

Richmond
Valley
Council



ATTACHMENTS

Tuesday, 28 June 2022

UNDER SEPARATE COVER

Ordinary Council Meeting

Table of Contents

6.1	Minutes Ordinary Meeting held on 17 May 2022	
	Attachment 1 Unconfirmed Minutes 17 May 2022	4
14.1	Floods 2022 - recovery update	
	Attachment 1 NSW Flood Inquiry submission.....	18
	Attachment 2 Media release: Temporary housing for Woodburn	36
	Attachment 3 Media release: Rating relief for flood affected communities	38
14.2	Rebuilding the Richmond Valley Recovery Plan	
	Attachment 1 Rebuilding the Richmond Valley Recovery Plan (Delivery Program).....	40
15.1	Draft Operational Plan 2022/2023 (including Draft Financial Estimates 2022/2026), Draft Revenue Policy 2022/2023 and Draft Long Term Financial Plan 2022/2032	
	Attachment 1 Draft Operational Plan 2022/2023 (including Financial Estimates 2022/2026)	90
	Attachment 2 Draft Long Term Financial Plan 2022/2032.....	188
	Attachment 3 Draft Revenue Policy 2022/2023	203
	Attachment 4 CAAI Submission.....	270
15.2	Richmond Valley Workforce Plan	
	Attachment 1 Richmond Valley Council Workforce Plan.....	272
15.3	Financial Analysis Report - May 2022	
	Attachment 1 RVC Investment Pack - May 2022	313
15.5	Councillor Remuneration	
	Attachment 1 2022 Annual Determination - Local Government Remuneration Tribunal	323
17.2	Leeville Hall Flood Damage Assessment	
	Attachment 1 Leeville Hall Photos	340
	Attachment 2 Leeville Hall Location Map.....	347
17.3	Asset Planning Policies	
	Attachment 1 CPOL 11.12 Lease of Road Reserve.....	348
	Attachment 2 CPOL 11.14 Naming of Roads and Bridges.....	352
	Attachment 3 CPOL 11.15 Permanent Road Closures	355
17.4	Richmond Park Plan of Management	
	Attachment 1 Draft Richmond Park Plan of Management (including amendments post public exhibition).....	357
	Attachment 2 Attachment 6 - Draft Management Plan Jabiru Geneebeinga Wetlands .	417
19.4	Casino Showground Upgrade	
	Attachment 1 Casino Showground Upgrades - AGS Concept Plan	461



MINUTES

Ordinary Council Meeting 17 May 2022

ORDER OF BUSINESS

1	ACKNOWLEDGEMENT OF COUNTRY	4
2	PRAYER	4
3	PUBLIC ACCESS AND QUESTION TIME	4
4	APOLOGIES	4
5	MAYORAL MINUTES	5
	Nil	
6	CONFIRMATION OF MINUTES	5
	6.1 Minutes Ordinary Meeting held on 19 April 2022	5
7	MATTERS ARISING OUT OF THE MINUTES	5
8	DECLARATION OF INTERESTS	5
9	PETITIONS	5
	Nil	
10	NOTICE OF MOTION	5
	10.1 Notice of Motion; Cr Patrick Deegan - Voluntary House Raising Scheme.....	5
11	MAYOR'S REPORT	6
	11.1 Mayoral Attendances 12 April - 10 May 2022	6
12	DELEGATES' REPORTS	6
	Nil	
13	MATTERS DETERMINED WITHOUT DEBATE	6
	13.1 Matters to be Determined Without Debate.....	6
14	GENERAL MANAGER	6
	Nil	
15	ORGANISATIONAL SERVICES	7
	15.1 Councillor Superannuation	7
	15.2 Draft Delivery Program 2022/2025, Draft Operational Plan 2022/2023 (including Draft Financial Estimates 2022/2026), Draft Revenue Policy 2022/2023 and Draft Long Term Financial Plan 2022/2032.....	7
	15.3 Flood Recovery Community Support Options.....	8
	15.4 Draft Code of Meeting Practice	8
	15.5 Financial Analysis Report - April 2022.....	9
	15.6 Review of Purchasing Policy	9
	15.7 Quarterly Budget Review Statement for the Quarter ended 31 March 2022	10
16	COMMUNITY SERVICE DELIVERY	10
	Nil	
17	PROJECTS & BUSINESS DEVELOPMENT	11
	17.1 Queen Elizabeth Park Plan of Management.....	11
	17.2 Minutes of the Local Traffic Committee Meeting held 12 April 2022	11

ORDINARY COUNCIL MEETING MINUTES

17 MAY 2022

18	GENERAL BUSINESS	11
	Nil	
19	MATTERS FOR INFORMATION	12
19.1	Grant Application Information Report - April 2022	12
19.2	Correspondence - Disaster Relief Australia	12
19.3	Development Applications determined under the Environmental Planning and Assessment Act for the period 1 April 2022 to 30 April 2022	12
20	QUESTIONS ON NOTICE	12
	Nil	
21	QUESTIONS FOR NEXT MEETING (IN WRITING)	13
22	MATTERS REFERRED TO CLOSED COUNCIL	13
22.1	General Manager's Annual Performance Review - 2021/22	13
23	RESOLUTIONS OF CLOSED COUNCIL	14

**MINUTES OF RICHMOND VALLEY COUNCIL
ORDINARY COUNCIL MEETING
HELD AT THE COUNCIL CHAMBERS, 10 GRAHAM PLACE, CASINO
ON TUESDAY, 17 MAY 2022 AT 6PM**

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 Patrick Deegan, Cr Debra McGillan

IN ATTENDANCE: Vaughan Macdonald (General Manager), Angela Jones (Director Community Service Delivery), Ryan Gaiter (Director Organisational Services), Ben Zeller (Director Projects & Business Development), Jenna Hazelwood (Leader Strategy), Kate Alder-Conn (Governance Coordinator), Lewis Martin (IT Support)

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

Dr Richard Gates addressed Council in relation to the following three items:

- Item 10.1 Notice of Motion – Voluntary House Raising Scheme
- Item 15.1 Councillor Superannuation
- Item 15.3 Flood Recovery Community Support Options

Dr Gates expressed concern over the timeframe for the completion of Council's Floodplain Risk Management Plan and over the delay of the delivery of the Community Strategic Plan. Support was expressed for payment of Councillor superannuation.

A recording of Dr Gates' address is available at:

<https://richmondvalley.nsw.gov.au/council/council-meetings/council-meeting-videos/>

The Mayor thanked Dr Gates for his attendance and presentation to the meeting.

4 APOLOGIES

Nil

5 MAYORAL MINUTES

Nil

6 CONFIRMATION OF MINUTES**6.1 MINUTES ORDINARY MEETING HELD ON 19 APRIL 2022****RESOLUTION 170522/1**

Moved: Cr Debra McGillan

Seconded: Cr Robert Hayes

That Council confirms the Minutes of the Ordinary Meeting held on 19 April 2022.

CARRIED

7 MATTERS ARISING OUT OF THE MINUTES

Nil

8 DECLARATION OF INTERESTS

The General Manager, Vaughan Macdonald, declared a pecuniary interest in relation to Item 22.1 General Manager's Annual Performance Review 2021/22 and left the meeting for this item.

9 PETITIONS

Nil

10 NOTICE OF MOTION**10.1 NOTICE OF MOTION; CR PATRICK DEEGAN - VOLUNTARY HOUSE RAISING SCHEME****RESOLUTION 170522/2**

Moved: Cr Patrick Deegan

Seconded: Cr Robert Hayes

That Council:

1. Acknowledges many residents in the Mid Richmond and across the Richmond Valley, are preparing to refit their homes and to take actions to protect their homes from future flood events such as raising their homes. Residents would prefer to raise their homes before refitting, as the process of raising the home has the potential to damage new internal works undertaken.
2. Notes on current timelines Council will complete its Floodplain Risk Management Plan by late 2023 and is not able to consider a Voluntary House Raising Scheme until this time.

ORDINARY COUNCIL MEETING MINUTES

17 MAY 2022

3. Writes to the State Government seeking urgent support to complete the Floodplain Risk Management Plan to bring forward Council's Voluntary House Raising Scheme. Council also asks for the State Government to urgently implement its own Voluntary House Raising Scheme for the Northern Rivers Region.

CARRIED**11 MAYOR'S REPORT****11.1 MAYORAL ATTENDANCES 12 APRIL - 10 MAY 2022****RESOLUTION 170522/3**

Moved: Cr Robert Mustow

Seconded: Cr Sam Cornish

That Council receives and notes the Mayor's attendance report from 12 April – 10 May 2022.

CARRIED**12 DELEGATES' REPORTS**

Nil

13 MATTERS DETERMINED WITHOUT DEBATE**13.1 MATTERS TO BE DETERMINED WITHOUT DEBATE****RESOLUTION 170522/4**

Moved: Cr Robert Mustow

Seconded: Cr Sam Cornish

That items 15.4, 15.5, 15.6, 17.1 and 17.2 identified be determined without debate.

CARRIED**14 GENERAL MANAGER**

Nil

15 ORGANISATIONAL SERVICES**15.1 COUNCILLOR SUPERANNUATION****EXECUTIVE SUMMARY**

The *Local Government Amendment Act 2021* (Amendment Act) was passed by the NSW Parliament on 13 May 2021. The Amendment Act section 254B provides Council with the option to make superannuation contribution payments for Councillors from 1 July 2022, equivalent in amount to superannuation guarantee payments.

The decision to make superannuation contribution payments must be made by resolution at an open Council meeting.

RESOLUTION 170522/5

Moved: Cr Sandra Humphrys

Seconded: Cr Robert Hayes

That Council resolves in line with option one as detailed in the report, to commence payment of superannuation equivalent in amount to superannuation guarantee payments, from 1 July 2022.

CARRIED

15.2 DRAFT DELIVERY PROGRAM 2022/2025, DRAFT OPERATIONAL PLAN 2022/2023 (INCLUDING DRAFT FINANCIAL ESTIMATES 2022/2026), DRAFT REVENUE POLICY 2022/2023 AND DRAFT LONG TERM FINANCIAL PLAN 2022/2032**EXECUTIVE SUMMARY**

The following documents have been compiled by staff in consultation with Councillors:

1. Draft Delivery Program 2022/2025,
2. Draft Operational Plan 2022/2023 (including Draft Financial Estimates for the period 2022/2026),
3. Draft Revenue Policy 2022/2023, and
4. Draft Long-Term Financial Plan 2022/2032.

RESOLUTION 170522/6

Moved: Cr Sandra Humphrys

Seconded: Cr Sam Cornish

That:

1. The Draft Delivery Program 2022/2025, Draft Operational Plan 2022/2023 (including Draft Financial Estimates 2022/2026), Draft Revenue Policy 2022/2023 and Draft Long Term Financial Plan 2022/2032 be placed on public exhibition for a period of at least 28 days.
2. The draft documents be brought back to Council to consider any submissions received for final adoption at the Ordinary Meeting of Council on 28 June 2022.

CARRIED

15.3 FLOOD RECOVERY COMMUNITY SUPPORT OPTIONS**EXECUTIVE SUMMARY**

Following the Ordinary Council meeting in March 2022, Council introduced rating relief across the LGA in response to the unprecedented February flood event by waiving interest on all overdue rates (rates and water/sewer charges) for the remainder of the 2021/2022 financial year.

This report provides additional information on options for relief.

RESOLUTION 170522/7

Moved: Cr Robert Mustow

Seconded: Cr Robert Hayes

That Council:

1. Notes the community support options available;
2. Continues to advocate for a rate relief scheme, funded by the NSW Government;
3. Extends the interest free period on overdue rates charges by an additional 6 months, until 31 December 2022.

CARRIED

15.4 DRAFT CODE OF MEETING PRACTICE**EXECUTIVE SUMMARY**

The Model Code of Meeting Practice for Local Councils in NSW (the Code) is made under section 360 of the *Local Government Act 1993* (the Act) and the Local Government (General) Regulation 2021 (the Regulation).

The Code applies to all meetings of councils and committees of which all the members are councillors. Council committees whose members include persons other than councillors may adopt their own rules for meetings unless the council determines otherwise.

Councils must adopt a code of meeting practice that incorporates the mandatory provisions of the Model Meeting Code within 12 months of the local government elections, held in December 2021. Councils must exhibit a draft of the Code for a period of at least 28 days and provide members of the community at least 42 days in which to comment on the draft Code.

RESOLUTION 170522/8

Moved: Cr Robert Mustow

Seconded: Cr Sam Cornish

1. That Council:

- (a) Notes the Draft Model Code of Meeting Practice, with proposed changes as outlined in this report;
- (b) Acknowledge that the Draft Code will be publicly exhibited for a minimum of 28 days following the May Ordinary Meeting; and
- (c) Following a 42-day period for community feedback, the Code will be brought before Council for adoption.

CARRIED

15.5 FINANCIAL ANALYSIS REPORT - APRIL 2022**EXECUTIVE SUMMARY**

The purpose of this report is to inform Council of the status and performance of its cash and investment portfolio in accordance with the *Local Government Act 1993* s.625, Local Government (General) Regulation 2021 cl.212, Australian Accounting Standard (AASB 9) and Council's Investment Policy.

The value of Council's cash and investments at 30 April 2022 is shown below:

Bank Accounts	Term Deposits	Floating Rate Notes	Fixed Rate Bonds	TCorp IM Funds	Total
\$19,890,786	\$29,000,000	\$4,750,390	\$2,000,000	\$14,876,788	\$70,517,964

The weighted average rate of return on Council's cash and investments for April 2022 was negative (2.99%) which was below the Bloomberg AusBond Bank Bill Index for April of negative (0.02%), which is Council's benchmark.

RESOLUTION 170522/9

Moved: Cr Robert Mustow

Seconded: Cr Sam Cornish

That Council adopts the Financial Analysis Report detailing the performance of its cash and investments for the month of April 2022.

CARRIED**15.6 REVIEW OF PURCHASING POLICY****EXECUTIVE SUMMARY**

Council adopted the current Purchasing Policy (CPOL 6.06) on 18 August 2015. The policy was developed in compliance with the Local Government (General) Regulation 2005. The Regulation has since been reviewed, with compliance now required with the Local Government (General) Regulation 2021.

RESOLUTION 170522/10

Moved: Cr Robert Mustow

Seconded: Cr Sam Cornish

That Council receives and notes the revised Purchasing Policy, inclusive of a local content provision and GIPA reporting requirements.

CARRIED

15.7 QUARTERLY BUDGET REVIEW STATEMENT FOR THE QUARTER ENDED 31 MARCH 2022**EXECUTIVE SUMMARY**

This report outlines the proposed adjustments for the 2021/2022 budget for the quarter ended 31 March 2022. This quarterly budget reviewed has been prepared during a very challenging time, as the full impacts of the February-March floods are still being assessed.

The proposed changes see Council's projected operating surplus from continuing operations for 2021/2022 increase slightly to \$16,347,497, from the budget surplus of \$16,247,525 at 31 December 2021. The operating result before capital grants and contributions has improved slightly to a projected loss of \$1,600,735.

Income from continuing operations has increased by \$1,670,765, to a projected total of \$89,577,562. This is largely due to an increase in private works being carried as well as Council receiving a \$1 million Flood Recovery Grant. Expenses from continuing operations have increased by \$1,570,792, to a projected total of \$73,230,064.

Council has performed a review of its capital works program given the unprecedented flood events, resulting in a decrease of \$7,121,799, to a projected total of \$38,584,669. The delivery of Council's capital works program has been significantly impacted by the flooding and will continue to be impacted by supply constraints and contractor availability along with ongoing wet weather. These impacts are likely to continue for the remainder of this financial year, so Council's capital works program will be closely monitored and reassessed for carry overs at 30 June 2022.

Council's unrestricted cash surplus has remained unchanged at \$288,588 as at 31 March 2022.

A detailed Quarterly Budget Review Statement for the third quarter of the 2021/2022 year has been circulated separately to each Councillor. These changes are disclosed by Priority Areas on pages 2-8 of the Quarterly Budget Review Statement and detailed explanations are provided on pages 9-13.

RESOLUTION 170522/11

Moved: Cr Robert Mustow

Seconded: Cr Sandra Humphrys

That Council:

1. Receives the Quarterly Budget Review Statement as at 31 March 2022; and
2. Approves the recommended budget variations.

CARRIED**16 COMMUNITY SERVICE DELIVERY**

Nil

17 PROJECTS & BUSINESS DEVELOPMENT**17.1 QUEEN ELIZABETH PARK PLAN OF MANAGEMENT****EXECUTIVE SUMMARY**

The draft Plan of Management for Queen Elizabeth Park was developed to provide a clear direction for future management of the facility and set a path to deliver the adopted Master Plan in accordance with the *Crown Land Management Act 2016* (CLM Act) and the *Local Government Act 1993* (LG Act).

Crown Lands provided confirmation on 13 January 2022 that the draft Plan of Management satisfies the requirements under Section 3.23(6) of the CLM Act and the plan can be publicly exhibited in accordance with Section 38 of the LG Act.

The draft plan was placed on public exhibition and no submissions were received.

RESOLUTION 170522/12

Moved: Cr Robert Mustow

Seconded: Cr Sam Cornish

That Council adopts the attached Queen Elizabeth Park Plan of Management, in accordance with Section 40 of the *Local Government Act 1993*.

CARRIED**17.2 MINUTES OF THE LOCAL TRAFFIC COMMITTEE MEETING HELD 12 APRIL 2022****EXECUTIVE SUMMARY**

The Local Traffic Committee (LTC) conducted a meeting on 12 April 2022 to discuss a proposed extension of a 50kph speed zone on approach to Casino on the Casino Coraki Road, MR145.

RESOLUTION 170522/13

Moved: Cr Robert Mustow

Seconded: Cr Sam Cornish

That Council adopt the recommendations contained within the report of the Local Traffic Committee meeting held via electronic format on 12 April 2022.

CARRIED**18 GENERAL BUSINESS**

Nil

19 MATTERS FOR INFORMATION**RESOLUTION 170522/14**

Moved: Cr Sam Cornish
Seconded: Cr Robert Hayes

Recommended that the following reports submitted for information, being 19.1, 19.2 and 19.3 be received and noted.

CARRIED

19.1 GRANT APPLICATION INFORMATION REPORT - APRIL 2022**RESOLUTION 170522/15**

Moved: Cr Sam Cornish
Seconded: Cr Robert Hayes

That Council receives and notes the Grant Application Information Report for the month of April 2022.

CARRIED

19.2 CORRESPONDENCE - DISASTER RELIEF AUSTRALIA**RESOLUTION 170522/16**

Moved: Cr Sam Cornish
Seconded: Cr Robert Hayes

That Council receives and notes the correspondence forwarded to Disaster Relief Australia.

CARRIED

19.3 DEVELOPMENT APPLICATIONS DETERMINED UNDER THE ENVIRONMENTAL PLANNING AND ASSESSMENT ACT FOR THE PERIOD 1 APRIL 2022 TO 30 APRIL 2022**RESOLUTION 170522/17**

Moved: Cr Sam Cornish
Seconded: Cr Robert Hayes

That Council receives and notes the Development Application report for the period 1 April 2022 to 30 April 2022.

CARRIED

20 QUESTIONS ON NOTICE

Nil

21 QUESTIONS FOR NEXT MEETING (IN WRITING)**21.1 CR ROBERT HAYES - CASINO'S FUTURE WATER SECURITY**

Can a report come back to Council detailing the effect that the Northern Cooperative Meat Company (NCMC) (now known as Casino Food Co-Op) has on the long-term water security of the town water supply in Casino?

Can the report:

- Outline the contractual arrangements that are in place between Council and the NCMC and how ratepayers are financially impacted by this agreement;
- Include a desktop study as to the result, if the NCMC were not drawing water from Casino's water supply; and
- Discuss any other options that are available to the NCMC for their future water supply.

The General Manager advised that a report will be brought to a future meeting.

22 MATTERS REFERRED TO CLOSED COUNCIL

That Council considers the confidential report(s) listed below in a meeting closed to the public in accordance with Section 10A(2) of the *Local Government Act 1993*:

22.1 General Manager's Annual Performance Review - 2021/22

This matter is considered to be confidential under Section 10A(2) - (a) of the *Local Government Act*, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with personnel matters concerning particular individuals (other than councillors).

The Mayor reported that a written representation had been received in respect to Item 22.1 General Manager's Annual Performance Review – 2021/22, listed for consideration in Closed Council from Dr Richard Gates.

Dr Gates' submission objected to the matter being heard in Closed Council on the grounds that the matter is in the public interest and that the process and purpose of the performance review should be able to be subject to public scrutiny.

Dr Gates further raised concerns that Councillors may not have adequate training or experience to conduct the performance review process and that the methodology for the review is not subject to public scrutiny.

The Mayor responded that under Section 10A(2) (a) of the *Local Government Act 1993*, personnel matters concerning individuals (other than councillors) can be conducted under closed council.

The Chair called for verbal representations from the gallery.

There were no representations from the gallery.

The Chair advised that under section 10A *Local Government Act 1993*, the media and public are to be excluded from the meeting on the basis that the business to be considered is classified confidential under the provisions of section 10(2) as outlined above.

RESOLUTION 170522/18

Moved: Cr Sam Cornish
Seconded: Cr Robert Hayes

That:

1. Council resolves to enter Closed Council to consider the business identified in Item 22.1, together with any late reports tabled at the meeting.
2. Pursuant to section 10A(2) – (c) of the *Local Government Act 1993*, the media and public be excluded from the meeting on the basis that the business to be considered is classified confidential under the provisions of section 10A(2) as outlined above.
3. The correspondence and reports relevant to the subject business be withheld from access to the media and public as required by section 11(2) of the *Local Government Act 1993*.

