ways to do that.			

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

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffi Light	
PP3.4.1	Strengthening our relationships with Aboriginal communities	Annual	Kate Olivieri	Ongoing through works with Aboriginal Interagency Meetings, and the project teams for Reconciliation Week and NAIDOC Week Expanding the Aboriginal Education Consultative Group in 2020. Working with Council's People and Culture area to develop a cultural awareness program.	On Schedule		
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	Kate Olivieri	Tasks associated with this to begin in February 2020.	Not Due To Commence		

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

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffi Light	
PP3.5.1	Develop partnership activities which promote inclusion and accessibility	2017/2018	Kate Olivieri	This is ongoing through engagement with various community groups and forums.	On Schedule		
PP3.5.2	Facilitate Accessibility, Liveability and Aged Advisory Committee	Annual	Kate Olivieri	This Committee has been disbanded.	Completed	0	
PP3.5.3	Development of Disability Inclusion Action Plan	2019/2020	Andrew Leach	Works to compile information for draft plan ongoing.	On Schedule	0	

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PP3.6: Improve our communication with the community

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights	
PP3.6.1	Publication and delivery of Council newsletter	Annual	Sharon Davidson	RVC's community newsletters were distributed to all residents across the local government area via Australia Post. Newsletters are distributed every four-to-five weeks throughout the year in order to keep residents up to date with the services Council provides, as well as upcoming events and key projects updates.	On Schedule		
PP3.6.2	Production and distribution of online content including interactive website, video content, podcasts etc.	Annual	Sharon Davidson	A number of new videos featuring staff and highlighting different areas of Council are posted regularly to Facebook, and uploaded to the corporate website.	On Schedule		
PP3.6.3	Grow our online community and engage through social media	Annual	Sharon Davidson	Followers of RVC's Facebook page continue to grow, now around 5210, with some posts having a reach of more than 40,000.	On Schedule		
PP3.6.4	Implement the "Richmond Valley Made" branding campaign	2017/2018	Sharon Davidson	Review of Richmond Valley Made marketing plan to include key priorities in consultation with tourism and events operators and local businesses.	On Schedule		

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

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights	
PP3.7.1	Schedule Grant writing workshops - two levels, introductory and intermediate	Annual	Kate Olivieri	Two workshops completed with two more scheduled for February and March 2020.	On Schedule		

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

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffi	
PP3.8.3	Fund a Section 356 Community Financial Assistance Program	Annual	Kate Olivieri	Financial Assistance Program undertaken and approved by Council for distribution to approved applicants.		0	
PP3.8.4	Facilitate a proactive Council Grant Funding application process	Annual	Kate Olivieri	Staff continue to assist and deliver on grant funding applications with internal and external stakeholders.	On Schedule	0	



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Growing our Economy

EC1: Driving Economic Growth

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

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
EC1.1.1	Provide advice to Council business operations as required	2018/2019 and 2019/2020	Ben Zeller	Council's Project Management Office provides advice as necessary.	On Schedule	0 1
EC1.1.2	New technology opportunities in waste fully explored for RVC specific outcomes in either a LGA or regional context	Annual	Michael Perkins	Regional waste infrastructure stocktake continuing.	On Schedule	

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

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
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	Michael Perkins	Continue to support business chambers and advocate for local businesses. Have been involved in engaging and assisting businesses affected by bushfires.	On Schedule	
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	Michael Perkins	Continue to develop and build on relationships with State Government through the Department of Planning, Industry & Environment (DPIE).	On Schedule	
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	Michael Perkins	Continuing work with Pacific Consultants to investigate feasibility of Energy from Waste (EFW) including recent meetings with potential financiers of project.	On Schedule	0 1

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

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
EC1.3.1	Develop synergistic outcomes from the "Richmond Valley Tourism Plan" and "A Guide to Economic Development in the Richmond Valley"	Annual	Sharon Davidson	Key priorities will be developed in consultation with tourism and events operators, and local businesses. Council's Events, Tourism and Economic Development teams will lead the discussions.		
EC1.3.2	Continue to deliver the objectives outlined in the Richmond Valley Public Art Strategy	Annual	Sharon Davidson	A fourth mural was completed in August 2019. Discussions are underway on an installation for Evans Head.	On Schedule	

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

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
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	Michael Perkins	Work underway with planning section to assist established businesses remain in the Richmond Valley.		

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

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
EC1.5.1	Implement the Richmond Valley Tourism Development Plan	Annual	Sharon Davidson	Richmond Valley Tourism Development Plan is under review. A new set of actions will be drafted, and will include the development of joint regional marketing initiatives.	Schedule	0 (

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EC1.6: Improved customer satisfaction with the DA process

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
EC1.6.1	Collaborate with the State Government to introduce E-Planning	2020/2021	Andrew Edwards	Council planning staff attended an ePlanning forum and training at Byron on 15 & 16 August 2019. ePlanning Concurrence and Referrals commenced for RVC DAs on 4 November 2019. A decision on when Council will start online application lodgements has been reserved until it sees how the Concurrence and Referral system works in practice, and it has undertaken some testing of the system in an online Test environment.	On Schedule	
EC1.6.2	Develop a Development Information Package	Annual	Andrew Edwards	This action is ongoing. Factsheets have been written and further ones are being prepared.	On Schedule	
EC1.6.3	Opening doors development project	Annual	Andrew Edwards	This item is not progressing.	Not Progressing	0 1
EC1.6.4	Ensure efficient planning and building application processing	Annual	Andrew Edwards	Continuously looking at improvements in the efficiency of development assessment.	On Schedule	0 1

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Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traff
EC1.7.1	Ongoing review of Development Control Policy	Annual	Andrew Edwards	Meetings are scheduled to be held with Planning and Environment staff in February 2020 to commence a review of the Development Control Policy.	On Schedule	
EC1.7.2	Local Environmental Plan review	2020/2021	Andrew Edwards	The LEP review has commenced and a list of items to be amended has been compiled.	On Schedule	0
EC1.7.3	Process applications for Certificates under relevant legislation	Annual	Andrew Edwards	Planning Certificates are continuously being monitored for statutory requirements and data accuracy.	On Schedule	0
EC1.7.4	Deliver good urban design outcomes through heritage management	Annual	Andrew Edwards	Site visits and pre-lodgement inspections are conducted and written advice supplied.	On Schedule	
EC1.7.5	Contributions Plan Review	2017/2018	Andrew Edwards	The Contributions Plan review was commenced several years ago but requires a Schedule of works to be prepared. The review will be finalised upon completion of other Strategic projects, such as the LSPS.	Not Progressing	



EC1.8: Provide sustainable Urban Development Opportunities

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
EC1.8.1	Implement the Local Growth Management Plan to provide for an adequate supply of residential land	2019/2020	Andrew Edwards	Progressing with the drafting of the Casino Local Growth Management Plan (LGM) plan. Currently preparing the Local Strategic Planning Statement (LSPS) which is the strategic priority due to legislative requirements.	On Schedule	
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	Andrew Edwards	The Local Growth Management Plan (LGM) plan is currently being drafted with the preparation of the Local Strategic Planning Statement also underway.	On Schedule	
EC1.8.3	Prepare a Local Strategic Planning Statement (LSPS)	2019/2020	Andrew Edwards	Progressing with the drafting of the Casino Local Growth Management Plan (LGM) plan. Currently preparing the Local Strategic Planning Statement (LSPS) which is the strategic priority due to legislative requirements.	On Schedule	



EC2: Building on our strengths

EC2.1: Operate a financially sustainable business

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
EC2.1.1	Council will continue to provide flood blend gravel for internal works	Annual	David Timms	Products are available at Woodview Quarry and are being supplied to council projects as required.	On Schedule	0 (
EC2.1.2	Continue with leasing of Peterson's Quarry as per agreement	2019/2020	David Timms	Quarry Solutions are abiding by the terms of the lease. They have indicated to council that they are interested in continuing their current lease past the current option period.	Schedule	0 [

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

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
EC2.2.1	Stage 1 upgrade of the NRLX (upgrade of receivables and sale areas)	2017/2018	Ben Zeller	Project completed 5 March 2018.	Completed	
EC2.2.2	Stage 2 upgrade of the NRLX	2019/2020	Ben Zeller	Project completed 15 December 2019 (including Administration Building).	Completed	
EC2.2.3	Prepare a Business Plan	2017/2018	Brad Willis	Draft documents are well underway and it is anticipated that the draft will be finalised by 31 January 2020.	On Schedule	0 1

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

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
EC2.3.1	Continue to provide estimates to perform private works as required and then perform works as engaged	Annual	David Timms	Council continues to seek out opportunities and is providing estimates for private works as required.		0 (

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

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
EC2.4.1	Acquisition, management and disposal of Council Land to realise commercial opportunities	Annual	Michael Perkins	Finalised Evans Health One sale, Canning Drive Estate being undertaken.	On Schedule	0 1
EC2.4.2	Undertake review of Council's existing land holdings and develop a strategy for the acquisition and disposal of Council land for economic benefit	2018/2019	Michael Perkins	This item is not yet due to commence.	Not Due To Commence	0 [

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Item 14.1 - Attachment 1

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

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
EC2.5.1	Implement strategy for the acquisition and disposal of Council land for economic benefit	Annual	Michael Perkins	This action is not yet due to commence.	Not Due To Commence	0 0
EC2.5.2	Develop and market residential land estate	Annual	Michael Perkins	Construction contract for Canning Drive residential subdivision has been let with contractor starting early January 2020.	On Schedule	0 (
EC2.5.3	Develop and market industrial land estate	2020/2021 and 2021/2022	Michael Perkins	This action is not yet due to commence.	Not Due To Commence	0 [
EC2.5.4	Acquisition of development site for industrial subdivision	2020/2021	Michael Perkins	This action is not yet due to commence.	Not Due To Commence	0 0
EC2.5.5	Acquisition of development site for residential subdivision	2019/2020	Michael Perkins	Completed previous year with the purchase of Canning Drive.	Completed	0 (



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

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
EC2.6.1	Business engagement	Annual	Cherie Holdsworth	Business engagement is an ongoing activity for the Economic Development team who use face to face meetings, events held by Council, and networking opportunities at regional events to facilitate linkages and collaborative opportunities for business and promote the Richmond Valley.	On Schedule	
EC2.6.2	Interact with local Business Chambers and work regionally with the NSW Business Chamber	Annual	Cherie Holdsworth	Engagement with Chambers is an ongoing activity which is being undertaken regularly. Strong relationships are in place with both local Chambers and Northern Rivers NSW Business Chamber representatives.	On Schedule	
EC2.6.3	Develop and implement an action plan for the reduction of vacant retail spaces	2018/2019 and 2019/2020	Cherie Holdsworth	This ongoing activity has been progressing in collaboration with activities being developed through the Office of Small Business Commissioner and Service NSW Easy to do Business Program.	On Schedule	
EC2.6.4	Maintain the database of businesses operating in the LGA and utilise this data to open communication directly with businesses	Annual	Cherie Holdsworth	The database of businesses is an ongoing activity which is being constantly updated and maintained.	On Schedule	



Looking after our Environment

EH1: Managing our Waste and Water

EH1.1: Waste and resource recovery future options

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
EH1.1.1	Develop and implement a waste strategy including long term waste and resource recovery options which are sustainable and affordable	2017/2018	David Timms	A significant amount of work has been undertaken in the last quarter on developing the Waste Strategy/Road Map, despite the interruptions caused by the bushfires. A Draft Strategy is on track to be presented to the Executive in late March/early April.	Schedule	0 (

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

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
EH1.2.1	Review costs, resources and options for businesses and set a new fee structure	2017/2018	David Timms	This task is largely completed as part of the budget preparation in February 2020 and is on track.		0 1

EH1.3: Waste Management domestic kerbside collections

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
EH1.3.1	Review collection run frequencies and efficiencies including investigating GPS tracking systems and options	2018/2019	David Timms	Collection run frequencies and efficiencies are continually monitored by the Waste & Resource Recovery Overseer. A GPS trial is currently in place with one kerb side collection truck. It is unlikely that a system will be installed in all trucks this financial year, but the information from the trial will inform the specification for a required system to be delivered in 2020/2021.		

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EH1.4: Close and cap completed waste facility cells

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
EH1.4.1	Develop and implement capping plans	Annual	David Timms	Bora Ridge Landfill capping works are well underway and are on track for completion in January 2020. Nammoona Landfill capping plans are largely completed, with some minor works required to modify the material specifications based on learnings from the Bora Ridge capping project.		

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

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic
EH1.5.1	Research and secure Waste Less Recycle More EPA and Environmental Trust funding	Annual	David Timms	Opportunities for Waste Less Recycle More funding are continually being investigated and assessed by the Waste & Resource Recovery Team. Some remaining funds from carry over products were spent to purchase an asbestos testing gun to assist with identifying asbestos from bush fire affected properties. The test gun will also be useful for everyday operations at the waste facilities. Council was notified in late. December 2019 that an Environmental Trust grant for the construction of a FOGO processing facility had been approved. The grant is for a total of \$240,720 and council has to confribute an equal amount to the project.		

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

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
EH1.6.1	Education delivered to the community through various activities	Annual	David Timms	The Educator Waste Avoidance and Collections Officer continues to provide a valuable education service to the Richmond Valley community. In the December quarter this position worked with the People & Culture team to deliver initiatives at the staff health & wellbeing day, promoting recyclable food containers with all the vendors at the Great Eastern Fly In and meeting with other education officers from the NE Waste region. The Officer continues to produce monthly reports which are provided to management.	On Schedule	
EH1.6.2	Delivery of capital works projects	Annual	David Timms	The planning for the construction of Cell 6 at Nammoona Landfill continues to be a challenging project, but all other capital works projects are either being worked on or on track to be delivered by the end of the financial year.	On Schedule	0 0
EH1.6.3	Delivering a waste compliance program in accordance with legislative requirements	Annual	David Timms	Compliance with EPA and legislative requirements is being achieved across the waste & recovery area. Staff have been actively working with the EPA concerning licencing matters, particularly in relation to the Front End Resource & Recovery Facility which was put under pressure with additional waste as a result of changes that had to be made because of the fire at the Lismore City Council facility.	On Schedule	

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

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
EH1.7.1	Operational budgets for stormwater works are set in accordance with the Revised Stormwater Management Plan and are delivered each financial year.	Annual	David Timms	Stormwater capital works are delivered in accordance with funding provided in the Delivery Program.		0 0

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

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
EH1.8.1	Continue to provide safe and secure water and sewerage networks through the implementation of Integrated Water Management Plans	Annual	David Timms	Water from the Casino Water Treatment Plant is being supplied in accordance with all EPA, NSW Health and Drinking Water Standards requirements, despite the quality of raw water deteriorating with the drought conditions. Sewerage networks and treatment facilities are operating in accordance with all EPA requirements and management plans.	On Schedule	0 0
EH1.8.2	Work through network and camera surveys to develop a long-term strategic works program for water and sewer assets	Annual	Johan Schoonwinkel	This action is on schedule for completion.	On Schedule	0 [
EH1.8.3	Energy and Carbon emission reduction program will be investigated within Water & Sewer and implemented if proven to be beneficial	2017/2018	David Timms	Water & Sewer staff continue to investigate the viability of solar power installations at a range of council owned facilities. In relation to water & sewer facilities, work is progressing on a solar power system for the Casino Raw Water Pump Station.	On Schedule	
EH1.8.4	Review current water sewer infrastructure and develop improvement plan	2018/2019	Johan Schoonwinkel	Review of 30-year Capital Works Program currently being finalised.	On Schedule	

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Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
EH1.8.5	Investigate an alternative water source for water supply security to Casino in emergencies	2018/2019	Johan Schoonwinkel	Funding was secured for the investigation which will commence in February 2020.	On Schedule	
EH1.8.6	Develop and implement strategies to improve Council's water and sewerage infrastructure as identified in the IWCM Strategy Plan		Johan Schoonwinkel	This item is on schedule.	On Schedule	



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EH2: Promoting the Protection of the Environment

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

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
EH2.1.1	Budgets allocated to support services and programs	Annual	Andrew Edwards	This action is ongoing and on schedule.	On Schedule	

EH2.2: Upgrade to the Jabiru Geneebeinga Wetlands

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
EH2.2.1	Assist with the development of Jabiru Geneebeinga Wetlands Masterplan	2020/2021	Andrew Edwards	Discussions carried out with stakeholders/community groups and development of master plan is currently underway by the community.	Schedule	0 (

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

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
EH2.3.1	Respond to Environmental Incidents	Annual	Andrew Edwards	Ongoing and meeting expectations.	On Schedule	0 1

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

Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
Flying Fox Management	Annual	Andrew Edwards	Flying Fox Management Plan implemented and management ongoing as required.	Completed	0
Conduct Food Shop Inspections	Annual	Andrew Edwards	This item is ongoing.	On Schedule	0
Skin Penetration inspections	Annual	Andrew Edwards	This item is ongoing and is being carried out in accordance with requirements.	On Schedule	0
Maintain Water Quality Inspections Schedule for public swimming pools	Annual	Andrew Edwards	Water Quality Inspections Schedule maintained.	On Schedule	0
Prompt response to general enquires	Annual	Andrew Edwards	All enquiries and concerns are dealt with in accordance with set timeframes.	On Schedule	
Liquid Trade Waste Program	Annual	Andrew Edwards	2019/2020 will see the renewal of Liquid Trade Waste approvals after inspections undertaken.	On Schedule	0
Public Health Registers and Response	Annual	Andrew Edwards	Register maintained and updated as required.	On Schedule	0
	Flying Fox Management Conduct Food Shop Inspections Skin Penetration inspections Maintain Water Quality Inspections Schedule for public swimming pools Prompt response to general enquires Liquid Trade Waste Program	Flying Fox Management Annual Conduct Food Shop Inspections Annual Skin Penetration inspections Annual Maintain Water Quality Inspections Schedule for public swimming pools Prompt response to general enquires Annual Liquid Trade Waste Program Annual	Flying Fox Management Annual Andrew Edwards Conduct Food Shop Inspections Annual Andrew Edwards Skin Penetration inspections Annual Andrew Edwards Maintain Water Quality Inspections Schedule for public swimming pools Prompt response to general enquires Annual Andrew Edwards Liquid Trade Waste Program Annual Andrew Edwards Public Health Registers and Response Annual Andrew	Flying Fox Management Annual Andrew Edwards Flying Fox Management Plan implemented and management ongoing as required. Conduct Food Shop Inspections Annual Andrew Edwards Skin Penetration inspections Annual Andrew Edwards This item is ongoing and is being carried out in accordance with requirements. Maintain Water Quality Inspections Schedule for public swimming pools Annual Andrew Edwards Prompt response to general enquires Annual Andrew Edwards Andrew Edwards All enquiries and concerns are dealt with in accordance with set timeframes. Liquid Trade Waste Program Annual Andrew Edwards Public Health Registers and Response Annual Andrew Register maintained and updated as	Flying Fox Management Annual Andrew Edwards Flying Fox Management Plan implemented and management ongoing as required. Conduct Food Shop Inspections Annual Andrew Edwards This item is ongoing. On Schedule Skin Penetration inspections Annual Andrew Edwards This item is ongoing and is being carried out in accordance with requirements. On Schedule Maintain Water Quality Inspections Schedule for public swimming pools Annual Andrew Edwards Prompt response to general enquires Annual Andrew Edwards Andrew Register maintained and updated as On

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Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffi
EH2.4.8	Conduct OSMS audits	Annual	Andrew Edwards	This item is ongoing.	On Schedule	
EH2.4.9	Caravan Park licensing program approvals		Andrew Edwards	Currently behind schedule due to shortfall in staffing. Program proposed to be in place within the coming months.	Behind Schedule	



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

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffi Light	
EH2.5.1	Draft a long term strategic plan for the Animal Shelter	2020/2021	Andrew Edwards	Not proposed to be carried out in 2019/2020.	Not Progressing		[

EH2.6: Implement Council's adopted Companion Animals Management Strategy

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
EH2.6.1	Decrease in the number of dog attacks	Annual	Andrew Edwards	Rangers continue to deal with dog attacks; education provided during these times.	On Schedule	
EH2.6.2	Increase in the number of de-sex animals from the previous years statistics	Annual	Andrew Edwards	Dogs/cats being released from the pound are advised to be desexed. Council cannot force owners to desex the animals but can reduce sustenance fee or release fee for compliance. All animals going to rescue are desexed.	On Schedule	
EH2.6.3	Decrease in the number of roaming animals	Annual	Andrew Edwards	This is ongoing - certain problem dogs and owners are dealt with regularly. Education and advice provided.	On Schedule	0 (
EH2.6.4	Increase in the number of follow ups of dangerous dogs audits	Annual	Andrew Edwards	Inspections and audits are ongoing and up to date.	On Schedule	0 1
EH2.6.5	Maximise the rehousing rates in the Richmond Valley	Annual	Andrew Edwards	This item is ongoing.	On Schedule	

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Making Council Great

CS1: Leading and Advocating for our Community

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

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
CS1.1.1	Encourage participation in council meetings/committee meetings	Annual	Vaughan Macdonald	This is an ongoing process.	On Schedule	
CS1.1.2	Develop and conduct a Councillor training program	Annual	Vaughan Macdonald	Office of Local Government (OLG) guidelines have been issued. A councillor training program is to be developed and implemented.	On Schedule	
CS1.1.3	Implementation of the Integrated Planning and Reporting Framework	Annual	Vaughan Macdonald	Integrated Planning and Reporting Framework obligations being met - for example, complying Annual Report completed on schedule.	On Schedule	0



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

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traf	
CS1.2.1	Develop a risk management program which identifies and controls Council's Enterprise Risks	Annual	Vaughan Macdonald	Risk Register currently being reviewed in line with Business Impact Analysis (BIA) sessions.	On Schedule		[
CS1.2.2	Place appropriate insurance in accordance with Council's insurance program	Annual	Vaughan Macdonald	AON insurance program in place.	On Schedule		C
CS1.2.3	Implementation of a corporate compliance program	Annual	Vaughan Macdonald	A compliance register has been implemented and steps are being taken to integrate into both the delegations database and risk register.	On Schedule	0	E

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

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
CS1.3.1	Internal audit committee meetings	Annual	Ben Zeller	Two more Internal Audit meetings have been held in quarter 2; one to ratify Council's financial statements, and another regular meeting where a review was tabled on our Development Application process. The committee also discussed a response to the OLG on a proposed internal audit framework that's most significant point was a requirement for independent committee members.		0 0

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CS1.4: Provide high lev	el financial and business	analysis advice t	to monitor performance
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Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
CS1.4.1	Monitor capital works performance	Annual	Ben Zeller	2019/2020 reporting is underway with second quarterly report to council to be made in February 2020.	On Schedule	0 0
CS1.4.2	Coordination and management of major projects	Annual	Ben Zeller	The PMO have finalised the NRLX, Woodburn Riverside and Drill Hall projects in the last quarter. Currently projects nearing completion include, QE Park, Bora Ridge Cell Capping and Evans Head Beachfront.	On Schedule	
CS1.4.3	Identify trends in business performance and report to senior management	Annual	Ben Zeller	PMO provides advice where required. We are currently developing a Corporate Measures report for managers to provide analysis and predict trends on certain metrics.	On Schedule	



CS2: Great Support

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

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
CS2.1.1	Ensure that Council continues to meet the expectations of the community in delivering quality customer service	Annual	Kelly Moroney	The customer service team have consistently exceeded the standards as set out in the Customer Service Framework & Charter.	On Schedule	
CS2 1.2	Continually review and monitor the quality of customer service provision across the organisation	Annual	Kelly Moroney	Customer service provision is monitored on a daily basis, the Manager of Customer Experience discusses the service provided and ways that it can be improved with coordinators and managers to ensure that we are meeting our service levels with departments.	On Schedule	



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

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traf	
CS2.2.1	Implement application upgrades, configuration changes, data entry screens, reports, and workflow within Council's core applications	Annual	Scott Walters	Operational program for TechOne continues on schedule. During the quarter, 30 Property and Rating issues, 26 Financial issues, 16 ECM issues and 12 Intramaps issues were raised. There were a total of 136 issues raised during the quarter and 133 issues closed during the quarter.	On Schedule		
CS2.2.2	Utilise mobile technologies so staff can access council information and complete tasks while in the field	Annual	Scott Walters	WHS requirements have driven a review and field test of Samsung tablets. Review has proven the equipment is valid for filling in forms when on the road, documenting staff have attended WHS training and understand items discussed, and bought policies, procedures and safe work statements. Rollout of 2-in-1 laptops is continuing. Telstra agreement for mobile services has been reviewed and agreement has been drawn up.	On Schedule		
CS2 2.3	Working documents, spreadsheets etc are stored in an accessible document repository. Records have appropriate metadata, precis and are tagged to appropriate categories in the records management system. All email is stored in the corporate email archive.	2017/2018	Scott Waiters	Water Sewer documents are now being recorded within ECM against the associated property. IT Strategy is reviewing file storage across the organisation, particularly personal drives and common drives with intent to simplify and centralise these while working within goal of having information available via mobile devices (laptops, tablets etc).	On Schedule		- [

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

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
CS2.3.1	Manage and maintain CCTV and public Free Wi-Fi systems	Arinual	Scott Walters	Review of CCTV cameras found a number of issues such as faded lenses, cameras needing repositioning etc. These issues have been raised for a security vendor to resolve. CBD Wifi is currently transitioning from the system originally implemented by VTSiT to an upgraded system.	Schedule	0 0



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Action Code	Action Name	Timetrame	Responsible Officer	Comments	Status	Traffic Lights
CS2.4.1	Systems are maintained within one version of currently released product	Annual	Scott Walters	Systems are current. License issue required us to remove Microsoft SCCM from our servers however it still maintains software versions on desktops and laptops. Windows 7 is currently at end of supported life, RVC have moved most desktops and laptops to Windows 10 however still have some Windows 7 systems running for legacy applications. These will be migrated by 30 June 2020. Core applications are being patched in line with vendor requirements.	On Schedule	
CS2.4.2	Management of network performance.	Annual	Scott Walters	Backbone upgrade has been completed for Casino Offices and will be extended to other sites by end of March 2020. Migration of all data links from Telstra ADSL to NBN services is ongoing. Woodburn and Kyogle are complete. Evans Head Office has a new link being installed in January 2020. Coraki and Casino planning has been completed and implementations is expected to be completed by 30 June 2020.	On Schedule	0 0
CS2.4.3	Security and data protection	Annual	Scott Walters	Essential 8 strategies for mitigation of cybersecurity threats roadmap has been reviewed for inclusion in IT Strategy. Penetration Testing will be put out to tender by end of March 2020.	On Schedule	0 (

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CS2.5: Efficient red	cords processes
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Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
CS2 5.1	Efficient processing of incoming correspondence	Annual	Lisa Caban	95% of all incoming letters and emails to Council are registered into ECM and allocate to appropriate staff member for action within agreed timeframes.		
CS2.5.2	Records team responds to information requests within agreed service levels or statutory requirements	Annual	Lisa Caban	95% of information requests are processed within agreed timeframes.	120000000000000000000000000000000000000	



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Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
CS2.6.1	Streamline recruitment and on-boarding process	Annual	Caroline Redwood	On-boarding software to be implemented in Quarter 3. Recruitment letter has been redesigned to contain more relevant and clearer information. Improvements have been made to Council's website.	On Schedule	
CS2 6.2	Rebrand recruitment to coincide with EVP strategies	Annual	Caroline Redwood	Council won the 2019 Outstanding Employer of Choice Award for the Northern Rivers. This is evidence of steps taken to make Council an attractive employer. Recruitment at Council has been completely rebranded with a friendly and inclusive voice. Further, we showcase all the great internal initiatives that we have.	Completed	
CS2 6.3	Implement internal initiatives that boost morale	Annual	Caroline Redwood	The survey results showed that staff want immediate and positive feedback from their supervisors, rather than a peer-to-peer recognition program. This has been discussed with management, therefore, coordinators will begin training on this in early 2020. As a result of the survey, a peer-to-peer program will not be implemented. People & Culture continue to consider the Bright Ideas program.	On Schedule	

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CS2.7: Develop and retain an engaged and performing workforce

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
CS2.7.1	Implement a 12-24 month leadership and culture plan	2018/2019	Caroline Redwood	The Leadership Program for 2020 consists of: Leading Teams for Managers, HBDI for Coordinators, Leading High Performing Teams for Coordinators, Mentor Program, Emerging Leaders Program and Leadership Camp. The strategy is currently at a high level and time line stage only.	On Schedule	0.0
CS2.7.2	Implement a Health and Wellbeing Program	Annual	Caroline Redwood	The 2018-2019 strategy has been completed. The 2020 Health and Wellbeing Strategy will be finalised by February 2020. Currently initiatives being considered are: toastmasters (for employee confidence), voga, meditation.	10.5115	0 0

health & wellbeing day, skin cancer checks, ergonomic checks, nutrition, manual handling, sleep and fatigue. People & Culture would like to implement a positive psychology program for staff to attend - the program focuses on effective tools to assist with self-awareness, conscious living and creating positive relationships (this should be operational in the next

financial year).