CARRIED

Council closed its meeting at 7.01pm.

The Open Council meeting resumed at 7.07pm.

The resolutions of Closed Council were read by the Mayor.

23 RESOLUTIONS OF CLOSED COUNCIL**22.1 General Manager's Annual Performance Review – 2021/22**

The Panel agreed and recommend:

1. In accordance with Clause 8.3 of the Standard Contract of Employment, General Managers of Local Government in NSW and the Guidelines for the Appointment and Oversight of General Managers, a discretionary increase as outlined in the report be awarded to the General Manager's total remuneration package in recognition of:
 - the results achieved for the period
 - the high standards set and achieved by the General Manager, and
 - in line with market remuneration rates in like sized councils.
2. The discretionary increase is to take effect from the General Manager's anniversary date, being 16 February 2022.
3. The Mayor, General Manager and Facilitator are to develop a draft performance agreement for the coming year, for review and adoption by all Councillors.

The Meeting closed at 7.09pm.

The minutes of this meeting were confirmed at the Ordinary Council Meeting held on 28 June 2022.

.....
CHAIRPERSON



2022 NSW Flood Inquiry



SUBMISSION

FRIDAY 20 MAY 2022



Picking up the pieces – locals survey the flood damage at Broadwater, where almost every home in the village was inundated.

Executive summary

Richmond Valley Council welcomes the NSW Flood Inquiry and the opportunity to highlight the concerns of the 24,000 residents in our local government area who have all been affected by this catastrophic event.

The February and March 2022 floods have changed the face of the Northern Rivers and the Richmond Valley. Many things have been lost - homes and livelihoods, crops and livestock, buildings and infrastructure, but the resilience of our community has remained. In the Richmond Valley, some 800 local homes have been badly damaged, with 450 of them currently uninhabitable. There are more than 1000 local residents displaced – living with friends and family, shifting between motels and other short-term rentals, or camped out in tents and cars, as the rain continues to fall - all desperately waiting for temporary housing which still has not arrived.

Our Council is facing more than \$150m in essential infrastructure repairs and our local economy is expected to lose more than \$250m in productivity over the next two years, due mainly to the impacts on local agriculture and manufacturing industries.

But the long-term cost of these floods to our unique environment, our cultural heritage and the deep connections that hold our communities together is much greater than a simple dollar amount can convey.

The deep distress, despair and anger that many within our community have experienced through these events cannot be quantified or easily addressed. People need answers – and they need to be heard. That is why this inquiry, and the recommendations that arise from it, are so important to the future of our region. Our Council believes it is vital that the



Submission to the 2022 NSW Flood Inquiry

experiences and concerns of local people are included in the Inquiry's considerations. As part of its recovery planning process, Council has captured a number of first-hand accounts from local residents of their experience of the flood events. These stories provide insight into some of the issues and challenges that need to be addressed and they are included in the attached Rebuilding the Richmond Valley Recovery Plan (pgs 10-21). Council's Economic Impact Statement also includes case studies of businesses that have been impacted by these floods.

But there is so much more to tell about the impacts of these floods on our community, and this is best addressed by meeting with and speaking to those directly affected including business people, primary producers and community representatives. In this regard, Council would like to extend an invitation to Professor Mary O'Kane and Michael Fuller to visit the Richmond Valley and meet with Council and those who are dealing with the challenges of this event on a daily basis. We note that the Inquiry recently visited Lismore and Ballina for a consultation session and inspection tours.

The Richmond Valley has endured eight natural disasters in just three years, and each time, our community has risen to the challenge of rebuilding our homes, repairing the infrastructure that connects our towns and villages and redefining our way forward. This latest challenge is the largest we have faced and the work to rebuild will take many years. But the road to recovery will not be easy.

Regional NSW has reached the limits of its resilience and we can no longer simply expect communities to pick up the pieces after an ever-increasing number of natural disasters. Our climate is changing, and the way we prepare for, respond to and recover from future disasters of this scale must also change.

Local government cannot do this alone. Volunteer organisations cannot do this alone. We need strong, decisive and co-ordinated leadership from all levels of government, and a new model for emergency management in NSW.

Attachments

- Rebuilding the Richmond Valley Recovery Plan

References

- Richmond Valley 2022 Flood Response impact statement
- Economic Impact Statement – 2022 flood

<https://richmondvalley.nsw.gov.au/report-flood-costs-150-million-economic-impact-250-million/>



Submission to the 2022 NSW Flood Inquiry

Summary of recommendations

Improving warning systems

- That the NSW Government invests in measures to improve the accuracy and early provision of emergency warning advice to communities, including provision of additional river gauges in strategic locations and greater use of technology to assist in gathering and disseminating information. Local knowledge also needs to be embedded into our emergency response preparedness systems.

Reviewing Pacific Motorway impacts

- That the NSW Government undertakes a review of potential impacts of the newly constructed Pacific Motorway on the flow and retention of flood waters in the 2022 Mid-Richmond flood event. The Government needs to review what happened and make the findings publicly accessible promptly.

Improving telecommunications services

- That the NSW Government continues to implement the recommendations of the 2020 Bushfire Inquiry to improve the disaster resilience of telecommunications services and that telecommunications providers be required to report annually on investment in service resilience and achievement of service improvement KPIs.
- While Essential Energy's responsiveness is superior to the Telcos, a review of Essential Energy's performance in maintaining and repairing critical power supply during the 2022 floods be undertaken.

Emergency management services

- That the NSW Government develops a new consolidated model for emergency services that combines the key response agencies SES and RFS under one administration that should also consider the best fit and future structure and role of Resilience NSW.
- We must reduce the heavy reliance on volunteers to be our front line responders, consider options for paid first-responder personnel and provide opportunities for ongoing support from the Australian Defence Force.
- That the NSW Government undertakes a further review of emergency services funding and develops a more equitable and transparent funding model for the Emergency Services Levy.

Evacuation centres

- That the NSW Government clearly defines State Agency responsibilities for the establishment, operation and transition of Evacuation Centres and continues to invest in resilience measures, such as back-up power supply and satellite phones for nominated centres, in consultation with local councils.

Government support

- That the NSW Government continues the successful practice of providing urgent untied funding to councils to assist in immediate disaster response.



Submission to the 2022 NSW Flood Inquiry

State agency response

- That the NSW Government reviews its model for disaster response and recovery to improve inter-agency co-ordination and expedite decision-making.

Temporary housing

- That the NSW Government establishes a permanent State Corporation model to address emergency housing needs following disasters.
- That processing times and criteria for Back Home assistance grants be urgently reviewed, to help expedite families' return to their homes.

Land use planning

- That the NSW Department of Planning and Environment consults with local councils and the NSW community to determine appropriate flood risk planning controls, based on the lessons learned from the 2022 flood including:
 - Improving the consistency of flood modelling and risk management planning, including options for a regional approach to risk management
 - Improving the information provided to prospective home purchasers on property risks and constraints
 - Improving the resilience of house design and construction materials
 - Improving warning and evacuation systems to ensure that residents are removed from high risk areas in advance of flood events.

Voluntary house raising

- That the NSW Government assumes full responsibility and funding for voluntary house raising schemes in liaison with local councils, with potential solutions identified through the current Flood Property Assessment Program.

Business and Primary Producer assistance

- That the NSW Government urgently reviews the criteria and processing times for its business and primary producer assistance grants, with a view to making them more accessible and better tailored to business requirements.

Infrastructure restoration

- That the NSW Government urgently introduces clear criteria, application and assessment processes for access to DRFA funding for water and sewerage infrastructure repairs.
- That water and sewerage infrastructure be permanently included in the list of eligible infrastructure for DRFA, to assist regional communities in disaster recovery.

Causes and contributing factors

The Northern Rivers floods saw a number of key risk factors combine to create unprecedented flooding. The region had just recorded a year of higher than average rainfall when a major rain cell dumped more than a month of rain in a single day. Areas in the Lismore catchment recorded up to 700mm in just 24 hours. Casino saw a new daily record rainfall on Monday 28 February, with 240mm at the airport weather station. This extreme weather event remained in place for several days and the region's three major rivers continued to rise. Flood warnings escalated from moderate to major and evacuation orders were issued. The devastation that followed was reported around the world.

While Council acknowledges that nothing could have prevented this event, it is clear that greater effort is required to improve the range of data available to assist in more accurately predicting flooding. Our climate is becoming increasingly unpredictable and we cannot rely on historical patterns to predict future outcomes. Greater use of technology and drawing on the lessons learned from other flood affected regions may assist in improving future flood prediction. Community members have also raised concerns about the lack of river gauges in strategic locations, including the Bungawalbin, to help inform predictions of flood behaviour. The need to provide accurate remote monitoring of gauges and to undertake urgent repairs to damaged gauges has also been highlighted, to ensure that the best possible information is available to those responsible for emergency planning and response.

Potential impacts of the Pacific Motorway

Council acknowledges that every flood is different – and the February-March 2022 floods resulted in unprecedented flood levels for many locations. However, following these events, there have been concerns within our community that the recent Pacific Motorway realignment may have influenced the direction of flow and retention of flood waters in the Mid-Richmond area and increased the impact upon homes in Woodburn, Broadwater and the Bungawalbin. While Council is not in a position to offer a technical assessment of these matters, it is important for community confidence that these concerns should be fully explored via an appropriate review of the flood modelling and structural design for the Pacific Motorway upgrade project. If there are matters that require remediation, they should be addressed as a matter of priority. Only a thorough review of this issue will provide the answers our community needs to have confidence in future flood planning and response.



Aerial view of flooding at Broadwater.



Flood levels in Woodburn were up to two metres higher than previous major flooding events. Higher ground that had previously been considered safe, suffered inundation.

Emergency Response

The Northern Rivers floods took many communities by surprise and left them wondering how this could have happened so quickly. Although the warning signs were there – days of heavy rain and saturated catchments – people did not expect the floods to reach the heights that were recorded. Residents in communities such as Woodburn and Broadwater are no strangers to major flood events – they have experienced them before – but there was no clear indication of the potential scale of this event in the warnings provided. People moved their vehicles to land that had always been above the flood levels. Families moved their possessions upstairs in their two-storey homes, expecting that they would be safe - only to find themselves engulfed in rising water, up to two metres higher than expected. It was dark. It was cold. It was pelting rain. There was no power. No phone. And nowhere to go.

The terrifying hours and days that followed will no doubt be retold in many accounts to the Inquiry, but these experiences have clearly highlighted the inherent weaknesses in the NSW disaster response. Without reliable data and clear information about the potential impacts of an event, people cannot make informed decisions about the risk that it presents to their safety. Without robust telecommunications systems, people cannot call for help in a crisis and rescuers will not know where they are. Without response systems that are designed to pre-empt, rather than react, to major events, communities will be left stranded to fend for themselves.

By the time the sheer magnitude of the floods became clear, it was too late for many communities. Volunteers and services who would normally provide front-line rescue and relief operations were isolated by flood waters and unable to reach affected areas. This left communities in the Mid-Richmond area (Coraki, Woodburn, Broadwater and Evans Head) struggling to fill the gap with local volunteers setting up impromptu evacuation centres and rescue operations.

While it is always difficult to predict the exact nature of extreme weather events, the severity of the flooding in Lismore should have prompted earlier evacuation orders for communities downstream - particularly Coraki, which is at the confluence of the Richmond and Wilson



Submission to the 2022 NSW Flood Inquiry

Rivers. Perhaps an important lesson from this flood is that it is better to over-anticipate impacts and mobilise resources early – even if they aren't ultimately required – than to take the risk of leaving communities with no food, no access to medication and no resources to support evacuees.

Failure of telecommunications services

Regional communities rely heavily on telecommunications services to keep them informed during a disaster and ensure that they receive the help they need from emergency services. Yet, consistently, these services fail when we need them most. The 2020 NSW Bushfire Inquiry highlighted the significant issues that occurred when telecommunications services and the power supplies that they rely upon failed:

The Inquiry heard from all communities about the problems with communications, power failures and telecommunications outages. Communications often failed at critical moments, leaving people feeling vulnerable and isolated with no means of calling for help, receiving emergency warnings or contacting family and friends. – NSW Bushfire Inquiry 2020

Two years later, the same observation could be repeated, word for word, for the 2022 floods. Despite the comprehensive recommendations of the Bushfire Inquiry regarding the need to build greater resilience in telecommunications networks and back-up power supply, nothing appears to have been done.

The Northern Rivers floods saw people left stranded on roofs for days, with no access to 000 services to call for help and no information on what was happening around them.

In 21st century Australia, this is simply unacceptable.

Our communities have subsidised investment in telecommunications infrastructure over many years, and telco customers pay premium prices for access to this infrastructure - yet consistently these services fail in the early stages of extreme weather events. Response and rescue operations are severely hampered when communications are lost and people's lives are placed at risk.

Essential services, such as water supply and sewerage systems also rely on telecommunications services to monitor and manage treatment processes. Richmond Valley Council was unable to establish the status of these services during the flood because there was no visibility via telemetry after back-up power supplies were depleted on communications towers. Water reservoirs could be depleted, sewerage pump stations could be overflowing and local water utilities would not know, because there is no reliable data, and no means of physically accessing assets in a flood.

There are also significant concerns with the length of time it took to fix telecommunications networks and restore reliable service following the flood. A number of Richmond Valley communities were without mobile phone services and internet access for several weeks, and these services continue to be unreliable in flood affected communities attempting to recover. The Northern Rivers floods have highlighted, once again, that we need an urgent review of telecommunications services and their capacity to support emergency response. These matters should be addressed by the NSW Flood Inquiry, with consideration of the recommendations made by the 2020 Bushfire Inquiry.



Volunteers ferry hay to stranded animals along the Richmond River in the days after the flood.

Building capacity to respond

The 2022 floods have made it clear that local communities are not equipped to deal with large scale disasters on their own – and neither should they be expected to do so. As flood waters quickly engulfed communities, many residents worked tirelessly to rescue neighbours, support evacuees and provide essential supplies. These volunteers were responding to urgent needs in extraordinary circumstances and their courage and resilience should be widely acknowledged. However, it is unreasonable to expect that communities with limited resources and disaster management experience should be left to carry the burden of response in future events. There will always be a need for larger scale co-ordination, resourcing and assistance.

Local councils are also not equipped to deal with disasters of this scale and should not be expected to do so in future. Councils have great capacity for front line response within their areas of responsibility and the limits of their resources. Many council employees worked around the clock to help our communities during this event, despite having lost their own homes. However, councils are not equipped to perform rescue operations, manage evacuation centres, nor provide large-scale temporary housing. They are also not sufficiently resourced to meet the extensive costs of disaster response and repairs. These matters need to be addressed through a state-wide and, in some cases, national response that is sufficiently nimble to deliver resources and make decisions when and where they are needed, without delay.

A new model for emergency management

The Northern Rivers flood event has highlighted the need to review the traditional model of emergency response in NSW, with its heavy reliance on volunteers from multiple response organisations. A 2021 report from Volunteering Australia highlights that volunteer rates for emergency services are generally lower than other volunteering activities, with a 4.7% participation rate, compared to 39% for sport and recreation volunteering. However, volunteers in emergency services generally volunteer more hours than in other sectors. Two thirds (67.2%) of emergency service volunteers contribute 50 hours or more per year. Volunteering trends in Australia have been steadily declining over the past decade, with the COVID pandemic having a significant impact on the number of volunteers engaged in active service. While the contribution of emergency services volunteers is highly valued and



Submission to the 2022 NSW Flood Inquiry

appreciated, the expectation that we can rely on increasingly fewer people to volunteer more hours in increasingly hazardous situations is not a sustainable model.

Australia invests in a full-time defence force and an active reserve of defence personnel to support national security. Yet continues to rely largely on unpaid volunteers to protect its communities against the threat of natural disasters. Given the scale and frequency of natural disasters in Australia it should be expected that the ADF will play a greater role in community disaster response in the future. To improve natural disaster emergency management outcomes, the NSW Government should consider consolidating existing front-line emergency services – including Resilience NSW and the key combat agencies RFS and SES - into one agency under a single administration. This would allow for more efficient use of resources, consistent management of personnel and opportunities to introduce paid first responder personnel roles.

The operation of multiple emergency response services in NSW has also led to an unsustainable funding model to support these services. Local Councils have continually raised concerns over the Emergency Services Levy (ESL) funding model and the impost it places upon local communities. While communities expect to contribute to the cost of essential services, they also expect that the model that funds these services will be transparent, equitable and sustainable. The ESL model falls a long way short of this mark.

Given the challenges highlighted in the Northern Rivers flood, the NSW Government should consider a comprehensive review of the way that emergency services in NSW are managed and funded into the future. The current funding model is complex and opaque, with multiple levels of cross-subsidisation, no visibility as to how ESL contributions are calculated and limited accountability on how funds are expended. The NSW Government has attempted in the past to reconfigure the model and failed to achieve consensus. It is time to revisit the policy framework and reopen the discussions on emergency services management and funding if NSW communities are to have confidence in future disaster response.

Improving management of evacuation centres

The Richmond Valley's experience of the 2022 floods highlighted the ongoing uncertainty as to which NSW Government agency is responsible for establishing, managing and transitioning evacuation centres following a natural disaster.

The 2020 NSW Bushfire Inquiry made clear recommendations regarding the need to improve the timely establishment and management of these facilities, and the need to identify suitable locations and invest in resilience measures, such as back-up power supplies, for evacuation centres. These recommendations do not appear to have been implemented.

When the floods inundated our communities, evacuation centres were not ready. There was insufficient staff to establish, manage and resource the centres. In many communities, it was left to local volunteers to fill the gap. While many locals gave generously of their time, provided invaluable local knowledge and deep compassion for their community through the early days of response, it is unreasonable to expect that communities who are traumatised by disasters should be left to help themselves in future. They need professional support, trained personnel and adequate resourcing to ensure the safety and wellbeing of those who are at their most vulnerable.

In this regard, Resilience NSW must ensure that there are sufficient regionally-based resources in future to quickly activate and sustain this critical service. The Bushfire Inquiry noted that local councils and local volunteers may have a future role in supporting evacuation and recovery centres – and there are many potential benefits to this approach – however it requires clear direction and support from Resilience NSW to ensure that people



Submission to the 2022 NSW Flood Inquiry

are appropriately trained and supported in this role. Queensland's model for evacuation centre management provides a good example of multi-agency co-operation. Under this model, personnel from key agencies such as health, justice and housing, are trained in disaster response and mobilised to the impacted region when a disaster occurs. The NSW Government should consider the benefits of this model.

There was also a lack of clarity in the days that followed the floods with the transition process from evacuation centres to recovery centres and which agency was responsible for making the decision to close an evacuation centre and which was responsible for establishing and resourcing a recovery centre. This created uncertainty within the community and these protocols need to be clarified so that sufficient resourcing can be provided in future. To improve resilience in future disaster response, Richmond Valley Council plans to review and identify suitable council-owned buildings that may serve as evacuation and/or recovery centres and work with the NSW Government to ensure that sufficient support infrastructure, such as back-up power and satellite phone services, are available at these buildings. Providing funding to support local councils in this process would improve the future operation of these centres.

Acknowledging improvements

Council would like to highlight two areas of response to the 2022 floods where it believes positive improvements were made, based on lessons learned from the 2019 bushfire disaster. The flood waste clean-up program that was activated within 24 hours of the first event provided an efficient model to remove waste quickly from accessible communities and minimize risks to public health and the environment. Richmond Valley Council was able to progress its clean-up quickly, in consultation with Public Works and EPA, by accessing Council's team of local contractors. This meant that many impacted businesses in the Casino CBD were able to reopen within 48 hours of the flood and continue to offer essential local supplies to support affected communities. Similarly, the capacity to get flood waste away quickly helped to support community recovery and increase confidence. In areas where access was impacted by flooding, support from Australian Defence Force personnel to expedite the clean up process proved invaluable.

A future challenge in delivering clean-up programs will be to consider how best to assist residents in remote rural communities, which can be isolated for weeks after a flood event. One of the successful aspects of the clean-up program was the efficient reimbursement of Council's costs by Public Works. In disaster response situations, Councils are often required to fund emergency works in advance and then seek reimbursement of the funds from other agencies. The capacity to maintain cash-flow at these times is critical for councils' capacity to keep providing the assistance their communities need. In this regard, the early payment of \$1m in flood response funding from the NSW Government to impacted councils was also a much-needed boost to ensure that urgent expenses could be covered, and critical recovery programs could continue. This funding model should continue in the future to support local councils and their communities in the early days of disaster response.



Waste from the flood clean-up was stored at Council's quarry in Coraki until it could be transferred to external disposal sites. Some 80,000 tonnes of waste (six times our community's annual contribution to landfill) was collected after the flood.

Recovery

If communities are to survive, and successfully recover from natural disasters on the scale of the 2022 Northern Rivers floods in the future, the lead response from state government needs to be improved. Despite the considerable investment in Resilience NSW, the NSW Government still lacks a clear, decisive and cohesive capacity for emergency response and recovery. Responsibilities between agencies are poorly defined and the process of decision-making and information sharing is cumbersome. This means that front-line agencies, such as councils, are often left in the dark, with no answers or resources to help their communities while State agencies attempt to unravel their own bureaucracy.

Council believes some of the delays in government decision-making experienced after the flood may have been exacerbated by the public service's shift to home-based employment following the COVID pandemic. It is difficult to conduct a cohesive response when key decision-makers are working from their loungerooms, with unreliable internet and no capacity, or requirement, to be on the ground in flood affected areas. It was not until people visited that they truly understood the gravity of this disaster. A more cohesive, regionally-based response is required.