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CS2.7.3	Manage strategy for YES	Annual	Caroline Redwood	People & Culture have undertaken the following steps: held a Career's Expo, opened applications for students, reviewed applications, held a 'Get to Know You' session, held interviews, organised training requirements with TAFE, sent correspondence and organised medicals in time for 17 young people to start with Council in 2020.	
CS2.7.4	Manage staff survey strategy	Annual	Caroline Redwood	Next survey to be released 3 February 2020. Further surveys have been developed to delve a bit deeper into some of the questions. Specifically recognition, as staff do not want a formal recognition program.	



Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic
CS2 8.1	Review current values and behaviours	Annual	Caroline Redwood	Leading Teams has assisted guiding the management team with regard to the behaviours we do and do not accept within the organisation. Coordinators will commence training early in 2020. It is our intention to push the values component to the following financial year (once the Leadership Strategy is complete). Staff will have a better understanding as to the direction Council will be heading as we will be leading from the top.	On Schedule	
CS2.8.2	Manage the implementation of digital transformation for HR systems and process	Annual	Caroline Redwood	Measures completed. Additional systems above measures are currently being implemented.	Completed	
CS2.8.3	Manage training plan	Annual	Caroline Redwood	Training Plan complete, training for staff is underway.	Completed	0
CS2.8.4	Manage and review policies and procedures	Annual	Caroline Redwood	Current policies and procedures finalised or with a review underway include: WHS Fair Play Matrix, Training and Development Procedure and Relocation Policy.	On Schedule	
CS2.8.5	Educate staff on PULSE and review process yearly	Annual	Caroline Redwood	Second workshop to be held June 2020.	On Schedule	

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CS2.9: Proactive management of WHS systems to n	ninimise safety risks	
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Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
CS2.9.1	Continue to coordinate Council's Incident Reporting system	Annual	Caroline Redwood	Monthly report sent to Managers and to be discussed in Management meetings	Completed	
CS2 9.2	Annual review of Safety Management Plan	Annual	Caroline Redwood	Review has been completed for this financial year.	Completed	0
CS2.9.3	Rolling audit and hazard inspection program and reporting	Annual	Caroline Redwood	Schedule designed and audits and hazards are inspected by Safety Team on a regular and rolling basis. Reports are contained within Vault.	On Schedule	
CS2.9.4	Develop and Implement a Health Monitoring Program	2017/2018	Caroline Redwood	Ergonomic and Skin Cancer Tests to be scheduled for 2020; provided by our insurer, State Cover. A strategy for 2020 is currently being developed.	On Schedule	
CS2.9.5	Facilitate Health and Safety Committee	Annual	Caroline Redwood	This Committee is managed by Council's Safety Support Officer. Meetings have set tasks and actions to be carried out by representatives. Members of the management team are invited to HSR meetings.	On Schedule	



CS2.9.6	Develop and implement a WHS Safety Training program	Annual	Caroline Redwood	Per the training plan approximately \$90,000 has been spent on Work Health & Safety this financial year. In addition, the Safety team visits staff worksites to check in and to provide updates on relevant safety information. Additional training is delivered as a result of continuous improvement. The Safety Team continues to train staff in the Vault system to encourage self reporting (in favour of reporting via customer experience staff).	Completed		
CS2.9.7	Ensure Council's WHS practices are compliant with legislative requirements	Annual	Caroline Redwood	WHS practices require continual improvement, however the current foundations are solid and set Council up for success when it comes to monitoring and improving WHS.	Completed	0	-

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CS2.10: Provide an effective	injury management	program
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Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffi Light
CS2.10.1	Develop and implement a Return to work program	Annual	Caroline Redwood	Injury Management program is established and constantly reviewed under the guidance of our insurer.	Completed	
CS2.10.2	Develop relationships with Stakeholders to assist in managing Workers Compensation claims	Annual	Caroline Redwood	Solid working relationships have been established with our insurers. Further, our Safety Support Officer has a good working relationships with the Vault IT team and our People Safety Coordinator has also developed strong relationships with our insurer. In addition, the People & Culture team have established relationships with our EAP providers, local doctors and medical professionals.	Completed	
CS2.10.3	Reporting of injury management results to council	Annual	Caroline Redwood	Injury Management reported as part of General Manager's KPIs to Council.	On Schedule	0



CS2.11: Examine all revenue and expenditure reduction opportunities that will improve Council's financial sustainability

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
CS2.11.1	Complete review of council revenue	Annual	Ryan Gaiter	Complete revenue review performed in 2017/2018, also internal audit of revenue department performed. Revenue sources reviewed whilst collating Council annual revenue policy.	Completed	
CS2 11.2	Ensure council's procurement practices deliver best value for money	Annual	Ryan Gaiter	Council still remains an active member of the Northern Rivers Joint Organisation (NRJO) Procurement Group, Council has also recently implemented Vendor Panel procurement software, which allows for greater reach in sourcing quotations.	On Schedule	0 [
CS2.11.3	Examine the opportunity to share regional services with other local government agencies.	Annual	Ryan Gaiter	Council is an active member of the Northern Rivers Joint Organisation procurement group. Council also participates in joint tenders with Clarence Valley Council, Regional Procurement Australia and Local Government Procurement.	On Schedule	
C\$2.11.4	Investigate different investment options to maximise Councils return on investments	2017/2018	Ryan Gaiter	Council staff are continually looking for investment options which maximise Council's return on monies invested. Changes have been made last financial year which has lead to Council exceeding its interest earned budget for 2018/2019. Council's Finance staff also use an investment platform which compares investments which allows staff to place Council's funds in the most advantageous investments.		

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CS2.12: Ensure compliance with Accounting Stan	dards and Local Government Legislation
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Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
CS2.12.1	Manage Council's finances in accordance with legislative requirements	Annual	Ryan Gaiter	Council's Investment Policy is updated annually, monthly reports are presented to Council confirming all investments are made within legislative guidelines.		

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

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
CS2.13.1	Complete fleet procurement in accordance with the plant replacement program	Annual	Ryan Gaiter	Procurement of Council's Fleet Replacement Program has started and is within allocated budget.	Control of the second second second second	0 0

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

Action Code	Action Name	Timeframe	Responsible Officer	Commenta	Status	Traffic Lights
CS2.14.1	Development of design and Capital works programs Annually.	Annual	Andrew Leach	Future Capital Works programs development ongoing as asset information and CRMs compiled.		

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Richmond Valley Council Casino Office: Cnr Walker Street and Graham Place (Locked Bag 10) Casino NSW 2470 Phone 6660 0300 Fax: 6660 1300 Evans Head Office: Crr Woodburn Street and School Lane Evans Head NSW 2473 Phone: 6660 0365 Fax: 6682 4252 Email: council@richmondvalley.new.gov.au Web: www.richmondvalley.nsw.gov.au Richmond Valley Council | Delivery Program Progress Report | Quarter 2, December 2019 Page 53 of 53

Richmond Valley Council

QUARTERLY BUDGET REVIEW STATEMENT

for the quarter ended 31 December 2019



Richmond
Valley
Council

A great community with a relaxed lifestyle, beautiful environment and vibrant economy." *A great community with a relaxed

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Report by Responsible Accounting Officer

Responsible Accounting Officer

The following statement is made in accordance with Clause 203(2) of the Local Government (General) Regulations 2005:

It is my opinion that the Quarterly Budget Review Statement for Richmond Valley Council for the quarter ended 31 December 2019 indicates that Council's projected financial position at 30 June 2020 will be satisfactory, having regard to the projected estimates of income and expenditure and the original budgeted income and expenditure.

From a cash perspective, the projected cash deficit for 2019/2020 has declined to an estimated deficit as at 31 December 2019 of \$4,471,458. This is targety as a result of an increase in projected income from continuing operations of \$2,112,590 with an additional \$800,000 projected in Quarry Revenue and \$596,744 in Insurance Claims which will be transferred into reserves, until the replacement program is determined.

With approval of the special rate variation, Council has taken steps to reduce cash deficits whilst still being able to maintain adequate expenditure on capital projects and maintenance of existing assets. Delivery of capital budgets will continue to be monitored in future budgeting processes as this has a significant effect on the cash result.

Signed

Date:

13/02/2020

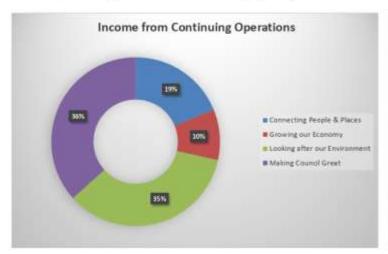
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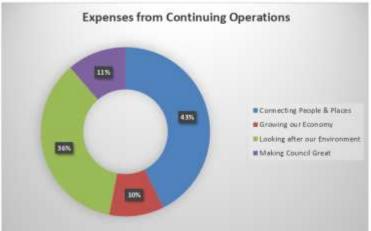
Income & Expenses Budget Review Statement

	,,,,,	& Expenses	- Juger Her	Approved		ecommended			
	Original Budget	Approved Changes Carry-Overs	Approved Changes Monthly	QBRS Changes Sep	Revised Budget	Changes for Council Resolution	Notes.	Projected Year End	Actual YTD
Summary Budget Result	2019/2020	from 2018/19	Adjustments	QBRS	2019/2020	Dec Qtr		Result	31-Dec-19
Income									
Connecting People & Places Growing our Economy Looking after our Environment Making Council Great	10,362,086 5,105,784 23,255,964 24,470,235	1,153,510 160,386	(129,146) 30,000	519,106 37,299 104,436	11,905,556 5,296,170 23,293,253 24,574,671	744,503 1,223,456 90,000 54,632		12,650,059 6,519,625 23,383,253 24,629,303	5,829,431 3,441,857 14,833,994 17,778,315
Total Income from Continuing Operations	63,194,059	1,313,896	(99, 146)	660,841	65,069,651	2,112,590	1 1	67,182,241	41,883,597
Expenses	100000000000000000000000000000000000000			· · · · · · · · · · · · · · · · · · ·				1-0-1-0-0-0-0-0-0-0-0-0-0-0-0-0-0-0-0-0	
Connecting People & Places Growing our Economy Looking after our Environment Making Council Great	27,636,435 6,289,904 23,138,545 7,292,207	97,227 46,745 43,053 129,491	(7,000) 25,000 30,000	217,978 2,700 91,224	27,944,640 6,364,349 23,302,822 7,421,698	92,905 515,352 102,000 12,500		28,037,545 6,879,702 23,404,822 7,434,198	15,655,199 3,265,828 11,706,840 4,258,359
Total Expenses from Continuing Operations	64,357,091	316,516	48,000	311,902	65,033,509	122,757		65,756,267	34,886,226
Net Operating Result from Continuing Operations	(1,163,032)	997,380	(147, 146)	348,939	36,141	1,389,833		1,425,974	6,997,371
Net Operating Result before Capital Hems	(4,709,301)	(216,317)	(48,000)	(51,056)	(5,124,874)	1,379,087		(3,754,797)	4,265,990
Budget Result Reconciliation:									
Add: Non-Cash Expenses									
Depreciation & Amortisation Rehabilitation Borrowing Expenses Quarry Inventory Movements	18,068,601 68,240 310,000				18,068,601 68,240 310,000	-		18,068,601 68,240 310,000	8,174,310
Add: Non-Operating Funds Employed									
Loan Funds Utilised Deferred Debtor Repayments Gross Proceeds from the Disposal of Assets	1,300 3,070,591	8	-	(1,625,000)	1,300 2,045,591	129,537		1,300 2,175,128	574,836
Less: Funds Deployed for Non-Operating Purposes				~					
Capital Expenditure Loan Principal Repayments	18,605,450 2,485,648	3,206,862	582,255	451,096	22,845,665 2,485,648	1,189,387		24,035,053 2,485,648	8,584,030 1,230,575
Estimated Funding Result - Surplus/(Deficit)	(735,399)	(2,209,481)	(729,401)	(1,127,159)	(4,801,440)	329,982		(4,471,458)	5,931,913
Equity Movements									
Restricted Funds - Increase/(Decrease) Working Funds - Increase/(Decrease)	(928,655) 193,256	(2,209,481) 0	(729,401)	(1,174,207) 47,048	(5,041,744) 240,304	329,982		(4,711,762) 240,304	5,931,913
Total Equity Movements	(735,399)	(2,209,481)	(729, 401)	(1,127,159)	(4,801,440)	329,982	-	(4,471,458)	5,931,913

2

Income & Expenses Budget Review Statement - Summary by Priority





3

Income & Expenses Budget Review Statement

	Original Budget	Approved Changes Carry-Overs	Approved Changes Monthly	Approved QBRS Changes Sep	Revised Budget	commended Changes for Council Resolution	listes	Projected Year End	Actual YID
Income & Expenses - by Service	2019/2020	from 2018/19	Adjustments	QBRS	2019/2020	Dec		Result	31 Dec-19
Income									
Connecting People & Places									
Festivals and Events	21,952	2	12	1,600	23,552	1,005		24,557	2,605
Swimming Pools	1. 2000	-				200		9000	0000
Libraries	1.280.082			- 1	1,280,082	134,421	- T	1,414,503	1,173,143
Emergency Management	1,185,072			265.000	1,450,072	257.05-013	1	1,450,072	854,203
Cemeteries	333,378				333,378			333,378	125,031
Sports Grounds, Parks and Facilities	1,077,074	152,957	(129, 146)	140	1,100,885	2,555		1,103,440	586,230
Community Centres and Halls	160,800	94,110	2.4	11	254,921	602,835	2	857,756	645,084
Building and Maintaining Roads	6,303,728	906,443	-	252,495	7,462,666	1,800		7,464,466	2,441,250
Community Engagement, Consultation & Communication	Market Con-	200009		100000	2000000	-3339		1100000	Sangga.
Community Programs and Grants	-	~		72	- 3	1,887		1,887	1,887
Growing our Economy									
Economic Development	TS-507(#)		5.0	199	AUTO DE	9.5		700 4.5	00000
Tourism	25,744	¥		1.0	25,744			25,744	3,595
Town Planning & Development Services	2,063,644		2.6		2,063,644	54		2,063,644	1,460,202
Quarries	1,365,811	-		(-)	1,365,811	800,000	4	2,165,811	1,080,822
Northern Rivers Livestock Exchange	1,565,713	160,386	30,000	3.0	1,756,099	293,040	. 5	2,049,139	889,929
Private Works	84,872		2.40	- 34	84,872	90,000	.0	174,872	5,698
Real Estate Development					- 35	40,415	· F	40,415	611
Looking after our Environment	10.000 N.22.20				9				
Waste Management	6,862,128			37,299	6,899,427	90,000		6,989,427	6,584,571
Stormwater Management	213,351			100000	213,351	262000	1200	213,351	208,484
Water Supplies	7,009,021	-		-	7,009,021	1.0		7,009,021	3,352,475
Sewerage Services	8,719,758	E 3	3.4	1 1	8,719,758	1 2		8,719,758	4,377,317
Environmental Health	451,696		1.40		451,696	5.9		451,696	311,148
Environmental Management				18	- 3			: =	
Making Council Great					- 3				
Governance & Advocacy	400,440		-	- 4	400,440	150		400,440	38,138
Customer Service	3,600	1 2	-	14	3,600	1.4		3,600	127
Information Technology Services	8,907	(4)	4		8,907	0.770.18		8,907	7,644
People & Culture	19,909		- 4		19,909	12,500	11	32,409	32,648
Work, Health & Safety	28,329	(4)	-	Lower St.	28,329	42,132	12	70,461	70,461
Financial Services	18,961,205	. 3	- 4	104,435	19,065,641	1000000		19,065,641	14,898,360
Engineering Support & Asset Management	33,345				33,345	- 4		33,345	25,034
Fleet Management	5,014,500			1	5,014,500	- 3		5,014,500	2,705,902
Total Income from Continuing Operations	63,194,059	1,313,896	(99,146)	660,841	65,069,651	2,112,590		67,182,241	41,883,597

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Income & Expenses Budget Review Statement

	moon	e & Expense	Buuget Ne	STREET, SQUARE, SQUARE		- Appropriate and the second	_		
Income & Expenses - by Service	Original Budget 2019/2020	Approved Changes Carry-Overs from 2018/19	Approved Changes Monthly Adjustments	Approved GBRS Changes Sep GBRS	Revised Budget 2019/2020	Changes for Council Resolution Dec	Hotes.	Projected Year End Result	Actual YID 31 Dec-19
	EU IN EUGH	Trout Land 12	Projusinissia	WUNS	EST THE STEEL	- 500		TWO SOUR	3100013
Expenses								-	
Connecting People & Places Festivals and Events Swimming Pools	240,803 710.361	17,500	(10,000)	1,600	249,903 710,361	1,005		250,908 710,361	114,356 365 392
Libraries	2,180,688			11.037	2,191,725	90.013	9	2.281,738	1.361,847
Emergency Management	2,105,160	-		155,000	2,260,160	0.0000000000000000000000000000000000000		2.260.160	2.348.363
Cemeteries	358.574		- 2		358,574			358,574	174.145
Sports Grounds, Parks and Facilities	2.843.992	33.082	3,000	7.440	2.887.514	1 3		2.887.514	1,337,185
Community Centres and Halls	708.320	-		- 11	708.331			706.331	364,384
Building and Maintaining Roads	17.986.164	46.645		40.000	18.072.809	-		18:072.809	9.463.026
Community Engagement, Consultation & Communication	234,841	-	-	74,77	234,841			234,841	17,964
Community Programs and Grants	267,531	2	- 2	2,890	270,421	1,887		272,308	108,537
	12					200		125	
Growing our Economy	2020000	: 33	254	- 90	Managa ST	25		17222010	2222
Economic Development	505,577	2222	2555	0.025	505,577			505,577	269,284
Tourism	275,806	46,745	25,000	2,700	350,251			350,251	95,126
Town Planning & Development Services	2,533,788				2,533,788	1.0		2,533,788	1,248,999
Quarries	851,570			- 3	851,570	9.4855.2		861,570	297,090
Northern Rivers Livestock Exchange	1,558,668		- 3	1 1	1,558,668	334,667	. 5	1,893,335	887,790
Private Works	81,980			181	81,980	90,000	0	171,980	103,010
Real Estate Development	482,516			181	482,516	90,685	2	573,201	364,528
Looking after our Environment					- 3				
Waste Management	6,570,481	34,121		76,224	6,680,826	102,000		6,782,826	3,294,680
Stormwater Management	973,727	- 100		7.2	973,727	0.054		973,727	444,123
Water Supplies	6.346,224		10,000	12	6,356,224	-		6.356,224	3.474,003
Sewerage Services	7,689,606		20,000	10000	7,709,606			7,709,606	3,766,723
Environmental Health	1.090,342	8,932	A. (1.27)	15,000	1,114,274	- 54		1.114.274	520,157
Environmental Management	468,165				468, 165	-		468,165	207,155
Making Council Great					- 3				
Governance & Advocacy	2.511.690		550	72	2.511.690	142		2.511.690	1.468.584
Customer Service	3,600		3.5	- 3	3,600	1 5		3,600	500
Information Technology Services	138,881		(6)	- 13	138,881	- 6		138,881	48,222
People & Culture	130,001	<u> </u>		33	1200001	12,500	11	12,500	(94,645
Work, Health & Safety	78.329		- 5	131	78.329	12,000		78.329	(54,040)
Financial Services	135.578	<u> </u>	- 53	· 2	135,578			135.578	63.753
Engineering Support & Asset Management	33.345	129,491	32	3	162.836	1 2		162,836	98.968
Fleet Management	4,390,784	150,401			4,390,784			4,390,784	2,672,977
Lear Methalianiani	4,350,164	- managed			*,200,704			4,300,104	2,012,211
Total Expenses from Continuing Operations	64,357,091	316,516	48,000	311,902	65,633,509	722,757	1 1	65,756,267	34,886,226
Net Operating Result from Continuing Operations	(1,163,032)	997,380	(147, 146)	348,939	36,141	1,389,833		1,425,974	6,997,371
Net Operating Result before Capital Items	(4,709,301)	(316,517)	(48,000)	(51,056)	(5,124,874)	1,370,087		(3,754,787)	4,265,990

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Capital Budget Review Statement

			Budget Kevie	Approved		lecommended			
	Original Budget	Approved Changes Carry-Overs	Approved Changes Monthly	Changes Sep	Revised Budget	Changes for Council Resolution	Motors	Projected Year End	Actual YTD
Capital Budget	2019/2020	from 2018/19	Adjustments	QBRS	2019/2026	Dec		Result	31-Dec-19
Capital Expenditure									
Connecting People & Places									
Festivals and Events	5.4		- 2	-		312		312	312
Swimming Pools	390,000	51,078		50,000	491,078			491,078	407,077
Litraries	182,787	N 6	- 3	(953)	181,834	44,408	1.0	226.242	56,481
Emergency Management	10000	1.0	2	110,000	110,000	55555		110,000	777 167
Cemeteries	55.951			1000000	55.951			55.951	13,940
Sports Grounds, Parks and Facilities	1,269,329	661.940	(132, 146)	33,295	1,832,418	2.555		1,834,973	1,308,803
Community Centres and Halls	138,448	94,110	(15,000)	2,135	219,693	6,091	2	225,784	39,246
Building and Maintaining Roads	5,245,759	1,143,857	250,000	178,435	6.818,051	1.800		6,819,851	3,275,668
Community Engagement, Consultation &	30,000,000	411,446,6661	(8000,000)	1100000	0,0,10,00	20000		0,018,001	0,07,0,000
Communication	199				7.0				100
Community Programs and Grants	1.0		- 8	-	- 9	-		+	
Growing our Economy									
Economic Development	1 22			100	7.0	1 1		23	2.0
Tourism	1 6	19,822	- 3	21,272	41.094	16.804	3	57,898	57.485
Town Planning & Development Services	85	19,022	8	21,272	41,004	10,004	3	31,000	31,403
Quarties	10.000		i (1	(10,000)					
Northern Rivers Livestock Exchange	150,000	190,038	30,000	(10,000)	360.038	277.551	1.4	637.589	486.347
Private Works	130,000	180,038	30,000	100	300,038	277,001		037,388	400,347
	2045.000	02.040	3	S	2077.040	472.540	l I	2.054.400	192,674
Real Estate Development	2,815,000	62,640	- 1	- 8	2,877,640	173,546	37	3,051,186	192,674
Looking after our Environment									
Waste Management	2,346,596	298,251	+3	(26,000)	2,618,847	(30,000)	8	2,588,847	779,198
Stormwater Management	438,435	42,378			480,813	-		480,813	128,805
Water Supplies	1,262,000	1,305	358,783		1,622,088	430,715	0	2,052,803	419,907
Sewerage Services	1,735,000	221,965	88,418	92,914	2,138,297	245,057	10	2,383,354	653,552
Environmental Health	2005057507	9,000,000	100000	200	Company.	2000007		100000000000000000000000000000000000000	1000
Environmental Management	155			- 2	15	1.3		- 5	1.7
Making Council Great		50000		5,545					
Governance & Advocacy	0.00000	4,140		352	4,492	Vot40		4,492	4,832
Customer Service	80.000		2,200	(1,733)	80.467	(964)	l: I	79.603	17,968
Information Technology Services	(000,000,000)		39.55			1450.00	[]	0.000	10000000
People & Culture	1.0		21	2	1				-
Work, Health & Safety			- 9	9		- 5			
Financial Services	2.		- 31	1.381	1.381	552		1.933	1.933
Engineering Support & Asset Management	225 000	57,000	31	.,_0	282 000	20.860	13	302 860	43,266
Fleet Management	2,261,145	368,338		-	2,629,483	20,000		2,629,483	696,537
Total Capital Expenditure	18,605,450	3,206,862	582,255	451,098	22,845,665	1,189,387		24.035.053	8,584,030

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Capital Budget Review Statement

				Approved		lecommended			
Capital Budget	Original Budget	Approved Changes Carry-Overs	Approved Changes Monthly	GBRS Changes Sep GBRS	Revised Budget	Changes for Council Resolution	Motion	Projected Year End	Actual YTD
Capital Revenue	\$019/2020	from 2018/19	Adjustments	units	2019/2020	Dec		Result	31-Dec-19
Congress the Petron									
Capital Grants and Contributions									
Connecting People & Places									
Festivals and Events			- 2			- 6			
Swimming Pools	00.37.00		23	(0)	2000.7			1000000	condition of the control of the cont
Libraries	39,000		3	500000 P	39.000	19		39,000	39,000
Emergency Management Cemeteries	38.738	1		110,000	110,000	7.00		110,000	
Sports Grounds, Parks and Facilities	845,448	152,957	(129,146)	- 9	869.259	2,555		871,814	419.162
Community Centres and Halls	68,300	94,110	9.7		162,410	6,091	2 1	168,501	
Building and Maintaining Roads Community Engagement, Consultation &	746,571	906,444	=	252,495	1,905,510	1,800		1,907,310	941,413
Communication	1 1	12	- 4	9	52			-	
Community Programs and Grants			- 2	9	- 3	- 5		27	
Growing our Economy									
Economic Development	5.4							-	1.7
Tourism	100000-4		- 2	- 3		100		200000000000000000000000000000000000000	
Town Planning & Development Services Quarries	1,381,650			-	1,381,650			1,381,650	1,092,737
Northern Rivers Livestock Exchange	195,300	160,386	30,000	2	385,686	9,300		394,986	106,967
Private Works	-		-	-	5-	11.04037			
Real Estate Development			- 1		- 3			+	
Looking after our Environment									
Waste Management	20,000			37,500	57,500	-		57,500	18,750
Stormwater Management				10000		-		70.00	9.75
Water Supplies	150,000		3	-	150,000	-		150,000	21,353
Sewerage Services	100,000		3		100,000	1.0		100,000	92,000
Environmental Health	5.000000	· ·		1		1.0			-200
Environmental Management	-		- 8	3	2	-			
Making Council Great									
Governance & Advocacy	1 4	-		-	-			+	-
Customer Service			- 3	=	50	-		+	-
Information Technology Services	3.9		83	3.5	- 3			2.0	
People & Culture			6	3	-		I I	+	3.9
Work, Health & Safety	- 2		3		-	-	I I	7	
Financial Services						-			
Engineering Support & Asset Management	8.		3	3.5		3.3		- 5	
Fleet Management					L				3
Total Capital Grants and Contributions	3,546,269	1,313,897	(99,146)	399,995	5,161,015	19,746		5,180,761	2,731,381

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Item 15.1 - Attachment 1

Richmond Valley Council Quarterly Budget Review for the quarter ended 31 December 2019

Capital Budget Review Statement

		- Capital	Budget Herri						
Capital Budget	Original Budget 2019/2020	Approved Changes Carry-Overs from 2018/19	Approved Changes Monthly Adjustments	Approved OBRS Changes Sep OBRS	Revised Budget 2019/2026	Changes for Council Resolution Dec	Motors	Projected Year End Result	Actual YTD 31-Dec 19
Capital Revenue (continued)	EU LA SUEA	MONTH KONTO TO	Senteral married	GILITES.	KU1 KEUES			Hessiii	A CONTRACTOR
Loan Funds Utilised									
Connecting People & Places Sports Grounds, Parks & Facilities Building and Maintaining Roads				÷		3		-	
Looking after our Environment Waste Management	14		÷:	8	98	6		-1	38
Total Loan Funds Utilised	: 12	7.0	. 2:	- 2					174
Deferred Debtor Repayments									
Making Council Great Financial Services	1,300				1,300			1,300	
Total Deferred Debtor Repayments	1,300	-		·	1,300	-		1,300	-
Asset Sales									
Connecting People & Places Libraries	500		23	2	500	2		500	245
Growing our Economy Real Estate Development	2,485,000		8	(1,025,000)	1,460,000	129,537	7	1,589,537	359,537
Looking after our Environment Waste Management Sewerage Services	52,273	1		Ē	52,273	-		52,273	(0)
Making Council Great Fleet Management	532,818	·		12	532,818	-		532,818	215,055
Total Asset Sales	3,070,591			(1,025,000)	2,045,591	129,537	1	2,175,128	574,836
Total Capital Revenue	6,618,160	1,313,897	(99,146)	(625,005)	7,207,906	149,283		7,357,189	3,306,218

Budget Variation Explanations

Recommended changes to Revised Budget

The following notes detail budget variations of \$5,000 or more (or if material to the overall program) from the Original Budget as at 1 July 2019 to the Revised Budget as at 31 December 2019, excluding monthly budget adjustments previously adopted by Council.

Notes	s Details	Variation
1	Libraries	
	Income from Continuing Operations	5134,421
	Expenses from Continuing Operations Capital Expenditure	\$90,013 \$44,408

The State Government of NSW announced increased Public Library funding for 2019/2020 with Council receiving an additional \$42,881 and Kyogle Council receiving \$48,659. Combined, these increases are proposed to fund additional operational costs including library resources, technology and staffing requirements. The additional increase in revenue and expenditure of \$42,881 relates to internal costings between the public libraries and RUCRL cost centres.

2 Community Centres and Halls

Income from Continuing Operations	\$596,744
Capital Grants and Contributions	\$6,091
	\$602,835

Council received an insurance claim of \$596,744 for the Rappville Hall which was destroyed in the recent fires, increasing operating income. These proceeds have been transferred to reserve and will be allocated to capital works once the replacement program has been determined. An increase in capital grants and contributions of \$6,091 was due to contributions from the Woodburn Chamber of Commerce and Woodburn Hall. Committee towards the painting and repairs of Woodburn Memorial Hall.

Capital Expenditure \$6,091

As mentioned above, Council received contributions from Woodburn Chamber of Commerce and Woodburn Hall Committee towards the painting and repairs of Woodburn Memorial Hall for \$6,091.

3 Tourism

Capital Expenditure \$16,804

Capital expenditure has increased with \$18,208 being drawn from reserves towards painting and building works at the Evans Head Visitor Information Centre. This is offset slightly by \$1,404 being transferred back into reserves as the fit out projects at the Casino and Woodburn Visitor Information Centres came in under budget.

Budget Variation Explanations

Recommended changes to Revised Budget

The following notes detail budget variations of \$5,000 or more (or if material to the overall program) from the Original Budget as at 1 July 2019 to the Revised Budget as at 31 December 2019, excluding monthly budget adjustments previously adopted by Council.

Notes Details Variation

4 Quarries

Income from Continuing Operations

\$800,000

Due to higher than anticipated extraction rates at Petersons Quarry, it is proposed to increase the income budget a further \$800,000 to account for the increase in royalty fees.

5 Northern Rivers Livestock Exchange

At its November 2019 Ordinary Meeting, Council was provided with an update on the financial performance of the NRLX as at 30 September 2019. Given that a number of issues were identified in that report, a thorough review of the NRLX budget has been undertaken as part of the Quarterly Budget Review as at 31 December 2019. It was identified that \$60,439 was expended on the upgrade of the administration building and agents office which has now been transferred from operational costs to capital expenditure. Additional revenue is anticipated from the sale of biosolids as well as a revised throughput of 110,000 for the 2019/2020 financial year. It is anticipated there will be increases in operational costs as a result of increased salaries and wages as well as increased electricity costs. The increase in electricity costs are due to delays in the upgrade of the transformer. There was also damage caused to the solar system as a result of a number of power issues, meaning the solar system was off for the majority of the last quarter. Further details are provided below.

Income from Continuing Operations Capital Grants and Contributions \$283,740 \$9,300

\$293,040

An increase in operating income is largely attributed to the proposed sale of biosolids at the NRLX. The NRLX Manager is currently engaging with contractors to process the biosolids in preparation for sale which is expected to yield \$200,000 in revenue. Further increases in revenue are an additional \$17,090 in contributions toward employment and training, along with \$62,100 in fees due to revised throughput numbers for the year (including an additional \$9,300 in capital works levy). An additional \$45,000 was also added to truck wash revenue which is higher than expected this year. These increases are offset by budgeted advertising income of \$10,000 being removed as this is not expected to commence this year. A further reduction in income of \$21,150 is in rental income for the new Administration Building, with only 3 months of rent expected to the received this year.

Expenses from Continuing Operations

\$334,667

An increase in operating expenditure is largely attributed to \$160,000 for the processing of biosoids to be sold, as mentioned above. A further increase is due to an additional \$111,042 being added to the salary budget to assist with required maintenance and repairs and finalising the upgrade of facilities at the NRLX. An additional \$9,000 was also added to the truck wash area expenses due to increased usage which has increased running costs of the generator. Further increases are in operating costs and maintenance and repairs budgets of \$54,625.

\$277,551

Richmond Valley Council Quarterly Budget Review Statement for the quarter ended 31 December 2019

Budget Variation Explanations

Recommended changes to Revised Budget

The following notes detail budget variations of \$5,000 or more (or if material to the overall program) from the Original Budget as at 1 July 2019 to the Revised Budget as at 31 December 2019, excluding monthly budget adjustments previously adopted by Council.

Notes Details Variation

Capital Expenditure

Council resolved at its March 2019 meeting to fund up to \$250,000 towards the expanded scope of the Administration Building Upgrade. As this project has now been completed, \$232,051 was transferred from reserves to fund this project. A further \$60,439 was transferred from reserves towards upgrades of the agents offices and other works associated with the administration building upgrade, and a further \$10,000 for the purchase of furniture. These increases have been partially offset by a decrease in capital works budgets of \$24,939 for the purchase of plant items and technology upgrades.

6 Private Works

Income from Continuing Operations \$90,000
Expenses from Continuing Operations \$90,000

Income and expenditure budgets have been increased in line with actual works being undertaken this year.

7 Real Estate Development

Income from Continuing Operations \$40,415.

Council received a contribution of \$40.415 from Health One towards electrical works associated with the subdivision of the Evans Head Office block.

Asset Sales \$129.537

Asset sales have increased largely due to an additional \$99,537 being received in the sale of industrial land in Casino. These sales were originally budgeted for over two years. In addition, \$30,000 is due to be received from Casino Aero Club towards the completion of a subdivision to boundary adjust land adjoining Council.

Expenses from Continuing Operations \$90,685

Operating expenditure has increased largely due to the subdivision of land at Evans Head Office for \$75,000 which was part funded by Health One, as mentioned above. \$15,685 was also drawn from reserves to fund demolition costs associated with the Evans Head Living Museum building relocation.

Capital Expenditure \$173,546

The capital expenditure budget has increased largely to fund the Evans Had Living Museum building repairs and painting of \$143,546. A further \$30,000 was Casino Aero Club's contribution towards the completion of a boundary adjustment as mentioned above.

Budget Variation Explanations

Recommended changes to Revised Budget

The following notes detail budget variations of \$5,000 or more (or if material to the overall program) from the Original Budget as at 1 July 2019 to the Revised Budget as at 31 December 2019, excluding monthly budget adjustments previously adopted by Council.

Notes Details Variation

8 Waste Management

Income from Continuing Operations

\$90,000

Council is receiving contributions from nine local councils of \$10,000 each towards the development of a Regional Waste Strategy.

Expenses from Continuing Operations

\$102,000

As mentioned above, \$100,000 has been allocated towards the development of a Regional Waste Strategy, with contributions from local councils as well as \$10,000 from Richmond Valley Council. A further increase of \$2,000 is funding towards technology works associated with the weighbridge software.

Capital Expenditure

(\$30,000)

The budget allocated towards the reorientation of the Community Recycling Centre is not required as the work was performed using operational staff. This has been transferred back into reserves.

9 Water Supplies

Capital Expenditure

\$430,715

Investigation of design and performance of the filters at Casino water treatment plant has shown that these require refurbishment, with \$444,792 being allocated from water infrastructure reserves to complete the project. An additional \$5,923 is required to complete under botting at the water main replacement on Stapleton Avenue which was not taken into account in the original estimate. These increases were offset by the removal of the project to relocate control panels at the Casino water treatment plant which is not considered a priority project.

10 Sewerage Services

Capital Expenditure

\$245,057

A review of the sewerage services capital works program resulted in an additional \$245,057 being transferred from reserves with \$98,000 being allocated towards Pump Station 10 upgrade and \$94,572 towards replacement brushes and spirals in the inlet works which have rusted due to high hydrogen sulphide. A further \$52,485 is being transferred from reserves to fund the final payment of the studge dewatering gear at the Evans Head Sewer Treatment Plant.

Budget Variation Explanations

Recommended changes to Revised Budget

The following notes detail budget variations of \$5,000 or more (or if material to the overall program) from the Original Budget as at 1 July 2019 to the Revised Budget as at 31 December 2019, excluding monthly budget adjustments previously adopted by Council.

Notes	Details	Variation
11	People & Culture	
	Income from Continuing Operations Expenses from Continuing Operations	\$12,500 \$12,500
	Council has received \$12,500 in employment and training contributions this year, increasing operating income and expenditure.	
12	Work, Health & Safety	
	Income from Continuing Operations	\$42,132
	Represents an increase in the actual amount of WHS incentive payment received for 2019/2020. This has been transferred to reserve.	
13	Engineering Support & Asset Management	
	Capital Expenditure	\$20,860

An increase in capital expenditure is due to \$20,860 being allocated from the insurance claim at the Rappville Hall towards the purchase of traffic counters in Rappville. These assets were insured as a part of the contents of the Rappville Hall.

	Richmond Valley Council Quarterly Budget Review Statement for the quarter ended 31 December 2019												
Cash & Inve	stments Bud	get Review	Statement										
Income & Expenses Budget Review Statement	Opening Cash and Investments 1/07/2019	Original Budget Net Transfer tor(from)	Approved Changes Carry-Overs from 2918/19	Approved Changes Monthly Adjustments	Approved Changes Sep QBRS	Changes for Council Resolution Dec	Interest Earned	Projected Cash and Investments 30/06/2020					
General Fund - External Restrictions								ACCOUNTINGED					
Unexpended Grant - Evans Head Landcare	3,631						7.0	3,631					
Unexpended Grant - Roads to Recovery	19,995	1 3	1 8	1 3		1 1	13	4450					
Unexpended Grant - Regional Roads Block Grant	(6)	1 3	1 33	1 2		1 11	- 83	0.5					
Unexpended Grant - Industry & Investment NSW Manyweathers Weir	4,393	1 8	19	3		1 1	1.5	4,393					
Unexpended Grant - Richmond Valley Floodplain Risk Management Plan	6,750	1 3	. 3	3		1 3	- 2	6.750					
Unexpended Grant - NSW EPA Better Waste and Recycling Grant	142,262	1 5	(142,262)	1	- 5	1 1	1.5	10/1/30/					
	37.782	1 1	(37.782)			1 1	(5)						
Unexpended Grant - NSW EPA Waste Less Recycle More - Closure of Coraki Landfill		4470 000	(31,782)			- 3		100					
Unexpended Grant - NSW EPA Waste Less Recycle More - Establish Coraki Transfer Station	180,000	(180,000)		5		1 1	- 35	9.445					
Unexpended Grant - Office of Env & Heritage - Koala Survey & Habitat Napping	3,169					1 31		3,169					
Unexpended Grant - NSW RPS Subaidy Northern Rivers Zone	128,939					1 1		128,939					
Unexpended Grant - DFHCS Volunteer Grants Program Evans Head Rec Hall	182			7.		4 61	3.7	18.2					
Unexpended Grant - Public Library Infrastructure Redesign Evans Head Library	2,616		199	1 1		81	1	2,616					
Unexpended Grant - NSW State Library Casino Library Redesign	4,480	1 -	0000000			1 3	18	4,480					
Unexpended Grant - CPTIGS Conterbury St Bus Shelter	3,000	339339-85	(3,000)		-	81	1.96						
Unexpended Grant - Elsa Dixon Aboriginal Employment Funding	58,922	(22,201)	-				3.5	36,721					
Unexpended Grant - LPMA - Surf Club Grant	23,109	1,077.1,00	(8)	- 4		31	39	23,109					
Unexpended Grant - Pedestrian Access and Mobility Plan (PAMP)	1,000			23	G-17.1.4	1 3	- 2						
Unexpended Grant - Financial Assistance Grant Advance Payment	2,638,347	1 8	- 8	1 1	57,388	1 31		2,695,735					
Unexpended Grant - NSW State Library - Expansion of Internet Equipment Access	37		1 34	- 2		-1	32	37					
Unexpended Grant - CPTIGS MR145 Woodburn Coraki Rd Bus Shelter	1,674		1 (2)	- 2		1 3	3.9	1,674					
Unexpended Grant - NSW Dept Health - Investing in Women	1,390		12	23	(1.380)	4 = 1	100						
Unexpended Grant - RMS Natural Disaster 26 March 17 Flood Event Local Roads	35,240		1 33	21		1 1		35,240					
Unexpended Grant - Stronger Country Communities Fund Round 2	183.074	(108,881)	(74,958)	1 2	765	1 1	- 22	101					
Unexpended Grant - Local Government Association - Flying Fox Colony QE Park	15,000	1,100,001			(15,000)	1 3	- 22	100					
Unexpended Grant - Cow Town Chow Down	17,500	1 3	(17.500)	1 3	1,10,000	1 1	- 12	1 2					
Unexpended Grant - Crown Lands - Plan of Management Implemation	41,274	1 2	(41,274)	11 31		1 31	10	172					
Unexpended Grant - Youth Participation	1,500		1,41,274)	11 31	(1,500)	3 3	- 23	769					
Unexpended Grant - Rock Fishing Safety	21,113	1 1	(21,113)	1 1	(1,000)	51	65	(0)					
			(21,113)		47 747	1 1	100	100					
Unexpended Grant - RUCRL - Get Connected - IT Guidance for Seniors	2,245	1 8		51	(2,245)		133	0.5					
Unexpended Grant - RUCRL - Art Van Go	7,839		1 1		(7,839)	1 31		3237					
Unexpended Grant - Broadwater Hall Kitchen Upgrade	283	1 1		- 1	175 445	1 1	3.5	283					
Unexpended Grant - Youth Basketball	7,440	100.00	F 33		(7,440)	1 3							
Unexpended Contribution - RUCRL Mobile Library Replacement Fund	105,462	36,973	[S		-		- 1	142,435					
Unexpended Contribution - Hannigan DA 2005/188 Benns Rd	10,338		3.5			* 1		10,338					
Unexpended Contribution - Statecover WHS Incentive Works	251,238	(50,000)	1 33		(2,135)	42, 132	-	241,235					
Unexpended Contribution - Fire Fighting Infrastructure	10,000	-	- 3	- 3	+		- 23	10,000					
Unexpended Contribution - Broadwater Sugar Mili DA Bridge Approaches	90,000	-	19		-	-	59	90,000					
Unexpended Contribution - Damage to Oakey Creek Guardrail	12,100		18	8			58	12,100					
Unexpended Contribution - Casino Healthy Towns	2,700			- 3	(2,700)	-	13						
Unexpended Contribution - RMS Regional Roads Block Grant	98,696		(98,696)	-	-			100					
Unexpended Contribution - Insurance Claim Rappville Hall	- S				-	575,884	9	575,884					
Domestic Waste Management	5,151,623	(738,669)	(152,326)	1	(12,925)	18,000	100	4,265,901					
On-Site Sewerage Fees	195,352		10.10.4	- 3	1976	100 43	32	195,352					
Stormwater Management Service Charge	569,000	(225,064)	(42,378)	1 1		1 9	1.0	301,538					

14

Cash /	Investments Bud	get Review	Statement					
Income & Expenses Budget Review Statement	Opening Cash and Investments 1/07/2019	Original Budget Net Transfer tor(from)	Approved Changes Carry-Overs from 2018/19	Approved Changes Monthly Adjustments	Approved Changes Sep QBRS	Recommended Changes for Council Resolution Dec	Interest Earned	Projected Cash and Investments 30/96/2020
Section 7.11 - Infrastructure	2,456	-	1-	7	-	-	33	2,458
Section 7.11 - Community Services	54,045		381			- 3	1,100	55,145
Section 7.11 - Recreation & Civil Facilities	1,034		18	3	-	-	33	1,034
Section 7.11 - Road Network (new)	120,456		- 19	-	-	- 8	2,300	122,756
Section 7.11 - Quarry Road Contributions	70,277	5,147	. 39	-	-		1,400	76,824
Section 7.11 - Ex Copmanhurst Roads	86,062	1 5	- 8		2.	- 3	1,700	87,762
Section 7.11 - Es Copmanhurst Community Facilities	4,870		- 33	-	±3		100	4,970
Section 7.11 - Es Copmanhurst Bushfire	9,202		(+)		+	-	200	9,402
Section 7.11 - Rural Development Heavy Haulage	1,833,037	924,553	2000(8)	(250,000)		- 8	35,700	2,543,290
Section 7.12A Development Contributions Plan	386,288	(28,700)	(9,404)	10000	-	- 3	7,500	355,684
Contributions to Roadworks	103,993	0.4370.5	101005		+			103,993
Controlled Trust Funds	47,468		25		-	- 3	1 to 1	47,468
Bonda & Deposits (General Fund)	526,239	50000000000000000000000000000000000000		3300000		2000 CO. T.		526,239
Total General Fund External Restrictions	13,315,326	(386,863)	(640,695)	(250,000)	4,979	636,016	50,000	12,728,763
General Fund - Internal Restrictions	10,000,000,000						287,9790	
Employee Leave Entitlements	1,110,215		1.0	-	-		21,600	1,131,815
Employee Leave Entitlements - Richmond Upper Clarence Regional Library	48,021		[4]	2	-	- 23	900	48,921
Richmond Upper Clarence Regional Library	221,339	(85,641)	S	2	+		4.300	139,998
Unexpended Rates Variation	705,347	(51,000)	(575,347)	2	-	- 2	7.4	79,000
Evans Head Memorial Aerodroma Reserva		(40,086)	5-1	2	40,086	23	SQ.	
Insurance Reserve	97,331	-	- 3	- 2	-	3	1,900	99.231
Plant Replacement	1,478,070	(349,611)	(425,338)		- 2		28,800	731,921
Real Estate and Infrastructure	2,854,619	(1,114,105)	(82,462)	(2,200)	(1,086,358)	(111,084)	55,700	514,311
Petersons Quarry	2,183,331	(532 542)	10012	13 1	(50,000)	800,000	42.600	2,443,389
Woodview Quarry	1,537,665	398,517	12	24	100		30.000	1,966,182
Quarry Rehabilitation	166,283	1,500	33	2	10.000		3.200	180,983
Road Rehabilitation Reserve	896,833	175,950			SYL		17.500	1.090.383
Northern Rivers Livestock Exchange	600.907	(17,686)	(19,652)		2	(319, 178)	11,700	256.091
Other Waste Management	1,389,993	39.619	A CONTRACT	2		1400000000	27,100	1.456.712
Other Waste Management - Plant Reserve	1,916,506	(461,882)	15	1		9	37,400	1,492,024
Rural Road Safety Program	113,840	100000000000000000000000000000000000000		- 3	÷		77	113,840
RMS State Roads Maintenance Contract	5,512	12000	1.0	- 3	2		100	5,612
Public Cemeteries Perpetual Maintenace Reserve	333,008	(64,647)		21	-	1	6.500	274,861
Revolving Energy and Sustainability Fund - RUCRL	8,225	100000000	1.0	- 2		- 2	200	8,425
Carry Over Works	242,717		(242,717)	-	1		7552	2607
Total General Fund Internal Restrictions	15,910,062	(2,101,614)	(1,345,516)	(2, 200)	(1,086,272)	369,738	289,500	12,033,699
Total General Fund Restrictions	29,225,388	(2,488,477)	(1,986,211)	(252, 200)	(1,081,293)	1,005,754	339,500	24,762,461

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Richmond Valley Council Quarterly Budget Review Statement for the quarter ended 31 December 2019 Cash & Investments Budget Review Statement								
Income & Expenses Budget Review Statement	Opening Cash and Investments 1/07/2019		Approved Changes Carry-Overs from 2018/19	Approved Changes Monthly Adjustments	Approved Changes Sep QBRS	Recommended Changes for Council Resolution Dec	Interest Earned	Projected Cash and Investments 30/96/2020
Sowerage Fund								
External Restrictions Section 64 Headworks Contributions Infrastructure Replacement	3,606,162 7,799,161	18,600 4,925	(221.965)	(106,418)	(92,914)	(245,057)	81,400 176,100	3,706,162 7,311,831
Total Sewerage Fund Restrictions	11,405,323	23,525	(221,965)	(108,418)	(92,914)	(245, 657)	257,500	11,017,993
Water Fund								
External Restrictions Section 64 Contributions	1,840,832	118,000		37 - 37 - 3 - 4 -		***********	32,000	1,990,832
nfrastructure Replacement	4,768,481	706,297	(1,305)	(368, 783)	÷	(430,715)	83,000	4,756,975
Total Water Fund Restrictions	6,609,312	824,297	(1,305)	(368,783)		(430,715)	115,000	6,747,80
Total Restrictions (All Funds)	47,240,023	(1,640,655)	(2,209,481)	(729, 401)	(1,174,207)	329,982	712,000	42,528,261

Cash & Investments Budget Review Statement

Comment on Cash & Investments Position

Investments

Investments have been made in accordance with Council's Investment Policy.

Fair Value of Investments as at 31 December 2019 is \$48,541,055.

Cash

As at 31 December 2019, bank statements have been reconciled up to 30 November 2019.

Key Performance Indicators Budget Review Statement

	Current Projection			
	General Fund	Water Fund	Sewerage Fund	Total
The Council monitors the following Key Performance Indicators:				
t. Operating Performance Ratio	-11.11%	7.33%	10.56%	-6.06%
Total Continuing Operating Revenue (**) lexcl. Capital Grants & Contributions) - Operating Expenses	(5,167,736)	502,797	910,152	(5.754,787)
Total Continuing Operating Revenue (*) (sizcl. Capital Grants & Contributions)	46,522,701	6,859,021	8,619,758	62,001,480
⁽ⁱ⁾ Excludes fair value adjustments and reversal of revaluation decrements, net gain/(loss) on sale of assets and ret share of interests in joint ventures.				

Prior Periods: -14.71% -8.55% Revised Budget 2019/2020 - 30 September 2019 7.33% 10.56% -8.88% Original Budget 2019/2020 -15.39% 5.03% 9.60% 2018/2019 -11,58% 12.80% 12.16% 4.51% 2017/2018 -0.75% 7.11% -8.29% -7.31%

Purpose: This ratio measures Council's achievement of containing operating expenditure within operating revenue. Commentary: Council's Operating Performance Ratio is below the benchmark of 0%. Council obtained a special rate variation over 4 years and has taken steps to address this ratio as part of the current 10 year Long Term Financial Plan. The result has slightly improved in the December Quarter.

2. Own Source Operating Revenue Ratio	67.74%	96.63%	97.89%	92.29%
Total Continuing Operating Revenue (%) Sess ALL Grants & Contributions)	34,852,561	6,772,471	8,535,558	62,001,480
Total Continuing Operating Revenue **	51,453,462	7,009,021	8,719,758	67, 182, 241

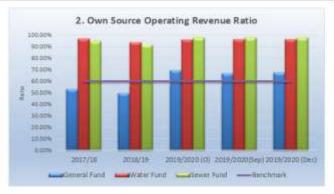
¹⁷ Excludes fair value adjustments and reversal of revaluation decrements, net gaintificas) on sale of assets and net share of interests in joint ventures.

Prior Periods:				
Revised Budget 2019/2020 - 30 September 2019	67.08%	96.63%	97.89%	92.07%
Original Budget 2019/2020	69.73%	96,46%	97.84%	77,15%
2018/2019	49.86%	93.92%	91.75%	59.84%
2017/2018	53.45%	97.05%	95.12%	64.04%

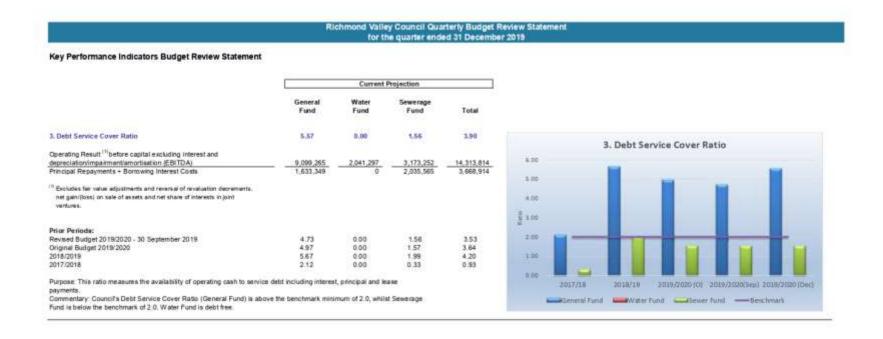
Purpose: This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as speciating grants and contributions.

Commentary: Council's Own Source Operating Revenue Ratio is above the benchmark of 60% and indicates a ternational state on grants and contributions. Council obtained a special rate variation over 4 years and this will further support an improvement in this ratio.





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Contracts & Other Expenses Budget Review Statement

Income & Expenses Budget Review Statement

Part A - Contracts Listing - contracts entered into during the quarter

Contract Start Duration Budgeted
Contractor Contract detail & purpose Value Date of Contract (Y/N)

NII

Notes:

- 1, Minimum reporting level is 1% of estimated income from continuing operations of Council or \$50,000 whatever is the lesser.
- 2. Contracts listed are those entered into during the quarter being reported and exclude contractors on Council's Preferred Supplier list.
- 3. Contracts for employment are not required to be included.

Part B - Consultancy & Legal Expenses

Expense	Expenditure YID	(Y/N)	
Consultancies (including Capital Expenditure)	142,934	Y	
Legal Expenses (including Capital Expenditure)	133,136	Υ	

Definition of a consultant:

A consultant is a person or organisation engaged under contract on a temporary basis to provide recommendations or high level specialist or professional advice to assist decision-making by management. Generally it is the advisory nature of the work that differentiates a consultant from other contractors.

Comments:

All consultancies and legal expenses incurred to date are within budget allocations. All figures exclude GST.



DRAFT

Richmond Valley Council

Local Strategic Planning Statement: Beyond 20-20 Vision

20 Year Planning Vision for the Richmond Valley Local Government Area

February 2020 - Council Meeting Version

Beyond 20-20 Vision -Local Strategic Planning Statement

Acknowledgement of country

Richmond Valley Council recognises the people of the Bundjalung Nation as Custodians and Traditional Owners of the land upon which we live and work. Council values and appreciates their continuing cultural connection to land and pay respect to Elders past and present as well as to young indigenous leaders of tomorrow.

Richmond Valley Council

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Beyond 20-20 Vision -Local Strategic Planning Statement

Message from the Mayor

<<Insert Mayors Message in final LSPS>>



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Beyond 20-20 Vision -Local Strategic Planning Statement

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Beyond 20-20 Vision -Local Strategic Planning Statement

Introduction

About this Statement

The Richmond Valley Council Local Strategic Planning Statement: Beyond 20-20 Vision (the Statement or LSPS) outlines the Richmond Valley Local Government Area's (LGA) town planning priorities and strategic direction, to address planning and development issues of importance to a vibrant and sustainable future. It investigates the unique attributes of the local area, and its community values, and provides a rationale for decisions about how land use patterns will evolve to achieve the community's broader expectations over the next 20 years. The Statement is informed by the North Coast Regional Plan 2036 (NCRP); Richmond Valley Council's Community Strategic Plan (CSP); and existing plans and strategies.

Policy Context

This Statement has been prepared as a statutory requirement under Section 3.9 of the *Environmental Planning and Assessment Act 1979* (the Act), which requires it to include or identify the following:

- a. the basis for strategic planning in the area, having regard to economic, social and environmental matters,
- b. planning priorities for the area that are consistent with any strategic plan applying to the area and the applicable Community Strategic Plan under section 402 of the Local Government Act 1993,
- c. actions required for achieving those planning priorities,
- d. the basis on which Council is to monitor and report on the implementation of those actions.



Figure 1: Clear line of sight between each level of planning policies and actions in one plan are advanced in a subsequent plan in a consistent manner (adapted from NSW Government White Paper, 2013)

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Beyond 20-20 Vision -Local Strategic Planning Statement

This LSPS gives effect to the *North Coast Regional Plan 2036*, by implementing the relevant directions and actions at a local level. It is also informed by a raft other State-wide and regional policies including:

- NSW DPI Population Projections (2016)
- NSW Premier's Priorities
- NSW Strategic Plan for Children and Young People
- Northern Rivers Regional Economic Development Strategy
- NRJO Strategic Regional Priorities
- Future Transport NSW
- Transport for NSW Future Transport Strategy
- Northern Rivers Transport Plan
- Regional NSW Services and Infrastructure Plan
- National Land Freight Strategy
- North Coast Enabling Regional Adaptation Report
- · Adapt NSW Climate Projections
- Northern Rivers Farmland Protection Project
- NSW Department of Primary Industries-Agriculture Right to Farm Policy
- State-wide Destination Management Plan
- Government Architect Draft Urban Design for Regional NSW
- Active Living NSW
- North Coast Settlement Planning Guidelines

The LSPS will work with Council's Community Strategic Plan (CSP) to set planning priorities, strategic directions and actions relating to how land will be used to achieve the community's broader goals. In turn this Statement will be used to shape the land use zones and development standards of the *Richmond Valley Local Environmental Plan 2012* (LEP) and the Development Control Plan (DCP).

Consultation

This first Statement has been developed from existing strategic work, along with community engagement undertaken during preparation of the *Richmond Valley Made 2030 Community Strategic Plan 2017*.

The Environmental Planning and Assessment Act 1979 (EP&A Act) requires Statements to be reviewed at least every 7 years, however, Richmond Valley Council is committed to synchronising future reviews with the 4 year cycle for preparing new Community Strategic Plans (CSP): with the next CSP scheduled to commence preparation in 2020, but not before this first Statement has been produced.