As an example of post-flood delays in critical decisions, Richmond Valley Council identified the need to provide urgent temporary housing for the Coraki community and where it can be placed within five days of the 28 February flood. Despite numerous meetings of various multi-agency committees, and Council providing detailed information on suitable sites, there is still no public commitment to provide temporary homes 11 weeks after the flood. Coraki families continue to live in damp, over-crowded conditions in cars, sheds and tents while multiple State agencies work through Government processes before making key decisions. The Government needs to become more agile in its decision making, as this shouldn't happen.



The Coraki community continues to wait for temporary housing, 11 weeks after the flood.

Providing temporary housing

Every natural disaster that has occurred in NSW over the past five years has clearly demonstrated that temporary housing is always required immediately after an event. Housing is the most critical part of the recovery equation. Without security of tenure, families will walk away from their communities because they have no choice. Local schools are already reporting potential loss of students as families prepare to leave the Northern Rivers due to lack of accommodation options. Eleven weeks on from the flood, the NSW Government's rental assistance package is about to expire and there is still no public information on the future availability of temporary housing sites. As the July school holidays approach, more flood affected families will be moved out of short-term accommodation to make way for holiday bookings and some will continue to face a bleak, wet winter living in cars, sheds and tents, or crowded into the homes of friends and family. It is not uncommon at present for up to 15 people to be sharing a three-bedroom home. The NSW Government needs to learn from the experience of these floods and be better prepared with a range of support options, including pre-approved emergency housing sites – identified in consultation with local councils – and pre-arranged access to temporary housing infrastructure.

It is also important to provide options for people to return to their own properties as soon as possible, with access to appropriate and safe temporary accommodation on-site. Although many families had no choice but to return to flood damaged homes because there was no other accommodation available, others preferred this option because it helped them to remain connected to their community, schools, neighbours and friends. Helping people to quickly gain safe access to power supply, water and sewerage services at their properties, and safe on-site accommodation such as caravans or tiny homes would help to alleviate the stress on other temporary accommodation and support the recovery of local communities.

However, this requires pre-planning to ensure that these accommodation options can be sourced and mobilised at short notice. It also requires greater attention to support measures for those returning to their properties. Many families are still waiting for an outcome on their Back to Home recovery grant applications. Of the 11,354 applications, only 3,312 have been approved so far and 2,428 have been declined. Every week that families wait for answers sees their financial resources decline and their anxiety levels increase. Our community needs better solutions for temporary housing and return to home assistance.



Submission to the 2022 NSW Flood Inquiry

This may be better achieved by establishing a permanent NSW Government corporation model to address emergency housing after a natural disaster, rather than relying on inter-agency committees to resolve the issues on an ad hoc basis. The corporation model could be stood up at short notice to assist communities in need following a disaster. It could also be utilised for supporting housing needs when major government construction projects are undertaken in regional areas, to reduce the pressure on local housing markets. Establishing this model would allow the government to develop standard leasing and site management arrangements, identify suitable emergency sites in each local government area and build relationships with suppliers of emergency housing, so that these assets can be mobilised quickly. The key focus of this corporation would be to provide quick, short-term solutions – unlike the Northern Rivers Reconstruction Corporation, which will be focused on complex, long-term solutions and major infrastructure rebuilds.

Helping people to rebuild their homes

The flood levels recorded in Mid-Richmond communities during the 2022 event were unprecedented – exceeding a 1-in-500-year event. In villages such as Broadwater and Woodburn - where the majority of homes have been damaged - this has left many residents wondering what the future holds in terms of rebuilding their homes.

At present, planning legislation is designed around a 1-in-100-year event, plus freeboard, as a reasonable standard for flood risk management. The February flood recorded levels two metres higher than this, with the upper levels of two-storey homes inundated.

This raises questions as to what future house levels should be?

In the aftermath of a major event, the first response is naturally to call for increased housing heights. However, in times when there is no flooding, applicants often complain of the extra expense and inconvenience associated with achieving the 1-in-100-year requirements for house height levels.

What the future risk management standard should be is ultimately a matter for Planning NSW to resolve, based on consideration of historical flood events, predictions of future flood events and consultation with the NSW community. At present, Councils can only implement the requirements of the *Environmental Planning and Assessment Act 1979* and supporting regulations and SEPPs.

Where should future development be located?

The Northern Rivers floods have brought home the harsh realities of living on a coastal floodplain and the challenges communities face in planning where future development should be located. Given the widespread impacts of flooding on coastal communities it is not practical nor possible to move every home and public building out of the pathway of future floods, but there are a number of strategies that could be employed to reduce future risks including:

- **Improving the consistency of flood modelling and risk management planning** so that high risk areas are identified and suitable planning controls are set in place for these areas. At present local councils are largely responsible for overseeing this process, with some support from the NSW Government. This results in a fragmented model, with each local government area preparing its own risk management plans. In future a regional approach to flood planning and risk mitigation should be considered. The Northern Rivers Resilience Initiative, currently being delivered by the National Resilience and Recovery Agency and the CSIRO, in consultation with the Northern Rivers community, may provide a model that can be applied in future.

- **Improving the information that purchasers receive when they buy a house**, to encourage informed decisions on risk management. Under the provisions of the *Environmental Planning and Assessment Act 1979*, prospective home purchasers apply to local councils for a Section 10.7 certificate, which shows the zoning of the property, its relevant state, regional and local planning controls and other property constraints such as land contamination, level of flooding and bushfire prone land. While this information should assist purchasers to make informed decisions about whether to buy a particular property, it would appear that in many cases the information is either disregarded or misunderstood. To help purchasers make informed choices about flood risk, the Department of Planning and Environment should work with local councils to consider other ways to present this information in a user-friendly format.
- **Improve the resilience of house design**. There are a number of research projects currently underway to consider how to improve the design and construction materials used in housing to help make homes more flood resilient. This may provide better outcomes for houses with minor to moderate flood impacts and there are opportunities for the NSW Government to support these investigations.
- **Improving warning and evacuation systems** so that residents are removed from high risk areas well in advance of future flood events.



Australian Defence Force personnel assist with flood clean-ups at Broadwater.

House raising options

One of the design solutions suggested has been to raise houses so that they are above future flood levels. The inherent challenge of this is knowing what future flood levels will be and whether it is reasonably practical for families to live in houses that are elevated to this extent. Although the Department of Planning and Environment has introduced voluntary



Submission to the 2022 NSW Flood Inquiry

house raising schemes in the past, these programs are complex and largely exclude houses above the 1-in-50-year flood level. They also place a burden on local councils to undertake and fund flood modelling and prepare floodplain risk management plans to identify properties which may potentially be eligible for house raising - and to further contribute to house raising projects for private owners. Councils do not have sufficient resources to do this – particularly in the wake of events such as the 2022 floods where more than 800 homes have been damaged. The NSW Government needs to find a better model to support flood risk management.

One way to support post-flood reconstruction might be to modify the existing Flood Property Assessment Program to not only fund assessment and demolition, but to also support house-raising, where appropriate. This would allow a more bespoke approach to risk management, considering the circumstances of each individual property.

Helping businesses and primary producers to recover

To help anticipate the potential impacts of the 2022 floods on the local economy, Richmond Valley Council commissioned an Economic Impact Analysis. The study, conducted by Sea and Star Advisory, predicted that the local economy would suffer potential production losses of up to \$250 million over the next two years, mainly through flooding impacts on local agricultural and manufacturing industries. This figure was based on the assumption that local businesses and primary producers could largely complete the recovery process within the first 12 months. If this were not possible, the long-term losses would be greater. Two months on from the floods, local businesses are struggling to make the journey to recovery, as the government assistance packages offered to support them are not being provided quickly enough with some viewing them as inaccessible due to the 'red tape' required when applying. Primary producers continue to struggle as the wet weather continues unabated.

Getting small to medium businesses back on their feet quickly is essential to secure local jobs, however many businesses have found the application processes for assistance complex and impractical – for example asking someone whose office is two metres under water and has no internet access to provide five years of utility bills to support their claim. The results of the business assistance schemes to support the 2021 floods provide an insight into the level of inaccessibility. It is worth noting that of the 10,747 applications for small business recovery grants received after the 2021 floods, more than 50% were declined and 10% are still being processed.

The business support grants for 2022 floods are showing a similar pattern, with 16,482 applications for small business assistance and 8,721 already declared ineligible and 3,096 on hold, awaiting further information. Clearly these assistance packages are not hitting the mark in terms of offering meaningful and timely assistance. Businesses need certainty and quick access to cash flow and employee retention opportunities. These have not been forthcoming for small-medium business in the 2022 flood response and the bespoke packages promised for the region's larger employers are yet to be provided.

Although local councils, business organisations and Regional Development Authorities are doing what they can to support business recovery, ultimately, the Australian and NSW Governments need to play a stronger role, with more accessible and targeted assistance.



Council is facing more than \$100m in major road repairs following the floods. This washaway on Upper Cherry Tree Rd, Mongogarie left residents isolated.

Rebuilding community infrastructure

The Australian Government's Disaster Recovery Funding Arrangements (DRFA) administered by the NSW Government, have proven invaluable to Richmond Valley Council following past natural disasters to help restore and reconstruct damaged roads, bridges and culverts.

Council will again rely on this funding source following the 2022 flood, where the scale of damage is much greater – estimated at \$100 million. With an event of this scale, it is often difficult to assess and complete emergency works within the agreed timeframes and consideration should be given to extending the timeframes applied to claims for this particular event.

Council was also pleased to receive advice that DRFA funding had been extended to water and sewerage assets for the Northern Rivers flood event. However, while the processes for claiming DRFA on road assets is well defined, transparent and efficient, there is currently no defined process for accessing this funding for water and sewerage damage claims. Some 11 weeks on from the floods councils are still unclear as to what assistance, if any, they will receive in repairing the essential services and what application, assessment and approval processes will apply. This needs to be urgently resolved and consideration given to permanently extending DRFA assistance to water and sewerage assets in the future. The 90 water utilities in regional NSW currently cover the full cost of replacing these major assets after a disaster. With services to 1.9 million people and \$32 billion worth of community assets at risk from natural disasters, it is appropriate that the Australian government should invest in securing these essential services for Regional NSW.



Submission to the 2022 NSW Flood Inquiry

Conclusion

Our submission has been prepared to highlight the common issues that have been raised with Council following these two catastrophic flood events. There are many complex issues regarding the impacts of the floods, and Council acknowledges it may not have captured them all in this submission. As further issues are raised by our community, we will continue to keep the Inquiry informed.

What we would strongly request is that you find time to visit the Richmond Valley and hear first hand stories from people in our community. We have established Advisory Groups for Broadwater, Coraki, Woodburn and our Rural impacted areas and we would be pleased to convene a forum for you with the members of these groups who have been selected as they represent the diversity of our community and have a reasoned and progressive approach to providing advice for Council's consideration.

Finally, to reflect on our experience over the past three months, following is an extract from a Mayoral Minute at Council's March 2022 meeting which captures the passion that exists in our community to fightback from this disaster.

"The way the community has worked together in this catastrophic flood event to support one another has been inspirational. We've seen neighbours helping neighbours, volunteers from all walks of life doing whatever they can, and council staff – many of whom had lost their own homes – working tirelessly to get essential services back up and running. I've never been so proud to be the Mayor of Richmond Valley and a part of this close-knit and caring community. I want to extend my personal thanks to all those who stepped up to lend a hand and gave so generously of their time.

We have a long journey ahead, but Council will be doing everything it can to support our community and secure the assistance we need from all levels of government to recover and rebuild."

We look forward to your Inquiry Findings and Recommendations which we will seriously consider so that we are in a better position to support our community the next time natural disaster strikes in the Richmond Valley.

Vaughan Macdonald
General Manager
Richmond Valley Council



Steph Cooke

Minister for Emergency Services and Resilience
Minister for Flood Recovery

MEDIA RELEASE

Friday, 17 June 2022

AT-HOME CARAVANS FOR FLOOD-AFFECTED WOODBURN RESIDENTS

Woodburn residents displaced by flooding are being offered at-home caravans in a new program from the NSW Government providing medium-term housing solutions for flood-affected communities.

Caravans will be located on residents' private property at no cost. Each private property will be assessed during the face-to-face application process with Resilience NSW to ensure the property can safely accommodate a caravan.

Minister for Emergency Services and Resilience and Minister for Flood Recovery Steph Cooke said the NSW Government has opted to provide at-home caravans to Woodburn residents, instead of a 'pod' village, as a result of extensive community feedback.

"Housing is one of the biggest challenges facing communities in the Northern Rivers following the devastating flooding and with the colder months now upon us, we are pulling out all stops to provide medium-term housing solutions for residents," Ms Cooke said.

"The at-home caravan program will provide a safe and secure roof over the heads of locals so they can remain on their properties while they repair and rebuild.

"The NSW Government is constantly looking for ways to better meet the needs of flood-affected communities as the flood recovery evolves."

The first caravans will be secured through Camplify, an accommodation company that matches caravan owners with holidaymakers, but is now helping the flood recovery effort.

Camplify CEO Justin Hales said the partnership project means Woodburn residents will be able to remain in their community as the recovery continues.

"By repurposing our caravan supply in this pilot program we can give people a place to stay on their own properties while they manage the difficult task of repairing and rebuilding from the floods," Mr Hales said.

The at-home caravan program is being launched in Woodburn after further review of the proposed temporary housing site at Wagner Street and Uralba Street found it was unsuitable due to future flood risks.

From Monday 20 June, Woodburn residents can register for a caravan by visiting the Woodburn Recovery Hub, at McGearys Bros, 9630 Pacific Highway, between 9am and 4pm on weekdays. Resilience NSW staff will be available to assist with information and applications related to the at-home caravan program.

Progress of the at-home caravan program in Woodburn will inform whether the NSW Government rolls out the at-home caravan program to other flood-affected communities.

For more information, visit: www.nsw.gov.au/floods/recovery/temporary-housing.

MEDIA: Jack Douglas | 0457 751 406

**Paul Toole**

Deputy Premier, Minister for Regional NSW and Minister for Police

Steph Cooke

Minister for Emergency Services and Resilience, Minister for Flood Recovery

Wendy Tuckerman

Minister for Local Government

MEDIA RELEASE

Friday, 3 June 2022

RATES RELIEF TO SUPPORT FLOOD VICTIMS

Thousands of ratepayers whose properties were damaged in this year's devastating floods will receive rates relief, thanks to a \$40 million NSW Government funding package.

Deputy Premier and Minister for Regional NSW Paul Toole said ratepayers in any of the seven Northern Rivers Local Government Areas (LGAs) who made a successful claim through Service NSW, or whose property has been assessed as damaged, will have their 2022/23 rates waived.

"Northern Rivers residents have been to hell and back, and receiving a rates notice for a home or business they still can barely access is the absolute last thing they need," Mr Toole said.

"This rates relief is one less thing they need to worry about as they continue to rebuild their lives – and we'll continue to stand by their side on that journey in the months and years ahead."

Minister for Local Government Wendy Tuckerman said the NSW Government scheme would support flood-affected ratepayers in seven of the State's most severely impacted LGAs of Ballina, Byron, Clarence Valley, Kyogle, Lismore, Richmond Valley and Tweed.

"The unprecedented flooding has had a disastrous impact on homes, farms and business premises, particularly in the Northern Rivers, and many people from that region are still doing it tough," Mrs Tuckerman said.

"This program will cover the residential, commercial and farm rates of eligible ratepayers for one year, helping them as they get back on their feet, and easing the pressure on councils."

Minister for Emergency Services and Resilience and Minister for Flood Recovery Steph Cooke said the NSW and Commonwealth governments have committed more than \$3.5 billion for the clean-up and recovery effort, including a \$120 million Local Council Support Package.

"The NSW Government will contact eligible ratepayers in the affected LGAs to inform them it will be paying their rates for next year on their behalf," Ms Cooke said.

“The funding will be provided through Service NSW and the payments will be made directly to councils to ensure eligible ratepayers receive the relief automatically, without having to worry about red tape.”

MEDIA: Ella Smith | Deputy Premier | 0428 745 348
Ben Sheath | Minister Cooke | 0403 767 636
Damien Bolte | Minister Tuckerman | 0498 359 624



Rebuilding the

RICHMOND VALLEY

A three-year recovery plan
in response to the 2022 floods



Richmond Valley Council recognises the people of the Bundjalung nation 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.

RICHMOND VALLEY COUNCIL

Casino Office:

Cnr Walker Street and Graham Place
(Locked Bag 10)
Casino NSW 2470
Phone: (02) 6660 0300

Evans Head Office:

Cnr Woodburn Street and School Lane
Evans Head NSW 2473
Phone: (02) 6660 0365

Email: council@richmondvalley.nsw.gov.au
Web: www.richmondvalley.nsw.gov.au

Coraki Aerial View





INTRODUCTION

The catastrophic floods of February and March 2022 have changed the face of the Northern Rivers and the Richmond Valley.

Many things have been lost in these floods - homes and livelihoods, crops and livestock, buildings and infrastructure.

But our deep connection to this place, our strong sense of community and our hope for the future has not been swept away. And it will sustain us in the years ahead.

The Richmond Valley has endured eight natural disasters in just three years, and each time, our community has risen to the challenge of rebuilding our homes, repairing the infrastructure that connects our towns and villages and redefining our way forward.

This latest challenge is the largest we have faced and the work to rebuild will take many years.

This plan sets out Richmond Valley Council's vision to help restore the Richmond Valley over the next three years, in partnership with the community, disaster support agencies and state and federal governments.

It is a plan to not just rebuild - but to build back better and stronger, so we are ready to face the next challenge and embrace the next opportunity.



CONTENTS

1	Introduction	28	Objective #3: Restore the Richmond Valley's Road network
4	Rebuilding the Richmond Valley	30	Objective #4: Restore Essential Infrastructure
6	Assessing the Impacts of the Flood	32	Objective #5: Restore the Environment
7	NSW Flood Inquiry	34	Objective #6: Improve the Disaster Resilience of Public Assets
8	Counting the Cost	36	Objective #7: Build Resilience in a Changing Climate
10	Woodburn	38	Objective #8: Strengthen the Regional Economy
12	Broadwater	40	Objective #9: Address Long-term Housing Needs
14	Evans Head	42	Objective #10: Lead and Advocate for our Community
16	Coraki	44	Objective #11: Manage Community Resources and Provide Great Service
18	Casino	47	Measuring success
20	Rural Villages & Farmland		
22	About This Plan		
23	Funding the Recovery Process		
24	Objective #1: Help communities to Recover and Reconnect		
26	Objective #2: Support Families and Businesses to Rebuild		

REBUILDING THE RICHMOND VALLEY

A message from the Mayor and General Manager

The Richmond Valley local government area was severely impacted by the February-March 2022 catastrophic flood events which resulted in an estimated \$150 million repair bill to restore critical infrastructure.

These two large scale events also severely impacted key industries, including manufacturing and agricultural, and could cost up to \$250 million in lost production.

The devastating event saw homes, businesses, livestock, grazing land, forestry, crops, machinery and infrastructure damaged, destroyed or lost. The sheer scope of the floods means we are yet to fully realise the long-term impacts on the environment, the economy and the health and wellbeing of the community.

Council is actively working to meet the needs of our community today, while continuing to build for the future. Thankfully, both the Australian and NSW governments are supporting our area with funding to rebuild and stimulate the local economy and are working with us to fund essential repairs. We will continue our efforts to secure additional investments in essential areas which require more support to advance our renewal.

Rebuilding the Richmond Valley is a three-year recovery plan which takes real steps to address residents' concerns. It prioritises infrastructure restoration and the economic recovery of our towns and villages, while ensuring we keep sight of delivering the basics our community expects.

Council is working with the affected communities to understand their needs, and also in developing plans for the future of their towns. We have activated advisory groups to ensure there is a true collaboration and communities can share their valuable input.

Ongoing engagement with our communities will continue as we support the recovery journey of the Richmond Valley.

There will be no easy answers, and the way ahead will have plenty of challenges, but we're ready to move forward after what has been a traumatic and testing time for many people.

We would like to thank residents for their determination while times are tough. We are immensely proud of how many people stepped up and worked hard to support and protect our community during and after these flood events.

Despite the fear, the trauma, the uncertainty, and the heartbreak, we keep going. Because every Richmond Valley resident knows in their hearts that our towns and villages will come back. It's already happening. We see it everywhere we go.

Rest assured, we will redouble our efforts to provide certainty at this uncertain time - to see our region boom again, to create new jobs, deliver improved infrastructure, and support the lifestyle our residents love.

Together, we will build back better than ever.



Vaughan Macdonald
General Manager



Robert Mustow
Mayor



ASSESSING THE IMPACT OF THE FLOODS

The rain kept coming...

Days of relentless rainfall tumbling on to three saturated catchments brought unprecedented flooding to the Northern Rivers in February-March 2022.

The region had just recorded a year of higher than average rainfall when a major rain cell dumped more than a month of rain in a single day. Areas in the Lismore catchment recorded up to 700mm in just 24 hours. Casino saw a new daily record rainfall on Monday 28 February, with 240mm at the airport weather station. This extreme weather event remained in place for several days and the region's three major rivers continued to rise. Flood warnings escalated from moderate to major and evacuation orders were issued. The devastation that followed was reported around the world.

The Richmond Valley is no stranger to flooding – locals can recount the 1954 and 1974 floods, the largest in living memory – but the catastrophe that struck the Mid-Richmond from February 28 saw levels up to two metres higher than these floods. Places that locals had thought were safe were suddenly engulfed in rising water. It was dark. It was cold. It was pelting rain. There was no power. No phone. And nowhere to go. The hours and days that followed the first flood will never be forgotten.

By late March, the clean-up was well underway and families had returned to their homes to begin repairs when a second major flood occurred, breaching the levee bank at Lismore and inundating the Mid-Richmond once again.