Community Strategic Plan - Community Engagement

The following slide summarises how the community was engaged during preparation of the *Richmond Valley Council Community Strategic Plan 2017*. Engagement included a Community Satisfaction Survey undertaken by Micromex Research in August 2016: a telephone poll that received 403 responses from residents of the Richmond Valley across all age ranges and localities.

The Community Satisfaction Survey results are plotted in figure 2 and provide an analysis of the communities stated importance and satisfaction with Council services. Overall clear direction was given about areas where Council could improve its service

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Beyond 20-20 Vision -Local Strategic Planning Statement

delivery and how Council should prioritise future signature projects. The following 11 areas were ranked as having the highest importance to the Community (bold has been added to highlight Town Planning matters): Two (2) areas relate to strengthening business; another two (2) to improving communication; and another to having a long term town planning direction.

- 1. Local employment
- 2. Maintaining local roads
- 3. Support for young people
- 4. Support for people on low incomes
- 5. Health services
- 6. Lighting in public places
- 7. Long term town planning for the Richmond Valley Council area
- 8. Community engagement/consultation
- 9. Opportunity to participate in Council's decision making processes
- 10. Financial management
- 11. Economic development of the Richmond Valley



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September 2015 October 2015 December 2015 August 2015 Casino Drill Coraki Town Casino Drill Hall Staff ideas challenge Hall meeting meeting open night (internal staff email) (public meeting) (public meeting) (public meeting) responses by 150 attended by 150 attended by 50 attended by 200 **July 2016** June 2016 May 2016 April 2016 Community projects- Casino Civic Hall Woodburn Riverfront Broadwater survey call for projects from signature projects project meeting results (community (public meeting) night (public led and designed sector representatives by Assets and meeting) attended by 75 survey) responses Community attended by 50 Staff meetings by 50 Programs teams (internal staff Community survey workshops) attended by 150 (online survey) responses by 80 Disability Inclusion Action Plan survey (online survey) responses by 50 November 2016 August 2016 September 2016 October 2016 May 2017 Micromex Vision Impaired and Primary, High and Listening tour of Viewing tour of draft Community telephone poll Deaf community Combined Schools towns and villages Strategic Plan (telephone survey) meeting (meeting (Call for responses - Coraki - Casino (public meeting) responses by 400 by email) responses (public meeting) with sector by 200 Attended by 40 attended by 11 representatives) -Woodburn - Evans Head (public AbilityLinks meeting Evans Head (public meeting) meeting) attended by 9 (meeting with sector (Mid Richmond) signatures projects attended by 10 - Woodburn (public representatives) - Broadwater meeting) attended by 7 night (public Aboriginal community (public meeting) - Broadwater/Riley's Hill meeting) attended (meeting with sector attended by 30 (public meeting) attended by 140 representatives) - Rappville by 18 (public meeting) - Rapville (public meeting) attended by 30 attended by 20

Figure 3: Community Engagement during the preparation of the Richmond Valley Made 2030 Community Strategic Plan 2017

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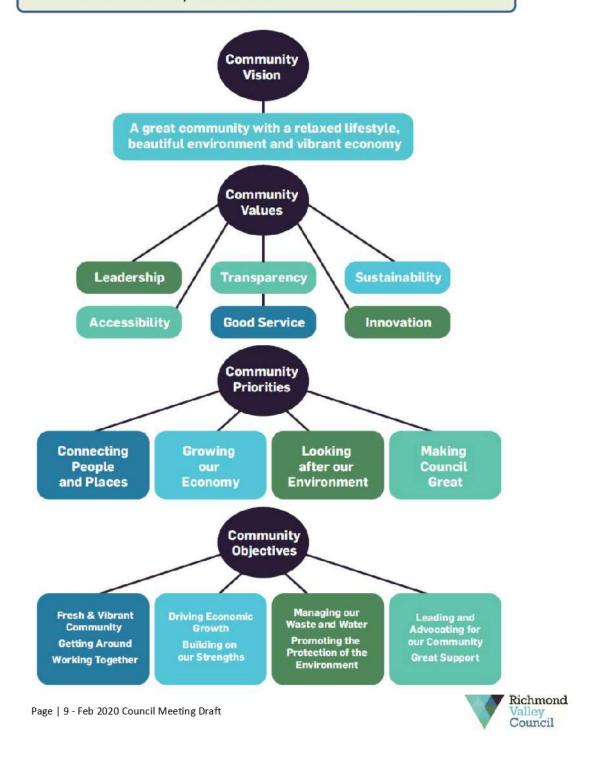


- Coraki (public meeting) attended by 17

Beyond 20-20 Vision -Local Strategic Planning Statement

Our Vision

"A collaborative community working together to advance a resilient and robust economy which reflects a strong sense of community, successful businesses and a healthy environment"



Beyond 20-20 Vision -Local Strategic Planning Statement

Principles

The following guiding principles (which are regarded as essential elements for good local government) are to be utilised as part of the everyday decision making processes, actions and management of Richmond Valley Council:

- good governance (delivers good performance, minimises risks, ensures transparency and accountability, and promotes efficiency and effectiveness)
- representative democracy and community support (Council's direction/activities to broadly reflect its community demographics and to provide community support)
- sound policy (a strong and sustainable LGA requires clear direction via a policy and planning framework)
- sufficient resources (a vibrant LGA needs human and financial resources to implement its decisions and to fulfil statutory obligations)
- meaningful planning (planning is a process to translate community needs and aspirations into Council services and must result in actions and outcomes for the community)
- connectedness (a strong local government environment requires a high level of connectivity across all the community)
- strong leadership (effective local government and outcomes can only be achieved via strong community leadership through Councillors and staff)

Values

The various engagement processes undertaken during preparation of the CSP found a range of "values" that the community sought to retain into the future:

- a guiet, friendly and relaxed lifestyle
- access to natural attributes (waterways, national parks, natural bushland)
- open space and recreation
- wanting to contribute to the community
- · economic diversity
- the expectation of community leadership



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Beyond 20-20 Vision -Local Strategic Planning Statement

Policy Context

North Coast Regional Plan 2036

The North Coast Regional Plan 2036 was endorsed by the NSW Minister for Planning in March 2017. It applies across the North Coast region, consisting of 12 Local Government Area from Tweed to Port-Macquarie Hastings, and comprises the NSW Government's strategy to guide land use planning decisions for the region, recognising its diverse rural and coastal landscapes and world-class environments. The Plan establishes four regionally focused goals articulating intended outcomes being-

- 1. The most stunning environment in NSW
- 2. A thriving, interconnected economy
- Vibrant and engaging communities
- 4. Great housing choice and lifestyle options

Within these goals are-

- 25 directions—identifying the broad issues or policy areas to be focused on;
 and
- 80 actions—representing the steps to be taken to achieve the goals and directions (either as strategies or initiatives).

Priority actions from the Plan are economic and jobs growth, greater housing choices to meet demand, delivering infrastructure to support growth and communities and protecting natural areas.

Richmond Valley Made 2030 Community Strategic Plan 2017

The LSPS focuses on the long-term vision and priorities for land use planning in the local area. As part of this, it helps to translate the vision and priorities expressed in the CSP, and other strategies, into specific land use planning actions for the LGA.

Council's CSP is required under the *Local Government Act 1993* to have regard to economic, social, environmental and governance matters, and to identify the main priorities and aspirations of the community. These aspirations are then reflected in the council's suite of strategic plans — such as land use strategies, economic development strategies, cultural plans etc. — and translated into specific actions in councils four year delivery program and annual operational plan. Land use priorities can be identified through this process. These priorities can then be expressed in the LSPS and ultimately implemented through the Local Environmental Plan and other mechanisms.

Section 3.9 of the EP&A Act requires a council LSPS to include or identify the planning priorities for the area that are consistent with councils CSP and the actions required for achieving those planning priorities.

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Beyond 20-20 Vision -Local Strategic Planning Statement

The Richmond Valley CSP aims to deliver in four key areas (themes):

Connecting People and Places

- Fresh and vibrant community
 - Festivals & Events
 - Sports grounds, parks and facilities - Community Centres & Halls - Swimming Pools - Emergency Management

 - Cemeteries
- 1.2 Getting around
- Building & maintaining roads 1.3 Working together
 - Community Engagement,
 - Community Programs & Grants Consultation & Communication

2. Growing our Economy

- 2.1 Drive economic growth
 - Economic Development
 - Tourism
- Build on our strengths
 - Quarries
 - Northern Rivers Livestock Exchange
- Town Planning & Development
 - Services

Libraries

- Private Works
- Real Estate Development

Sewerage Services

3. Looking after our Environment

- Manage our waste and water
 - Waste Management
 - Stormwater Management Promote the protection of the environment

 - Environmental Health
- Water Supplies
- Environmental Management

Making Council Great

- Leading and advocating for our community
 - Governance & Advocacy
- 4.2 Great support
 - Customer Services
 - Information Technology Services
 - Organisational Development
 - Work Health & Safety
- Financial Services
- Engineering Support &

Asset

- Management
- Fleet Management

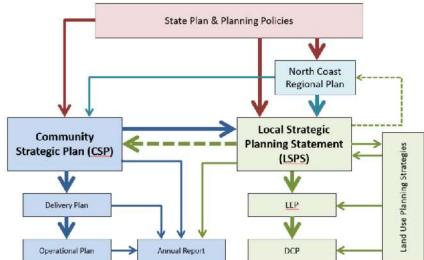


Figure 4: Integration of the CSP, LSPS with other State and regional plans and policies

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Regional Context

Our Place on the North Coast

Richmond Valley is one of 12 Local Government Areas (LGA) in the north-eastern corner of New South Wales that define the North Coast region: extending from the NSW/Queensland border south to the Hunter Region and inland to the New England North West Region (figure 5). The Region has an area of 32,030km², with a combined Estimated Resident Population (ERP) of 519,250 persons (ABS Census, 2016).

The North Coast Regional Plan's forward describes the region as follows-

The North Coast of NSW is undoubtedly one of the State's most desirable places to live and work.

More than 12 million people visit the region each year, making it also one to the great tourist attractions of the nation.

With the State's most biologically diverse environment and vibrant communities increasingly connected to economic powerhouses to the north and south, the North Coast has a solid foundation for a sustainable and prosperous future.

Within the North Coast region are 3 subregions with Richmond Valley LGA positioned at the southern edge of the Far North Coast, being about 540km north of Sydney and 140km south of Brisbane (as the crow flies). The LGA is neighboured by the 4 Local Government Areas (clockwise from the south) of Clarence Valley, Kyogle, Lismore City and Ballina Shire councils (figure 6).

The LGA has an area of 3,050km², and extends from the coastline at Evans Head, along the alluvial floodplains of the Richmond River beyond Casino towards Kyogle, and spreading across to the foothills of the Great Dividing Range where the Richmond Ranges skirted its southern and western boundaries. The LGA includes the towns and villages of (in descending order of population) Casino, Evans Head, Coraki, Woodburn, Broadwater, Rappville, Rileys Hill and Whiporie.

The LGA is traversed by the Pacific Highway, Summerland Way and North Coast Rail Line, providing several direct access points to South East Queensland, and the Bruxner Highway, which provides east-west connectivity to the New England Tablelands.

While Casino is Richmond Valley LGA's largest community, and provides a wide range of essential services, there is a strong regional focus towards the centres of Lismore and Ballina for the provision of specialist services and facilities.

Richmond Valley Council

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Beyond 20-20 Vision -Local Strategic Planning Statement

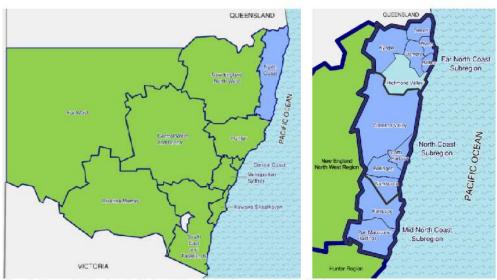
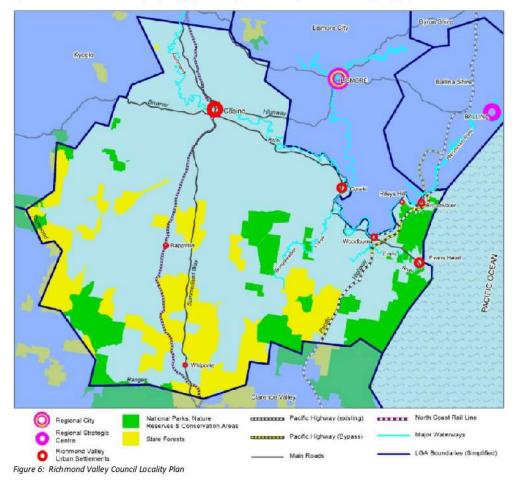


Figure 5: New South Wales Planning Regions (left); and subregions and LGAs of the North Coast Region (right)



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Our Settlements

Casino

Casino is the largest settlement in the LGA having an urban ERP of 9,982 (or 11,763 when surrounding rural residential estates are included) (Census 2016).

The town is located on the banks of the Richmond River, at the cross roads of the Summerland Way, Bruxner Highway, and North Coast Rail. This gives it a strategic advantage over other Far North Coast centres for freight transport north into South-East Queensland, south towards Sydney & Newcastle, and westerly towards the New England Tablelands.

The town has very strong links to its agricultural sector having a strong focused on beef, dairy, timber, and broad acre cropping for soya beans, and recent expansions into sugarcane and tea tree. The town also hosts several manufacturing industries, associated with primary production, which contributor significantly to the Region's GRP and employment.

Casino is the focal centre for the Region's beef industry with the:

- Northern Cooperative Meat Company (NCMC)—the largest abattoir on the North Coast
- Northern Rivers Livestock Exchange (NRLX)—a livestock selling facility which recently underwent significant upgrades to be a state of the art complex; and
- New World Foods—formerly known as Mariani Foods, produce high quality beef jerky for domestic and international markets
- ☐ Casino Beef Week Festival—a celebration of the Region's beef industry held annually since 1982.

Other significant features of the town are:

- Richmond Dairies—producing a range of milk products
- PRIMEX—one of the Nation's leading primary industries expos
- Art Deco main street
- Meat Chicken industry—this industry had a significant presence in the district and was a large contributor towards the Region's GRP. However, a recent restructure of the industry has seen grower contracts lapse without renewal, leaving the industry in limbo while it investigates future options

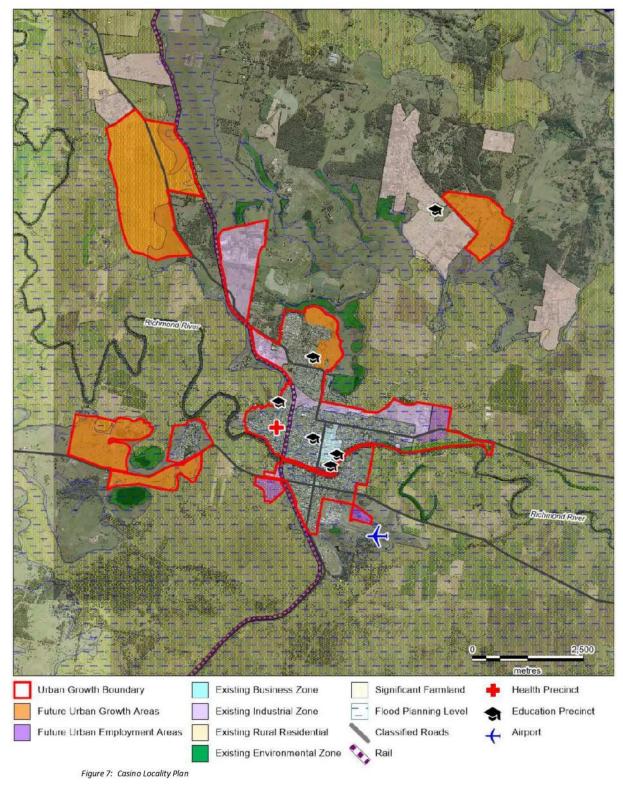
Prospects for future economic growth include potentially the largest medicinal cannabis production facility in the southern hemisphere; an energy from waste facility that could revolutionise landfill management on the Far North Coast; and an intermodal rail freight terminal with a rail siding from the main North Coast rail corridor.

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Evans Head

The second largest urban settlement in the LGA is the coastal settlement of Evans Head located at the mouth of the Evans River and surrounded by natural settings framed by the Pacific Ocean, golden sandy beaches, rocky headlands, and 2 extensive coastal National Parks to its north and south.

The town has an urban ERP of 2,843 (or about 3,054 when including a nearby rural residential estate and manufactured home estate) (Census 2016).

Domestic tourism is the major economic driver in Evans Head with the population in peak holiday periods swelling with day trippers, and large numbers of tourists residing in holiday homes and units throughout the town as well as camping at the popular Silver Sands Reflections Holiday Park. Anecdotally, the population of Evans Head is estimated to double in size during peak holiday seasons, however, is

unconfirmed and should be researched further.

Evans Head is also renowned for its associations with commercial fishing and the infancy of Australian prawning industry, and the Evans Head Memorial Aerodrome which was home to the Royal Australian Air Force No. 1 Bombing and Gunnery School (BAGS) during World War 2.



Other features of the town include:

- a beautiful coastline consisting of a number of patrolled and unpatrolled surf beaches and Razor Back lookout
- Evans Head Heritage Aviation Museum—the museum is located within a refurbished WW2 Bellman Hangar at the Memorial Aerodrome and houses a collection of aircraft including a F-111C fighter/bomber, a Canberra bomber, Caribou transport, a Russian MiG-15 fighter, and a Bell Kiowa helicopter
- Evans Head Living Museum—the Museum is staffed by dedicated volunteers involved in the collection, identification and interpretation of the rich human and natural resources making up the history and development of the Evans Head area
- Dirrawong Reserve—this is a Crown Reserve dedicated to Aboriginal Cultural Heritage, the preservation of fauna and flora, and for public recreation. The reserve incorporates Goanna Headland, Snapper Rocks, and Chinamans Beach

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- National Parks—Broadwater National Park extends to the north and west of the town, with Bundjalung National Park to its south. These Parks form part of a system of coastal national parks including sites of spiritual significance to the local Aboriginal community. Prominent features include Salty Lakes, the Gumma Garra picnic area, and Jerusalem Creek
- Fishermen's Cooperative—supporting a small fleet of fishing trawlers, and selling fresh seafood direct to the community
- Camp Koinonia—CampK features heritage listed cabins to accommodate school camps, group events, and conferences, while offering a range of educational and fun activities
- Deep Sea Fishing Charters—operating out of the Evans Head Marina
- A number of festivals and events include—
 - the Great Eastern Fly-In—a celebration of aviation history at Evans Head and includes air displays, joy flights, markets, and more
 - Crankfest Youth Festival—a celebration of youth culture and art
 - Evans Head Malibu Classic—a longboard surf tournament
 - Evans Head Fishing Classic—an annual fishing tournament
 - Reef Meets Beef—a culinary spin off from Casino Beef Week festivities

Several potentially large developments proposed at Evans Head including:

- a Manufacture Home Estate on Currajong Street (estimated 199 dwellings)
- Iron Gates subdivision (potentially 174 residential lots); and
- development of an air park at the Evans Head Aerodrome (potentially including aviation industry, expansion of the aviation museum, development of an airpark residential estate, and tourist & conference facilities).



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Coraki

Coraki is situated at the junction of the Richmond and Wilsons Rivers—and was named after the Aboriginal word for "meeting of the waters".

The village sits midway between Casino and Woodburn, with an ERP of 1,127 (Census 2016).

Coraki is internationally renowned as the home area for the Australian Tea Tree oil industry and is the focal point for a number of large and small Tea Tree plantations and distilleries producing high quality medical grade Tea Tree oil for domestic and international distribution.

The Richmond River is a stunning backdrop to this peaceful village, which was historically a thriving river port Municipality. Now days the wharves, jetties and shipping have disappeared leaving beautiful foreshore parklands and a recently refurbished swimming beach which is popular for water skiing, rowing and other aquatic activities.

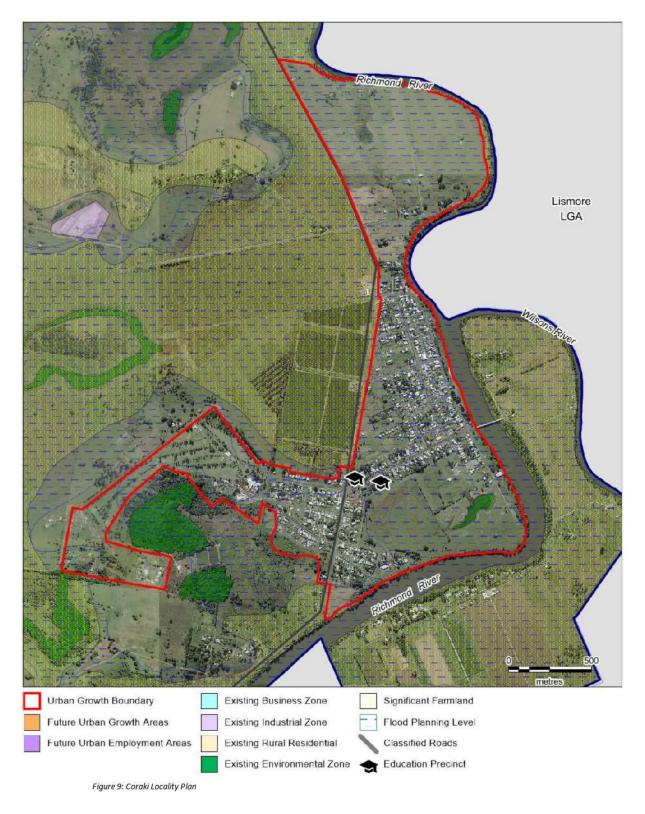




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Woodburn

Woodburn is the southern entrance to the Richmond Valley, located on the banks of the Richmond River, and a major rest area for travellers on the Pacific Highway. Apart from overlooking a beautiful section of the Richmond River, this small village is surrounded by expansive plains of sugar cane, having an ERP of 500 (Census 2016).



Construct of a Pacific Highway bypass around the eastern outskirts of the village is well underway and expected to be complete in 2020. The business sector of the Village relies heavily on passing highway trade, therefore plans are already in motion to reinvent the village as a tourist stop-over, and rest area,

post highway bypass. Stage 1 of a Riverside Park upgrade has opened with a new Visitor Information Centre, amenities, revitalised parklands and playgrounds to take in the best views of the Richmond River. The river is also a focal point for recreational water sport activities including rowing, sailing, swimming, fishing and water skiing.

Other features of the Woodburn area are-

- New Italy Museum—on the Pacific Highway just south of Woodburn, this
 museum is a celebration of the early Italian pioneers that settled on the
 North Coast
- Bundjalung National Park—featuring Jerusalem Creek, Black Rocks camping area, and a Wilderness Area in the upper catchment of the Esk River
- Mountain Biking—an exciting network of cross country mountain bike trails
 has been established in Doubleduke State Forest, at New Italy.

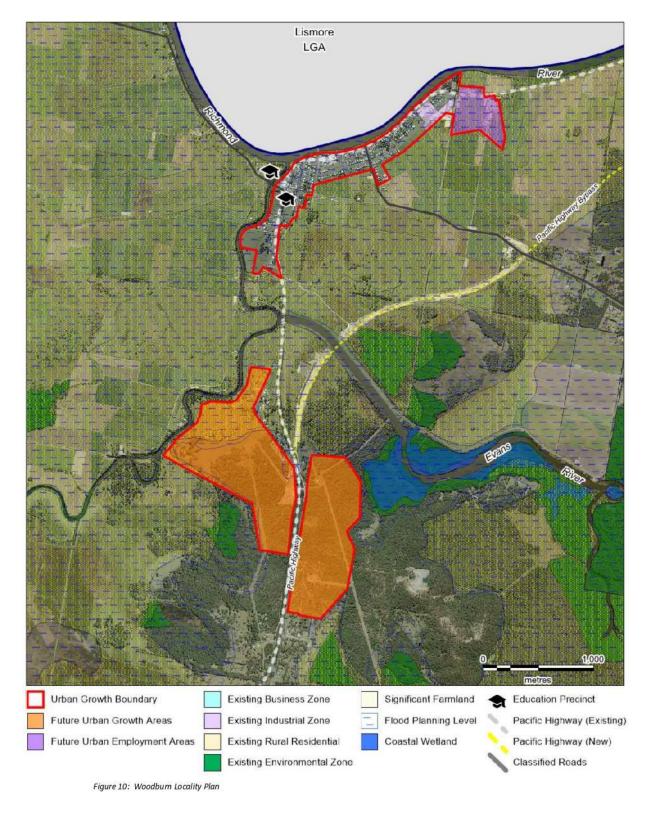




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Broadwater

Broadwater is placed on the Pacific Highway, on the southern bank of the wide expansive Richmond River. This small village has an ERP of 484 (Census 2016), but has huge urban growth potential given its connection to sewer in 2014, and its location close to the coast, and the imminent bypass of the Pacific Highway expected to be completed in 2020.

Apart from the Richmond River, the dominant focal point of the village is the Broadwater Sugar Mill, 1 of 3 on the North Coast, with its tall smoke stacks towering above the village skyline.

Surrounding the Village is a landscape dominated by the Richmond River, fields of sugar cane and coastal National Park. Broadwater NP is located to the village's south & east and includes Broadwater Beach and a lookout that offers views of the

coastline from Evans Head to Ballina. On the south side of the village is a 2.6ha environmental reserve established in 1991 for the protection of the local Koala population that exists between Broadwater and Rileys Hill.



Rileys Hill

Rileys Hill has a strong link the nearby village of Broadwater, being only 2 kilometres apart.

This small village has a population of 120 (estimate only)(Census 2016) and is perched on a hill overlooking the Richmond River and Broadwater National Park and surrounding by plains of sugar cane.

The Village's origins lie with the nearby Rileys Hill Dry Dock and quarries that supplied rock to build the break wall entrance to the Richmond River at Ballina.

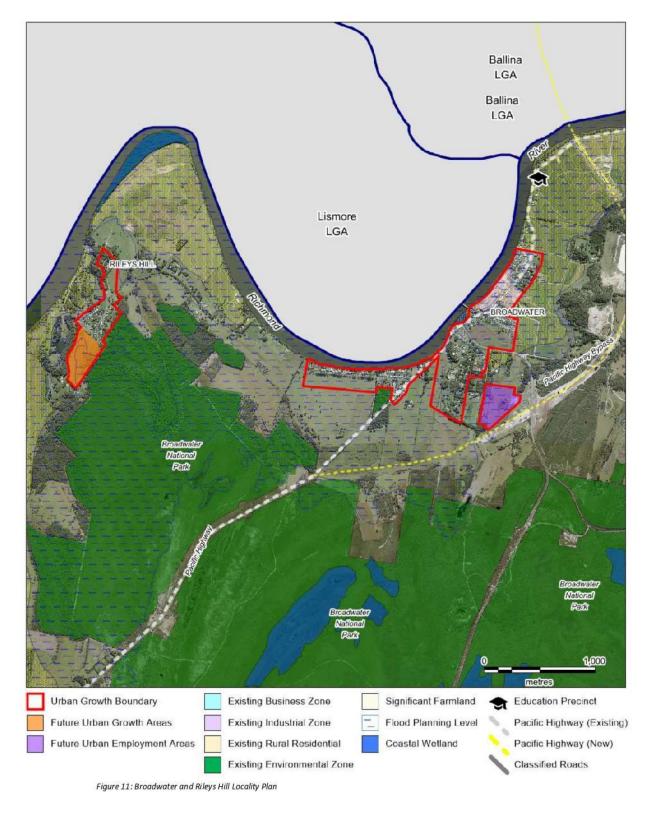


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A key feature of the village, with huge tourist potential, is the Rileys Hill Heritage Reserve Dry Dock that is being carefully restored by community volunteers.



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Rappville

Rappville is a small village with a population of 105 (estimate) (Census 2016). It owes its historic origins to the opening of the railway between Casino and Grafton in 1905 around which the village thrived as a loading point for passengers, timber and cattle from as far as the Upper Clarence. The areas surrounding Rappville are still dominated by forestry and cattle grazing but trains no longer stop at Rappville.

The community retains a passion for its heritage and the tremendous sacrifices made by the community's contribution towards war efforts especially during World Wars 1 and 2.



A major feature of the Village is the historic federation style Commercial Hotel (known locally as the Rappville Pub) built by Henry Rapp in 1911, and after whom the Village was named.

In October 2019 the village was ravaged by a fire storm that, along with other wild fires, burnt out almost 50% of the LGA. The fires caused extensive damage to the village, destroying 11 houses and the Rappville Community Hall, while damaging another 6 homes and part of the Nandabah Street memorial tree planting.

As part of the bushfire recovery, Council has commenced investigation into what could be done to make the village of The Master Rappville thrive. Planning exercise will consider potential to expand the village, key social and community needs, infrastructure requirements, economic opportunities. The Master Plan can be used to leverage Government funding for its implementation.



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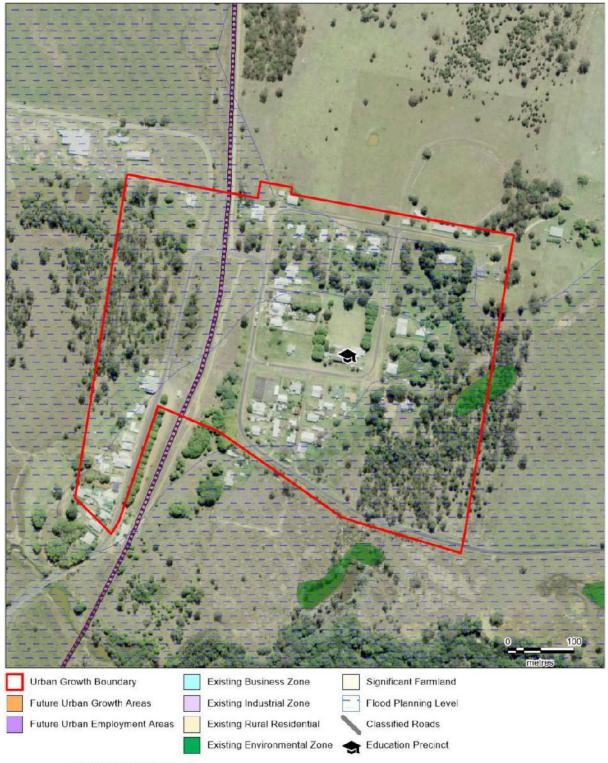


Figure 12: Rappville Locality Plan

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Planning Themes and Priorities

This Statement has been arranged into the following themes and planning priorities-

Theme 1—Our Community

(Connecting People and Places)

Planning Priority 1 Have well planned and designed

space to grow

Planning Priority 2 Align development, growth and

infrastructure

Planning Priority 3 Improve the delivery of planning

services

Theme 2—Our Environment

(Looking after our Environment)

Planning Priority 4 Look after our environment

Planning Priority 5 Create resilient communities

Planning Priority 6 Celebrate our heritage

Theme 3—Our Economy

(Growing our Economy)

Planning Priority 7 Protect productive agriculture land

& significant resources

Planning Priority 8 Diversify the range of services and

employment options

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Theme 1—Our Community

Connecting People and Places

Estimated Resident Population



23,399 at 2018

2011 Census **22,717** 2016 Census **23,256**

Growing at a rate of +0.42% per annum (between 2011 & 2018)

Forecast to be

25,650 by 2036

@ an average growth rate of

+0.5% per annum



Aging Population

Population Aged 0-24 years

Forecast to be **31.1%** of population by 2036 (Was **33.4%** in 2006, then **32.1%** in 2011, and **30.6%** in 2016)



Population Aged 25-64 years

Forecast to be **45.8%** of population by 2036 (Was **48.7%** in 2006, then **48.3%** in 2011, and **46.9%** in 2016)



Population Aged 65+ years

Forecast to be **35.1%** of population by 2036 (Was **17.9%** in 2006, then **19.6%** in 2011, and **22.4%** in 2016)



Housing Stock

10,296 @2016

Implied housing demand to meet forecast growth

+1.550 by 2036

Household Occupancy rate average **2.4** persons per household in 2016 (was 2.5 in 2006)

Increasing number of Lone Person & Couple Only
Households

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Valley Council

Planning Priority 1 Have well planned and designed space to grow

Richmond Valley LGA's was home to an estimated 23,399 people at June 2018 and had been growing at an average of 0.42% per annum over the previous 10 years (figure 13).

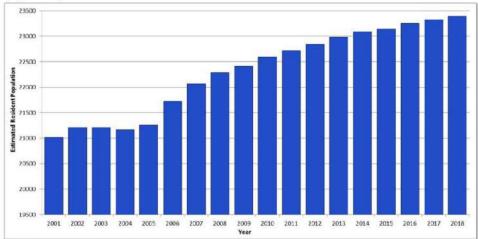


Figure 13: RVC Estimated Resident Population (ERP) between 2001 and 2018 (Source: Adapted by RVC from ABS.Stat ERP Data 2018)

Population Projections

Population projections provided by the NSW Department of Planning, Industry and Environment's Demographic Unit (2016) forecast the North Coast to reach 595,450 persons by 2036: an increase of 76,200 persons at an average growth rate of 0.69% p.a.. Most of this growth (almost 70%) is expected within the 3 regional centres of Tweed Heads, Coffs Harbour & Port Macquarie-Hastings, with Richmond Valley LGA forecast to achieve a population of 25,650: an increase of 2,950 persons (from a base date of 2016), at an average annual growth rate of 0.5% p.a. (figure 14).

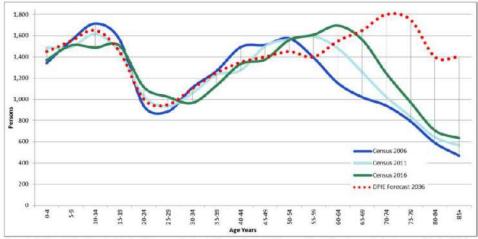


Figure 14: Population Age Profile for Richmond Valley LGA over the last 3 Census' including the projected age profile for 2036 (Source: Adapted from ABS Census data and DPIE Dem. Unit projection data 2016)

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Aging Population

The current trend of an "aging" population is set to continue with 35.1% of Richmond Valley LGA's expected 2036 population to be aged 65+: up from 22.4% in 2016 (figure 14). This trend is comparable to the North Coast region, but significantly higher than the State average of 21% in 2036: up from 16% in 2016.

Housing Demand

The North Coast Regional Plan identifies an implied housing demand of 46,050 dwellings to meet predicted growth on the North Coast: with RVC to contribute 1,550 of those dwellings, or an average 77 new dwellings p.a..

The North Coast Regional Plan aims to supply this implied housing demand through a mix of 60% single dwellings and 40% low-medium housing (consisting of multidwelling housing, residential flats, dual occupancies, seniors living, secondary dwellings, and smaller allotments sizes <400m²).



Local Growth Management Strategies

RVC has several urban settlement strategies to guide local land release including-

- Casino Urban Land Release Strategy 2005
- Urban Land Release Strategy Town of Evans Head 2007
- Richmond River Shire Rural Residential Development Strategy 1999
- A revision of Future Urban Growth Boundaries for submission to Draft North Coast Regional Plan (2015)

These strategies have contributed towards the urban growth boundary mapping contained within the *North Coast Regional Plan* (figure 15) but are aging and require review in context with the *North Coast Regional Plan*, housing construction data, and recent population growth projections.

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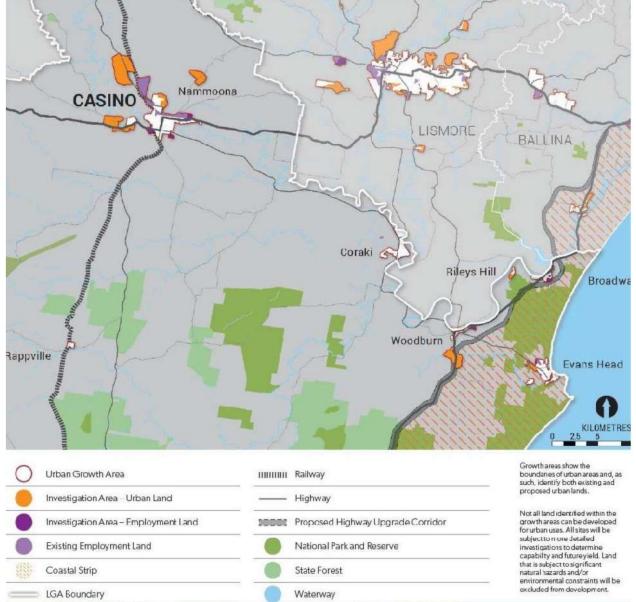


Figure 15: Urban Growth Areas mapping extracted from the North Coast Regional Plan 2036

Housing Stock & Construction

At the 2016 Census Richmond Valley Council had 10,296 dwellings, with 7,987 within urban settlements.

An average of 65 dwellings were constructed per annum during the 10 year period 2008 to 2018 (figure 16). This was just under the implied 77 dwelling per annum demand to meet projected growth.

Housing construction varied dramatically from year to year but is slowly recovering from a slump in the late 2000s around the time of the Global Financial Crisis. The

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figures also show a large proportion of housing consisted of low-medium density and rural residential.

The largest share of housing construction was at Casino (341 dwellings) followed by Evans Head (91). Housing construction at Casino was split almost evenly between single dwellings, low-medium density and rural residential. Evans Head had a large proportion of its housing provided in the form of low-medium density, reflecting in part a lack of available vacant land but also increased densities to capitalise on expensive land and high demand for coastal real estate.

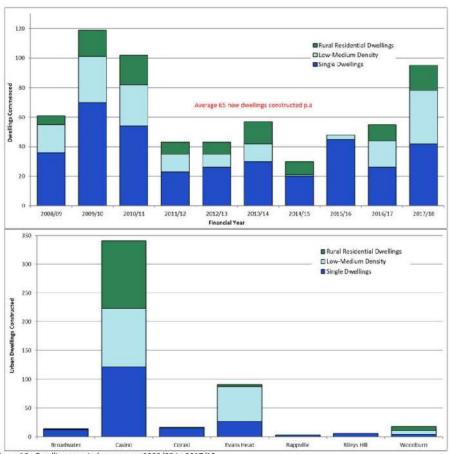


Figure 16: Dwellings erected per annum 2008/09 to 2017/18

Household Size

Household composition (the number of persons, and their relationship, residing in each dwelling) is a useful statistic for showing how household types may change over time. This in turn may influence future housing needs and the calculation of the implied housing demand.

Figure 17 shows family composition of households over the last 3 Census' has changed notable for couples only (+152), couples with children (-169), and loan person households (+369). Meaning the average household size has shrunk, which has strong links to an increase in loan person households and an aging population.

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Population forecasts predict that by 2036 62% of the housing stock will be occupied by single and couple only households: up from 58% in 2016 and increasing at 2.2% p.a..

The Development Control Plan and LEP, as well as the Local Growth Management Strategy, need to encourage future housing types that reflect on shrinking household sizes by providing greater supply of low-medium density housing, smaller residential lot sizes, and appropriate seniors living opportunities.

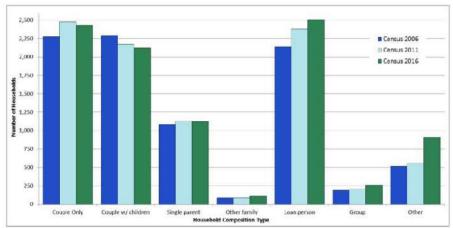


Figure 17: Household Composition Type by total housing stock in Richmond Valley LGA (Source: RVC adapted from ABS. Census 2016 QuikStats Time Series Profile – Tables T14a, T14b & T14c)

Planning Priority 1 - Have well planned and designed space to grow

Actions:

- 1.1 Prepare Local Growth Management Strategies to guide the future urban growth, including rural residential
- 1.2 Deliver sustainable, well planned, safe, healthy and efficient housing and settlement areas through urban design and hazard avoidance/management
- 1.3 Monitor the supply and demand for housing and zoned urban land
- 1.4 Council should be proactive in developing new land release areas, particularly in locations where demand is high, and the private market is lagging in supply
- 1.5 Encourage delivery of a diverse range of housing options including low-medium density housing, affordable housing and Seniors Living
- 1.6 Provide well planned, maintained and functional public spaces
- 1.7 Prepare a bushfire recovery Master Plan for Rappville



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Planning Priority 2 Align development, growth and infrastructure

Town Water Supplies & Reservoirs

Reticulated water for Richmond Valley settlements are sourced from 2 supplies:

- Mid-Richmond—serviced by bulk water supplied by Rous Water primarily from the Rocky Creek Dam via the Nightcap Water Treatment Plant. This supply services about 100,000 residents on the Far North Coast and has a capacity to supply 70 ML per day, with provision to be expanded to 100 ML; and
- Casino—serviced by its own water treatment facilities (with capacity to supply 23 ML per day) from an onstream storage located behind Jabour Weir on the Richmond River (with a total capacity of 1,719 ML being replenished while ever the rivers maintains a flow).

The Mid-Richmond supply can be supplemented from a groundwater supply near Woodburn, but investigations have been ongoing to ensure sufficient supply can be maintained to support projected sub-regional growth.

The NSW Government has funded an investigation into future proofing the Casino water supply as the current onstream storage may be insufficient to meet: Casino's long term future water needs; a changing climate with longer droughts and warmer temperatures; and environmental constraints such as elevated levels of blue-green algae and manganese during hot periods combined with low flows. Fish passage beyond the weir is also a major consideration.

	Average Consumption (kL/day)	Total Reservoir Storage Capacity (ML)	
Broadwater	260.59	0.83 ML	
Evans Head	834.09	4.5 ML	
Coraki	269.39	1.14 ML	
Rileys Hill	27.11	0.037	
Woodburn	168.89	2.27 ML	
Casino	5499.92	21 ML	



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Town Sewer

Casino, Coraki, Rileys Hill and Evans Head each has a sewerage treatment plant, with the later also servicing Woodburn and Broadwater.

Casino's aging STP is earmarked for an upgrade or replacement within the next 10 years.

Evans Head's STP was replaced in 2007 with the construction of stage 1 having a design capacity of 5,500 EP. Timing for the construction of Stage 2, an additional 5,500 EP, is being monitored given additional demand from such developments as the Broadwater subdivision (68 lots), additional liquid trade waste from the Sugar Mill, Evans Head Manufactured Home Estate (199 dwellings), and potential subdivision at the Iron Gates (174 lots).

Rileys Hill's STP is a small modular treatment plant capable of being added to, and replaced, as needed. A rezoning at Rileys Hill is under investigation and must remain under the design capacity of the existing STP or add to its capacity.

A Bushfire Recovery Grant for Rappville will be used to investigate options, and the communities desire, to be serviced by a sewer scheme like Rileys Hill.

	Design Capacity		Average Treatment Flows (2015/16 to 2018/19)		
	Equivalent Persons (EP)	Equivalent Tenement (ET or Dwellings)	Average Dry Weather Flow (ADWF ML/day)	Max Peak Dry Weather Flow (DWF ML/day)	Max Peak Wet Weather Flow (WWF ML/day)
Casino STP	12,700	5,520	2.45	7.5	38.3
Evans Head STP	5,500 (stage 1 constructed 2007) 5,500 (stage 2 designed)	5,240	1.05	2.2	2.6
Coraki STP	1,300	500	1.4775	4.1	11.8
Rileys Hill STP	200	80	0.02175	0.05	0.5

Public & Open Space

Richmond Valley LGA manages approximately 351 ha of greenspace at its showgrounds, sporting fields, parks, playgrounds and environmental reserves, in addition to public halls and streetscapes: equating to an average 150m² per capita.

A substantial body of evidence demonstrates the positive effects of greenspace on wellbeing, with the value of this space increasing with population density.

A Facilities Needs Review in 2010 found many parks and reserves are surplus to community needs, with several identified to be repurposed or sold, following reclassification as Operational Land. Proceeds from any sales will be invested into upgrades and embellishment of better utilised community facilities.

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Sports grounds, and significant parkland & recreational areas provided:

Casino	Queen Elizabeth Park; Centennial Park; Albert Park; Colley Park and the Casino Sports Stadium; Casino Showground; Drill Hall Community Space and Coronation Park; Casino Memorial Baths; Riverview Park; Civic Hall		
Evans Head	Stan Payne Oval; Casino-Evans Head Surf Club including Main Beach and Airforce Beach; Razor Back Lookout and Shark Bay; Kalimna Park; Recreation Hall		
Woodburn	Woodburn Recreation Reserve; Riverside Park; Woodburn Memorial Hall; Woodburn Pool		
Coraki	Riverside Park; Windsor Park; Coraki Youth Hall; Coraki Pool		
Broadwater	Broadwater Community Hall and adjoining parklands		
Rappville	Rappville Showground; Rappville Community Hall (to be replaced); Rappville Tennis Courts		
Rileys Hill	Rileys Hill Community Hall (former school)		
Fairy Hill	Fairy Hill Public Hall		
Leeville	Leeville Public Hall		
McKees Hill	Clovass-McKees Hill Public Hall		
Piora	Woodview-Piora Public Hall		

Active Living NSW

Active Living NSW is a program established in April 2017, as a partnership between NSW Ministry of Health and the National Heart Foundation-NSW Division, to support the physical activity and healthy built environment deliverables of the *NSW Healthy Eating and Active Living Strategy*. It continues key pieces of work previously undertaken by the NSW Premier's Council for Active Living (PCAL) to promote active living through influencing the physical and social environments in which communities live.

The Northern NSW Local Health District has undertaken recent workshops with local government to promote the Active Living initiative and to advocating a stronger working relationship between local councils and the Local Health District.

Public Transport

As with most regional areas, the LGA has limited public transport options, particularly inter-regionally.

Air Travel

While Richmond Valley LGA has 2 airports, at Casino and Evans Head, neither is licensed for commercial flights. The nearest airports offering commercial routes are at Lismore, Ballina-Byron Gateway, Grafton and Gold Coast airports.

<u>Rail</u>

Casino is serviced by XPT rail services twice daily. The morning service travels between Sydney and Brisbane, while the evening service travels between Casino and Sydney. Connecting buses are provided to destinations outside the LGA as far as Brisbane.

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<u>Buses</u>

Apart of school bus runs, there are daily services connecting urban settlements to, and between, Far North Coast regional centres. However, there is no integrated transport plan to coordinate routes.

Casino Buses operate town services at Casino.

Cycleways and Cycle Trails

Council is continuously adding to its cycleway networks via funding from Transport for NSW.

The NSW Coast Cycle Trail connects Brisbane to Melbourne, via Sydney and Eden. Where possible, cycle paths and rail trails are being incorporated into the route to avoid busy highways. Sections of the trail extend from Ballina to Evans Head and Evans Head to Yamba.

The last passenger service to use the Casino-Murwillumbah rail line was on 15 May 2004. While lobbying continues to return rail services to the line, plans to convert the 130km long rail corridor into a modern cycling and walking trail have gathered momentum. Aims of the project are to: preserve the community asset; deliver a walking and cycling trail compatible for short and long term active transport; link regional towns and villages; incorporate light rail where practical; and capitalise on the popularity of cycling and cycle tourism.

Bipartisan support for the project has been received and the Federal Government has awarded a \$7.5m grant towards construction of the Casino to Bentley section.

High Speed Rail (HSR)

The Australian Government is investigating the feasibility of a High Speed Rail (HSR) network through the region linking Melbourne, Canberra, Sydney and Brisbane. Phase 2 of the investigation has identified a conceptual stop just west of Casino providing the only station on the Far North Coast.



Figure 18: Nominal High Speed Rail route through North Coast with a stop at Casino (Source: Australian Government, 2017)

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Planning Priority 2 - Align development, growth and infrastructure

Actions:

- 2.1 Deliver local infrastructure in a timely manner to meet future growth projections
- 2.2 Look at funding options to deliver essential infrastructure
- 2.3 Deliver and maintain infrastructure through the collection of developer contributions
- 2.4 Action the *Facilities Needs Review* by disposing of surplus and underutilised public land (including reclassification of 'Community Land' as 'Operational Land') and invest proceeds in improvements to key public facilities
- 2.5 Investigate opportunities to provide a reliable water supply to meet future demand and offset the impacts of climate change and water quality challenges
- 2.6 Future proof infrastructure, significant resources, agricultural lands, and water catchments by managing land use conflict
- 2.7 Endorse the States Highway Service Centre Policy and encourage developments at appropriately designated locations
- 2.8 Investigate options to sewer villages such as Rappville
- 2.9 Further the design and construction of the North Coast Rail Trail



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Planning Priority 3 – Improve the delivery of planning services

Community Engagement

A Community Participation Plan (CPP) is a new statutory requirement setting out when and how Council will engage its community across the range of town planning functions it performs under the *Environmental Planning and Assessment Act 1979*.

The CPP helps community members set expectations on how they will be consulted by Council in relation to town planning matters, which include development applications and strategic planning documents.

Richmond Valley Community Participation Plan 2019 came into force on 1 December 2019 and identifies:

- The mandatory community engagement requirements of the Act, including variations to those requirements where permitted;
- · How community engagement will be undertaken;
- The minimum period for community engagement; and
- How the community can make submissions.

Why is community participation important?

- It builds community confidence in the planning system;
- Community participation creates a shared sense of purpose, direction and understanding of the need to manage growth and change, while preserving local character; and
- It provides access to community knowledge, ideas and expertise.

eplanning

Electronic planning (or ePlanning) is the delivery of town planning services and and the dissemination of information via electronic means, usually on-line. Such services may include libraries of plans, policies, fact sheets and strategies; on-line application lodgement; dissemination of geographical information via mapping; electronic referrals and concurrences.

Council already utilised many of the available services and is investigating the potential for on-line application lodgements through the NSW ePlanning Portal. Furthermore, hosting of a geographical information system (GIS) on Council's website will present tremendous opportunities to display planning information in an interactive visual form.

Development Concierge Service and Fact Sheets

Council offers a Development Concierge Service to assist the community with lodgement of applications, to simplify application forms, and with the dissemination of information via self-help fact sheets. This service is part of delivering an efficient planning service as it reduces the number of customer enquiries made of Town Planning Staff, but also attempts to improve the quality of applications received, and therefore reduce delays in processing applications that might be deficient in essential information.

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Engagement with the Aboriginal Community

An area where communications can be improved is when and how Council disseminates information to, and engages with the Aboriginal Community, on planning matters. The planning system can be a complex and intimidating system that quite often is required to engagement with the Aboriginal community. It is understood that many Aboriginal people find planning engagement processes to be foreign and confusing, as the Aboriginal engagement processes can be confusing for the non-Aboriginal community.

Planning Priority 3 - Improve the delivery of planning services

Actions:

- 3.1 Encourage community engagement in planning processes through the Community Participation Plan (CPP)
- 3.2 Continuously improve the delivery of efficient Council planning systems by engaging a Development Concierge Service and delivering fact sheets to assist the community with Council planning services
- 3.3 Engage the Local Aboriginal Community during planning processes by developing engagement protocols
- 3.4 Investigate the implementation of e planning services
- 3.5 Establish an on-line mapping system to provide digital information to the community



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Theme 2—Our Environment

Looking after our Environment



LGA 3,050 km²

Elevation - Sea level to 650 m (@ Busbys Flat)



Conservation Areas 38,856 ha

17,339 ha National Park 10,928 ha Nature Reserve 6,895 ha State Conservation Area 3,694 ha Environmental Conservation Zone (E2)

Potentially High Environmental Value Habitat 113,900 ha (outside conservation areas)

Wilderness Area 3,153 ha

located within the southern area of Bundjalung NP

World Heritage Area 475 ha

part of the Gondwana Rainforests of Australia (located within Mallenganee NP)



State Forest 49,096 ha

includes Native Forest and Pine Plantations



Coastline 37.5 km
(28.3 km within National Park)



Richmond River 140 km
Evans River 15 km
Wilsons River 2km
Bungawalbin Creek 52 km (before branching into Myall and Myrtle Creeks)

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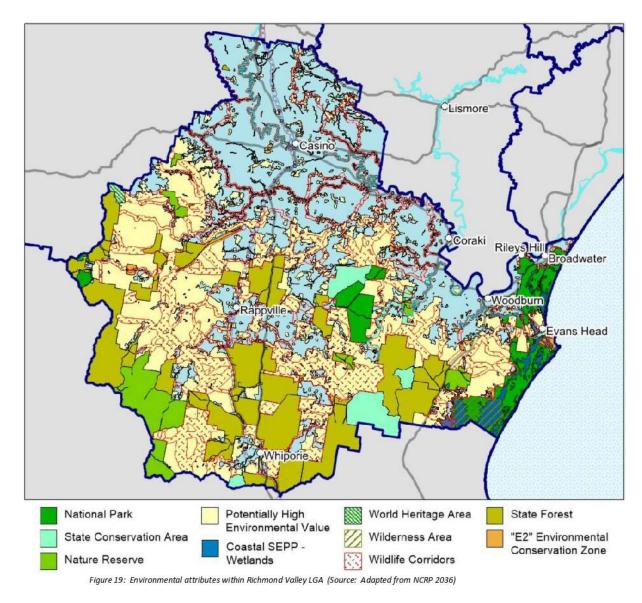


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Planning Priority 4 Look after our environment

The North Coast region is defined by its coastal and rural landscapes, and its distinctive character, lifestyles, and environments. It is for this reason the *North Coast Regional Plan* is focused on the future delivery of sustainable land uses and directing growth to locations that do not compromise the natural environment.

Richmond Valley LGA is defined by a diverse range of environments from the coastline and coastal fringes, to the alluvial floodplains, and undulating foothills of the Great Dividing Range. The LGA has an area of 3,050 km², with dimensions of about 70 km (north to south) by 77 km (east to west), and terrain ranging in altitude from sea level to just over 650 metres @ Busbys Flat.



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Natural Environment

The North Coast region is one of the most biologically diverse regions in Australia and its High Environmental Value (HEV) habitats underpin the intrinsic values of the region. Figure 19 is a snap shot of some key environmental areas within the LGA.

The array of geological landforms, terrain, elevation and climate have had a major influence on the type and distribution of biodiversity and land uses in the region.

Areas of the landscape within the Richmond Valley LGA have been heavily cleared of native vegetation for historical and ongoing agricultural and forestry land use practices. The areas impacted the greatest tend to be those lands on lower elevations with level to moderately inclined slopes. The Clarence-Richmond Alluvial Plains, which occupies a large area of the Shire, is identified as an over-cleared landscape and has had more than 70% of native woody vegetation removed.

A pattern of wildlife or biodiversity modelled corridors traverse across the LGA's landscapes. These corridors often encompass larger remnant vegetation parcels connecting major hubs of habitat such as National Park Estate or State Forest areas. These corridors along with potential HEV have been incorporated into the *Richmond Valley LEP 2012* as a Terrestrial Biodiversity Overlay Map for development assessment purposes.

Threatened Species

There are 283 threatened terrestrial species of fauna and flora, 2 threatened species of fish, and 12 threatened ecological communities either known, or having the potential, to occur within the Richmond Valley LGA.

Environmental Overlays

The *Richmond Valley LEP 2012* contains several overlays to identify additional development assessment requirements for mapped environmental attributes. These maps include:

- Terrestrial Biodiversity Map—map of remnant native vegetation incorporating corridors and areas of potential HEV (Clause 6.6)
- Landslide Risk—map of land likely to have slopes greater than 18° (or 32%) (Clause 6.7)
- Riparian Land and Watercourses—map of Key Fish Habitat where Fishery permits may be required (Clause 6.8)
- Drinking Water Catchments—map identifying the drinking water catchment for the Casino onstream water storage (to the extent of the Kyogle Shire boundary), and a 500 metre buffer around the Rous groundwater extraction point at Woodburn (Clause 6.9)
- Wetlands—map of wetlands (which may include both natural and anthropogenic water bodies) (Clause 6.10)

The effectiveness of the overlays provisions, including accuracy of mapping, need to be reviewed especially given recent amendments to the *Biodiversity Conservation Act* (BC Act) and *Coastal Management Act* which may have resulted in duplication of assessment processes.

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Tree Preservation Order

Richmond Valley Council does not have a Tree Preservation Order (TPO), which historically would have only applied to tree removal in urban areas. Recent changes to the *Biodiversity Conservation Act*, and the introduction of *State Environmental Planning Policy (Vegetation in Non-Rural Areas) 2017*, has created a permit system, akin to a TPO, for native vegetation removal in non-rural areas, which includes environmental zones. The introduction of a TPO to the DCP is being considered to protect areas of native vegetation in environmental zones such as Zone E2 and E3. The permit system would only apply to vegetation removal that do not require approvals under the BC Act.

Planning Priority 4 - Look after our environment

Actions:

- 4.1 Protect and enhance Richmond Valley's environment
- 4.2 Work collaboratively in partnership with the Community, and State and local government to improve the health of the Richmond Valley environment
- 4.3 Participate within the preparation of a new Richmond River Catchment Management Program (CMP) and the Richmond River Governance and Funding Framework
- 4.4 Prepare a Catchment Management Program (CMP) for the Evans River and Evans Coastline
- 4.5 Introduce a permit system (TPO) into the DCP for the removal of native vegetation within environmental zones
- 4.6 Review the effectiveness of LEP Environmental Overlays given new legislation such as the Coastal Management Act and Biodiversity Conservation Act

Planning Priority 5 Create resilient communities

Bushfire Prone Land (BFPL)

Section 10.3 of the *Environmental Planning and Assessment Act 1979* requires councils to prepare bushfire prone land mapping, with the current Bushfire Prone Land Map being endorsed by the Commissioner of RFS on 17 February 2015.

New mapping guidelines released in November 2015 introduced a third category of vegetation hazard to be incorporated into the next mapping reviewed which is due in 2020. Assistance has been sought from the RFS to help with producing new maps.