The impacts of the 2022 floods are far-reaching. Everyone in the Valley has been affected in some way, and every community has experienced flood damage. Richmond Valley Council has been working to reopen roads, get essential services running again, assess the damage and begin the long task of rebuilding. With the emergency response now completed, the community moves in to the recovery phase. Council expects that this will take at least three years. An important part of this process will be to take the lessons learned from the 2022 flood and incorporate them into our future flood planning and disaster response. This work has already begun, and this Plan maps out the actions Council will continue to undertake to support the Richmond Valley to recover.

"We've never seen anything like this... the water is 2 metres higher than '54."





Telling Our Story

The NSW Flood Inquiry

On 21 March 2022, the NSW Government established an independent flood inquiry to examine and report on the causes of, preparedness for, response to, and recovery from, the 2022 catastrophic flood event.

Professor Mary O’Kane AC and Michael Fuller APM have been engaged to lead the Inquiry.

The Inquiry will deliver two sets of findings – with the first report due on 30 June and the second by 30 September. These findings will help to inform the NSW Government’s response to the flood and set direction for the Northern Rivers Reconstruction Corporation, which commences in 1 July 2022.

Richmond Valley Council believes it is vital that our community’s voice is heard in the Inquiry - and that the Government’s response to the Inquiry recognises the importance of local

people being involved in delivering solutions for their communities. Council encouraged all members of the community to make a personal submission to the Inquiry.

Council also made a submission to the Inquiry on the community’s behalf, highlighting the challenges our communities faced during the flood event and emergency response, the issues we are experiencing in the recovery phase and the need to build back better with safer housing and stronger infrastructure.

During the Recovery phase Council is represented on the Northern NSW Regional Recovery Committee and its various sub-committees, as well as the Northern Rivers Housing Recovery Taskforce.

As the findings of the NSW Flood Inquiry are released, we will adjust this Plan, as required, to include any new opportunities or issues that arise for the Richmond Valley.



Flooding at Coraki

COUNTING THE COST

About the Richmond Valley

- Population – 23,490
- Family households – 5262
- Local jobs – 7923
- Gross regional product - \$900m

 **Damage to homes and businesses**

- Up to 3000 properties impacted by flooding
- 1200 buildings damaged, including 840 homes and 44 businesses
- 450+ homes uninhabitable
- Up to 1000 people displaced

 **Damage to community facilities: 2m+**

- 5 community halls
- 6 cultural and educational facilities
- 6 emergency services buildings
- 14 sports and recreation facilities

 **Damage to infrastructure: 150m+**

- Roads and bridges - \$100m
- Water and sewerage - \$50m

 **Total flood clean-up: 6m**

- 80,000 tonnes of waste (six times our annual amount to landfill)
- Up to 980 truckloads of waste per day at the Coraki quarry transfer site

 **Economic impacts**

- Estimated loss to local production - \$250m over 2 years
- Main impacts on agriculture and manufacturing industry



Flood waste pile at Coraki quarry

Richmond Valley Council 9

OUR COMMUNITIES

WOODBURN

Flooding in Woodburn was like nothing the village had seen before, with levels well above a 1 in 500 year event. Residents rushed to move to higher ground – to places that had previously been safe from flood – but the waters continued to rise. There are many stories of the terror of that Monday night - of those sheltering in the dark on the bridge and feeling the full force of the waters crashing around them – and the overwhelming sense of relief when a small army of boats arrived to rescue them. The evacuation centre at Woodburn School provided shelter for hundreds of locals waiting long days for the water to recede and the roads to reopen.

Flood waters in Woodburn were well above historic levels

In the wake of the flood, 154 properties in Woodburn were damaged, as well as community buildings and local businesses providing most of the employment in the village. With a second flood event four weeks later and damage to so many homes, Woodburn faces a long journey to rebuild and recover. But it has already celebrated a major milestone with the re-opening of the local school, supported by Australian Defence Force personnel who came to help with the clean-up. Council has established a Recovery Advisory Group to work with residents and support the recovery and will continue to advocate to the State government for essential needs, such as temporary housing.



10 Rebuilding the Richmond Valley

Priority Actions for Woodburn

Homes

- Simplify and fast-track approvals for rebuild and restoration works
- Advocate for temporary housing

Repairs to community facilities

- Woodburn Community Hall
- Visitor Information Centre
- Woodburn oval facilities
- Woodburn pool

Community events and activities

- Woodburn Recovery Advisory Group
- Develop a flood recovery event, in consultation with the community

Infrastructure

- Woodburn-Evans Head Road
- Woodburn-Coraki Road
- Repair sewage pump stations

Projects

- Woodburn Place Plan
- CBD Revitalization Plan

Telling Our Story

There are many stories of the Woodburn flood. The account below is by Senior Constable Adam Bailey, who is a member of the Woodburn Recovery Advisory Group.

"After days of relentless heavy rain falls on the Monday I had a phone call from an old timer who was formerly with the SES here in Woodburn. He told me it was going to be record flood levels. I made the decision to open up an evacuation centre on the only high point in town being the Woodburn Public School and Woodburn Preschool.

I rushed around Monday afternoon with assistance from a number of members of the public to move my generators, fridge and fuel to the school canteen. Supplies were taken from the bottom few shelves and deli of Woodburn IGA as water started to rush into the store. These supplies were taken up to the evacuation centre.

During the early hours of Monday night the water continued to rise fast. The situation was clearly going to be far worse than expected. Calls for assistance started to come in with members of the public in need of rescuing. Many from North Woodburn were stuck on the Woodburn Bridge overnight. By the early hours of Tuesday morning the sheer scale of the event was becoming clear. Lisa Symonds and I were working together in an attempt to co-ordinate who needed rescuing and from where. Lisa and others used social media as we deployed members of the community in personal boats

conducting rescue after rescue. This continued as day broke and more boats arrived to help. There must have been 20 to 30 local boats and fishermen from Woodburn and Evans Head on the water assisting with these rescues. Over a period of time I would say they rescued between 300-400 people during the peak of the flood when it was very dangerous. People were being rescued from the roofs and balconies of second storey homes. Boat operators were having to duck under power lines as they approached the evacuation centre's makeshift boat ramp. As the day went on, phone and internet service all but dropped out, but luckily most had already been moved to safety. I think there could have been about 500 to 600 people and hundreds of pets at the evacuation centre. It was crazy. The Woodburn and Evans Head community did an amazing job to rescue everyone.

Given the numbers, a decision was made to ferry as many people as possible to Evans Head. Priority was given to the elderly or unwell, then woman and children. Many were in need of medication as they left their property in a hurry. Again members of the community in private boats assisted with this in reducing the numbers at the evacuation centre to a manageable level doing trip after trip over a number of days.

As day after day continued the water seemed to take forever to recede. A large number of helicopters serviced Woodburn and outlying areas with food drops and supplies. I think it was day five or six that the water had receded enough that the first Army truck was able to drive into Woodburn. It was a relief to see. The following day further support arrived and roads back into Woodburn were accessible. The devastation was clear to see. Our town and community had been destroyed. It was heartbreaking."

- **Adam Bailey**
Senior Constable
Woodburn Police

Flood damage at Woodburn Hall



OUR COMMUNITIES

BROADWATER

The Broadwater community saw unprecedented flooding, with levels well above a 1 in 500 year event. Low lying areas, including two local caravan parks, were quickly submerged on Monday night (28 February) and there were harrowing stories of elderly residents wading through waist-deep water in the dark and scrambling onto roofs for safety. Long-term locals – who remembered the '74 floods - watched in disbelief as the waters began to rise to the upper levels of their homes. As the rescues began, evacuees were ferried to Evans Head, with a number of evacuation centres opening up to take the ever-increasing numbers.

The first flood was followed by a second deluge four weeks later, with many homes inundated again. The floods have left nearly every home in the village (77 properties) badly damaged. The local school has been destroyed, the local service station inundated and the village's major employer, the Sunshine Sugar Mill severely impacted.

Broadwater village faces a long road to recovery, but is already rallying its resources to the task, as more families continue to move back to their properties. Council has established a Recovery Advisory Group to work with residents and support the recovery process and will continue to advocate to the State government for essential needs.



Priority Actions for Broadwater

Homes

- Simplify and fast-track approvals for rebuilding and restoration works
- Advocate for temporary housing

Repairs to community facilities

- Broadwater-Rileys Hill Community Centre
- Broadwater SES & RFS buildings
- Memorial Park facilities & tennis courts

Community events and activities

- Broadwater Recovery Advisory Group
- Develop a flood recovery event, in consultation with the community

Infrastructure

- Pressure sewer system panels and pumps
- Rileys Hill Sewage Treatment Plant
- Broadwater-Evans Head Rd

Projects

- Broadwater & Rileys Hill Place Plan

Telling Our Story

There are many stories of the Broadwater flood. The account below is by Karina McKey, who is a member of the Broadwater Recovery Advisory Group.

"There aren't really words to describe being in a flood. The certainty it won't come any higher, because it never has before. The panic once you realise you are wrong. The frantic but slow-motion process of getting to safety. Then comes the wait. The games you play in your head of guessing heights, trying to remember the exact placement of precious items then feeling guilty about worrying about material possessions because you are alive and that should be enough. Repeat over and over for days whilst waiting for the water to recede.

But that story is common to every community that flooded. We can all describe exactly how much damage water can do, how at times the smell is overwhelming and how the sound of rain triggers immediate anxiety. Until you've experienced a flood the words will never paint an accurate enough picture.

What makes Broadwater's flood story so special is the community behind it. Our community, with help from others around us, boated people from their homes to our hill. They evacuated people and pets over the week that followed. A group with limited logistics experience banded together to pull off a community disaster response. They moved food, water, medication and fuel that had

been airdropped to us to vulnerable communities around us. People on the hill opened up their homes to those that no longer had theirs. A family turned the air dropped supplies into a hot cooked dinner for everyone who wanted one - every single night. People talked well into the evening - an important peer support group. People that had never met became community over that week, which would set the stage for what came next.

When the water receded, despite being faced with their own devastating clean ups people helped each other. They checked in with each other, shared a drink and sometimes a cry. The wider community arrived with food and care and much needed support, all of it welcomed and very much needed, but, as that fades and our little town again starts to fend for itself, for what we know is going to be a long, slow and frustrating rebuild, something amazing has happened.

We know each other better. We know the names of the people we are waving too. We know who makes an amazing banana cake and who is most

likely to agree to a mid week beer because today was rough. And, one day, when our homes are rebuilt and our school has children in it and you can order a beer at our club, and some of the rawness of being flooded has eased, that will be what defines Broadwater. That we know regardless of what comes, this is an amazing community to be a part of."

- Karina McKey

The Army helps with the cleanup in Broadwater



OUR COMMUNITIES

EVANS HEAD

Evans Head opened its doors to hundreds of evacuees as residents fled Woodburn, Broadwater and surrounds seeking sanctuary from the flood. A small army of local boats and fishermen ferried evacuees to safety, as more and more centres opened to accommodate the numbers. There were more than 500 evacuees sheltering at the Evans River School, Camp Koinonia and the Evans Head RSL, as helicopters continued to fly in more families who had been rescued from roofs and remote properties.

The town also experienced flash flooding from a major storm on Sunday 27 February, after days of heavy rainfall, with lower lying areas near the bowling club and preschool being affected first. By Monday morning, water had entered the CBD and the south side of the village was cut off by rising waters.

While there have been many images shared of the flood event, residents say it is the sounds of those long dark hours that will remain with them – the howl of the wind, the pelting rain and the roar of a torrent of water rushing from the Evans River out to sea.

In the weeks after the flood, Evans Head has become a vital hub for the recovery effort, providing much needed accommodation and services for Mid-Richmond residents who have lost their homes.

Volunteers from Evans Head help to rescue flood victims at Woodburn



Priority Actions for Evans Head

Community facilities and activities

- Develop and implement a signature event for the Mid-Richmond
- Town entrance way upgrade
- Work with EPA to continue beach clean-up and restoration works
- Continue to seek funding for the Three Villages cycleway

Infrastructure

- Broadwater-Evans Head Rd repairs
- Illawong Lane drainage upgrade
- Evans Head Sewage Treatment Plant Stage 2

Projects

- Evans Head Place Plan, including design of the CBD upgrade
- Evans Head stormwater study and stormwater upgrade



Telling Our Story

There are many stories of the Evans Head flood response. The account below is by Jaime Cooper from the Mid Richmond Neighbourhood Centre.

"Throughout that first night, as the rain bucketed from the sky, local heroes launched their boats to save lives. The stories from those who were rescued were raw and traumatic. Some climbed out of bed in the middle of the night to the wet floor of their two-storey home, some saw neighbours' belongings flow past their front deck, then a vehicle and possibly a shipping container. Others experienced the raging water with devastating losses of livestock and family pets.

By dawn, Evans Head was completely isolated. By 6am Roger jumped into action opening the Evans Head Bowlo for evacuees to have a warm safe place. Brett knocked on the petrol station owner's front door asking for help to fuel the boats. In a moment, the whole town swung into action.

Our roads turned into boat ramps – one going to Broadwater and one going to Woodburn. By midmorning, with flood waters rapidly rising, laneways became a bustling highway of boats with locals answering the call to rescue families and animals.

The local school opened an evacuation centre. The school became tent city using students' excursion tents. Animals dotted across the school grounds in between. A second evacuation site at Club Evans opened with the function room filled with donated mattresses and swags. Mid

Richmond Neighbourhood Centre buses were positioned at each 'boat ramp' to ferry people to each centre. With over 300 evacuees plus animals, the logistics was overwhelming.

I spent the next three days alternating resource drops to boat ramps, gathering everything the community could find from a resourceless town. Hampers ran short, gas bottles were non-existent, milk was only found in dreams and bread was a distant memory. Yet everyone kept finding and giving. Our community cooked meals, delivered food, toiletries, blankets, pillows, ice and eskies. We took scripts from boat drivers and had them filled overnight to take back the next day. We sent supplies to homes on higher ground sheltering large amounts of people and sent resources to centres at Woodburn, Broadwater and by day three even Coraki.

Locals panicked and drained the supermarkets dry. It wasn't long before there wasn't a business open in town where you could buy food. The school oval turned into a landing pad for helicopters delivering essential items including food and more flood evacuees, the Bowlo and Mid Richmond Neighbourhood Centre coordinated food efforts and, organically, a system began to form. Morning debriefs with council, emergency services and organisations

became a routine, the local pharmacy worked around the clock and the community supported the local baker to ensure they had staff and supplies to provide bread to the community.

Local school teachers volunteered tirelessly and everyone in town had a house guest or a responsibility to assist somewhere, and they did this compassionately and as one unified group.

Ten weeks on I'm still in awe and full of admiration of this community for their ongoing generosity and spirit as they continue to support their neighbours. I feel guilty that I have a nice warm bed. A guilt that is only quelled by trying to be useful in this devastating time.

Without guidance, we seamlessly made things happen and became leaders; uniting through a shared desire for our broader community to know we haven't forgotten them."

- Jaime Cooper



Richmond Valley Council 15

OUR COMMUNITIES

CORAKI

Coraki suffered the full force of the February-March deluge, as flood waters from the Wilson and Richmond Rivers converged on the town. While evacuations of low-lying areas and the caravan park had begun earlier, heavy and persistent rainfall saw water levels rise quickly throughout Monday night 28 February, and frantic efforts to rescue family and neighbours began. With the town split by flood waters and isolated from the outside world, temporary evacuation centres emerged and volunteers stepped up to feed the hundreds who found themselves homeless. The town was inaccessible by road for several days, but volunteers continued to rescue stranded residents and ferry in essentials by boat and army helicopters provided food drops.

In the wake of the floods, 300 homes were damaged, along with local businesses and community buildings. The clean-up and recovery process had just begun when a second devastating flood hit the town four weeks later. With no temporary housing available, many locals continued to live in cars, tents and makeshift shelters while they worked to clean and repair their homes.

The people of Coraki have a long journey ahead to restore and reconnect their community. Council has established a local Recovery Advisory Group to work with residents and will continue to advocate to State Government for help with essential needs, such as additional housing and health care.



Priority Actions for Coraki

Homes

- Simplify and fast-track approvals for rebuilding and restoration works
- Advocate for temporary housing within Coraki

Repairs to community facilities

- Coraki Caravan Park
- Coraki Pre-School
- Youth Hall
- SES building
- Tennis courts & sports field

Community events and activities

- Coraki Recovery Advisory Group
- Develop a flood recovery event, in consultation with the community

Infrastructure

- Woodburn-Coraki Road
- Coraki Sewage Treatment Plant

Projects

- Coraki Place Plan

Telling Our Story

There are many stories from the Coraki flood. The story below, by Coraki Recovery Advisory Group member, Bianca Mavir, captures the experience of one local family.

"After every storm comes a rainbow of hope...

The spirit of community and fierce sense of mate-ship inspires the region to keep showing up even on our darkest days.

Day one saw the SES inundated with calls for help. They had not been allocated the resources to cope with a disaster of this magnitude. Countless locals stepped up to conduct rescues. My husband and cousin brought evacuees to our small flat and my Aunt's business next door. The town was completely cut off by floodwaters in a matter of hours. The township was separated by a torrent of water through the center of town. We were on two islands and the official evacuation center was inaccessible to our side of Coraki. We opened our homes and did what we could for one another. There was no communication. We felt very much on our own. We took in close to 30 people that first night, many elderly residents. I will never forget the haunted look in their eyes as we clothed them, fed them, and made sure they were warm. It was too dangerous to conduct rescues at night with the resources that were available. No one slept. I held my cousin as we cried for our relatives on properties out of town. No one ever came for them and we were almost certain we would never see them again. The rain was relentless. Our fear was palpable. There are

no words to describe the overwhelm or trauma. Our local heroes and the SES saved many lives but we were not prepared for this.

Day two of the flood brings a tiny calf to our door that was rescued from the raging waters. Some good Samaritans brought him into the Coraki township by boat and he collapsed in a patch of green grass out the front of our flat, a home with a newborn baby. A stash of frozen breast milk was thawed and we managed to funnel half of this into his mouth by hand. We held very little hope he would survive, but he was a fighter. We found out his mother had also made it and we didn't give up on this little miracle. He was one of only three of his herd to survive. Over time and with support from farmers, vets, and locals, little Theo was reunited with his family. Their reunion was one of the most touching and beautiful things I

Coraki Woodburn Road



have ever witnessed. A happy ending amidst the deep sense of loss our community had suffered

Day two rolls into days three, four and five before the first of the bigger vehicles could finally get to us. Hundreds of people were stranded, homeless, and without the essentials - power, water, and food. We coordinated civilian supply runs until the chopper drops began.

I remember looking across my town to an ocean, an inland body of water that was once a paddock filled with cattle. It is a beautiful crisp morning and the grass surrounding me is vibrant and green. Mother nature is cruel, but her wrath facilitates a green we would have begged for in the wrath of fire and drought years ago. A subtle irony. To me, green is the colour of hope.

As the days bleed together to become weeks we have seen a flurry of community volunteers stepping in and stepping up. Heroes that don't wear capes, but life jackets, aprons, gloves. They are armed with boats, food, cleaning supplies and shoulders to cry on.

We want to help lead our recovery, to be prepared for future disasters. We hope to grow in resilience, but to do so we need support for our businesses and for our people."

- Bianca Mavir

Richmond Valley Council 17

OUR COMMUNITIES

CASINO

Casino saw flood waters flow into the main street for the first time in living memory on Monday 28 February, after days of relentless rain. Low lying areas of the town were evacuated, as flash flooding continued and the river began to break its banks. An emergency evacuation centre was established at Casino High School and volunteers rallied to help provide meals, warm clothing and blankets for the evacuees. As the water began to lap at shop doors in Walker Street, volunteers also helped with sand-bagging entrances and lifting stock and equipment above the water.

By Tuesday morning the waters had begun to recede and a small herd of confused and hungry cattle was spotted roaming around the town. Council rangers helped to round them up and the town clean up process began. By Wednesday, many of the main street shops had reopened

their doors and the clean-up trucks had begun to remove piles of waste from outside local homes. Some 270 properties were damaged, as well as local sporting facilities, roads and infrastructure.

The force of the flood water has left the riverbank severely eroded, with trees and other vegetation ripped out and years of habitat restoration work destroyed. It will take significant time and investment to restore the damage and Council is working with the state agencies responsible for the riverbank to help get stabilisation works underway.

In the aftermath of the floods, Casino's role as a regional hub has continued to grow, supporting residents from Lismore and surrounding areas with essential supplies and services while the work to restore the Lismore CBD continues.



Casino aerial view

Priority Actions for Casino

Homes

- Simplify and fast-track approvals for rebuilding and restoration works
- Advocate for more temporary and long-term housing

Repairs to community facilities

- Casino indoor sports stadium
- Colley Park sports facilities (netball & soccer) and playgroup hall
- Casino croquet club
- Casino art gallery

Community events and activities

- Continue to support signature events, including Beef Week, Primex & the Casino Truck Show

Infrastructure

- Naughtons Gap Rd realignment & Bentley Rd landslip
- Casino sewage treatment plant & pump stations
- River footbridge replacement

Projects

- Casino pool upgrade Stage 1
- Casino to Bentley Northern Rivers Rail Trail
- Casino showground upgrade

Telling Our Story

There are many stories from the Casino flood. The story below, by Kristy Knight, captures the experience of one local family.

"On that Sunday night my husband didn't sleep. We live on the river in Casino with our beautiful children. We could see torches from other houses throughout the night checking on the river levels as well.

On Monday the river broke the bank and reached our retaining wall and then past it. I stood on the deck and watched as the bushland next to us started slowly slipping into the river. At that point I was concerned that the high flow of water would mean our house was next. We decided to evacuate.

We packed up the car and the kids to head to the evacuation centre but we were told the bridge was closed. We were so scared by the height and velocity of the water that we wouldn't have gone

over it anyway. We couldn't find a motel with a vacancy so we just stayed in our car in the park. The whole time I am trying to keep the kids calm which is hard when I felt so much panic. They kept asking if their toys were okay, if we still had a house and when are we going home. I didn't have an answer.

After a few calls we received emergency accommodation at the lifestyle village. When the water stopped rising we checked on the house and realised we were the lucky ones. Both our neighbours were affected but the water stayed just under the deck at our home.

When I was finally able to go and work at the Casino evacuation centre, I realised the devastation other people were experiencing.

The water didn't discriminate about who it affected. From young to elderly, from secure families to rough sleepers. Everyone in its path suffered.

I saw how important it was for animals to be allowed at the evacuation centre. For some people, their beloved furry friend is all they have.

The elderly people at the evacuation centre hold a special place in my heart. They were so scared and completely out of their comfort zone. But they took comfort that they were surrounded by others who were going through the same thing. Not once did they think that it was harder for them than others, they had a hardy resilience... they didn't want fuss. A good book and a crossword puzzle were all they asked for to get them through.

My kids are now constantly focussed on the height of the river. Every time it rains they run to the window to look how high the river is and they tell me where the height of the water is while looking down at the ruined carpark as we cross the bridge. They are always monitoring and asking if it is going to flood again. The truth is, I can't say it won't."

- Kristy Knight



Casino aerial view

OUR COMMUNITIES

RURAL COMMUNITIES

The Richmond Valley's rural communities and surrounding farmlands suffered long periods of isolation from rising flood waters and the destruction they left behind. The flooding was widespread, affecting communities such as Bungawalbin, Rappville, Leeville, Swan Bay, Tatham, Tomki, Codrington, Doonbah, Dobies Bite, Stratheden, Clovass and New Italy. There was extensive damage to access roads. Rural communities are still working to complete the flood clean up, to repair their homes, restore power supply, water tanks and on-site sewage treatment and replace damaged fencing and farm equipment.

Communities such as Swan Bay, Bungawalbin and Tatham have seen up to 75% of local properties damaged, including community halls, emergency services buildings and sporting facilities. Crops, livestock and farm infrastructure have also been lost and there has been extensive damage to riverbanks, riparian zones and wildlife corridors.

It will take at least three years to get rural communities back on their feet, restore key access roads and rebuild local infrastructure. Several rural roads have suffered major washouts, landslips and damage to bridges that will require major reconstruction. Repairing local freight routes, so that farmers can continue to get stock and produce to market will be a high priority. Council is establishing a Rural Communities Recovery Advisory Group to help support this process. It will also be working with Rous County Council to encourage the repair of damaged flood mitigation works, such as the Bungawalbin levy, and supporting Rous' programs to control post-flood weed infestations in rural areas.

Priority Actions for Rural Communities

Homes

- Simplify and fast-track approvals for rebuilding and restoration works

Repairs to community facilities

- Leeville & Yorklea community halls
- Rappville, Tomki and West Coraki RFS buildings
- Rappville tennis courts

Community events and activities

- Rural Communities Recovery Advisory Group
- Develop a flood recovery event in consultation with rural communities

Infrastructure

- Bungawalbin-Whiporie Rd
- Rappville Rd
- Upper Cherry Tree Rd
- Bentley Rd landslip

Projects

- Work with state agencies and Rous County Council on flood infrastructure and environmental restoration programs
- Complete Rappville Sewerage Scheme



Swan Bay Aerial View

Telling Our Story

There are many stories from the floods in our rural communities. The account below by Recovery Advisory Group member Arthur Green captures experiences from the New Italy community.

"I was worried. I'm involved in the SES at Woodburn and had been chatting with ex SES member Jim McCormack who was concerned about what was coming and how it could flood. None of us expected this though.

As we monitored the major downfalls in the catchment, we began to have increased concerns. Reports were coming in from Whiporie and Rappville of the inundation and at that point we knew we were in trouble.

Generally, out here we can have three different floods from three different catchments, and it can affect us in three different ways. Never all three at once... accept this time.

The long-term locals did our best to prepare the community out here, but the 1954 flood was our only reference and the water went two meters higher than that.

It took me a couple of days to find a spot where we could get service and at best it was limited. I would drive to a location and sometimes get a text message out or be able to make a patchy phone call. A satellite phone would have made the world of difference. I was one of relay services for our community to organise food drops and evacuations. Being able to reach the people we know in emergency services worked far better than the official phone numbers and channels. Local connections and knowledge were

what worked to get things done throughout this disaster. Others from the community have shared how social media saved lives. When all else failed, Facebook pulled through.

When we get flooding out here, we may get cut for a couple of days. That is what we expect and prepare for. The isolation we experienced was unprecedented. The first flood left us isolated for 14-15 days and the second flood for seven. We were without power, fuel, medication and limited food. I've never eaten so much tinned fruit and spaghetti in my life, and I hope not to again.

Our community pulled together like they always do, and we were able to get items from Iluka and Woombah before being able to reach Woodburn and Evans Head. A lot of us had to dip into our own pockets to keep the community going, especially with fuel for generators.

The café at the New Italy Museum set up a food hub. The owner Rob Duncan was so generous to let our community use that space to provide for each other.

The hardest part for me was not being able to care my 90-year-old father from Casino. We normally speak five to six times a day and I drive him to appointments and the shops. Not being able to contact me or have that routine was very hard on him and it has taken time to get him back on track.

Everyday feels like Groundhog Day. Every day it rains, every day we find it hard to move forward, every day we wonder when we can start to earn an income off the land again. It's muddy, wet and the fear of the unknown remains.

All we can do is lend an ear to others who need it, whose frustration and anger grows at the inability to move on from this. Our recovery will take time."

- Arthur Green

Severe damage to Upper Cherry Tree Rd, Mongogarie



ABOUT THIS PLAN

The 2022 floods occurred just as councils in the Northern Rivers were preparing to review their Community Strategic Plans under the Local Government Act's IP&R requirements. The Community Strategic Plan (CSP) identifies long-term goals and priorities for the community. This helps to inform the Council's Delivery Program and Operational Plans, which set out how these goals will be achieved by Council and how resources will be allocated. When the floods arrived, Council decided to delay the review of its long-term plan and concentrate on the most immediate needs of our community in recovering from the flood. It adopted a revised IP&R framework and developed three key documents:

- **A Flood Impact Statement** to make all levels of government aware of the extent of the damage and the needs of our community. This document has been provided to the Prime Minister, the NSW Premier and other key Agencies
- **An Economic Impact Statement** to assess the potential effects on our local economy and how we can recover.
- **The Rebuilding the Richmond Valley Recovery Plan**, to guide recovery over the next three years.

Council will base all of its activities around the Recovery Plan for the next 12 months. This will allow time for the community to reflect on the sort of place we want the Richmond Valley to be in the future and prepare a new Community

Strategic Plan. Council will start consulting on the new CSP from September 2022 and adopt the plan in June 2023 after public exhibition. The Rebuilding the Richmond Valley Plan will then be incorporated into Council's new Delivery Program for 2023-25. In the meantime, the Recovery Plan will ensure that essential repairs and practical support is delivered to the people who need it most and that Council can continue to deliver the services our community needs.

This plan is divided into three sections:

1. Recover

Focusing on the urgent things we need to help people get back on their feet after the flood, revive the economy, help the environment, and start the massive task of fixing our roads, community buildings, sports fields and parks.

2. Prepare/Prevent

Identifying what we can do to be better prepared for natural disasters in the future as we face life in a changing climate.

3. Sustain

Recognizing that we still need to deliver essential services to the community during the recovery period, to complete important projects that were already funded, and set things in place for the future - such as providing more housing and jobs.

RECOVERY PLANNING FRAMEWORK

Community Strategic Plan

To be reviewed in 2023



Rebuilding the Richmond Valley Recovery Plan

Replaces the Delivery Program for 2022-23



resourcing

Operational Plan



Annual Report

FUNDING THE RECOVERY PROCESS

The 2022 floods have left the Richmond Valley with a massive repair bill. In public assets alone, our community is facing more than \$150m in repairs to roads, bridges and sewers– that's five times more than Council would normally spend on capital works each year. We will need to rely heavily on other levels of government for funding and support.

Many of the works envisaged in this Plan involve areas outside of local councils' responsibility – such as providing temporary housing or restoring major riverbank erosion. These works have been included because they are important to the community. Council will actively advocate for other agencies to help deliver these projects. At this stage, we do not have a clear picture of how much government funding will be available to assist our recovery. This will become clearer over the next 12 months, as we continue to work with Recovery agencies and complete damage assessments.

Coraki Aerial View



There are several funding sources available to help deliver this plan. These include:

Government Grants

Council receives some operational grants each year, including funding for roads, but these will not be enough to cover the amount of damage from the floods. We will need additional funding and resources from the NSW and Federal Governments. So far, government assistance of more than \$4 billion has been announced in response to the disaster and Council is actively exploring all options to access this funding.

Disaster Recovery Funding Arrangements

This money is provided by the Federal Government and administered by the State. It provides much needed resources to fix roads, bridges and culverts after disasters and Council has relied heavily on this support in the past. In response to the magnitude of these floods, the scheme has now been extended to other infrastructure such as water/sewer and recreational facilities. Some of these funds will be administered by Transport for NSW, and some will be administered by the new Northern Rivers Reconstruction Corporation.

Rates, Fees & Charges

This is Council's normal revenue stream and it helps to fund the daily activities that support our community, such as kerbside bin collections, providing library services and maintaining roads, parks and sports fields. Council needs to keep collecting these funds so that normal community services can continue during the recovery period. We are also exploring options for more rate relief for those affected by the floods.

Insurance

Council has invested in flood insurance and other coverage that will help in the recovery process. Although we will receive up to \$5 million from our insurer, CivicRisk Mutual, our insurance payout will not be sufficient to cover the huge amount of damage and clean-up expenses. Council will use the insurance payments to repair essential community buildings and facilities.

1 RECOVER

Objective #1

HELP COMMUNITIES TO RECOVER AND RECONNECT

Our communities have lost many things in these catastrophic floods – our homes, jobs, regional centres and services and community facilities - but what has survived, despite these challenges, is the strong connection that people have to this special place and the community ties that hold us together.

In every community survey and consultation council has conducted over the years, people have consistently told us how much they love the Richmond Valley, the relaxed lifestyle we enjoy and the strong sense of community connection.

That is why helping people to reconnect with their town or village, re-establish their links with community and work together towards recovery is a critical part of this plan. There are practical things that council can do to help our communities to recover, such as:

- Leading community conversations about what our towns and villages will look like in the future – where new housing should be located, what the town centres should look like, the type of community facilities and open spaces that are required. The Place Plans project will help to redesign and revitalise our villages

- Delivering community programs, led by our Resilience and Recovery Team, including local Advisory Groups
- Helping community groups to get back on their feet by restoring important facilities, such as community halls, and continuing support for local groups through Council's annual program of community grants
- Strengthening the role of local libraries, which provide safe and welcoming spaces to learn, make new friends and take part in community programs. Library services will be in big demand after the floods because many people have

lost access to internet services, computers and other digital resources. Our branch libraries and the mobile library service will also play a role in providing outreach programs for rural communities and helping people to access recovery information

- Delivering community events. Our community loves signature events such as Beef Week and Primex, as well as the many local activities that take place throughout the year. Council will continue to actively support the events program, as well as working with individual communities to develop local recovery events



Royal Australian Navy personnel help with the flood clean up

WHAT WILL COUNCIL DO?

Strategies

- Work with the community to revitalize our towns and villages.
- Lead local resilience and recovery programs
- Deliver community events to encourage reconnection
- Strengthen the role of local libraries in community recovery

Principal Activities

- Prepare Place Plans for towns and villages
- Help community groups to recommence activities
- Establish local Advisory Groups to work with the Richmond Valley Resilience & Recovery Team
- Support the Richmond Valley's signature events program
- Work with communities to develop local recovery events
- Increase technology support and digital resources at libraries
- Provide access to recovery and assistance information
- Develop library-based programs for social connection and wellbeing

What can other levels of Government do?

- Continue to provide disaster relief and support services through Recovery Centres, Services Australia and Services NSW.
- Provide funding for Council's Recovery and Resilience Team to support community programs and events
- Provide funding programs for community groups and sports clubs to support their recovery.

PRIORITIES & PROJECTS

To be delivered in year 1 of the Plan

- Establish Community Advisory Groups in flood affected areas
- Complete the Casino Place Plan
- Begin work on Place Plans for Woodburn, Broadwater, Evans Head and Coraki
- Progress community hall repairs at Woodburn, Broadwater, Coraki, Leeville and Casino
- Continue the RVC Community Grants Program
- Support signature events, including Beef Week
- Host recovery events in Casino and the Mid-Richmond
- Increase the libraries' e-resources and on-line data bases
- Provide new digital services at libraries, including wi-fi printing and teleconferencing
- Offer improved access to technology on the mobile library
- Develop new library outreach programs for rural communities

1 RECOVER

Objective #2

SUPPORT FAMILIES AND BUSINESSES TO REBUILD

Helping people to get back into their own homes and reopen their businesses is a top priority for the Recovery period. This may take some time and we will need options for temporary housing for at least two years, so people can remain connected to their communities. The NSW Government will be establishing temporary housing sites in the Mid-Richmond in 2022. Council will also support people to move back on to their property, with additional concessions for caravans and other temporary options.

As part of our Development Concierge service, we will provide clear information for people planning to rebuild and help them to navigate the development application process. The NSW Government is also providing support through the Property Assessment program and Council will work closely with this scheme to help people to re-establish their home as soon as possible. We will also work with the Northern Rivers Redevelopment Corporation to explore any options for voluntary house-raising or buy-back schemes that the government may offer in future.

Getting our business community back on its feet is also a key focus and Council will be actively supporting business owners through

the redevelopment process, as required. We'll also be putting extra effort into ensuring that our commercial districts are well maintained and inviting, as we continue the clean-up and repair process.

Additionally, Council will be advocating for more assistance packages for local businesses and more help for applicants in completing the process. It will also be working with local and regional business organisations to support business recovery and secure local jobs across the region.

What can other levels of Government do?

- Work with local councils through the Northern Rivers Redevelopment Corporation
- Provide funding for voluntary house-raising and buy-back schemes
- Streamline NSW planning processes to make it easier for homes and business to rebuild
- Expedite business grant applications, so that businesses can move forward with recovery
- Review the business grant criteria to make assistance more accessible

Casino says thank you to Australian Defence Force personnel in Operation Flood Assist



WHAT WILL COUNCIL DO?

Strategies (3 Years)

- Support temporary housing options that keep people connected to their community
- Support flood-affected residents and businesses through the development approval process
- Restore central business districts and town centres
- Support recovery of key industries

Principal Activities (3 Years)

- Support Resilience NSW to establish modular housing sites
- Support rehoming and fostering of pets for displaced families
- Provide development concierge services to support flood affected properties
- Explore options to improve flood resilience through building design and location
- Ensure CBD precincts in Casino and the Mid-Richmond are well maintained
- Advocate for government assistance for local businesses and employees
- Partner with Regional NSW, RDA and local business organisations to support business recovery



PRIORITIES & PROJECTS

To be delivered in year 1 of the Plan

- Work with Resilience NSW to provide temporary homes in the Richmond Valley
- Support residents to use temporary accommodation options, such as caravans, on their own properties
- Seek funding for the RVC animal shelter upgrade to increase capacity and improve animal welfare
- Strengthen links between council and local animal rehoming agencies
- Work with the Government's Property Assessment program to fast-track inspections, orders and DAs for flood affected properties
- Work with the Northern Rivers Reconstruction Corporation to explore options for voluntary house raising and buy-back schemes
- Repair town entrances and flood damaged assets in Woodburn, Broadwater and Coraki business districts
- Ensure Evans Head and Casino CBDs are clean and well maintained to cater for increased patronage
- Advocate to all levels of government for easy-to-access grants and support for local business
- Provide business round-tables and events to support the recovery process

1 RECOVER

Objective #3

RESTORE THE RICHMOND VALLEY'S ROAD NETWORK

The Richmond Valley's 1175 km road network has been severely damaged by two consecutive major floods and it will take at least three years to repair all the damage.

Council is currently assessing the full extent of the repairs required and expects that further damage will emerge in the post-flood period as saturated pavements begin to fail. At present, the estimated repair bill stands at \$100m, not including the cost of repairing major landslips in North Casino.

While we're undertaking these important repairs, Council also needs to continue with its existing grant-funded projects, so that we don't lose this funding for our community. We must also ensure that our regular inspection and maintenance programs are carried out, so we identify any emerging issues quickly.

The first step in the recovery process will be to complete the full damage assessment, including bridge inspections, and lodge applications for Disaster Funding Assistance with the NSW Government. Council has been very successful with this funding in the past and looks forward to continued support from the Government.

A top priority in the recovery period will be to keep our key regional link roads and freight routes operational and improve their future flood resilience. This will ensure the community has access to essential supplies and protect thousands of jobs in our major agricultural and manufacturing industries.

Council will also be focusing on our rural roads network, ensuring people have safe access to their properties and systematically repairing major damage as funds become available. Key link roads between communities – such as the Woodburn-Evans Head Road – will also be high on the list.

Another major priority for Council will be to continue our campaign to establish the Woodburn-Casino Road (MR145) as a major regional link road and improve its flood resilience. We will be advocating strongly to all levels of government for the \$40m needed to upgrade this road.

What can other levels of Government do?

- Provide urgent Disaster Relief funding, so that repairs can be carried out quickly
- Support council with technical expertise to help design solutions to complex problems, such as the Naughtons Gap landslip
- Help Northern Rivers councils to access much-needed contract work crews and trades to complete the repair work



Naughtons Gap Road landslip



Getting us moving again

WHAT WILL COUNCIL DO?

Strategies (3 Years)

- Document the extent of infrastructure damage and identify funding sources
- Restore critical regional transport corridors and freight links
- Remediate land-slips and develop long-term solutions for North Casino link roads
- Rebuild and repair damaged roads, bridges and culverts

Principal Activities (3 Years)

- Complete asset inspection programs and secure funding commitments through DRFA and other options
- Support restoration works for Summerland Way and Bruxner Highway
- Advocate to upgrade Woodburn-Casino Rd (MR145) as a key regional link road and complete restoration works
- Restore essential freight routes and community access roads
- Complete Naughtons Gap road realignment
- Complete Bentley Rd landslip remediation
- Develop & deliver three-year capital works program for road, bridge & culvert restoration across road network
- Develop & deliver three-year maintenance and inspection program for roads, bridges & culverts

PRIORITIES & PROJECTS

To be delivered in year 1 of the Plan

- Complete bridge inspection program (129 bridges)
- Secure additional resources and manage Disaster Funding claims
- Work with TfNSW to improve regional freight links, such as Summerland Way and Bruxner Highway
- Continue to deliver maintenance contracts for State and Regional Roads
- Commence next stage remediation of Coraki-Woodburn section of MR145 (\$7million)
- Advocate for additional funding to upgrade Woodburn-Casino Rd (MR145) as a key regional link road
- Complete pre-construction planning for Naughtons Gap Rd realignment
- Complete Bentley Rd landslip remediation
- Develop repair programs for Broadwater Bridge and Tatham Bridges
- Review 2022-23 Capital Works Program to prioritize flood damage repairs
- Restore the rural road network and key community roads, as disaster relief funds become available

1 RECOVER

Objective #4

RESTORE ESSENTIAL INFRASTRUCTURE

Essential community infrastructure, such as water and sewerage systems, community buildings, sports facilities, footpaths and cycleways have also taken a major hit from the 2022 floods. The damage bill for our water and sewerage assets alone is at least \$50 million.

A top priority for Council will be getting these essential public health facilities back on line, so we can get people back in their homes – particularly for the Broadwater community and Riley’s Hill, where the most damage to sewerage systems has occurred. Casino’s aging sewage treatment plant has also suffered badly through major inundation and the plant will need to be replaced in the near future. Other major pump stations and sewage transfer systems in Casino are also badly damaged and it’s important that we restore these quickly to protect the environment and keep services operational.

We also need to make significant repairs to the Casino water supply system and fix the damage to water meters and other facilities in the Mid-Richmond villages. Council will be working with Rous Water to help ensure the Mid-Richmond water supply is fully restored.

Other priorities include fixing up our damaged sporting facilities – including the Casino Indoor Sports Stadium. Most of these works are covered

by our flood insurance, but it will take time to complete the damage assessments, source the materials and complete the repairs. Council will work closely with user groups while this work is carried out.

While we’re working on the repair program, Council will continue to focus on its regular maintenance routines, so that our parks and gardens, cemeteries and recreational spaces keep looking good.

What can other levels of Government do?

- Provide Disaster Relief Funding for water/ sewer repair works and recreational facilities
- Expedite Section 60 approvals for new sewerage facilities
- Assist communities with further grants for sporting clubs who have lost equipment or facilities
- Finalize the Casino Water Security Study and Water Treatment Plant review, so that Council can progress with infrastructure upgrades



RVC work crews restoring water services at Broadwater

WHAT WILL COUNCIL DO?