Bushfires from 2019

Wild fires were a feature of the LGA during the 2019/20 Spring and Summer seasons, as they were for extensive areas of the Australian east coast. Two bushfires that had

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significant impacts on the LGA were the Busbys Flat Road Fire (commenced on 8 October 2019) and the Myall Creek Road Fire (commenced on 8 November 2019) which devasted 1,427 km² of land (about 46.8% of the LGA) causing extensive damage.

	Busbys Flat Road Fire	Myall Creek Road Fir	
Destroyed Houses	44	18	
Destroyed Outbuildings	81	84	
Destroyed Facilities	7 (includes sawmill)	1 (tea tree distillery)	
Damaged Houses	9	10	
Damaged Outbuildings	31	31	
Damaged Facilities	9	3	

Council is working with its community, the NSW and Australian Governments and a long list of service providers to facilitate and support the recovery of the community.

Flooding

There are effectively 3 flood Studies applying across the Richmond Valley LGA covering the Casino (1999), Evans River (2014), and Mid-Richmond (2010) (the later extends from Casino to Broadwater, inclusive of Lismore). Flood Risk Management Plans (FRMP) for Casino and the Mid-Richmond adopt the 1% design flood (a 1 in 100 year Average Recurrence Interval (ARI) flood event) as the benchmark for planning purposes. The FRMP also adopts flood hazard mapping that defines areas of low hazard (LH), high depth hazard (HDH), and floodway hazard (FH) across the model floodplain.

For land use planning purposes, the FRMP contains a matrix of development standards that apply to development types when proposed in the different hazard areas. The matrix, along with Clause 6.5 of the LEP, adopt a Flood Planning Level (FPL) being the 1% flood plus a 500mm freeboard to define things like the minimum habitable floor level for housing.

Additional flood studies/modelling are required to-

- incorporate climate change into all flood studies
- · update the Casino Model to run within modern flood modelling software
- merge existing models into a single consistent model across the Richmond River floodplain (also referred to as the Richmond Mega Model)
- incorporate flood modelling from the Pacific Highway upgrades into main stream flood models
- increase the extent of modelling to incorporate the Bungawalbin Creek catchment (while not under immediate development pressure, this catchment is considerable and influences flood dynamics across the Mid-Richmond)
- incorporate the Kyogle Flood Study, and the area between Kyogle and Casino, into the Richmond Mega Model

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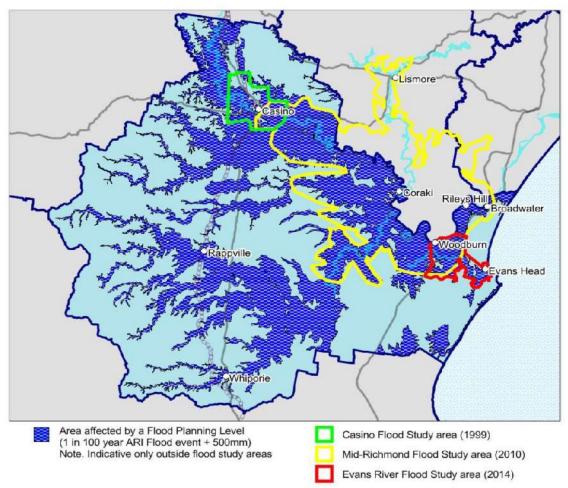


Figure 20: Flood Planning Level areas and the extent of existing flood studies (Source: RVC 2019)

Local Climate

The Australian Bureau of Meterology (BOM) receives weather observations from several stations within the LGA but receives automated half-hourly observations from stations at Casino and Evans Head. Historic weather observations are available online at http://www.bom.gov.au/climate/data/.

	Rainfall	Temperature			
	Average Annual (mm)	Average Annual Daily Minimum (°C)	Lowest Temp. Recorded (°C)	Average Annual Daily Maximum (°C)	Highest Temp. Recorded (°C)
Casino AWS	1032.7	13.3	-3.5	26.2	45.7
Evans Head RAAF AWS	1434.1	15.4	3.0	24.7	45.0

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Climate Change Projections

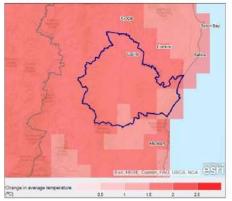
In 2010, Council adopted a 900mm sea level rise and 10% increase in rainfall intensity as a Climate Change scenario to be incorporated into its planning framework.

Adapt NSW provides interactive mapping for NSW Climate projections for the periods 2020-2036 and 2060-2079. The following slides have been adapted from the tool showing 2020-2036 (left) and 2060-2079 (right) for several climatic parameters.

Average Temperature (°C)

Mean daily temperatures are projected to rise by up to 1°C by 2030 and continue to rise by up to 2.0°C by 2070 (with the North Coast Region experiencing an average temperature +1.99°C—with Summer +2.16°C, Autumn +2.00°C, Winter +1.84°C & Spring +1.97°C).

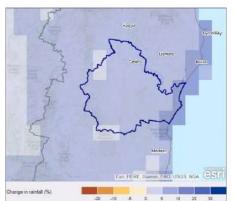




Rainfall (%)

By 2030 there is expected to be little change in the annual rainfall across most of the LGA, although in the south-west of the LGA there may be up to a 5% decline. Seasonally, Summer and, more so, Winter are expected to have the greatest decreases in rainfall, with Spring and, more so, Autumn to experience the greatest increases.





By 2070, the average annual rainfall for most of the LGA is expected to have risen by up to 5%, although the coastal strip may experience up to a 10% increase. Seasonally Autumn is expected to have the greatest increase, with a decline in

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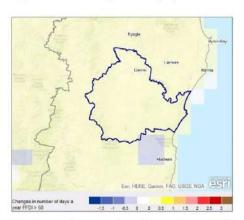


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Winter rainfall (with the North Coast Region experiencing an average increase of 8.2%—with Summer +7.5%, Autumn +14.7%, Winter -4.0% & Spring +6.8%).

Forest Fire Danger Index (FFDI) Days where greater than 50

Forest Fire Danger Index (FFDI) is used in NSW to quantify fire weather. The FFDI combines observations of temperature, humidity and wind speed. Fire weather is classified as severe when the FFDI is above 50. Severe fire weather is projected to have a slight increase (+0.1 days) across the North Coast region by 2030, and an increase (+0.3 days) by 2070 during the peak prescribed burning seasons (Spring +0.2 days) and peak fire risk season (Summer +0.1 days). Part of RVC LGA may experience higher than average FFDI by up to 1 additional day.





Maximum Temperature Days above 35°C

By 2030 the North Coast is projected to experience an average of 3 more days above 35°C per year and continue to rise to 9 days per year by 2070 (Summer +5.7 days and Spring +3.0 days). The greatest increases in the region are seen to the west of RVC where there may be an additional 20 days per year above 35°C.





Cold nights (days with min temp less than 2°C)

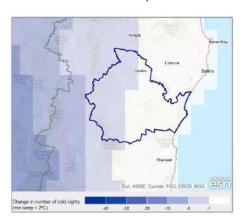
By 2030 the North Coast is projected to experience an average of 4 fewer nights below 2°C per year and continue to decrease by 8 nights per year by 2070. The greatest decreases are seen to the west of our region during Winter. These areas are projected to have over 30 fewer cold nights per year. Changes in cold nights can

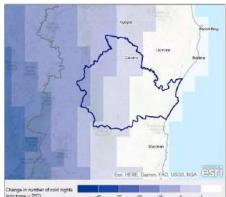
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have considerable impacts on native ecosystems and agricultural crops reliant on cold winters. There is expected to be little change for the coastal region.





Adaptation to climate change is requires across all functions of Council but also within the built environment, such as energy and thermally efficient housing.

Mayoral Minute on Climate Change

In a mayoral minute tabled at the Council meeting of 17 December 2019, Cr Mustow noted that almost 50 percent of the Richmond Valley LGA had been affected by recent bushfires and Council is very concerned by the impacts of climate change. He has sought an increased commitment by our NSW and Federal governments to deal with this serious global issue.

These fires have had a devastating impact on our community, with the recovery process likely to be measured in years rather than months or weeks.

We all know Australia is prone to bush fires, but we also know that predicted climate change means extreme events including drought, floods, and rising sea levels along our coast are likely to be more common.

Such disasters would not only put our community's safety at risk, but also increase the burden on Council of repairing or replacing damaged and destroyed property and infrastructure.

As a result, we are asking the Federal and State governments to take further steps to address the impacts of climate change, and urging our local Members of Parliament to lead and support our local communities in tackling these impacts.

As a responsible council, we want to work proactively with both governments to do this.

Mayor Robert Mustow

Richmond Valley Council

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Waterways and Coastline

The coastline, estuaries and waterways of the Richmond Valley LGA are invaluable natural resources providing immense value from an ecological, social and economic perspective.

An Ecohealth Study (2014) monitored the health of the Richmond River and found the overall health of the estuarine and upper reaches of the river scored consistently poorly with an overall score of 'D-'. This poor score is reflective of pollution (high concentrations of nutrients and turbidity), bank instability & erosion, siltation & shoaling, weeds & pest infestations, algal blooms, black water events, low pH, etc. Several programs are currently tackling river health including:

- Richmond River Estuary Coastal Zone Management Plan (CZMP)—due to be reviewed under the Coastal Management Act 2016, this Plan aims to monitor the health of the river and improve its condition through bank stabilisation and remediation; flood gate management; education; weed management; and stormwater management;
- NSW Marine Estate Management Authority (MEMA)—looking at, amongst other programs: improving fish passage by removing unnecessary weirs and other obstructions from waterways; improving water quality in the Richmond by stabilising river banks, managing flood gates and acidic water discharges; conducting fish friendly education programs; develop strategies to protect marine vegetation; management of private foreshores;
- Beach Watch—an initiative of the NSW EPA, this program monitors water quality at 5 swimming beaches in the Richmond Valley LGA including: Airforce Beach, Main Beach, Shark Bay, and 2 sites within the estuary at Evans Head;
- Draft Evans Head Coastline and Evans River Estuary CZMP—this Plan was not endorsed by the Minister before the commencement of the Coastal Management Act 2016 and must be redrafted to meet new guidelines for a Coastal Management Program (CMP).

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 Richmond River Governance and Funding Framework—is a collaborative approach between all councils of the Richmond River with the Office of Environment and Heritage to tackle the river health issues with an integrated river basin management approach.

Council is committed to furthering these and other projects that can improve the health of our waterways.

Council's Environmental Charter

Council's Environmental Charter was adopted in 2016 and reviewed in October 2019. It sets out Council's commitment to environmental sustainability in its operations and activities.

Richmond Valley Council Environmental Charter

Richmond Valley Council is committed to the long-term care of the environment and acknowledges the impacts of climate change as a global issue to which Council needs to plan for

Council acknowledges the community's desire for it to invest in Environmentally Sustainable Investments (ESI) through responsible actions and commitment. Council's Investment Policy addresses ESI considerations and processes.

Richmond Valley Council's activities are based on the principles of sustainability and regenerative practices, giving due consideration to the natural environment through the following:

- Efficient use of water, energy and other resources, minimising waste and emissions and strongly advocating and facilitating reuse and/or recycling of waste.
- Uptake of new and alternate technology opportunities such as renewable energy options, where they are shown to be economically viable into the future and compatible with this charter.
- Ensure there are procedures in place to monitor all Council operations, assess potential impacts on the environment and address unacceptable risks in specified timeframes prior to commencement of work to avoid any detrimental environmental impacts.
- Ensure that appropriate emergency management plans are in place and reviewed regularly for environmental emergencies, including but not limited to, floods, tsunami, storms, extreme temperatures and fire.
- Council shall exercise due consideration for environmental impacts when planning Council works and assessing development applications and proposals by the broader community.
- Keeping abreast of environmental legislation and proposed changes and work effectively
 with environmental authorities to provide optimal outcomes for Council and the
 communities we serve.
- Ongoing training of employees and induction of contractors to provide understanding of their responsibilities and potential liabilities regarding the environment, including positive and negative impacts of their activities.
- Providing education opportunities to the Richmond Valley Community to foster understanding of environmental principles, with a view to minimising personal impacts and encouraging behaviours and habits which will lead to positive environmental outcomes at a local level.
- Report on our environmental objectives and compliance with the Environmental Charter in our annual report.

(Richmond Valley Environmental Charter adopted 22 October 2019)

Richmond Valley Council

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Planning Priority 5 - Create resilient communities

Actions:

- 5.1 Reduce risks to development and the environment from natural hazards, including projected effects of climate change, by identifying, avoiding and managing vulnerable areas and known hazards
- 5.2 Incorporate Climate Change considerations into Council plans and strategies
- 5.3 Review and update bushfire hazard mapping
- 5.4 Review and expand on flood studies to ensure modelling is current and useable
- 5.5 Update and merge existing flood studies into a single consistent model, inclusive of climate change scenarios, and Pacific Highway upgrades
- 5.6 Incorporate adaptation to climate projections into the DCP



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Planning Priority 6 Celebrate our heritage

Aboriginal Cultural Heritage

The Richmond Valley LGA is within the traditional home of the Bundjalung Aboriginal Nation. The Bundjalung people have maintained a long and continuous relationship with the land with complex social structures and interactions spanning thousands of years. The Bundjalung Nation is divided into separate tribal language groups (Figure 26).

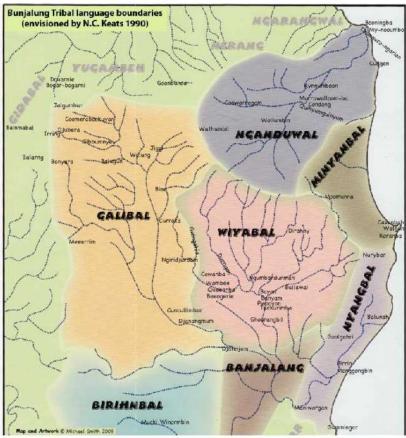


Figure 21: Bundjalung Tribal Language group boundaries (Source: Arakwal adapted from NC Keats 1990)

Today parts of the LGA are represented by five Local Aboriginal Land Councils: Casino-Boolangle, Bogal, Jali, Birrigan Gargle, and an Unincorporated Local Aboriginal Land Council based around the Evans Head area.

At present, there are 196 Aboriginal sites registered on the Aboriginal Heritage Information Management System (AHIMS) (figure 22): 62 sites, or about a third, occur within National Park or State Forest Estate. Site types recorded include:

- Aboriginal Ceremony and Dreaming
- · Resource and Gathering
- Burials
- Art
- Artefacts

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- Grinding Grooves
- Shell
- Conflict Sites
- Modified Trees
- Stone Quarries
- Habitation Structures
- Potential Archaeological Deposits
- Ceremonial Rings
- Stone Arrangements
- Non-Human Bone and Organic Material
- Waterholes, and
- Potential Aboriginal Deposits.

There is one declared Aboriginal Place, the Casino Bora Ground Aboriginal Place, to the north of Casino.

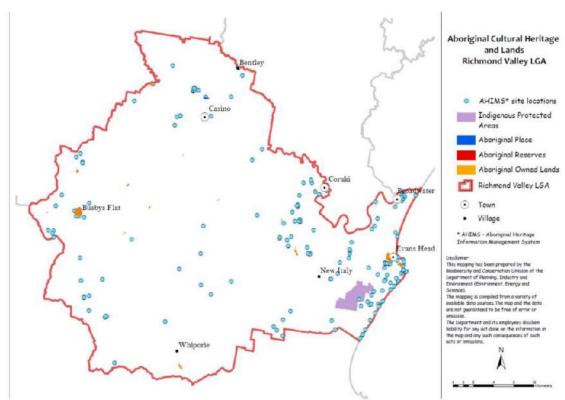


Figure 22: Aboriginal Cultural Heritage Sites within Richmond Valley LGA (Source: Biodiversity and Conservation Division of the Department of Planning, Industry and Environment, 2020)

The *Richmond Valley LEP 2012* is void of listed Aboriginal cultural heritage as an Aboriginal Cultural Heritage Study is required to be completed before any sites can be listed.

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Native Title

Native Title has been determined to exist (non-exclusive) within the LGA, predominantly over National Park, State Forest Estate and Public places for the Bandjalang People and the Western Bundjalung People (figure 23).

There is currently one Indigenous Land Use Agreement (ILUA) for the Western Bundjalung that exists over parts of National Park Estate in the west of the LGA.

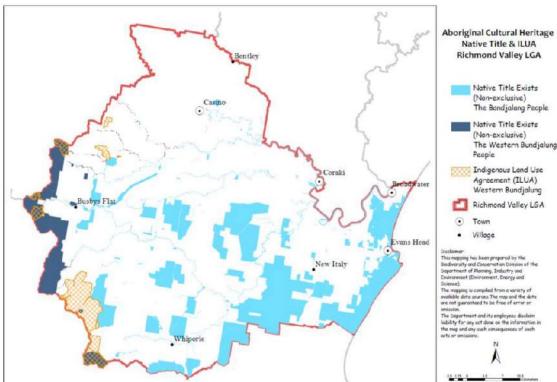


Figure 23: Land subject to Native Title determination within Richmond Valley LGA (Source: Biodiversity and Conservation Division of the Department of Planning, Industry and Environment, 2020)

Council works with the Native Title Holders to manage large areas of land under Native Title Determination. Formalising this process in an ILUA is under consideration.

Post European Heritage

Heritage studies for the former Copmanhurst Shire (2004) and Richmond Valley Council (2008) identify potential sites having heritage significance to the community. To assist this process, thematic histories were also prepared to focus the studies towards relevant historic themes across the area. These studies culminated in listing of 179 items, 9 archaeological sites, and 1 conservation area within Schedule 5 of the *Richmond Valley LEP 2012*.

The Casino Central Business District Conservation Area includes one of the best Art Deco streetscapes in Australia. A Main Street study is needed to encourage appropriate conservation and maintenance work on the aging fabric. This in turn

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could attract tourist to the town and has the potential to become a focal point for a future festival.

Information on listed items is maintained in a WebApp hosted the NSW Heritage Branch. Council continues to maintain the currency of this information which is published on the NSW Heritage Branch website.

Heritage Incentives Program

Council has a Heritage Incentives policy that provides: free heritage advice from an independent Heritage Consultant (part funded by the NSW Heritage Branch); an annual Local Heritage Grants Scheme (part funded by the NSW Heritage Branch); and reduced DA fees (for DAs triggered by clause 5.10 of the LEP).

The Local Heritage Grants Scheme offers annual grants to eligible projects to undertake conservation or reinstatement work on heritage listed items.

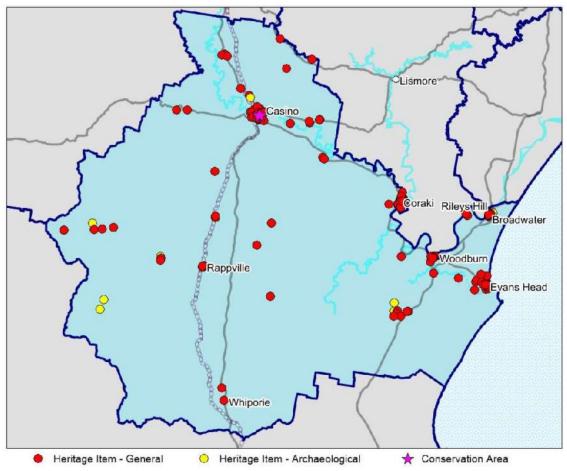


Figure 24: Heritage listed items within Schedule 5 of the LEP (Source: adapted from RVLEP12)

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Planning Priority 6 – Celebrate our heritage

Actions:

- 6.1 Ensure Aboriginal objects and places are protected, managed and respected
- 6.2 Develop local heritage studies in consultation with the local Aboriginal community, and adopt appropriate measures in planning strategies and local plans to protect Aboriginal heritage
- 6.3 Promote heritage through a range of educational and incentives schemes including Heritage Advisory services, Local Heritage Grants, Main Street Studies, promotion of Casino's Art Deco Architecture
- 6.4 Prepare a Main Street Study for Casino's CBD Heritage Conservation Area, and promote the town's Art Deco architecture
- 6.5 Ensure best-practice guidelines are considered, such as the Australia ICOMOS Charter for Places of Cultural Significance and the NSW Heritage Manual, when assessing heritage significance
- 6.6 Identify the heritage of the LGA and regularly review heritage listings in the local environmental plan
- 6.7 Encourage the active use of heritage items and support compatible adaptive reuse



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Theme 3—Our Economy

Growing our Economy



Economic Output Employment

\$1.75 B in 2017/18

8,414 jobs



with:

Manufacturing -

Output \$711.7 m 2,176 jobs

Largest sector-

Food Production \$603.9 m



Agriculture/Fishing/Forestry -

Output \$124.2 M 684 jobs

Largest sectors-

Livestock Slaughterings \$64.6 m
Cropping \$13.9 m
Milk \$10.0 m
Forestry \$11.9 m



Tourism -

Output \$50.3 M 377 jobs



Unemployment Rate

5.7% @ June 2019

National Rate 5.1%

The economy of the Far North Coast (FNC) in 2017/18 had a total Output of \$19.2B, with the Richmond Valley LGA contributing \$1.75B (9.1%). The stand out contributor to RVC's economy was manufacturing (figure 25) which produced \$711.7m of Output (40.7% of the LGA's total Output and a third of the Far North Coast's total manufacturing output) (figure 26). As a comparison, manufacturing contributed 10.5% to the total output for Regional NSW.

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Other large contributors to RVC's economy were rental/hiring/real estate (\$152.2m), agriculture/forestry/fishing (\$124.2m) and construction (\$120.5m).

While "Output" is a gross measure of the total sales for each industry sector, "Value Added" is a measure of business productivity, showing how each sector increases the value of its inputs. Figure 25 compares each sectors "Output" to "Value Added" with manufacturing not surprisingly the strongest performer.

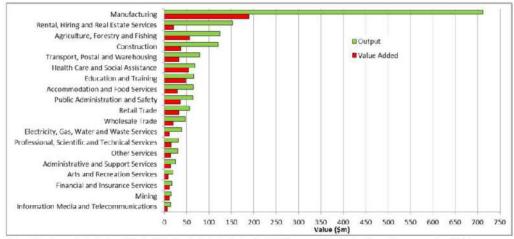


Figure 25: Economic Output and Productivity for by Industry Sector for RVC (Source: RVC adapted from .ideconomy using NIEIR data 2018)

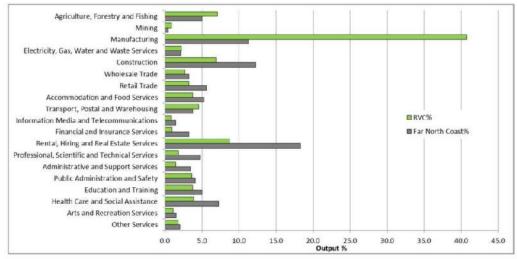


Figure 26: Percentage of Economic Output by Industry Sector for RVC compared to Far North Coast (Source: RVC adapted from .ideconomy using NIEIR data 2018)

Changes to RVC's economy over the last 10 years saw manufacturing also stand out as a sector of growth for both Output and productivity: increasing by \$261.8m (representing a 36.8% increase) and \$59m, respectively. Agriculture/forestry/farming along with construction were large contributors to RVC's economic Output during 2017/18 but were also sectors that experienced the largest declines in output (figure 27).

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Surprisingly agriculture/forestry/fishing maintained their level of productivity despite the decline in Output. Construction too saw a decline in both output and productivity most like a result of the Global Financial Crisis (GFC) of 2010, however, the construction sector has strengthened over the last 4 years.

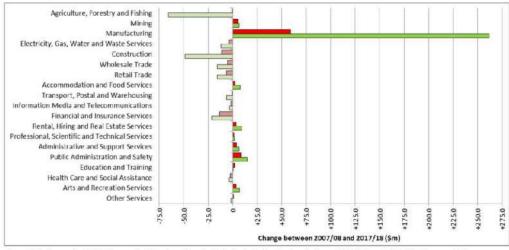


Figure 27: Change in RVC's Economic Output and Productivity for Industry Sectors between 2007/08 and 2017/18 (Source: RVC adapted from .ideconomy using NIEIR data 2018)



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Planning Priority 7 Protect productive agriculture land & significant resources

Manufacturing Sector

Richmond Valley LGA's economic base is strongly rooted to the manufacturing sector which is heavily weighted towards food production, followed by leather manufacturing, and wood products.

The total economic Output (and Value Added) for RVC's Manufacturing Sector was \$711.7m (\$188.7m) in 2017/18, comprising of-

- Food production Manufacturing—\$603.9m (\$153.1m)—major contributors being:
 - Northern Cooperative Meat Company, Casino
 - Richmond Dairies, Casino
 - Sunshine Sugar, Broadwater
- ☐ Leather production—\$30.1m (\$12m)—mainly attributable to:
 - Cassino Hide Tannery, Casino
- ☐ Wood products—\$21.6m (\$7.5m)—from various timber mills in the area
- Basic chemical and chemical products—\$17.1m (\$4.6m)—mainly attributable to:
 - Tea Tree Oil Distillation facilities throughout the LGA.

Manufacturing is also a major employer in the LGA (see further information below).

While food production manufacturing is a major GRP contributor and employer in the LGA, diversification in this sector is needed to support economic growth and to future proof the communities employment base.

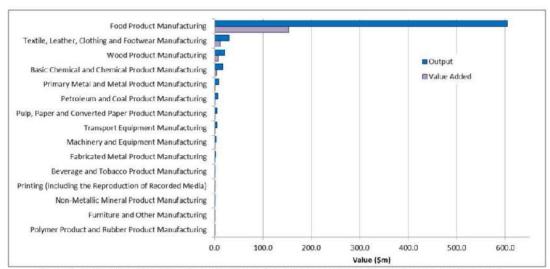


Figure 28: Economic Output and Productivity for Manufacturing Sector in RVC (Source: RVC adapted from .ideconomy using NIEIR data 2018)

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Agriculture/Forestry/Fishing Sector

Agriculture/forestry/fishing contributed an Output (and Value Added) total of \$124.2m (\$56.6m) to the Richmond Valley economy in 2017/18, however the total gross value of agricultural production was \$92.5m, with livestock slaughterings being the largest commodity produced accounting for 69.9% of the total agricultural output in terms of value (.id Economy 2019).

The value of various agricultural/forestry/fishing commodities was as follows-

- ☐ Livestock slaughterings—\$64.6m, including
 - Poultry—\$33.1m
 - Cattle—\$26.6m
 - Pigs—\$4.9m
- Other broad acre crops—\$13.9m, including
 - Sugar cane—\$9.9m
 - Other oilseeds (primarily Soy Bean)—\$3.8m
- Milk—\$10.0m
- Forestry and logging—\$11.9m
- ☐ Agriculture, forestry and fishing support services—\$19.7m

(Source: .idcommunity from NIEIR data)

Note. Tea Tree Oil distillation is coded by ABS to manufacturing

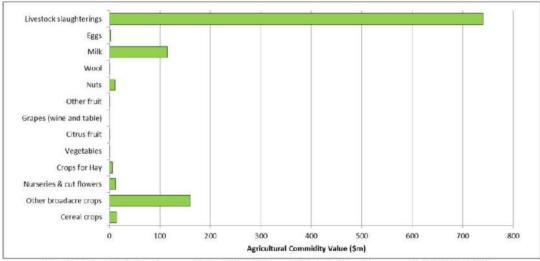


Figure 29: Value of Agriculture by commodity type 2017/18 (Source: RVC adapted from .ideconomy using NIEIR data 2018)

Important Farmland

To support long term agricultural production, the most important farmland on the North Coast has been mapped within the North Coast Regional Plan. This mapping was derived from a study conducted in 2005 by the Department of Planning and Department of Primary Industries-Agriculture to identifying Regional and State Significant Farmland from 1:100,000 scale soil and landscape attributes. It should be noted that areas outside identified important farmland areas are also valuable local

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agriculture lands including extensive areas of pasture and forestry that contribute significantly towards the LGA's economy.

The accuracy of the important farmland mapping (see figure 30) is underpinned by the scale and accuracy of the underlying soil landscape data, and the capture of isolated areas of land with diminished agricultural viability. It is for these reasons DPIE has included Important Farmland Interim Variation Criteria in the NCRP.

Council supports the protection of important farmland due to its importance to the economy and encourages a level of common sense and flexibility when relying upon the mapping.

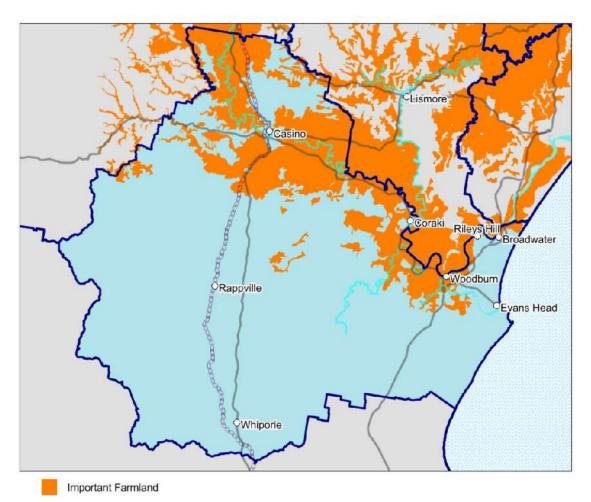


Figure 30: Important Farmland (Source: Adapted by RVC from DPIE data)

Mineral and Extractive Resources

Richmond Valley LGA has a range of mineral resources, particularly extractive resources suitable for construction applications as well as large potential for clay/shale. Mineral and extractive resources are important to the sustained growth of the region with strategically important resources being identified in figure 31.