Strategies (3 Years)

- Repair/rebuild water supply networks
- Repair/rebuild sewage treatment plants and sewerage networks
- Restore and maintain community facilities and assets

Principal Activities (3 Years)

- Complete urgent repair works to water supply assets
- Design, secure approvals & funding for Casino Water Treatment Plant upgrade
- Deliver quality water supply services
- Complete urgent repair works to sewerage system assets
- Complete Evans Head Sewage Treatment Plant (STP) Stage 2
- Construct Rappville Sewerage Scheme
- Design, secure approvals & funding for Casino STP upgrade
- Deliver efficient sewerage services
- Repair flood damaged community buildings
- Restore damaged assets, including sporting facilities, parks, recreation areas, cemeteries, footpaths and cycleways
- Continue to maintain community buildings and assets in accordance with asset plans and programs



PRIORITIES & PROJECTS

To be delivered in year 1 of the Plan

- Commence replacement of the carbon dosing system at Casino Raw Water Pump Station
- Repair and recommission Rileys Hill Sewage Treatment Plant
- Complete repairs to Broadwater pressure sewer system and Mid-Richmond sewage pump stations
- Design a new sewage transfer system for South Casino
- Finalise designs and approvals for Evans Head STP Stage 2
- Construct Rappville Sewerage Scheme
- Secure funding for Casino STP upgrade and finalise the concept design
- Complete improvements to chlorine dosing systems at Casino WTP
- Complete repairs to the Indoor Sports Stadium and other facilities at Colley Park
- Repair flood damage to Woodburn Pool plant room
- Commence restoration of sports facilities in the Mid-Richmond villages
- Continue to maintain and develop local cemeteries
- Develop options to reconstruct Casino footbridge across the Richmond River



1 RECOVER

Objective #5

RESTORE THE ENVIRONMENT

The recovery process for local homes, community buildings and infrastructure is expected to take at least three years, but the recovery process for the natural environment will take much longer than that.

These unprecedented floods have ripped through riverbanks, destroyed large areas of vital habitat and left a legacy of major pollution incidents. At least 70 percent of the Richmond River catchment within Council's area has been impacted in some way and it will take a long-term program to restore important ecosystems.

Stabilising and restoring the river banks is one of the most urgent issues for our community. The sheer force of flood waters has ripped out trees and vegetation right along the Richmond River and badly eroded the bank. This major task is beyond Council's resources and we will be relying on the State Agencies responsible for managing this land to carry out the restoration works. Council will also be advocating for support to restore damaged river banks in the Bungawalbin and Mid-Richmond areas.

In the meantime, we have started work on restoring important habitat areas, including nesting and feeding sites for migratory birds and the flying fox roosting areas along the river. Restoring this habitat will help to relocate the flying foxes from our local parks and backyards.

Restoring the health of the river will take many years and a targeted clean-up, monitoring and restoration program will be required. Council will be working closely with the EPA, Crown Lands, Local Land Services and other agencies to help improve water quality in our river, to protect our town's drinking water supply, restore habitat and ensure it is safe to swim and fish in the waterways.

We'll also be working with the EPA to help manage pollution risks through damaged fuel tanks and chemical spills that occurred during the floods. Damaged septic tanks and other on-site sewage treatment systems will also need some attention and Council will be undertaking an inspection and improvement program for high risk sites. We'll also be working closely with Rous County Council to help prevent weed infestation from all the material carried down the river and onto our farmlands.



Critical flying fox roosting areas along the river have been lost

What can other levels of Government do?

- Continue to support the clean-up of riverbanks and waterways
- Undertake restoration of riverbanks and waterways
- Provide expertise to help manage pollution risks and contaminated lands
- Support habitat restoration through funding programs



WHAT WILL COUNCIL DO?

Strategies (3 Years)

- Work with government partners to restore and stabilise damaged river banks
- Restore riparian habitat zones in Casino & the Mid-Richmond
- Finalize flood clean-up and incident management.
- Manage river water quality risks

Principal Activities (3 Years)

- Advocate for riverbank assessment and restoration programs in Casino, the Mid-Richmond and Bungawalbin
- Seek funding to design and deliver riparian habitat restoration programs
- Complete inspections of underground petroleum storage systems (UPSS) and develop remediation plans
- Partner with EPA to address flood-related chemical and biological hazard incidents
- Manage high risk on-site sewage management systems (OSSM)
- Partner with State agencies to support Richmond River water quality monitoring
- Manage compliance with Environmental Licences

PRIORITIES & PROJECTS

To be delivered in year 1 of the Plan

- Partner with LLS and DPIE to deliver the rural land Riverbank Erosion Support program
- Work with Rous County Council to support restoration of levee banks
- Assess damage to council-managed riverbank lands and seek funding for restoration works
- Deliver the First Year Milestone for the Flying Fox Habitat grant
- Work with Rous County Council to address post-flood weed infestation
- Identify and assess flood-affected UPSS in high risk areas
- Work with EPA to monitor and remediate contaminated lands in flood-affected areas
- Commence the inspection and remediation program for high-risk OSSM
- Develop remediation plans for leachate and effluent ponds at Council facilities

Casino aerial view



2 PREPARE/PREVENT

Objective #6

IMPROVE THE DISASTER RESILIENCE OF PUBLIC ASSETS

The 2022 flood was one of the worst natural disasters our community has experienced. We want to do everything we can to avoid or reduce the impacts of these events in future.

While we can't avoid extreme weather events, we can improve the way our assets are designed and invest in flood-proofing high-risk areas.

One of the first tasks will be to restore damaged emergency infrastructure – such as SES and RFS buildings that were impacted by the floods, so it is ready for the next emergency. Council will also continue to maintain the Regional Emergency Operations Centre and explore ways for Casino aerodrome to play a more active role in disaster response. Improving facilities for rescue aircraft to refuel safely will be one of the first options to consider.

Council also plans a major review of stormwater drainage networks in Casino and Evans Head. Although we will always experience stormwater challenges with towns and villages located on the floodplain, there may be options to help reduce the impacts through redesign and improved stormwater management. We will be advocating strongly to State and Federal Governments to help fund the substantial cost of these studies and improvement programs. We'll also be looking at ways to make our sewerage network



Coraki flood clean up

more flood resilient, to try and reduce sewage overflows in heavy rain and flood.

Another key focus for advocacy will be improving telecommunications networks. Many homes and businesses lost internet and mobile phone services at critical times during the flood. Council raised this issue with the Flood Inquiry and we will continue to highlight these problems to Government.

We'll also be looking to build our community's long-term resilience to disaster by improving water security for our region, so we are better prepared for future droughts and bushfire. Council has been working on this plan for the last two years and is ready to start building solutions for the Casino supply.

What can other levels of Government do?

- Require telecommunications companies to make their networks more resilient and improve their disaster response
- Provide funding to help carry out stormwater studies and build solutions
- Provide funding, technical support and fast-tracking to rebuild better infrastructure with more resilient designs and materials
- Clarify ongoing agency responsibilities for establishing and managing evacuation centres

WHAT WILL COUNCIL DO?

Strategies (3 Years)

- Restore and strengthen emergency response infrastructure
- Improve local stormwater & drainage networks
- Build resilience into our water supply and sewerage networks
- Advocate for improved telecommunications networks

Principal Activities (3 Years)

- Repair flood damage to RFS and SES buildings
- Maintain Regional Emergency Operations Centre and equip council-owned evacuation centres
- Strengthen the role of Casino aerodrome in emergency response
- Review Casino stormwater model and develop stormwater risk management works program
- Develop stormwater model and risk management works for Mid-Richmond communities
- Secure long-term water supply for Casino & the Mid-Richmond
- Complete automation and telemetry upgrade for water/sewer assets
- Reduce inflow/infiltration in sewerage systems
- Advocate for improvements to telecommunications services

PRIORITIES & PROJECTS

To be delivered in year 1 of the Plan

- Complete damage assessments and commence repairs for SES facilities at Broadwater and Coraki
- Complete damage assessments and schedule repairs for RFS facilities
- Assess facilities at Council-owned buildings used for evacuation centres and plan upgrades
- Investigate options to improve aerodrome facilities to support emergency services, including refueling facilities
- Inspect Casino and Evans Head stormwater systems to identify current state and performance of these assets
- Seek funding to review and develop stormwater models for Casino and Mid-Richmond communities and complete risk management planning
- Identify preferred option for Casino water supply augmentation
- Work with Rous Water to secure the Mid-Richmond's water supply
- Complete automation upgrade at Casino WTP
- Continue the inflow detection program for Casino, Coraki and Evans Head sewerage systems
- Consult with the community on issues with telco blackspots during the flood and advocate for improvements

2 PREPARE/PREVENT

Objective #7

BUILD RESILIENCE IN A CHANGING CLIMATE

The Richmond Valley has experienced eight natural disasters in the past three years – each with devastating impacts for our community. Our climate is changing, and we need to be prepared for life in a more challenging environment in the coming years.

Improving our flood modelling and risk management planning for the floodplain is an important first step. Council has been working on a new flood model for the past 12 months, so we are well advanced to integrate the latest information from the 2022 flood and review our flood modelling. Once this is complete, we will prepare a new Risk Management Plan, which will include flood hazard mapping and consider the building and development standards we apply in flood-affected areas.

Council's Resilience and Recovery Team will also be working closely with communities to provide education programs and improve disaster preparedness. Council has committed to supporting the team for the next two years and will look at establishing a permanent resilience role in the future.

Another strategy to help us adapt is to reduce our demand on natural resources and become more self-reliant for food production and waste management. The Richmond Valley has a long

tradition of agriculture and food processing and there are many benefits from improving our local food supply – both in disaster response and ongoing business and tourism opportunities. Council will continue with its agri-business and Paddock to Plate initiatives, as well as continuing to support more food manufacturing industries to establish in the Regional Jobs Precinct.

Finding better solutions to manage our waste is also part of the long-term strategy to become more resilient. Council has been working with other North Coast councils to help find a regional solution to waste management. We will progress with this project in 2022-23.

What can other levels of Government do?

- Support Northern Rivers councils to review and finalise their flood modelling and risk management planning
- Deliver the \$10.4m Northern Rivers Resilience Initiative and \$150m pledged to fund flood mitigation and water security projects
- Respond promptly to the NSW Flood Inquiry with a clear action plan
- Continue to deliver the NSW Waste and Sustainable Materials Strategy



Major riverbank erosion at Casino

WHAT WILL COUNCIL DO?

Strategies (3 Years)

- Improve long-term flood planning and risk management
- Improve community preparedness and capacity to respond to natural disasters
- Support local food production
- Reduce our demand on natural resources
- Explore alternative waste management options

Principal Activities (3 Years)

- Complete Richmond Valley Flood Study and Floodplain Risk Management Plans
- Support safe development in bushfire & flood prone areas
- Support community disaster preparedness education
- Implement the Richmond Valley Adverse Event Plan
- Continue to support farm-based food sales, farmers markets and Paddock to Plate initiatives
- Implement demand management programs to reduce water consumption



PRIORITIES & PROJECTS

To be delivered in year 1 of the Plan

- Work with DPE to finalize 2022 flood levels and integrate into Richmond Valley flood study
- Seek funding to complete new Floodplain Risk Management Plans
- Support the Northern Rivers Resilience Initiative and advocate for solutions to mitigate future flood impacts
- Update Bushfire Prone Land maps
- Explore options to provide more information to property owners on disaster risk
- Fund and support the Richmond Valley Resilience & Recovery Team
- Deliver the annual Get Ready disaster preparedness program
- Review the RV Adverse Event Plan to incorporate lessons from the 2022 flood
- Explore new opportunities for farm-based food businesses
- Deliver a new Paddock to Plate "foodie" event in 2022
- Partner with Rous Water to deliver the regional demand management strategy
- Complete the regional alternative waste solutions EOI process and explore opportunities to establish new facilities

3 SUSTAIN

Objective #8

STRENGTHEN THE REGIONAL ECONOMY

Strengthening the regional economy and providing more jobs has always been a top priority for the Richmond Valley and Council has been working closely with the NSW Government over the past 12 months to establish the Richmond Valley Regional Jobs Precinct.

The local economy has recorded steady growth over the past two decades, with annual production of more than \$900 million. Key drivers of the economy are agricultural industries and manufacturing, with support services, such as health and education, also playing an important role. Many of these businesses were already under pressure from the 2019 drought and bushfires, subsequent storms and floods and the COVID pandemic. The 2022 floods delivered another major blow, particularly for those based in the Mid-Richmond.

To help understand the scale of the impacts, Council commissioned an independent Economic Analysis, which predicted production losses of \$250m over the next two years for the local economy. The study said these losses would increase if we couldn't get businesses back on their feet within the first 12 months after the

flood. Objective 2 focuses on this important work and Council will continue to work with local businesses and to advocate for their needs during the recovery period.

The long-term prosperity of our region relies on building a diverse economy, with a range of job opportunities, so Council will continue its focus on building this resilience in the coming years. This will include continuing work on our economic development strategy and working with other development groups in the Northern Rivers to boost the regional economy. Key catalysts for future economic growth in the Richmond Valley include the Regional Jobs Precinct, the Northern Rivers Rail Trail and the upgrade of the Casino showground to house a regional equestrian centre. Continuing to grow our local tourism industries will also be a focus for the future, although there will be some challenges during the recovery period, due to high demand for accommodation. Council plans to establish a tourism advisory group to help guide this process and ensure that the Richmond Valley's visitor economy remains strong.

Council will also continue to grow its own business activities, including the Northern Rivers Livestock Exchange (NRLX) and its two quarries, to provide long-term benefits to the community and support the recovery process.

Northern Rivers Livestock Exchange (NRLX)



What can other levels of Government do?

- Deliver the Regional Jobs Precinct Master-plan and assist in attracting new investment to the Richmond Valley
- Assist local businesses to rebuild and recover through targeted and easy-to-access assistance programs
- Review the Northern Rivers Regional Economic Development Strategy to provide a clear plan for economic recovery



WHAT WILL COUNCIL DO?

Strategies (3 Years)

- Establish the Richmond Valley Regional Jobs Precinct (RJP) and support regional economic growth
- Develop the Northern Rivers Rail Trail and other signature projects for economic stimulus
- Support local businesses to recover and prosper
- Attract new businesses to the Richmond Valley

Principal Activities (3 Years)

- Finalize and implement the Richmond Valley Regional Jobs Precinct (RJP) master plan
- Work with Regional NSW to attract investment to RJP precincts and the Richmond Valley
- Work with neighbouring councils to support completion of the full length of the Northern Rivers Rail Trail
- Complete Casino memorial pool upgrade
- Complete Casino showground upgrade
- Enhance existing business networks to support business growth.
- Strengthen the visitor economy
- Continue to grow Council's business activities to benefit the community
- Create a regulatory environment that supports investment

PRIORITIES & PROJECTS

To be delivered in year 1 of the Plan

- Prepare an Economic Development Strategy for the Richmond Valley
- Contribute to the update of the Northern Rivers Regional Economic Development Strategy
- Prepare a Planning Proposal for LEP amendments to support the Regional Jobs Precinct Masterplan
- Continue to work with Regional NSW to implement the RJP project and attract new investment
- Complete Stage 1 of the Northern Rivers Rail Trail – Casino-Bentley Section
- Continue work on Stage 1 of the Casino Memorial Pool upgrade and seek funding for Stage 2
- Continue work on Casino Showground upgrade
- Continue to offer development concierge services and case management to support business developments through the application process
- Maintain a data base of local businesses and actively engage with local and regional business organisations
- Establish a Richmond Valley tourism advisory group to support and revitalize the industry in the recovery period
- Complete the Casino water tower mural and promote the project through the Australian Art Trail
- Position the Northern Rivers Livestock Exchange as the lead facility in Northern NSW

3 SUSTAIN

Objective #9

ADDRESS LONG-TERM HOUSING NEEDS

The Northern Rivers was in the grips of a housing crisis before the 2022 floods occurred. Now the situation has escalated, with more than 400 homes uninhabitable in the Richmond Valley local government area and up to 1000 people displaced.

The housing shortage is hitting those on low incomes the hardest, with young first home buyers struggling to enter the market and private rentals now largely unaffordable for those on income support or low wages. Council's community survey in 2021 showed that only 19% of people thought housing was available or affordable in the Richmond Valley. Anglicare Australia's March 2022 Rental Affordability Snapshot showed rental affordability on the North Coast was at an all-time low. Caravan parks, often the last viable low-cost option for renters, had been inundated and their residents displaced into a rental market where they cannot compete.

Although the NSW Government will help out with temporary housing options, such as pod villages, for the next few years, this will not resolve the long-term lack of housing availability – and the lack of suitable housing choice for people of all ages. Council has been working on this challenge for the past 12 months, with an Urban Growth

Management Study nearing completion. This study will identify how much housing will be required to cater for an increasing population, and where new homes are best located to service employment zones and reduce the risk of natural hazards.

Once the study is finalised – including consultation with the community – it will help to inform Council's future land management strategies, including proposals for new residential rezonings. While many of the new homes envisaged will be provided by the private market, Council will also be working to increase options for social and affordable housing in the Valley.

We are currently working with the NSW Government to activate Crown Lands which are zoned residential to provide more housing options. Council is also supporting not-for-profit organisations to establish affordable housing in the Casino area, with a number of projects in the pipeline. Another option is for Council itself to purchase, develop and offer new housing lots to the market, where a community benefit can be obtained. The recent Canning Grove development has provided 20 new homes for Casino and further development is being considered.

What can other levels of Government do?

- Invest in affordable housing projects, through activation of Crown Land holdings, or support for community housing providers
- Revise the North Coast Regional Growth Strategy to prepare for new housing release in the Richmond Valley
- Streamline planning processes to make it easier and faster to deliver new housing
- Provide wrap-around social services for people in temporary housing villages to help them find new accommodation
- Provide funding for essential infrastructure to fast-track new greenfield housing developments

A Coraki family thanks the many volunteers who came to help with the clean-up



WHAT WILL COUNCIL DO?

Strategies (3 Years)

- Ensure there is sufficient land & infrastructure to support long-term housing needs
- Provide a range of housing choices for the community
- Identify, purchase and develop suitable residential land to support growth

Principal Activities (3 Years)

- Complete the Richmond Valley Urban Growth Management Strategy and start to implement the recommendations
- Work with NSW Planning & Environment to update the Regional Growth Strategy and release additional residential land in Richmond Valley growth areas
- Seek government funding for essential infrastructure to activate new housing areas
- Partner with the NSW Government to activate Crown Land for affordable housing
- Investigate options for Council to secure and develop suitable residential land to increase housing availability
- Streamline approvals for rezoning, sub-division and residential developments
- Promote opportunities for additional development in existing residential areas



PRIORITIES & PROJECTS

To be delivered in year 1 of the Plan

- Work with the Department of Planning & Environment to incorporate the RV Urban Growth Management Strategy recommendations into the Regional Growth Strategy
- Commence the review of the Local Strategic Planning Statement (LSPS), Local Environmental Plan (LEP) and Development Control Plan (DCP) in response to the Urban Growth Management Strategy, Casino Place Plan and Mid-Richmond Place Plans
- Support applicants to progress planning proposals and servicing strategies for new subdivisions
- Continue to work with the Northern Rivers Housing Taskforce to activate residential Crown Lands for housing
- Investigate options for purchase of suitable land for residential development

Flood clean-up at Coraki



3 SUSTAIN

Objective #10

LEAD AND ADVOCATE FOR OUR COMMUNITY

Providing clear, accountable leadership will be essential in supporting our community through the recovery process over the coming years. Council expects it will take at least three years to get things back on track. But not everything will be the same as before.

The 2022 floods have changed the community's understanding of how flooding affects the Valley and there are many views on how we can stay safe from natural disasters in the future. When the floods arrived, the community was mid-way through Our Big Conversation about the future of the Richmond Valley, as part of the review of the Community Strategic Plan. This conversation needs to be resumed, in the light of what we have learned from this catastrophic event. From September 2022, Council will resume the consultation for the long-term plan – and allow

plenty of time so that everyone can have a say on the future of the Valley. We will also continue to keep the community up to date through social media, Council's website, newsletters, live-streaming council meetings and working with advisory groups

Advocating to other levels of government for community priorities will also be a key focus over the next three years. Council is represented on the Northern Rivers Recovery Taskforce and its sub-committees, including the Housing Taskforce. We will also seek to build positive working relationships with the Northern Rivers Reconstruction Corporation to ensure that the Richmond Valley's needs are not forgotten in the massive regional rebuilding process ahead. And we'll continue to work with the Northern Rivers Joint Organisation to explore opportunities for regional advocacy or recovery projects.

What can other levels of Government do?

- Keep listening to our community – work with Council, local groups and individuals to understand what we need during the recovery period
- Respond promptly to the Independent Flood Inquiry with clear priorities, policies and programs that make a positive difference
- Ensure consistency and collaboration across the many agencies that are involved in flood recovery, so that people receive clear communication

Volunteers deliver hay to stranded animals



WHAT WILL COUNCIL DO?

Strategies (3 Years)

- Strengthen engagement between council and the community
- Advocate to federal and state governments for community needs and priorities
- Enhance partnerships with Northern Rivers councils and other regional agencies
- Lead with integrity

Principal Activities (3 Years)

- Develop and deliver the RV Community Engagement Strategy
- Complete the CSP review in consultation with community
- Advocate for community priorities and actively seek grant funding
- Actively support NRJO shared initiatives
- Provide representative and accountable community governance

Casino's Thankyou Parade for Australian Defence Force personnel



PRIORITIES & PROJECTS

To be delivered in year 1 of the Plan

- Continue Our Big Conversation to inform the review of the Community Strategic Plan, from September 2022
- Continue to work with community and business advisory groups and develop a program of listening tours and outreach council meetings
- Deliver a new Community Strategic Plan and supporting IP&R plans by June 2023
- Complete a new Richmond Valley Council Community Engagement Strategy by 2023
- Keep the community up to date with information through social media, newsletters, council's website and other media
- Continue to work with the Northern Rivers Recovery Taskforce and other sub-committees to address issues and raise community concerns
- Remain actively engaged with the Northern Rivers Joint Organisation and explore options for shared flood recovery activities
- Ensure Council meetings are accessible to the public and continue to provide live-streaming services
- Support Councillors to undertake professional development programs
- Ensure Richmond Valley Council complies with legislative requirements and processes.

3 SUSTAIN

Objective #11

MANAGE COMMUNITY RESOURCES AND PROVIDE GREAT SERVICE

Although the flood response will be front and centre for the next few years, Council still needs to continue the many day to day services that our community relies upon.

Kerbside bins will still need to be collected, public facilities cleaned, main streets, parks, sports grounds and cemeteries well maintained and all the regulatory services Council provides – such as rangers, environmental health, development assessment and building inspections will still go on.

Managing our resources responsibly and ensuring we have enough funding and staff resources to get the recovery job done will be a key focus for the next three years. The NSW Government has provided some support with cash-flow and offsetting cost increases and Council will continue to work closely with all levels of government to secure as much assistance as possible for our community.

Another key focus will be continuing to offer our local employment schemes for young people, to help them get a start in their career. Council is the second-largest employer in the Richmond

Valley and will continue to invest in local jobs to support recovery. The YES program has provided a wide range of opportunities for school-based trainees and apprenticeships and many participants have gone on to complete further training at TAFE or university. The women's Try a Trade program is also well supported by the community – providing a chance for women to try new opportunities in roles such as road construction, parks and gardens, or waste management. Council will be seeking further funding for employment schemes and additional resources to deliver essential recovery works.

What can other levels of Government do?

- Continue to offer assistance with local councils' operational costs during the recovery period
- Provide flexibility to allow Council to focus on recovery
- Providing funding to support locally led solutions to rebuild our community



WHAT WILL COUNCIL DO?

Strategies (3 Years)

- Manage resources responsibly
- Provide a high standard of customer service
- Strengthen Council's role as a leading local employer
- Deliver quality services for the community

Principal Activities (3 Years)

- Undertake long-term financial and asset management planning
- Ensure resources are managed sustainably and transparently
- Enhance procurement systems
- Implement the RV Customer Service Charter
- Deliver effective and progressive Regional Library and Casino Indoor Sports Stadium services and programs
- Develop and implement RV Workforce Management Strategy
- Continue to provide local employment schemes & development opportunities
- Deliver efficient & affordable waste management services
- Deliver consistent regulatory and compliance services.
- Provide great corporate support services to improve efficiency

PRIORITIES & PROJECTS

To be delivered in year 1 of the Plan

- Ensure RVC meets all regulatory requirements for financial management and audit
- Provide regular reports to Council on financial performance.
- Finalize the RV Asset Management Strategy and asset management plans
- Provide regular reports to Council on performance against Customer Service benchmarks
- Investigate new trends and technologies to support a modern library service
- Develop an online community directory for those seeking assistance from NGOs, agencies and businesses
- Implement the RV Workforce Strategy
- Continue to offer Council's Youth Employment Scheme and annual Try and Trade program for women
- Deliver the Information Technology strategy to support a modern, mobile workforce
- Manage cyber-security and utilise new technologies to improve safety and efficiency
- Deliver the Richmond Valley Waste Management Strategy
- Complete Nammoona waste facility upgrade
- Deliver customer-focused regulatory services that comply with legislative requirements
- Manage Council's fleet and procurement functions efficiently
- Provide quality support services for Council's maintenance and construction crews



46 Rebuilding the Richmond Valley

Operation Flood Assist: Australian Defence Force personnel set up camp at Evans Head.

MEASURING SUCCESS

Council will monitor the delivery of the Rebuilding the Richmond Valley Plan and its success in achieving the objectives. There are two main ways to do this:

1. Measuring Outputs

Did we do what we said we would do? Have we completed all the projects and programs in the plan? Where they delivered on time and within scope and budget?

We will measure these results through our organisational monitoring and reporting systems. Council will receive monthly reports on expenditure and quarterly reports on completion of works.

2. Measuring Outcomes

Did we make a positive difference by delivering the actions in this plan? Did they help people to rebuild and recover? Do communities feel safe and connected? Have we helped the environment to recover? Is the local economy in a better position?

We will measure outcomes in a number of ways including:

- Listening to community feedback through surveys, listening tours and other engagement activities
- Monitoring state and regional reports, including reports from the Recovery Taskforce and Regional NSW
- Measuring local trends in redevelopment, housing applications, productivity and employment
- Monitoring environmental health, such as water quality and habitat regeneration
- Comparing Council's financial performance against the NSW local government benchmarks
- Using Council's audit and risk management functions to assess organisational performance

How we will keep you updated

Council will receive a six-monthly review on progress throughout the life of the plan and the community will receive regular updates through community newsletters, social media and Council's website.

In the final year of the Plan, a State of the Valley report will be prepared for the incoming Council in 2024 to reflect on the Recovery journey and the level of success it has achieved.





Casino Office:

Cnr Walker Street and Graham Place
(Locked Bag 10)
Casino NSW 2470
Phone: (02) 6660 0300

Evans Head Office:

Cnr Woodburn Street and School Lane
Evans Head NSW 2473
Phone: (02) 6660 0365

Email: council@richmondvalley.nsw.gov.au
Web: www.richmondvalley.nsw.gov.au





DRAFT Operational Plan 2022-2023
(including Financial Estimates 2022-2026)
Presented to Council
28 June 2022



Operational Plan 2022-23

RECOVER

OBJECTIVE 1: Help communities to recover and reconnect

Strategies:

- Work with the community to revitalize our towns and villages
- Lead local resilience and recovery programs
- Deliver community events to encourage reconnection
- Strengthen the role of local libraries in community recovery

1A: Work with the community to revitalize our towns and villages		
Principal Activity 1A1: Prepare Place Plans for towns and villages		
Code	Action	Responsible officer
1A1.1	Finalise and progress actions from the Casino Place Plan	Manager Development & Certification
1A1.2	Commence work on Mid-Richmond Place Plans for Coraki, Woodburn, Broadwater and Evans Head	Manager Development & Certification
Principal Activity 1A2: Help community groups to recommence activities		
1A2.1	Progress community hall repairs at Woodburn, Broadwater, Coraki, Yorklea and Leeville	Manager Asset Planning
1A2.2	Progress repairs to Coraki Preschool, Casino Art Gallery, Casino Scout Hall and Colley Park playgroup hall	Manager Asset Planning
1A2.3	Continue the RVC Community Grants and Events Support Programs	Director Projects and Business Development

1B: Lead local resilience and recovery programs		
Principal Activity 1B1: Establish Local Recovery Advisory Groups		
Code	Action	Responsible officer
1B1.1	Support Recovery Advisory Groups at Woodburn, Broadwater and Coraki	Recovery Coordinator
1B1.2	Establish Recovery Advisory Group for rural communities and provide support	Recovery Coordinator
1B1.3	Provide regular information and updates to flood affected communities via Advisory Groups	Recovery Coordinator

Operational Plan 2022-23

1C: Deliver community events to encourage reconnection		
Principal Activity 1C1: Support the Richmond Valley's Signature Events program		
Code	Action	Responsible officer
1C1.1	Continue Council's support for Beef Week, Primex and Casino Truck Show	Manager Community Connection
1C1.2	Work with communities to develop and deliver a new signature event for the Mid-Richmond in 2022-23	Manager Community Connection
Principal Activity 1C2: Work with communities to develop recovery events		
1C2.1	Consult with Coraki, Broadwater, Woodburn and Casino communities to design recovery events that reflect local needs and preferences	Recovery Coordinator
1C2.2	Seek funding and support to deliver recovery events in each community in 2022-23	Recovery Coordinator

1D: Strengthen the role of local libraries in community recovery		
Principal Activity 1D1: Increase technology support and digital resources at libraries		
Code	Action	Responsible officer
1D1.1	Increase the libraries' e-resources and on-line data bases	Manager Regional Library
1D1.2	Provide new digital services at libraries, including wi-fi printing and teleconferencing	Manager Regional Library
1D1.3	Offer improved access to technology on the mobile library	Manager Regional Library
Principal Activity 1D2: Provide access to recovery and assistance information		
1D2.1	Work with the Resilience & Recovery Team to develop recovery information resources and knowledge base	Manager Regional Library
1D2.2	Increase tech savvy sessions to assist the community in accessing Recovery assistance	Manager Regional Library
Principal Activity 1D3: Develop library-based programs for social connection and wellbeing		
1D3.1	Ensure libraries provide a welcoming and safe environment	Manager Regional Library
1D3.2	Provide engaging programs to ease social isolation and improve mental health	Manager Regional Library
1D3.3	Develop new library outreach programs for rural communities	Manager Regional Library

Operational Plan 2022-23

RECOVER

OBJECTIVE 2: Support families and businesses to rebuild

Strategies:

- Support temporary housing options that keep people connected to their community
- Support flood-affected residents and businesses through the development approval process
- Restore central business districts and town centres
- Support recovery of key industries

2A: Support temporary housing options that keep people connected to their community		
Principal Activity 2A1: Support Resilience NSW to establish temporary housing sites		
Code	Action	Responsible officer
2A1.1	Work with Resilience NSW to establish a modular housing village at Coraki and explore options for additional sites in the Mid-Richmond	Director Community Service Delivery
2A1.2	Support residents to use temporary accommodation options, such as caravans, on their own properties	Manager Development & Certification
Principal Activity 2A2: Support rehoming and fostering of pets for displaced families		
2A2.1	Seek funding for the RVC animal shelter upgrade to increase capacity and improve animal welfare	Manager Development & Certification
2A2.2	Strengthen links between council and local animal rehoming agencies	Manager Development & Certification

2B: Support flood-affected residents and businesses through the development approval process		
Principal Activity 2B1: Provide development concierge services to support flood affected properties.		
Code	Action	Responsible officer
2B1.1	Work with the Government's Property Assessment program to fast-track inspections, orders and DAs for flood affected properties	Manager Development & Certification
Principal Activity 2B2: Explore options to improve flood resilience through building design and location		
2B2.1	Work with the Northern Rivers Reconstruction Corporation to explore options for voluntary house raising and buy-back schemes	Manager Development & Certification

Operational Plan 2022-23

2C: Restore central business districts and town centres		
Principal Activity 2C1: Ensure CBD precincts in Casino and the Mid-Richmond are well maintained		
Code	Action	Responsible officer
2C1.1	Repair town entrances and flood damaged assets in Woodburn, Broadwater and Coraki business districts	Manager Asset Planning
2C1.2	Ensure Evans Head and Casino CBDs are clean and well maintained to cater for increased patronage	Manager Infrastructure Services

2D: Support recovery of key industries		
Principal Activity 2D1: Advocate for government assistance for local businesses and employees		
Code	Action	Responsible officer
2D1.1	Advocate to all levels of government for easy-to-access grants and job retention schemes for local business	Manager Economic Development
2D1.2	Partner with business assistance groups to help local businesses access grants and support programs	Manager Economic Development
Principal Activity 2D2: Partner with Regional NSW, RDA and local business organisations to support business recovery		
2D2.1	Provide business round-tables and events to support the recovery process	Manager Economic Development
2D2.2	Build working relationships across all levels of government to ensure Council is well-placed to take advantage of new business support programs	Manager Economic Development

Operational Plan 2022-23

RECOVER

OBJECTIVE 3: Restore the Richmond Valley's road network

Strategies:

- Document the extent of infrastructure damage and identify funding sources
- Restore critical regional transport corridors and freight links
- Remediate land-slips and develop long-term solutions for North Casino link roads
- Rebuild and repair damaged roads, bridges and culverts

3A: Document the extent of infrastructure damage and identify funding sources		
Principal Activity 3A1: Complete asset inspection programs and secure funding commitments through DRFA and other options		
Code	Action	Responsible officer
3A1.1	Complete damage inspections of sealed and unsealed roads and prioritise works	Manager Infrastructure Services
3A1.2	Complete bridge inspection program and prioritise works	Manager Asset Planning
3A1.3	Manage DRFA claims and seek funding from other flood relief grants, as available	Manager Infrastructure Services
3A1.4	Work with the NSW Government to clarify responsibility for repairs on Crown roads, non-maintained roads and private access	Manager Asset Planning

3B: Restore critical regional transport corridors and freight links		
Principal Activity 3B1: Support restoration works for Summerland Way and Bruxner Highway		
Code	Action	Responsible officer
3B1.1	Manage state and regional roads maintenance contracts	Manager Infrastructure Services
3B1.2	Advocate for flood resilience works at low points on the Bruxner Highway and Summerland Way	Director Community Service Delivery
Principal Activity 3B2: Advocate to upgrade Woodburn-Casino Rd (MR145) as a key regional link road and complete restoration works		
3B2.1	Commence next stage remediation of Coraki-Woodburn section of MR145 (\$7million)	Coordinator Project Management Office
3B2.2	Complete upgrade designs and specifications for Coraki-Casino section	Coordinator Project Management Office
3B2.3	Advocate to state and federal government for funding for upgrade of MR145 as a key link road and improve flood resilience	Director Community Service Delivery

Operational Plan 2022-23

Principal Activity 3B3: Restore essential freight links and community access roads		
3B3.1	Complete Bennis Rd upgrade (grant funded)	Manager Infrastructure Services
3B3.2	Develop repair programs for Broadwater Bridge and Tatham Bridges	Manager Asset Planning
3B3.3	Complete emergency access works for residents on rural roads	Manager Infrastructure Services

3C: Remediate land-slips and develop long-term solutions for North Casino link roads		
Principal Activity 3C1: Complete Naughtons Gap road realignment		
Code	Action	Responsible officer
3C1.1	Work with TfNSW to secure funding for Naughtons Gap Rd realignment and complete pre-construction planning	Director Projects and Business Development
Principal Activity 3C2: Complete Bentley Rd landslip restoration		
3C2.1	Finalise designs and secure funding for landslip remediation	Coordinator Project Management Office
3C2.2	Complete remediation works	Coordinator Project Management Office

3D: Rebuild and repair damaged roads, bridges and culverts		
Principal Activity 3D1: Develop & deliver three-year capital works program for road, bridge & culvert restoration across road network		
Code	Action	Responsible officer
3D1.1	Review 2022-23 Capital Works Program to prioritise flood damage repairs.	Manager Asset Planning
3D1.2	Restore the rural road network and key community roads, as disaster relief funds become available	Manager Infrastructure Services
Principal Activity 3D2: Develop & deliver three-year maintenance and inspection program for roads, bridges & culverts		
3D2.1	Develop maintenance and inspection program for 2022-23 based on asset management plans	Manager Asset Planning
3D2.2	Prioritise and respond to customer service requests for road maintenance in accordance with Council's procedures	Manager Infrastructure Services

Operational Plan 2022-23

RECOVER

OBJECTIVE 4: Restore essential infrastructure

Strategies:

- Repair/rebuild water supply networks
- Repair/rebuild sewage treatment plans and sewerage networks
- Restore and maintain community facilities and assets

4A: Repair/rebuild water supply networks		
Principal Activity 4A1: Complete urgent repair works to water supply assets		
Code	Action	Responsible officer
4A1.1	Secure funding and commence replacement of the carbon dosing system at Casino Raw Water Pump Station	Manager Infrastructure Services
4A1.2	Secure funding and complete flood damage repairs to water assets, as per schedule	Manager Infrastructure Services
Principal Activity 4A2: Design, secure approvals & funding for Casino Water Treatment Plant upgrade		
4A2.1	Commission design for Casino WTP upgrade	Manager Infrastructure Services
4A2.2	Work with Water Infrastructure NSW to progress Safe and Secure Program funding for Casino WTP upgrade and secure Section 60 approvals	Manager Infrastructure Services
Principal Activity 4A3: Deliver quality water supply services		
4A3.1	Review Drinking Water Quality Management System and maintain compliance with requirements	Manager Infrastructure Services
4A3.2	Upgrade chlorine dosing systems at Casino WTP	Manager Infrastructure Services
4A3.3	Complete water asset inspection, maintenance and upgrade programs, as per schedule	Manager Infrastructure Services

Operational Plan 2022-23

4B: Repair/rebuild sewerage networks		
Principal Activity 4B1: Complete urgent repair works to sewerage system assets		
Code	Action	Responsible officer
4B1.1	Secure funding, repair and recommission Rileys Hill Sewage Treatment Plant	Manager Infrastructure Services
4B1.2	Complete repairs to Broadwater pressure sewer system and Mid-Richmond sewage pump stations	Manager Infrastructure Services
4B1.3	Design and construct a new sewage transfer system for South Casino	Manager Infrastructure Services
4B1.4	Secure funding and complete flood damage repairs to sewerage assets, as per schedule	Manager Infrastructure Services
Principal Activity 4B2: Complete Evans Head Sewage Treatment Plant (STP) Stage 2		
4B2.1	Finalise design for Evans Head STP Stage 2 and work with Water Infrastructure NSW to progress Safe and Secure Program funding and secure Section 60 approvals	Manager Infrastructure Services
Principal Activity 4B3: Construct Rappville Sewerage Scheme		
4B3.1	Work with Water/Sewer team and funding partners to finalise designs, acquisitions, approvals and preconstruction work for Rappville Sewerage Scheme	Coordinator Project Management Office
4B3.2	Complete construction and commissioning of Rappville sewerage scheme	Coordinator Project Management Office
Principal Activity 4B4: Design, secure approvals & funding for Casino STP upgrade		
4B4.1	Work with Northern Rivers Reconstruction Corporation, Regional NSW and other partners to secure funding for Casino STP upgrade	Director Community Service Delivery
4B4.2	Complete designs and approvals for Casino STP upgrade	Manager Infrastructure Services
Principal Activity 4B5: Deliver efficient sewerage services		
4B5.1	Complete sewerage asset inspection, maintenance and upgrade programs, as per schedule	Manager Infrastructure Services

Operational Plan 2022-23

4C: Restore and maintain community facilities and assets		
Principal Activity 4C1: Restore damaged assets, including sporting facilities, parks, recreation areas, cemeteries, footpaths and cycleways		
Code	Action	Responsible officer
4C1.1	Complete repairs to the Indoor Sports Stadium and other facilities at Colley Park, Casino	Manager Asset Planning
4C1.2	Repair flood damage to Woodburn Pool Plant room	Manager Asset Planning
4C1.3	Commence restoration works for flood damaged sporting facilities in the Mid-Richmond and rural areas	Manager Asset Planning
4C1.4	Develop options to reconstruct Casino footbridge across the Richmond River	Manager Asset Planning
Principal Activity 4C2: Continue to maintain community buildings and assets in accordance with asset plans and programs		
4C2.1	Continue to maintain and develop local cemeteries	Manager Infrastructure Services
4C2.2	Continue to maintain and improve open spaces and sports facilities, as per schedules	Manager Infrastructure Services
4C2.3	Continue to maintain and improve footpaths and cycleways as per schedules	Manager Infrastructure Services

Operational Plan 2022-23

RECOVER

OBJECTIVE 5: Restore the environment

Strategies:

- Work with government partners to restore and stabilize damaged river banks
- Restore riparian habitat zones in Casino and the Mid-Richmond
- Finalize flood clean-up and incident management
- Manage river water quality risks

5A: Work with government partners to restore and stabilize damaged river banks		
Principal Activity 5A1: Advocate for riverbank assessment and restoration programs in Casino, the Mid-Richmond and Bungawalbin		
Code	Action	Responsible officer
5A1.1	Partner with LLS and DPIE to deliver the rural land Riverbank Erosion Support program	Manager Environment, Health & Sustainability
5A1.2	Assess damage to council-managed riverbank lands and seek funding for restoration works	Manager Environment, Health & Sustainability
5A1.3	Work with Rous County Council to support restoration of levee banks	Manager Asset Planning

5B: Restore riparian habitat zones in Casino and the Mid-Richmond		
Principal Activity 5B1: Seek funding to design and deliver riparian habitat restoration programs		
Code	Action	Responsible officer
5B1.1	Deliver the First Year Milestone for the Flying Fox Habitat grant	Manager Environment, Health & Sustainability
5B1.2	Provide opportunities for volunteers to be involved in habitat restoration	Manager Environment, Health & Sustainability

5C: Finalise flood clean-up and incident management		
Principal Activity 5C1: Complete inspections of underground petroleum storage systems (UPSS) and develop remediation plans		
Code	Action	Responsible officer
5C1.1	Identify and assess flood-affected UPSS in high risk areas and work with EPA to develop remediation plans	Manager Environment, Health & Sustainability

Operational Plan 2022-23

Principal Activity 5C2: Partner with EPA to address flood-related chemical and biological hazard incidents		
5C2.1	Work with EPA to monitor and remediate contaminated lands in flood-affected areas	Manager Environment, Health & Sustainability
5C2.2	Investigate opportunities to reduce household chemicals and paints	Manager Environment, Health & Sustainability
Principal Activity 5C3: Manage high risk on-site sewage management systems (OSMS)		
5C3.1	Commence the inspection and remediation program for high-risk OSMS	Manager Environment, Health & Sustainability

5D: Manage water quality risks		
Principal Activity 5D1: Partner with State agencies to support Richmond River water quality monitoring		
Code	Action	Responsible officer
5D1.1	Work with WaterNSW and other partners to participate in water quality monitoring programs as opportunities arise	Manager Environment, Health & Sustainability
Principal Activity 5D2: Manage compliance with environmental licences		
5D2.1	Ensure compliance with Environmental licences for sewage treatment plants at Casino, Evans Head and Coraki	Manager Infrastructure Services
5D2.2	Develop remediation plans for leachate and effluent ponds at Council facilities	Manager Waste and Resource Recovery

Operational Plan 2022-23

PREVENT & PREPARE

OBJECTIVE 6: Improve the disaster resilience of public assets

Strategies:

- Restore and strengthen emergency response infrastructure
- Improve local stormwater and drainage networks
- Build resilience into our water supply and sewerage networks
- Advocate for improved telecommunications networks