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These significant resources are the subject of a Ministerial Section 9.1 Direction to protect them from potentially incompatible land uses that may prohibit or restrict their development. All future development and urban growth must consider the continued long term viability of the identified, and potentially new, extractive and mineral resources.

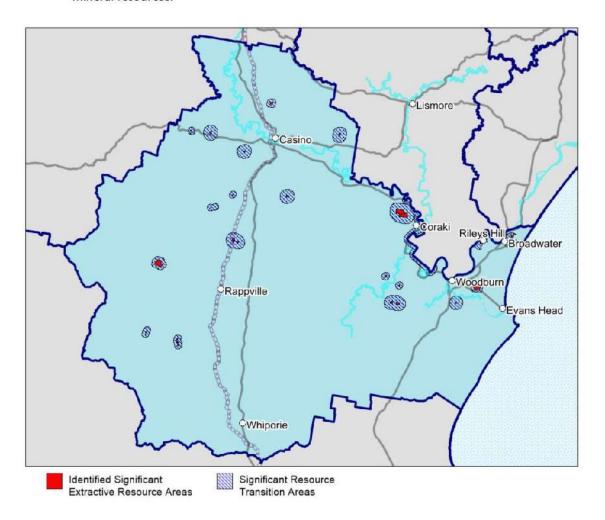
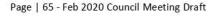


Figure 31: Identified Significant Mineral and Extractive Resources in RVC, and potential Landslip Risk (Source: RVC including adapted data from NSW Dept. Minerals)





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Planning Priority 7 - Protect productive agriculture land & significant resources

Actions

- 7.1 Ensure planning provisions accommodate changing needs for agriculture, manufacturing and emerging agribusiness & agritourism opportunities
- 7.2 Work with DPIE-Agriculture to map and protect significant agricultural farmland from inappropriate and conflicting land uses, and fragmentation
- 7.3 Identify and protect intensive agriculture clusters to avoid land use conflict, particularly with residential and rural residential expansion
- 7.4 Avoid creating land use conflict that could impact upon the future viability of productive rural lands, including significant mineral and extractive resources



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Planning Priority 8 Diversify the range of services and employment options

Employment

Richmond Valley LGA provided 8,414 jobs during 2017/18, or 8.24% of jobs provided on the Far North Coast (figure 32).

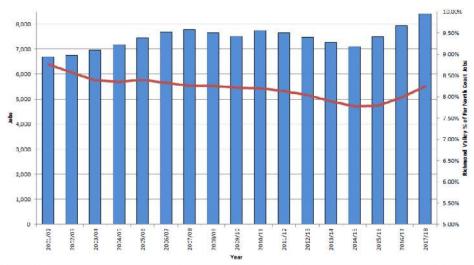


Figure 32: Time Series Employment figures for Richmond Valley LGA, and the proportion of jobs compared to the Far North Coast (Source: RVC derived from .idcommunity from NIEIR data)

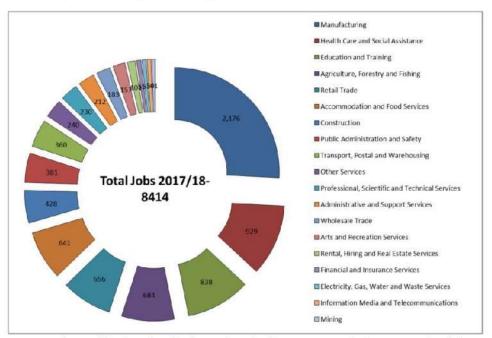


Figure 33: Jobs provided within Richmond Valley LGA for each industry sector in 2017/18 (Source: RVC derived from .idcommunity from NIEIR data)

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Of the jobs provided within the LGA, 69.1% were held by residents of the LGA (job containment), with 30.3% held by residents living elsewhere on the Far North Coast.

Not surprisingly manufacturing and the agricultural/forestry/fishing sectors were amongst the highest employers: providing 2,176 (or 25.9%) and 684 (or 8.1%) jobs respectively (.idcommunity from NIEIR data), see figure 33, both being proportionally higher than for Regional NSW (figure 34).

The manufacturing sector also showed strong jobs growth in Richmond Valley LGA, between 2007/08 and 2017/18, where an additional 837 jobs were provided (or an increase of 62.5%) (figure 35). This growth was in stark contrast to Regional NSW where manufacturing represented only 6.8% of the employment stock (in 2017/18) and shrank from 9.2% in 2007/08 (figure 36).

Richmond Valley LGA, as with the Far North Coast, showed declines in the retail and wholesale trade sectors.

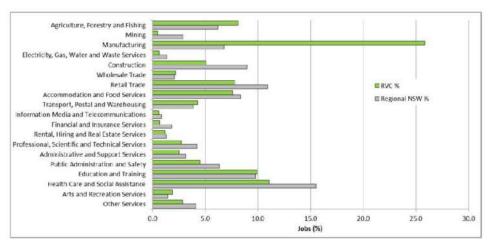


Figure 34: RVC jobs provided by Industry Sector proportional to Regional NSW (Source: RVC derived from .id Economic from NIEIR data)

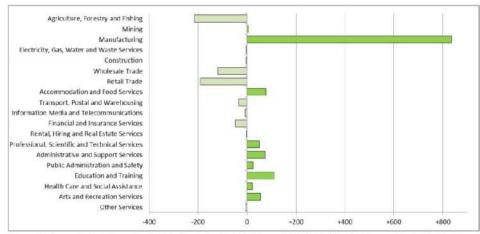


Figure 35: Change in the job numbers by Industry Sector for RVC between 2007/08 & 2017/18 (Source: Adapted by RVC from ideconomic data)

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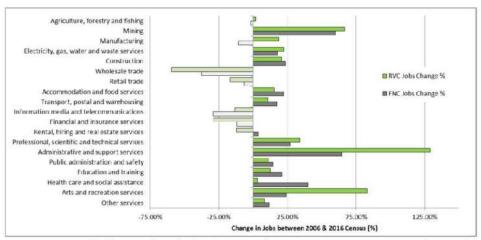


Figure 36: Proportional (%) change in job numbers for Industry Sectors between 2006 & 2016: Comparing RVC to the Far North Coast (Source: Adapted by RVC from ABS.Stat Census 2006 & 2016 Employment data)

The Locational Quotient (LQ) is a simple way to see what the main industries in an area are, relative to the wider region. Where LQ=1, that industry is exactly as prevalent as in the wider region; an LQ > 1.2 indicates a significant specialisation of the industry and > 2 is a major specialisation; and LQ <0.8 indicates an industry is more significant in the region than in the local area. From figure 37, agriculture/forestry/fishing and the arts/recreation are significantly specialised for RVC compared to Regional NSW, however, manufacturing is extremely specialised having an LQ greater than 3.

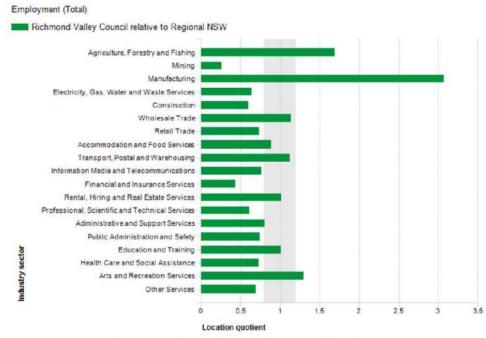


Figure 37: Location Quotient for RVC compared to Regional NSW in 2018/19 (Source: .idEconomy)

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Under-employment

The Commonwealth Department of Employment, Skills Small and Family Business release quarterly unemployment figures for Australia by LGA. Unemployment figures for Richmond Valley LGA, between Dec 2010 and June 2019 (figure 38) show unemployment rates in the LGA have been declining since September 2015 but are higher than the National average.

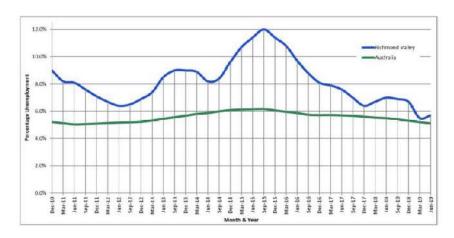


Figure 38: Unsmoothed Unemployment figures for Richmond Valley LGA & Australia (Source: RVC adapted from Department of Jobs and Small Business Sept 2018)

Transport Links

Richmond Valley LGA is uniquely positioned along the routes, and at the cross roads, of several transport modes. This strategically positions the LGA to capitalise on freight distribution opportunities via a multitude of transport and freight modes from the region to within easy reach of Brisbane and South-East Queensland, the New England Tablelands, and to the south towards Sydney.

Highways

The LGA is traversed by the Pacific Highway providing a major transport route between Brisbane/Gold Coast to Sydney/Newcastle. The Highway is currently undergoing a divided dual carriageway upgrade, scheduled to open in 2020, which will bypass the villages of Woodburn and Broadwater and provide improved access to South-East Queensland.

Other main road linkages through the LGA include the Summerland Way and Bruxner Highway. The Summerland Way runs north-south from the Pacific Highway at Grafton through Casino and Kyogle towards the Scenic Rim region of South-East Queensland. The Bruxner Highway provides an east-west linkage through the LGA, starting at the Pacific Highway at Ballina travelling through Lismore and Casino then westerly to Tenterfield, on the New England Highway, and beyond. Each of these connection routes is undergoing upgrades to strength freight transport linkages including major bridge reconstructions at Grafton and Tabulam.

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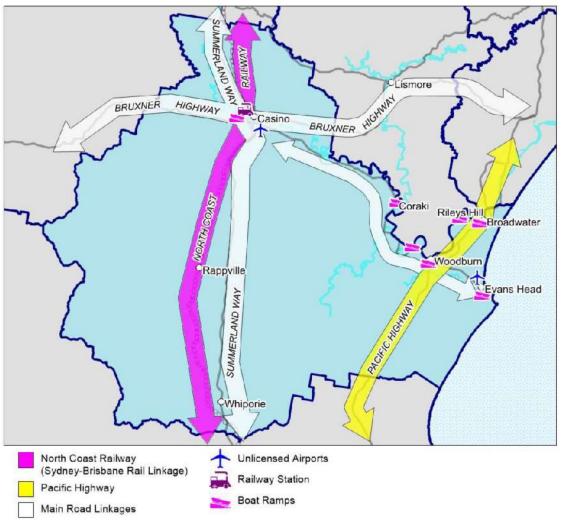


Figure 39: Major transport links through RVC and locations of Transport Infrastructure

Rail

The LGA is also located on the North Coast Rail line which is a nationally significant part of the National Land Transport Network between Brisbane and Sydney/Newcastle. Significant investment is being injected into upgrading this corridor to increase freight and passenger capacity, such as lengthening passing loops to handle longer trains, automating signals, and improving the safety of level crossings to facilitate increased train speeds. This corridor enables development of intermodal and rail freight opportunities to support agricultural and manufacturing sectors.

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Tourism Sector

ABS don't report specifically on tourism and hospitality as an industry sector, however, .id Economy has produced a custom report estimating in 2017/18 tourism had an Output value of \$50.3m in the LGA, with a total Value Added of \$25.5m. This report also identifies on average (based on a 5 year average between 2012/13 to 2017/18) there were 143,283 annual tourist visitors to Richmond Valley LGA, staying a total 572,480 visitor nights (or an average 4 days per stay) (.id from NIEIR and Tourism Research Australia data). The sector also supported 377 jobs when measured in 2016/17.

Understanding the full economic potential from tourism should be further researched, especially given the Pacific Highway upgrades with increase accessibility to the South-East Queensland and Byron tourist markets.

Future Economic Opportunities

Richmond Valley Council continues to support established businesses, showcasing the assets of the region, and encouraging new business investment. Agriculture and manufacturing currently feature strongly in the LGA and the future is ripe for Agribusiness opportunities to flourish through use of new technologies, value adding with small scale cottage industries, and increased farm tourism.

Manufacturing also should feature heavily on the LGAs economic future with local refining and value adding to primary product grown locally.

Council's Economic Development Unit is also engaged with proponents looking:

- to build on growing interest in medicinal cannabis
- at the production of energy from waste
- into freight transport opportunities from being at major cross roads and on the Sydney-Brisbane rail corridor
- tourism opportunities from South-East Queensland with the extension of the Pacific Highway dual carriageway

Commercial/Retail Land Demand

There is 32.1ha of land (excluding road) Zoned for commercial purposes as B1, B2 or B3 under the *Richmond Valley LEP 2012*. Of this area 63% is occupied by a commercial activity with 27% occupied by either non-commercial land uses or is vacant.

Within the B Zones, there is 10.28ha of commercial floor area having an average Floor Space Ratio of 0.51, and represents an average of 4.4m²/capita. The projected population increase of 2,950 implies a need for an additional 12,980m² of commercial floor area, or 2.6 ha of land (assuming the FSR of 0.51).

Based on this estimate, there is an abundant area of existing zoned land to meet a doubling of the population.

None of the B Zones currently permit residential accommodation, other than shoptop housing. Any flexibility to permit housing at ground level behind commercial floor space have been dismissed by the Courts as its literal interpretation of the Shop-top Housing definition is that it must be located 'above' the commercial floor space.

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A review of the B Zones has determined several options-

- 1. Dezone part of the B Zones.
- Change the B3 Zone by shrinking the zone to only apply to the Casino CBD area with the remaining part of the B3 to have Zone B2, or a mixed use zone, apply. Amend the Land Use table for Zones B1 & B2 to permit a wider range of land uses such as residential accommodation.
- 3. Combination of 1 & 2.

Planning Priority 8 - Diversify the range of services and employment options

Actions:

- 8.1 Undertake an LEP Health Check, including a review of Land Use permissibility, to facilitate new economic activity
- 8.2 Prepare a Local Growth Management Strategy for future commercial and industrial areas, including opportunities to capitalise on freight and logistics transport routes in the area
- 8.3 Investigate options for mixed land uses (including residential accommodation) in the Business Zones
- 8.4 Develop planning controls that support an appropriate mix of land uses while preventing encroachment of sensitive receivers onto employment land
- 8.5 Prepare a Tourism Destination Management Strategy to investigate emerging tourism opportunities, investigate tourist and visitation numbers
- 8.6 Encourage the establishment of new Manufacturing and Rural Industries to support local processing of primary products and diversify the employment market
- 8.7 Prepare Pacific Highway Bypass Management Strategies for Woodburn and Broadwater aimed at stimulating tourism and business interests



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Action Plan & Implementation

This Statement describes the long-term land use strategy for the LGA. This Statement is intended to be a living document and will be revised as an ongoing basis in conjunction with the preparation of each new Council Community Strategic Plan (CSP).

Council will monitor and report on progress of LSPS priorities, actions and outcomes in its annual reporting process. This will inform adjustments to the LSPS to ensure local planning policy is effective, responsive and delivering on local community aspirations.

Preparation of the next CSP will commence in 2020 for completion in 2021. The first review of this LSPS will be undertaken concurrently with the CSP preparation and will be included in the CSP community engagement process. It is anticipated this consultation will identify continuous improvement opportunities in the LSPS and ensure it continues to reflect the community's social, environmental and economic needs.

Theme 1 – Our Community

Prioriti	es & Actions	Timeframe	NCRP	CSP
Plannir	ng Priority 1 - Have well planned and designed space to grow			
1.1	Prepare Local Growth Management Strategies to guide the future urban growth, including rural residential	Short	1.1; 1.2; 1.3; 2.1; 13.1; 16.2; 23.2; 24.1	2.1
1.2	Deliver sustainable, well planned, safe, healthy and efficient housing and settlement areas through urban design and hazard avoidance/management	Ongoing	3.1; 13.1; 15.4; 15.5; 20.1; 24.2	1.1; 3.2
1.3	Monitor the supply and demand for housing and zoned urban land	Ongoing	6.7; 22.3	2.1
1.4	Council should be proactive in developing new land release areas, particularly in locations where demand is high, and the private market is lagging in supply	Ongoing	-	2.2
1.5	Encourage delivery of a diverse range of housing options including low-medium density housing, affordable housing and Seniors Living	Ongoing	15.4; 23.1; 23.2; 25.1	2.1
1.6	Provide well planned, maintained and functional public spaces	Ongoing		1.1
1.7	Prepare a bushfire recovery Master Plan for Rappville	Short		1.3; 2.1; 3.1; 4.1
Plannir	ng Priority 2 - Align development, growth and infrastructure			
2.1	Deliver local infrastructure in a timely manner to meet future growth projections	Ongoing		3.1
2.2	Look at funding options to deliver essential infrastructure	Ongoing		3.1; 4.1





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Prioriti	es & Actions	Timeframe	NCRP	CSP
2.3	Deliver and maintain infrastructure through the collection of developer contributions	Ongoing		2.1
2.4	Action the Facilities Needs Review by disposing of surplus and underutilised public land (including reclassification to Operational Land) and invest proceeds in improvements to key public facilities	Medium		1.1
2.5	Investigate opportunities to provide a reliable water supply to meet future demand and offset the impacts of climate change and water quality challenges	Short		3.1
2.6	Future proof infrastructure, significant resources, agricultural lands, and water catchments by managing land use conflict	Ongoing		3.1
2.7	Endorse the States Highway Service Centre Policy and encourage developments at appropriately designated locations			2.1
2.8	Investigate options to service villages with sewer, such as Rappville	Short		2.1; 3.1
2.9	Further the design and construction of the North Coast Rail Trail	Short		3.1
Plannin	ng Priority 3 – Improve the delivery of planning services			
3.1	Provide good communication and engagement between Council and the community			1.3
3.2	Continuously improve the delivery of efficient Council planning systems by engaging a Development Concierge Service and delivering fact sheets to assist the community with Council planning services			1.3; 2.1; 4.1
3.4	Investigate the implementation of eplanning services	Long	16.1; 16.2	1.3; 2.1; 4.2
3.5	Establish an on-line mapping system to provide digital information to the community			4.2

Theme 2 - Our Environment

Prioriti	ies & Actions	Timeframe	NCRP	CSP					
Planning Priority 4 – Look after our environment									
4.1	Protect and enhance Richmond Valley's environment	Ongoing	2.1	3.2					
4.2	Work collaboratively in partnership with the Community, and State and local government to improve the health of the Richmond Valley environment	Ongoing	2.1	3.2					
4.3	Participate within the preparation of a new Richmond River Catchment Management Program (CMP) and the Richmond River Governance and Funding Framework	Short	3.2	3.2					
4.4	Prepare a Catchment Management Program (CMP) for the Evans River and Evans Coastline	Short	3.2	3.2					
4.5	Introduce a TPO into the DCP to require a permit to remove native vegetation within environmental zones	Short		2.1; 3.2					
4.6	Review the effectiveness of LEP Environmental Overlays given new legislation such as the Coastal Management Act and Biodiversity Conservation Act	Short		2.1; 3.2					

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Prioriti	es & Actions	Timeframe	NCRP	CSP
Plannir	ng Priority 5 – Create resilient communities			
5.1	Reduce risks to development and the environment from natural hazards, including projected effects of climate change, by identifying, avoiding and managing vulnerable areas and known hazards	Ongoing	3.1	2.1; 3.2
5.2	Incorporate Climate Change considerations into all Council plans and strategies	Short		2.1; 3.2
5.4	Review and update bushfire hazard mapping	Short/Med	3.2; 3.3	2.1; 3.2
5.3	Review and expand on flood studies to ensure modelling is current and useable	Short/Med	3.2	2.1; 3.2
5.5	Update and merge existing flood studies into a single consistent model, inclusive of climate change scenarios, and Pacific Highway upgrades	Long	3.2	2.1; 3.2
5.6	Incorporate adaptation to climate projections into the DCP	Short	3.3	2.1; 3.2
Plannir	ng Priority 6 – Celebrate our heritage			
6.1	Ensure Aboriginal objects and places are protected, managed and respected	Ongoing	18.1; 18.2; 19.2	2.1; 3.2
6.2	Develop local heritage studies in consultation with the local Aboriginal community, and adopt appropriate measures in planning strategies and local plans to protect Aboriginal heritage	Med	18.3; 19.2	1.3; 2.1; 3.2
6.3	Promote heritage through a range of educational and incentives schemes – including Heritage Advisory services, Local Heritage Grants, Main Street Studies, promotion of Casino's Art Deco Architecture	Short/Med /Long		1.3; 2.1; 3.2
6.4	Prepare a Main Street Study for Casino's CBD Heritage Conservation Area, and promote the town' Art Deco Architecture	Med	6.3	1.3; 2.1
6.5	Ensure best-practice guidelines are considered, such as the Australia ICOMOS Charter for Places of Cultural Significance and the NSW Heritage Manual, when assessing heritage significance	Ongoing	19.1	1.3; 2.1
6.6	Identify the heritage of the LGA and regularly review heritage listings in the local environmental plan		19.2	1.3; 2.1
6.7	Encourage the active use of heritage items and support compatible adaptive reuse	Ongoing	19.3	1.3; 2.1

Theme 3 - Our Economy

Prioritie	es & Actions	Timeframe	NCRP	CSP					
Plannin	Planning Priority 7 - Protect productive agriculture land & significant resources								
7.1	Ensure planning provisions accommodate changing needs for agriculture, manufacturing and emerging agribusiness & agritourism opportunities	Short/Med /Long	6.5; 11.4; 11.5	2.1; 3.2					
7.2	Work with DPIE-Agriculture to map and protect significant agricultural farmland from inappropriate and conflicting land uses, and fragmentation	Short/Med /Long	11.1; 11.2; 11.3	2.1					
7.3	Identify and protect intensive agriculture clusters to avoid land use conflict, particularly with residential and rural residential expansion	Short	11.1; 11.4; 12.4	2.1					

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Prioriti	es & Actions	Timeframe	NCRP	CSP
7.4	Avoid creating land use conflict that could impact upon the future viability of productive rural lands, including significant mineral and extractive resources	Ongoing	13.2	2.1
Plannir	ng Priority 8 – Diversify the range of services and employment options	7/1-		
8.1	Undertake an LEP Health Check, including a review of Land Use permissibility, to facilitate new economic activity	Short	6.1; 14.1	2.1
8.2	Prepare a Local Growth Management Strategy for future commercial and industrial areas, including opportunities to capitalise on freight and logistics transport routes in the area	Short	6.2; 6.6; 12.1	2.1
8.3	Investigate options for mixed land uses (including residential accommodation) in the Business Zones	Short	6.3; 6.4; 6.6	2.1
8.4	Develop planning controls that support an appropriate mix of land uses while preventing encroachment of sensitive receivers onto employment land	Short	6.5	2.1
8.5	Prepare a Tourism Destination Management Strategy to investigate emerging tourism opportunities, investigate tourist and visitation numbers	Long	8.2; 9.1	2.1
8.6	Encourage the establishment of new Manufacturing and Rural Industries to support local processing of primary products and diversify the employment market	Long	12.2; 12.4	2.1
8.7	Prepare Pacific Highway Bypass Management Strategies for Woodburn and Broadwater aimed at stimulating tourism and business interests	Short	14.1	2.1



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Study of resident perceptions of short-term holiday letting (STHL) in North Coast NSW council areas: **Richmond Valley Council**



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6 January 2020 Lismore, NSW, Australia

1 Executive Summary

This report provides the results of research conducted to ascertain resident perceptions of short-term holiday lettings (STHLs), including Airbnb, within the Richmond Valley Council (RVC) of New South Wales (NSW), Australia. The research project follows a systematic scoping study in 2017-18 of international peer-reviewed studies on the implications of Airbnb on local communities (Caldicott, von der Heidt, Scherrer, Muschter, & Canosa, 2019), and a study in 2018 of STHL in the Byron Shire (Che, Muschter, von der Heidt, & Caldicott, 2019). The current project was commenced following receipt of a Seed Funding Grant from the Tourism Research Cluster in Southern Cross University's School of Business and Tourism (SBAT) with joint-funding from Destination North Coast (DNC).

The objectives of this 2019 project were to extend the scope of the 2018 Byron Shire study to include the other 12 council/local government areas (LGAs) of the Mid North and North Coasts of NSW through:

- 1. Profiling the nature of STHL, particularly Airbnb, in the 12 communities, i.e. to determine the size, main attributes and development patterns of Airbnb in these areas.
- 2. Exploring, describing, and critically analysing community perspectives on the perceived impacts of Airbnb within their Shire in order to inform specific and locally appropriate policy solutions.

To address Objective 1, the SBAT research team accessed secondary data from Airbnb and BnbGuard STHL reporting services. To address Objective 2, the team conducted primary research in the form of a survey of residents, including Airbnb hosts and Approved Accommodation Providers (AAP) in each of the 12 council areas. Recognisably, every impact predominantly affects one stakeholder group over another, thereby giving rise to perceived positive, negative, or mixed effects by stakeholder grouping.

Key findings for Richmond Valley Council:

- The major positive impact of Airbnb as perceived by the majority of respondents was increased revenues
 for local business. Airbnb hosts also suggested that Airbnb leads to greater variety of retail service and
 increased local government tax revenues, but this point was not supported by the Other respondents.
- 2. The major negative impacts perceived by less than half of respondents were: (1) reduced availability of affordable housing for residents; (2) adversely effected on neighbourhood lifestyles; (3) increased waste management problems; and (4) increased noise levels. Airbnb hosts strongly disagreed with all negative impacts.
- 3. However, the majority of respondents, particularly the Airbnb hosts, agreed with three further impacts, namely that Airbnb generates: (1) a greater variety of accommodation for tourists; (2) increased revenues for Airbnb hosts; and (3) more visitors to the local area. Each impact, thus, has potential to garner a mixed response as illustrated through a positive or negative attribute as raised above.
- 4. In terms of STHL day limits, most respondents preferred a model which involved mandatory on-site management for any STHL. Around two-thirds (64%) of respondents were supportive of having 'no restriction' on rentals of STHL properties with on-site management, which means the host could operate 365 days per year. However, for STHL rentals of permanently non-hosted investment properties, 24% of respondents favoured rentals capped at '0 days' (such rentals not allowed at all). For primary resident properties holiday-let while the permanent resident/owner is away, 41% of the respondents also favoured a cap of 'less than 90 days per year' (including 0-days).
- 5. Most respondents (except Airbnb hosts) felt that STHL needs to be better regulated, particularly in terms of more adequate reporting avenues for complaint lodgement and improved enforcement of non-compliance. Furthermore, around half of respondents (except Airbnb hosts) agreed with the need for greater public information on Airbnb-related issues within the RCV area.

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2 Introduction

2.1 STHL - definition and issue

Short-term holiday letting (STHL), also known as short-term letting (STL) or short-term rental accommodation (STRA), refers to the letting of a residential house or unit mainly for holiday purposes but does not include development application (DA) approved accommodation such as a hotel, motel or hostel. This research primarily focuses on the world's largest, fastest-growing STHL platform, <u>Airbnb</u>.

Governments around the world are grappling with how best to regulate Airbnb, and other forms of STHL, e.g. HomeAway/Stayz. Australia is experiencing rapid growth in Airbnb listings, with NSW having the highest number of listings, approximately 67,801 properties as of November 2019 (InsideAirbnb 2019). In some areas the growth in Airbnb has contributed to high visitor-to-local ratios. For example, Byron Shire in Northern NSW receives more than two million visitors annually resulting in a 70:1 Visitor/local ratio. As highlighted by Caldicott, von der Heidt, Scherrer, Muschter, & Canosa (2019), visitors outnumber residents by a ratio of 70:1 in a Shire that is also one of Australia's least affordable regional rental housing markets. The juxtapositions give cause for growing community resentment around perceived inequities and social impacts of unregulated tourism at the local government level.

Presently, no state-wide regulation for STHL, including Airbnb, exists in NSW. Acknowledging the gap, in June 2018 the NSW Government announced a policy review for STRA. Through a discussion paper titled 'A new regulatory framework' released in August 2019, the NSW government (2019) invited feedback from interested parties on the proposed instruments to implement the policy. The proposed whole-of-government framework includes a mandatory code of conduct for STRA. Submissions closed on 11 September 2019. As at the time of writing this report, the results of the consultation process have not been published, and the framework has not yet been introduced. Under the Draft State Environmental Planning Policy (STRA) 2019, the provisions of the policy are to be reviewed one year after implementation. Thus, policy amendments are still possible. For instance, there is scope, through the review process, for non-metropolitan Councils to consider a short-term letting cap of 180 days for non-hosted managed properties.

2.2 The nature and growth of Airbnb

Airbnb is a prominent example of an online peer-to-peer (P2P) platform embracing the sharing economy. Described as the "poster child of the broader platform economy landscape" (Dann, Teubner, & Weinhardt, 2019, p. 450), it is an 'informal tourism accommodation sector' that has significant disruptive potential. It enables individuals to become hosts and to compete with commercial accommodation operators without taking the risk of major investments or overhead costs (Guttentag, 2015). While other home-sharing concepts exist, Airbnb's platform makes it easier and more attractive to connect people who have homes, studios or rooms to rent with visitors looking for a place to stay (Guttentag, 2015).

As of November 2019 Airbnb, was active in 65,000 cities in 191 countries, had around 150 million users, over 650,000 hosts and in excess of five million listings (Airbnb, 2019; Statista, 2019).

Listings in Australia increased from 69,705 at the end of 2016 to 130,665 at the end of 2017 and reached almost 166,000 at the end of 2019 (Inside Airbnb, 2019). According to InsideAirbnb, listings in NSW increased from almost 29,700 at end of 2016 to 67,801 at the end of 2019 - an increase of 138%. As of December 2019, there were 6,459 Airbnb listings for the Northern Rivers (NSW) area alone. However other states, such as Queensland and Victoria, almost tripled their Airbnb listings between end of 2016 and end of 2019. All states continued to experience increases in Airbnb listings during 2018 and 2019.

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Regional Australia is embracing the Airbnb concept, with a steady increase in Airbnb listings. Airbnb's growth is felt particularly in coastal destinations, such as the Byron Shire and other coastal areas (Gurran, Zhang, Shrestha, & Gilbert, 2018). At the same time, according to the Australian Coastal Councils Association, North Coast areas in NSW are among Australia's least affordable rental housing markets with a high and increasing number of properties listed as STHLs (Gurran et al., 2018). The majority of these STHLs are listed on online rental platforms, notably Airbnb.

2.3 Research into Airbnb in the Byron Shire

In 2018 researchers from Southern Cross University's SBAT undertook a systematic scoping study of international peer-reviewed studies from 2008 to 2018 on the implications of Airbnb on local communities (Caldicott et al., 2019). The researchers found that Airbnb raises polarised opinions within communities around the world. They identified a range of positive and negative economic, social and ecological impacts of Airbnb on four main community stakeholders – traditional accommodation providers, Airbnb hosts, Other respondents (e.g. private individuals), and local government.

Also in 2018, in order to understand the main attributes and development patterns of Airbnb in the Byron Shire, the Southern Cross University (SCU) researchers undertook a two-pronged research study. This involved: (1) in-depth interviews with diverse and multiple Byron Shire stakeholders with and without an interest in Airbnb, and (2) a large-scale survey of Byron Shire residents on various aspects of Airbnb. The results of the Byron Shire research project were published through a council report (Che et al., 2019) and also, the *International Journal of Tourism Cities - special issue on Sharing Economy in a Changing Tourism Ecosystem* (von der Heidt, Muschter, Caldicott, & Che, 2019).

2.4 Research into Airbnb in the Mid North and North Coasts of NSW, specifically RVC

Following the positive response to the 2018 Byron Shire study, the SBAT researchers, in 2019 were invited to further their study of Airbnb and STHL in partnership with Destination North Coast – this time to expand the scope to encompass each of the other 12 councils of the region between Tweed and Kyogle in the north to Tea Gardens/Hawks Nest in the south. The aim was to understand the main attributes and development patterns of Airbnb in each of these 12 local government areas (LGAs) as a complement to the Byron Shire data. As the impact of the STHL sector is the subject of ongoing debate, it is important that policy makers for affordable housing and tourism destination marketing have comprehensive, reliable, and evidence-based information on their own locations.

To understand the main attributes and development patterns of Airbnb in the RVC area (Project Aim 1), the researchers retrieved RVC Airbnb listings from Inside Airbnb1 and BnbGuard2 - two STHL data reporting services in Australia.

2.4.1 Results of profiling STHL in the Richmond Valley Council area

A profile of each of the 12 councils in terms of population size and STHL listings is provided in **Appendix 1**. Notable results for The RVC area are as follows:

• Inside Airbnb (2019) holds records for Airbnb listings in the RVC area from 2016. Airbnb listings increased 540% over the last three years - from five at the end of 2016 to 32 at the end of 2019. According to

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¹ InsideAirbnb provides data solely on Airbnb property listings.

² BnbGuard STHL counts include STHLs advertised on both the Airbnb- and Stayz/HomeAway platforms. BbnGuard also has a wider geographical scoping of each council area than InsideAirbnb. This explains why BnbGuard STHL counts are higher than those of Inside Airbnb.

InsideAirbnb, 78% of the listings at the end of 2019 were for entire houses or apartments with an estimated occupancy of 25%, meaning that these houses were only rented by guests for around 90 nights of the year. Furthermore, 28% of individual RVC Airbnb hosts in 2019 had multiple listings. The two top hosts were Susan and Stephen, each holding three listings.

BnbGuard identifies 127 unique STHL addresses, including Airbnb and Stayz (HomeAway), across the
RVC area in November 2019. Around the RVC area, Stayz/HomeAway is more popular than Airbnb,
whereby most STHL listings appear to be in Evans Head. An overview of the STHL listings in the RVC area
from BnbGuard are shown in Appendix 2.

3 Survey research design

The research team leveraged the survey instrument from the 2018 Byron Bay study. The following main survey questions were retained from the Byron study:

- Identification of resident status Airbnb host and non-host (Other respondents)
- Perceived positive and negative impacts of Airbnb lettings on housing and accommodation, local businesses, tax revenues, visitor numbers, infrastructure and neighbourhoods across the Shire*
- Perceived impact of any nearby STHL properties on the respondent*
- Perceived importance of information needs about various aspects related to Airbnb*
- Preferences for measures to improve regulation of the STHL sector (including Airbnb*)
- Preferences for day limits (night caps) on STHL
- For Airbnb hosts: The motivation for becoming an Airbnb host*; the nature of the accommodation, the platforms on which the accommodation is advertised.

Further, several new questions related specifically to Approved Accommodation Provider (AAP) and Airbnb hosts were added to capture the following information:

- Identification of resident status AAP was added
- For AAPs: The particular accommodation sector of operation, the size of the accommodation, perception on impact of Airbnb on operations*, perceptions on effectiveness of existing STHL regulation*.
- * Indicates attitudinal responses measured using a five-point Likert scale (1=strongly disagree to 5=strongly agree).

Most questions were directed to all respondents with only those questions related to Airbnb hosts' and the AAPs' experiences directed to those groups respectively.

The revised baseline online survey was administered within Qualtrics. It was reviewed and pre-tested by the research team, other academics from the School, DNC management and a representative of each of the 12 councils. Pre-test feedback was incorporated in successive revisions to the survey. Once all parties were satisfied, the new baseline survey was replicated for each of the 12 LGAs.

Individual survey links were provided to each council together with instructions to help councils incorporate the survey links into their own digital (e.g. website) and print media (e.g. newsletters) to circulate and promote the survey to residents. The research team also worked with the University's media office to issue a media release (Southern Cross University, 2019), which contained the 12 survey links. The survey was launched on 2 September 2019. Response rates were tracked on a weekly basis, and regular follow-up by the research team and DNC was undertaken with council staff in order to maximise survey response rates. The survey was open until 31 October 2019.

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4 Key results

4.1 Sample profile

4.1.1 Overview of 12 councils

A profile of each of the 12 councils in terms of population size, survey response rate, resident types of respondents, as well as STHL listings from BnbGuard and InsideAirbnb is provided in **Appendix 1**.

For the current study, the aim was to achieve the 2.2% survey response rate (in terms of resident population) of the 2018 Byron Shire survey. However, the achieved survey response rates in the 2019 were lower than expected – ranging from 0.1% (Port Macquarie-Hastings Council) to 0.9% (Bellingen Shire Council). There are several possible explanations for the below-target response rates: (1) The early onset of the bushfire season meant that some councils reprioritised their limited resources toward assisting the community rather than promoting the survey, and many residents were pre-occupied with the threat of bush fires; (2) the low number of STHL listings relative to Byron Shire, meaning that fewer residents may be concerned about STHL issues; (3) late or sub-optimal action on the part of some councils in executing their strategies to promote the survey.

4.1.2 Richmond Valley Council sample profile

For the RVC area an initial sample of 41 resident responses was obtained. Of the 41 respondents, 15% (6) were Airbnb hosts, and 12% (5) stated that they were either owners or managers of an accommodation with Development Application (DA) approval. Table 1 shows the breakdown of the RVC area respondents by postcode area.

Table 1 - Respondent postcode area

Postcode	%	Postcode areas
2470	43.9	Casino & surrounding areas (e.g. North Casino, Fairy Hill, Spring Grove & Yorklea)
2471	7.3	Bora Ridge & surrounding areas
2472	9.8	Swan Bay & surrounding areas
2473	39.0	_ Evans Head & surrounding areas
	100.0	

The average length of respondent residency within the RVC area was 14 years. Of all respondents, 56% reported residing in the RVC area for less than 10 years; 17% between 11 and 20 years, and almost 27% reported residing in the Shire for over 20 years.

Of the 41 respondents, 78% (32) lived in their own properties, whereas almost 20% (8) rented, and one person selected the 'Other' option. Furthermore, 70% (28) of all respondents said that they were aware of STHLs near their residence, with 20 respondents indicating that these STHLs were Airbnb listings. Overall, only two respondents acknowledged that they have been asked to leave a rental property due to its change to STHL, one found another rental property in another town within the RVC area whereas the other person had to move outside of the RVC area.

4.2 Perceived impacts of Airbnb

The perceived impacts of Airbnb can be grouped into three categories: (1) Impacts that are positive for the local community of residents; (2) those that are negative for the local community and (3) those that are

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positive for *specific* community stakeholders, but may have no/negligible or even a negative impact on *other* community members. The latter category is referred to as 'mixed' impacts. For example, Airbnb leading to more visitors in a council area is generally good for STHL hosts and business/tourism operators. However, it most likely has little impact on those people living outside the tourist hotspot areas and may even be unfavourable for some locals, who may be concerned about the loss of amenity, change in culture of their home town, etc.

4.2.1 Positive impacts of Airbnb

Respondent perceptions of the following **four positive impacts** of Airbnb on the community - ranked by mean – are presented in Table 2. Airbnb hosts tended to perceive all positive impacts more favourably than AAPs and the Other respondents. The majority of all respondents (77%) believed that Airbnb increases revenues for local businesses. The views between Airbnb hosts and the other two resident types diverged most strongly for the impact 'leads to increased employment opportunities for locals': Airbnb hosts tended to strongly agree (mean 4.67), while Other respondents (mean 2.67) tended to slightly disagree. Just around 20% of respondents disagreed that Airbnb 'increased local government tax revenues', whereas Other residents were most sceptical (mean 2.97), compared with Airbnb hosts (mean 3.83).

Table 2 - Positive impacts for the community

		Mean			Overall agreement (%)			
Air	bnb leads to	Overall (n=41)	Airbnb hosts (n=6)	AAPs (n=5)	Other residents (n=30)	Disagree	Neither	Agree
1.	Increases revenues for local businesses	3.97	4.83	3.75	3.83	10%	13%	77%
2.	Increased local government tax revenues	3.18	3.83	3.75	2.97	20%	42%	38%
3.	Leads to greater variety of retail services (e.g. restaurants, leisure services)	3.08	4.33	3.25	2.80	33%	25%	42%
4.	Increased employment opportunities for locals	3.05	4.67	3.50	2.67	40%	20%	40%

^{*} Disagree = includes groups Strongly Disagree and Disagree; Neither = neither Agree nor Disagree; Agree = includes groups Agree and Strongly Agree

4.2.2 Negative impacts of Airbnb

Not many of the **nine negative impacts** of Airbnb on the community (ranked by mean) were perceived by all respondents as such (see Table 3). Negative impacts were perceived rather by the Other respondents whereas Airbnb hosts strongly disagreed with all statements. Between 40-46% of respondents (primarily Other residents) agreed on the top five negative impacts of Airbnb: reduced affordable housing for residents, adversely affected resident neighbourhood lifestyles, and increased waste management problems, traffic and parking congestion, and noise levels. As mentioned, Airbnb hosts tended to perceive no negative impacts at all. The views diverged most strongly for the impact 'leads to anti-social behaviour'. Airbnb hosts tended to strongly disagree (mean 1.17) with this statement, while Other respondents tended to agree (mean 3.10).

Table 3 - Negative impacts for the community

		Mean				Overall agreement (%)			
Air	bnb	Overall (n=41)	Airbnb hosts (n=6)	AAPs (n=5)	Other residents (n=30)	Disagree	Neither	Agree	
1.	Reduces the availability of affordable housing for residents	3.29	1.67	2.40	3.77	27%	27%	46%	
2.	Adversely affects lifestyle of neighbourhood residents	3.22	1.67	2.20	3.70	37%	20%	43%	

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			M	ean		Overall	agreemei	nt (%)
Air	bnb	Overall (n=41)	Airbnb hosts (n=6)	AAPs (n=5)	Other residents (n=30)	Disagree	Neither	Agree
3.	Leads to increased waste management problems	3.20	2.00	3.00	3.47	28%	30%	42%
4.	Increases traffic and parking congestion	3.13	1.83	3.25	3.37	35%	25%	40%
5.	Leads to increased noise levels	3.12	1.67	2.25	3.53	35%	23%	42%
6.	Increases conflicts between residents of the neighbourhood	3.00	2.00	2.25	3.30	38%	24%	38%
7.	Leads to extra costs to ratepayers to provide infrastructure	2.80	1.83	2.75	3.00	47%	25%	28%
8.	Leads to increased anti-social behaviour	2.70	1.17	2.00	3.10	47%	28%	25%
9.	Leads to overuse of public facilities	2.45	1.33	1.75	2.77	60%	25%	15%
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^{*} Disagree = includes groups Strongly Disagree and Disagree; Neither = neither Agree nor Disagree; Agree = includes groups Agree and Strongly Agree

4.2.3 Mixed impacts (or consequences) of Airbnb

The following seven impacts of Airbnb (ranked by mean) are predominantly positive for specific stakeholders but have little to no significant impact for other community members (see Table 4). All statements were registered more strongly by Airbnb hosts. The majority of respondents (90%) agreed that Airbnb provides tourists/visitors with a greater variety of accommodation choices and provides income for Airbnb hosts. Furthermore, 84% agreed that Airbnb brings more visitors into the RVC area. Around 45% of respondents felt that as a result of Airbnb there were more property investors in the RVC area.

Table 4 - Mixed attributes of Airbnb identified by the community

		Mean			Overa	ll agreeme	ent (%)
Airbnb	Overall (n=41)	Airbnb hosts (n=6)	AAPs (n=5)	Other respondents (n=30)	Disagree	Neither	Agree
Offers more variety in accommodation for tourists	4.24	5.00	4.20	4.10	5%	5%	90%
2. Provides income for Airbnb hosts	4.22	4.67	3.40	4.27	5%	5%	90%
3. Leads to increased number of visitors into the Shire	4.00	4.33	3.75	3.97	3%	13%	84%
4. Enables Airbnb hosts to stay in their homes	3.61	5.00	3.20	3.40	17%	24%	59%
5. Makes the area more affordable tourist destination	3.60	4.50	4.00	3.37	15%	22%	63%
6. Leads to increased number of property investors	3.40	3.83	3.25	3.33	10%	45%	45%
7. Increases the property prices	3.24	4.00	2.80	3.17	22%	44%	34%

^{*} Disagree = includes groups Strongly Disagree and Disagree; Neither = neither Agree nor Disagree; Agree = includes groups Agree and Strongly agree

4.3 Perceptions on rental caps on STHL properties

The survey captured views of AAPs, Airbnb hosts and Other respondents on the duration of their preferred rental cap for three types of STHL properties: (a) primary residence with host present; (b) primary resident temporarily without host present, and (c) permanently non-hosted investment properties (see Table 5).

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Item 18.1 - Attachment 1

(a) For primary residence properties with host present (with on-site management)

Among all RVC postcode groups, 64% of all respondents felt that there should be no restrictions at all for properties with on-site management, meaning that these properties could be rented 365 days per year. Notably, 100% of all Airbnb hosts wanted no restrictions on properties with on-site management, compared to only 59% of the Other respondents, and 50% of AAPs. Of the AAPs, 25% wanted full restrictions (0 days) for on-site managed properties compared to and 11% of Other respondents.

(b) For primary residence properties temporarily without a host (e.g. the property is holiday-let while the resident is away, therefore temporarily without on-site management)

Among all RVC postcode groups, 22% of all respondents favoured a maximum cap of less than 90 days on such STHL rentals whereas 54% felt that there should be no restrictions at all, meaning that these properties could be rented 365 days per year. Notably, 100% of all Airbnb hosts wanted no restrictions on properties, compared to only 45% of Other respondents and 50% of AAPs. AAPs (25%) and Other respondents (22%) wanted 0-days rental for primary residence properties which are temporarily rented out without a host on site. None of the Airbnb hosts nominated 0-days restriction.

c) For permanently non-hosted investment properties (without on-site management)

Among all RVC postcode groups, 51% of respondents felt that there should be no restrictions at all for investment properties *without on-site management*. Notably, 75% of AAPs and 66% of Airbnb hosts voted for no restrictions compared to 45% of the Other respondents. Overall, most respondents preferred a model which involves on-site management of SHTL.

Table 5 - Differences regarding rental caps on STHL

	365 days per	Max. 180	Less	0 days	
	year	days per year	than 90 days	(Not allowed	Total
	(No restriction)		per year	at all)	
A. For primary residence p	roperties with host	present (%)			
Airbnb hosts	100	0	0	0	100
AAPs	50	25	0	25	100
Other respondents	59	15	15	11	100
Total of all respondents	64	14	11	11	100
B. For primary residence pr	operties temporaril	y without hos	t (%)		
Airbnb hosts	100	0	0	0	100
AAPs	50	0	25	25	100
Other respondents	45	7	26	22	100
Total of all respondents	54	5	22	19	100
C. For permanently non-ho	sted investment pr	operties (%)			
Airbnb hosts	66	17	17	0	100
AAPs 75		0	25	0	100
Other respondents	spondents 45		11	33	100
Total of all respondents	51	11	14	24	100

^{*} N = 37 respondents including 4 AAPs, 6 Airbnb hosts & 27 Other respondents

4.4 Perceptions on regulating STHL in the RVC area

Most of respondents supported three of the proposed ways to regulate STHL as set out in Table 6. Of all respondents, 70% asked for more adequate avenues to report complaints of misconduct, requested appropriate enforcement of non-compliance and compulsory public liability insurance to cover STHL guest and third party for injury or damage. The introduction of a bed-tax was perceived by all three groups as the

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least important regulation matter. Overall, the Airbnb hosts appeared to want no regulation of their operations, including no zoning restrictions, no registration system and no compulsory public liability insurance at all. By contrast, AAPs and Other respondents are more concerned about the need to better regulate STHL across the board with the only exception of introducing zoning restriction and a bed-tax.

Table 6 - Ways to regulate STHL in the council area

		Mean			Overall agreement (%			
STHL needs to be regulated in the following ways	Overall (n=37)	Airbnb hosts (n=6)	AAPs (n=4)	Other respondents (n=27)	Disagree	Neither	Agree	
Adequate reporting avenues to lodge complaints of misconduct	3.76	2.83	4.00	3.93	8%	22%	70%	
2. Adequate enforcement of non-compliance	3.65	2.67	4.25	3.78	14%	19%	67%	
Compulsory public liability insurance to cover STHL guests and third parties for injury or damage (including Airbnb)	3.62	2.17	3.75	3.93	16%	11%	73%	
4. Implementation of a registration/permit system for STHL	3.24	1.50	3.75	3.56	27%	24%	49%	
5. Council-supported community advisory panel regarding STHL	3.14	2.33	3.25	3.30	22%	38%	40%	
6. Adequate provision of fair trade (i.e. it is a level playing field) within the accommodation-provider sector	3.05	1.33	3.00	3.44	27%	24%	49%	
7. Restrictions on Airbnb properties without onsite management	2.81	1.33	3.75	3.00	40%	30%	30%	
8. Zoning restrictions for STHL in residential areas	2.49	1.17	2.25	2.81	60%	16%	24%	
A bed tax or levy for any tourist accommodation (irrespective of the accommodation type)	2.24	1.00	2.00	2.56	60%	24%	16%	

^{*} Disagree = includes groups Strongly Disagree and Disagree; Neither = neither Agree nor Disagree; Agree = includes groups Agree and Strongly agree

4.5 Preferences for further information needs on Airbnb

Less than half of respondents agreed with the need for greater public information on Airbnb-related issues within the RVC area (see Table 7). However, AAPs and Other residents required more information particularly regarding impacts of Airbnb on businesses in town, about the extent of compliance with existing STHL regulation and on impacts on long-term residential rental accommodation. Furthermore, 43% of respondents also wanted to be informed about regulations regarding Airbnb rentals and 46% about the impacts on the community. Again, Airbnb hosts tended to have much lower information needs than AAPs and Other respondents.

Table 7 - Information needs of residents about Airbnb in the council area

		Mean			Importance (%)				
Important to have information about	Overall (n=37)	Airbnb hosts (n=6)	AAPs (n=4)	Other residents (n=27)	Not important	Average important	Very important		
1. Impacts on businesses in town	3.57	3.33	3.50	3.63	3%	46%	51%		
2. Extent of compliance with existing STHL regulations	3.54	2.83	3.25	3.74	8%	46%	46%		

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		Mean			Importance (%)					
Important to have information about	Overall (n=37)	Airbnb hosts (n=6)	AAPs (n=4)	Other residents (n=27)	Not important	Average important	Very important			
3. Impacts on long-term residential rental accommodation	3.41	2.67	3.25	3.59	19%	32%	49%			
Regulations regarding Airbnb rentals (e.g. hosts' responsibilities, guests' rights)	3.41	2.83	3.50	3.52	14%	43%	43%			
Impacts on infrastructure (i.e. roads, waste management facilities)	3.41	2.83	3.50	3.52	5%	57%	38%			
6. Impacts of Airbnb on the community	3.27	2.33	3.25	3.48	19%	35%	46%			
7. Impacts on approved accommodation providers (e.g. B&Bs, Hotels)	3.16	1.83	3.25	3.44	22%	38%	40%			
8. The location and type of Airbnb properties	2.97	2.17	2.75	3.19	30%	40%	30%			

^{*} Not important = includes groups Not important at all and Of little importance; Of average importance; Very important = includes groups Very important and Absolutely essential

4.6 Airbnb Hosts sample and their perceptions

The sample size of the Airbnb hosts who responded to the specific Airbnb host questions was six, or 15% of all respondents. As can be seen in Table 8 below, all Airbnb hosts agreed with the statement that the enjoyment of assisting their Airbnb guests with their travel needs and the social engagement with their guests were their main motivations to become a host. Furthermore, 83% agreed that the additional income that enables them to afford living in the RVC area and the security they felt with Airbnb guests staying at their residence were other motivations to become a host.

Table 8 - Motivation for becoming an Airbnb host

	Mean (n=6)	Overa	ıll agreement (%)			
Motivation to become an Airbnb host	Overall Mean	Disagree	Neither	Agree		
It gives me pleasure to assist Airbnb guests with their travel needs/inquiries	4.83	0%	0%	100%		
2. I enjoy the social engagement with Airbnb guests	4.50	0%	0%	100%		
3. I feel more secure with Airbnb guests in my residence	4.33	0%	17%	83%		
4. The additional income from Airbnb	4.33	17%	0%	83%		

^{*} Disagree = includes groups Strongly Disagree and Disagree; Neither = neither Agree nor Disagree; Agree = includes groups Agree and Strongly agree

The majority of Airbnb host respondents lived on-site of their Airbnb property. Given that there were eight accommodation type listings among the six Airbnb hosts, at least one hosts appeared to have multiple listings.

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Table 9 - Accommodation types of Airbnb hosts

	On-site management	Without on-site management (at a primary residential property)	Without on-site management (at a investment propert		
Accommodation types*					
Individual bedroom(s)	3	0	0		
n attached studio 0		0	0		
A detached studio/cottage	detached studio/cottage 2		0		
A whole house 2		0	1		
Other	0	0	0		
Total number of accommodation type	7	0	1		
% of all Airbnb's (n=8)	87%	0%	13%		

^{*} Multiple listings possible

None of the Airbnb hosts stated that they also advertised on other STHL platforms.

4.7 Approved accommodation provider (AAP) sample

The sample size of the AAPs who responded to the specific AAP questions was four, or (10%) of all respondents. Questions on the AAP experience were directed only to those who were running a DA approved accommodation business. The majority (60%) stated that they were the owners and managers of the accommodation business, whereas 40% were the owners of the business. The accommodation type varied from Hotel (25%) and Serviced Apartment (25%), whereas 50% of AAPs selected Other accommodation type. Two AAPs stated that their accommodations business provides over 50 rooms whereas the other two provide either one to five or 16 to 32 rooms.

None of the AAPs stated that they advertise their business on the Airbnb website.

5 Acknowledgements

The authors gratefully acknowledge the funding assistance received for this research from the Tourism Research Cluster, School of Business and Tourism, Southern Cross University and support from Destination North Coast, in particular Michael Thurston as CEO.

The team would also like to thank the Richmond Valley Council who helped to circulate the survey around the RVC area, as well as each survey respondent for taking the time to provide valued input.

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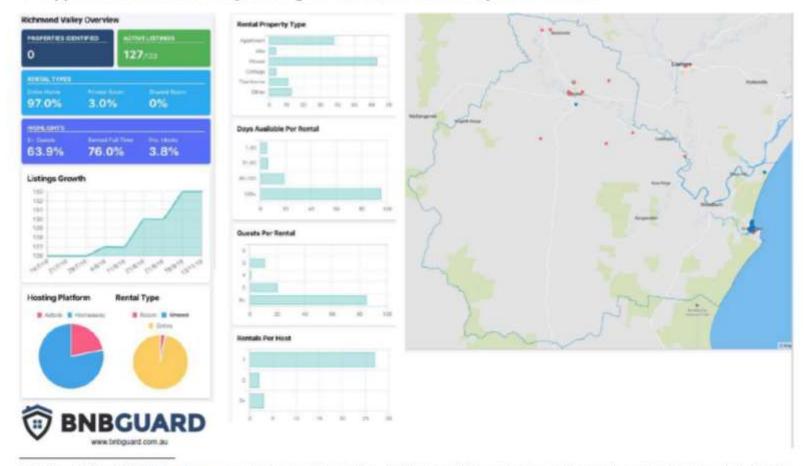
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7 Appendix 1: All council profile, respondents and STHL listings

Council Popula- R						Reside	nt Type			Airbnb &		Airbnb on	ly listings	Inside Ai	dndr
	Respon- ses	% of Popu- lation	AAP	% AAP hosts	Airbnb Host	% Airbnb hosts	Other	% Other	Stayz listings Nov 2019: BnbGuard	Dec 2016	Dec 2017	Dec 2018	Dec 2019	% increase 2016- 2019	
Ballina Shire Council	44,208	161	0.4%	14	9%	29	18%	118	73%	704	193	439	563	616	219%
Bellingen Shire Council	12,963	116	0.9%	18	16%	15	13%	83	72%	299	78	169	218	214	174%
Coffs Harbour City Council	76,551	158	0.2%	22	14%	61	39%	75	47%	1,288	179	589	751	880	392%
Clarence Valley Council	51,647	99	0.2%	18	18%	29	29%	52	53%	973	108	275	474	644	496%
Kempsey Shire Council	29,665	76	0.3%	11	24%	12	16%	53	70%	935	54	143	389	420	678%
Kyogle Council	8,870	39	0.4%	6	15%	3	8%	30	77%	60	14	34	56	47	236%
Lismore City Council	43,843	100	0.2%	4	4%	15	15%	81	81%	205	77	165	210	222	188%
MidCoast Council*	90,504	152	0.2%	18	12%	27	18%	107	70%	2,186	177	813	990	1222	590%
Nambucca Shire Council	19,773	110	0.6%	15	14%	24	22%	71	65%	281	50	154	193	202	304%
Port Macquarie-Hastings Council	83,131	122	0.1%	15	12%	38	31%	69	57%	918	148	397	632	620	319%
Richmond Valley Council	23,399	41	0.2%	5	12%	- 6	15%	30	73%	127	5	16	21	32	540%
Tweed Shire Council	96,108	458	0.5%	23	5%	61	13%	374	82%	1,500	289	878	1,202	1337	363%
Byron Bay Council (2018)	34,574	766	2.2%	N/A	N/A	151	18%	615	72%	3,684	1,172	2740	3,037	3452	195%
Total	615,236	2,451	0.4%	169	7%	471	19%	1,758	74%	13,160	2,544	6,812	8,736	9,908	289%

8 Appendix 2: Airbnb & Stayz listings in the Richmond Valley Shire Council³



^{3.} BnbGuard (27 Nov 2019): <u>BnbGuard.com.au</u> provides short-term letting address identification and data reporting services for councils across Australia. A sample dashboard is available here: https://bnbguardv2.herokuapp.com/nsw/sydney/suburbs/summary

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