6A: Restore and strengthen emergency response infrastructure		
Principal Activity 6A1: Repair flood damage to RFS and SES buildings.		
Code	Action	Responsible officer
6A1.1	Complete damage assessments and schedule repairs for SES facilities at Broadwater and Coraki	Manager Asset Planning
6A1.2	Complete damage assessments and schedule repairs for RFS facilities at Broadwater, Rappville, West Coraki, Tomki and Yorklea	Manager Asset Planning
Principal Activity 6A2: Maintain Regional Emergency Operations Centre and equip council-owned evacuation centres		
6A2.1	Assess facilities at Council-owned buildings used for evacuation centres and plan upgrades	Director Community Service Delivery
Principal Activity 6A3: Strengthen the role of Casino aerodrome in emergency response		
6A3.1	Investigate options to improve aerodrome facilities to support emergency services, including refueling facilities	Director Projects and Business Development

6B: Improve local stormwater and drainage networks		
Principal Activity 6B1: Develop Casino & Evans Head stormwater models and stormwater risk management works program		
Code	Action	Responsible officer
6B1.1	Develop and implement a program to inspect Casino and Evans Head stormwater systems to identify current state and performance of these assets	Manager Asset Planning
6B1.2	Seek funding to review and develop stormwater models for Casino and Mid-Richmond communities and complete risk management planning	Manager Asset Planning
6B1.3	Develop risk management works program as funding becomes available	Manager Asset Planning
6B1.4	Continue to deliver stormwater drain maintenance programs	Manager Infrastructure Services

Operational Plan 2022-23

6C: Build resilience into our water supply and sewerage networks		
Principal Activity 6C1: Secure long-term water supply for Casino & the Mid-Richmond		
Code	Action	Responsible officer
6C1.1	Finalise Casino water security options assessment in conjunction with Regional Jobs Precinct Masterplan and Casino Place Plan	Director Community Service Delivery
6C1.2	Work with Rous Water and the Northern Rivers Resilience Project to finalize water security options for the Mid-Richmond	Manager Infrastructure Services
6C1.3	Complete Richmond Valley Water Management Strategy, including water security options, and seek community feedback	Manager Infrastructure Services
Principal Activity 6C2: Complete automation and telemetry upgrade for water/sewer assets		
6C2.1	Complete automation upgrade at Casino WTP and Raw Water Pump Station	Manager Infrastructure Services
Principal Activity 6C3: Reduce inflow/infiltration in sewerage systems		
6C3.1	Continue the inflow detection program for Casino, Coraki and Evans Head sewerage systems	Manager Infrastructure Services

6D: Advocate for improved communications networks		
Principal Activity 6D1: Assess local flood impacts on telecommunications services		
Code	Action	Responsible officer
6D1.1	Consult with the community on issues with telco blackspots and service loss during the flood and advocate for improvements	Director Community Service Delivery

Operational Plan 2022-23

PREVENT & PREPARE

OBJECTIVE 7: Build resilience in a changing climate

Strategies:

- Improve long-term flood planning and risk management
- Improve community preparedness and capacity to respond to natural disasters
- Support local food production
- Reduce our demand on natural resources
- Explore alternative waste management options

7A: Improve long-term flood planning and risk management		
Principal Activity 7A1: Complete Richmond Valley Flood Study and Floodplain Risk Management Plans.		
Code	Action	Responsible officer
7A1.1	Work with DPE to finalize 2022 flood levels and integrate into Richmond Valley flood study	Manager Development & Certification
7A1.2	Seek funding to complete new Floodplain Risk Management Plans	Manager Development & Certification

7B: Improve community preparedness and capacity to respond to natural disasters		
Principal Activity 7B1: Support safe development in bushfire & flood prone areas		
Code	Action	Responsible officer
7B1.1	Support the Northern Rivers Resilience Initiative and advocate for solutions to mitigate future flood impacts	Director Community Service Delivery
7B1.2	Update Bushfire Prone Land maps	Manager Development & Certification
Principal Activity 7B2: Support community disaster preparedness education		
7B2.1	Develop a disaster preparedness community education program, including annual Get Ready information sessions	Director Community Service Delivery
Principal Activity 7B3: Implement the Richmond Valley Adverse Event Plan		
7B3.1	Review the RV Adverse Event Plan to incorporate lessons from the 2022 flood	Director Community Service Delivery
7B3.2	Continue to implement actions from the 2021 Adverse Event Plan	Director Community Service Delivery

Operational Plan 2022-23

7C: Support local food production		
Principal Activity 7C1: Continue to support farm-based food sales, farmers markets and Paddock to Plate initiatives		
Code	Action	Responsible officer
7C1.1	Explore new opportunities for farm-based food businesses	Manager Economic Development
7C1.2	Deliver a new Paddock to Plate event in 2022-23	Manager Community Connection

7D: Reduce our demand on natural resources		
Principal Activity 7D1: Implement demand management programs to reduce water consumption		
Code	Action	Responsible officer
7D1.1	Partner with Rous Water to deliver the regional demand management strategy	Manager Infrastructure Services
Principal Activity 7D2: Explore options for alternative energy initiatives		
7D2.1	Work with Regional NSW and other stakeholders to explore options for alternative energy initiatives in the Richmond Valley	Manager Waste and Resource Recovery

7E: Explore alternative waste management options		
Principal Activity 7E1: Work with Nth Coast councils on regional waste solutions		
Code	Action	Responsible officer
7E1.1	Complete the regional alternative waste solutions EOI process	Manager Waste and Resource Recovery
7E1.2	Work with North Coast councils to develop a procurement strategy for alternative waste treatment facilities, based on the response to the EOI	Manager Waste and Resource Recovery

Operational Plan 2022-23

SUSTAIN**OBJECTIVE 8: Strengthen the regional economy****Strategies:**

- Establish the Richmond Valley Regional Jobs Precinct (RJP) and support regional economic growth
- Develop the Northern Rivers Rail Trail and other signature projects for economic stimulus
- Support local businesses to recover and prosper
- Attract new businesses to the Richmond Valley to support a diverse economy

8A: Establish the Richmond Valley Regional Jobs Precinct (RJP) and support regional economic growth		
Principal Activity 8A1: Support regional economic development		
Code	Action	Responsible officer
8A1.1	Prepare an Economic Development Strategy for the Richmond Valley	Manager Economic Development
8A1.2	Contribute to the update of the Northern Rivers Regional Economic Development Strategy	Manager Economic Development
Principal Activity 8A2: Finalise and implement the Richmond Valley Regional Jobs Precinct (RJP) masterplan		
8A2.1	Prepare a Planning Proposal for LEP amendments to support the Regional Jobs Precinct Masterplan	Manager Development & Certification
Principal Activity 8A3: Work with Regional NSW to attract investment to RJP precincts and the Richmond Valley		
8A3.1	Continue to work with Regional NSW to identify and engage with target industries and new opportunities for the Regional Jobs Precinct.	Manager Economic Development
8A3.2	Complete the EOI process for sale of land in Council's Reynolds Rd industrial precinct	Manager Economic Development
8A3.3	Pursue opportunities to purchase and activate land for industrial development	Manager Economic Development

8B: Develop the Northern Rivers Rail Trail and other signature projects for economic stimulus		
Principal Activity 8B1: Work with neighbouring councils to support completion of the full length of the Northern Rivers Rail Trail		
Code	Action	Responsible officer
8B1.1	Complete the Casino-Bentley section of the Northern Rivers Rail Trail	Coordinator Project Management Office

Operational Plan 2022-23

8B1.2	Continue to work with neighbouring councils, Northern Rivers Rail Trail Inc. and State Agencies to finalize governance arrangements for the Rail Trail and complete the full project	Director Projects and Business Development
Principal Activity 8B2: Complete Casino memorial pool upgrade		
8B2.1	Complete work on Stage 1 of the Casino Memorial Pool upgrade and seek funding for Stage 2.	Coordinator Project Management Office
Principal Activity 8B3: Complete Casino showground upgrade		
8B3.1	Complete remaining stages of the Casino Showground upgrade	Coordinator Project Management Office
8B3.2	Develop a marketing plan for the redeveloped showground site and equestrian facilities	Manager Economic Development

8C: Support local businesses to recover and prosper		
Principal Activity 8C1 Enhance existing business networks to support business growth		
Code	Action	Responsible officer
8C1.1	Maintain a data base of local businesses and actively engage with local and regional business organisations	Manager Economic Development
8C1.2	Work with agencies and business development groups to provide support and growth opportunities for local businesses	Manager Economic Development
Principal Activity 8C2 Strengthen the visitor economy		
8C2.1	Establish a Richmond Valley tourism advisory group to support and revitalise the industry in the recovery period	Manager Community Connection
8C2.2	Complete the Casino water tower mural and promote the project through the Australian Art Trail	Manager Community Connection
Principal Activity 8C3 Continue to grow Council's business activities to benefit the community		
8C3.1	Position the Northern Rivers Livestock Exchange as the leading facility in Northern NSW	Manager NRLX Operations
8C3.2	Continue to manage council's quarries effectively	Manager Waste and Resource Recovery

8D: Attract new businesses to the Richmond Valley to support a diverse economy		
Principal Activity 8D1: Create a regulatory environment that supports investment		
Code	Action	Responsible officer
8D1.1	Continue to offer development concierge services and case management to support business developments through the application process.	Manager Customer Experience

Operational Plan 2022-23

SUSTAIN**OBJECTIVE 9: Address long-term housing needs**

Strategies:

- Ensure there is sufficient land and infrastructure to support long-term housing needs
- Provide a range of housing choices for the community
- Identify, purchase and develop suitable residential land to support growth

9A: Ensure there is sufficient land and infrastructure to support long-term housing needs		
Principal Activity 9A1: Complete the Richmond Valley Urban Growth Management Strategy and start to implement the recommendations		
Code	Action	Responsible officer
9A1.1	Commence the review of the Local Strategic Planning Statement (LSPS) in response to the Urban Growth Management Strategy to incorporate residential growth areas	Manager Development & Certification
9A1.2	Update the Local Environmental Plan (LEP) and Development Control Plan (DCP) as required, in response to the Casino Place Plan and Mid-Richmond Place Plans	Manager Development & Certification
Principal Activity 9A2: Work with NSW Planning & Environment to release additional residential land in Richmond Valley growth areas		
9A2.1	Participate in the North Coast Regional Growth Strategy review and advocate for the Urban Growth Management Strategy recommendations to be incorporated	Manager Development & Certification
Principal Activity 9A3: Streamline approvals for rezoning, sub-division and residential developments		
9A3.1	Continue to provide development concierge services to support applicants to progress planning proposals	Manager Customer Experience
9A3.2	Monitor customer experience and identify process review and improvement opportunities	Manager Customer Experience
Principal Activity 9A4: Seek government funding for essential infrastructure to activate new housing areas		
9A4.1	Commence development servicing plans for identified growth areas	Manager Infrastructure Services
9A4.2	Advocate to state and federal governments for essential infrastructure funding to fast-track land release	Director Projects & Business Development

Operational Plan 2022-23

9B: Provide a range of housing choices for the community		
Principal Activity 9B1: Partner with the NSW Government to activate Crown Land for affordable housing		
Code	Action	Responsible officer
9B1.1	Identify Crown Land that is currently zoned residential and suitable for development	Manager Economic Development
9B1.2	Continue to work with the Northern Rivers Housing Taskforce to activate residential Crown Lands for housing.	Director Community Service Delivery
Principal Activity 9B2: Promote opportunities for additional development in existing residential areas		
9B2.1	Promote opportunities for granny flats and secondary dwellings in existing residential areas	Manager Development & Certification
9B2.2	Encourage medium to high density housing in appropriate zones	Manager Development & Certification
9B1.3	Ensure the Development Control Plan provides sufficient flexibility to achieve a range of planning outcomes	Manager Development & Certification

9C: Identify, purchase and develop suitable residential land to support growth		
Principal Activity 9C1: Identify suitable sites for council-led residential land development to increase housing availability		
Code	Action	Responsible officer
9C1.1	Review the Urban Growth Management Strategy and Casino Place Plan and identify suitable sites for housing activation on flood safe land.	Manager Economic Development
9C1.2	Consider options for Council to purchase and develop land to increase housing availability in identified growth areas	Manager Economic Development

Operational Plan 2022-23

SUSTAIN**OBJECTIVE 10: Lead and advocate for our community****Strategies:**

- Strengthen engagement between Council and the community
- Advocate to federal and state governments for community needs and priorities
- Enhance partnerships with Northern Rivers councils and other regional agencies
- Lead with integrity

10A: Strengthen engagement between Council and the community		
Principal Activity 10A1: Develop and deliver the Richmond Valley Community Engagement Strategy		
Code	Action	Responsible officer
10A1.1	Complete a new Council Community Engagement Strategy by 2023	Manager Community Connection
10A1.2	Continue to work with community and business advisory groups and develop a program of listening tours and outreach council meetings	Manager Community Connection
10A1.3	Keep the community up to date with information through social media, newsletters, council's website and other media	Manager Community Connection
Principal Activity 10A2: Complete the Community Strategic Plan review in consultation with the community		
10A2.1	Continue Our Big Conversation to inform the review of the Community Strategic Plan, from September 2022	Manager Community Connection
10A2.2	Deliver a new Community Strategic Plan and supporting IP&R plans by June 2023	Leader Strategy

10B: Advocate to federal and state governments for community needs and priorities		
Principal Activity 10B1: Advocate for community priorities and actively seek grant funding		
Code	Action	Responsible officer
10B1.1	Maintain Council's grants program and actively seek funding for strategic priorities	Director Projects & Business Development
10B1.2	Continue to work with the Northern Rivers Recovery Taskforce and other sub-committees to address issues and raise community concerns	General Manager
10B1.3	Build positive working relationships with local members of parliament and government agencies to support advocacy	General Manager

Operational Plan 2022-23

10C: Enhance partnerships with Northern Rivers councils and other regional agencies		
Principal Activity 10C1: Actively support NRJO shared initiatives		
Code	Action	Responsible officer
10C1.1	Remain actively engaged with the Northern Rivers Joint Organisation and explore options for shared flood recovery initiatives	General Manager
10C1.2	Participate in NRJO activities and support development of the Statement of Regional Priorities	General Manager

10D: Lead with integrity		
Principal Activity 10D1: Provide representative and accountable community governance		
Code	Action	Responsible officer
10D1.1	Ensure Council meetings are accessible to the public and continue to provide live-streaming services	Governance Coordinator
10D1.2	Support Councillors to undertake professional development programs	Governance Coordinator
10D1.3	Ensure Richmond Valley Council complies with legislative requirements and processes	Governance Coordinator

Operational Plan 2022-23

SUSTAIN**OBJECTIVE 11: Manage community resources and provide great service**

Strategies:

- Manage resources responsibly
- Provide a high standard of customer service
- Strengthen Council's role as a leading local employer
- Deliver quality services for the community

11A: Manage resources responsibly		
Principal Activity 11A1: Undertake long-term financial and asset management planning		
Code	Action	Responsible officer
11A1.1	Ensure RVC meets all regulatory requirements for financial management and audit	Director Organisational Services
11A1.2	Finalise the Richmond Valley Asset Management Strategy and asset management plans	Manager Asset Planning
Principal Activity 11A2: Ensure resources are managed transparently and responsibly		
Code	Action	Responsible officer
11A2.1	Provide regular reports to Council on financial performance	Principal Accountant
11A2.2	Report annually to the community on Council's performance and financial management	Director Organisational Services
11A2.3	Develop Council's in-house sustainability program	Manager Environment, Health and Sustainability
Principal Activity 11A3: Enhance procurement systems		
11A3.1	Manage Council's fleet functions efficiently	Coordinator Fleet and Procurement
11A3.2	Manage Council's procurement function to ensure probity, value for money and support for local businesses	Coordinator Fleet and Procurement

Operational Plan 2022-23

11B: Provide a high standard of customer service		
Principal Activity 11B1: Implement the RV Customer Service Charter		
Code	Action	Responsible officer
11B1.1	Provide information to the community on the Customer Service Charter	Manager Customer Experience
11B1.2	Provide regular reports to Council on performance against Customer Service benchmarks	Manager Customer Experience
Principal Activity 11B2: Deliver effective and progressive Regional Library and Casino Indoor Sports Stadium services and programs		
11B2.1	Investigate new trends and technologies to support a modern library service	Manager Regional Libraries
11B2.2	Develop an online community directory for those seeking assistance from NGOs, agencies and businesses	Manager Regional Libraries
11B2.3	Share resources between the library and sports stadium to develop community programs	Manager Regional Libraries

11C: Strengthen Council's role as a leading local employer		
Principal Activity 11C1: Implement the Richmond Valley Council Workforce Strategy		
Code	Action	Responsible officer
11C1.1	Implement yearly Employee Value Proposition initiatives and strategies	Manager People and Culture
11C1.2	Effectively manage Council's recruitment processes to ensure an inclusive and diverse workforce	Manager People and Culture
11C1.3	Design a staff development strategy	Manager People and Culture
Principal Activity 11C2 Continue to provide local employment schemes and development opportunities		
11C2.1	Continue to offer Council's Youth Employment Scheme and annual Try and Trade program for women	Manager People and Culture

11D: Deliver quality services for the community		
Principal Activity 11D1: Deliver efficient & affordable waste management services		
Code	Action	Responsible officer
11D1.1	Ben to populate	
11D1.2		

Operational Plan 2022-23

Principal Activity 11D2: Deliver consistent regulatory and compliance services		
11D2.1	Deliver customer-focused regulatory services that comply with legislative requirements	Manager Development & Certification
Principal Activity 11D3: Provide great corporate support services to improve efficiency		
11D3.1	Deliver the Information Technology strategy to support a modern, mobile workforce	Manager Information and Technology Services
11D3.2	Manage cyber-security and utilise new technologies to improve safety and efficiency	Manager Information and Technology Services
11D3.3	Ensure records management complies with legislative requirements	Manager Information and Technology Services
11D3.4	Provide quality support services for Council's maintenance and construction crews	Manager Infrastructure Services

Richmond Valley Council Operational Plan 2022/2023 including Forward Financial Estimates
Table of Contents

Table of Contents	Page
Budget Summary and Cash Result	4
1 Recover	
Budget Summary	5
1 Help communities to recover and reconnect	
Festivals and Events	6
Libraries	7
Community Programs and Grants	8
2 Support families and businesses to rebuild	
Planning & Development Services	9-10
Tourism	11
3 Restore the Richmond Valley's road network	
Building and Maintaining Roads	12-15
4 Restore essential infrastructure	
Sports Grounds, Parks and Facilities	16-19
Community Centres and Halls	20-21
Swimming Pools	22
Water Supplies	23-24
Sewerage Services	25-27
5 Restore the environment	
Environmental Health	28
2 Prevent & Prepare	
Budget Summary	29
6 Improve the disaster resilience of public assets	
Stormwater Management	30
Environmental Management	31
Emergency Management	32-33
7 Build resilience in a changing climate	
Recovery	34
3 Sustain	
Budget Summary	35-36
8 Strengthen the regional economy	
Economic Development	37
Northern Rivers Livestock Exchange	38-39
Quarries	40-41
Private Works	42
9 Address long-term housing needs	
Strategic Planning	43
Real Estate Development	44
10 Lead and advocate for our community	
Governance & Advocacy	45-46
Community Connection	47
11 Manage community resources and provide great services	
Customer Service	48
Information Technology Services	49
People & Culture	50-51
Work Health & Safety	52
Financial Services	53
Engineering Support & Asset Management	54-55
Fleet Management	56
Cemeteries	57
Waste Management	58-59
Capital Revenue	60-63
Capital Works Program	64-73
Restricted Assets Schedule	74-75

Richmond Valley Council Operational Plan 2022/2023 including Forward Financial Estimates
Budget Summary and Cash Result

Original Budget 2021/2022	Revised Budget 31 Mar 22	Project	Activity	Description	Original Budget % +/-	Budget 2021/2023	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026
				Operating Revenue					
25,978,545	26,917,423			Recover	0.6%	26,138,236	26,953,300	27,879,666	28,637,757
1,716,646	2,858,203			Prevent & Prepare	-2.3%	1,677,085	1,712,480	1,538,825	1,576,143
37,779,486	41,853,703			Sustain	6.3%	40,159,794	41,461,178	42,685,260	43,871,042
65,474,657	71,629,329			Total Operating Revenue	3.8%	67,975,115	70,126,958	72,103,751	74,084,942
				Operating Expenditure					
44,404,800	46,137,925			Recover	2.8%	45,560,778	46,542,507	47,682,436	48,785,013
3,907,434	4,306,678			Prevent & Prepare	5.5%	4,121,879	4,210,738	3,886,924	3,978,850
19,383,295	22,785,262			Sustain	3.9%	20,141,345	20,526,956	21,270,657	21,446,478
67,695,529	73,230,065			Total Operating Expenditure	3.1%	69,824,003	71,280,201	72,840,017	74,210,341
(2,220,872)	(1,600,736)			Operating Result before Capital Grants and Contributions	-16.7%	(1,848,888)	(1,153,242)	(736,266)	(125,399)
14,268,608	17,948,233			Add: Capital Revenue					
				Capital Grants & Contributions	62.6%	23,196,094	2,409,285	2,415,039	3,870,909
12,047,736	16,347,496			Operating Result including Capital Grants and Contributions	77.2%	21,347,206	1,256,043	1,678,773	3,745,510
17,673,200	17,673,200			Add: Non-Cash Expenses					
69,516	69,516			Depreciation	2.8%	18,162,076	18,575,508	18,999,274	19,433,630
0	0			Rehabilitation Borrowing Expenses	2.5%	71,254	73,036	74,862	76,734
0	0			Quarry Inventory Movements	0.0%	0	0	0	0
5,850,000	4,740,000			Add: Non-Operating Funds Employed					
1,833	1,833			Loan Funds Used	-82.9%	1,000,000	0	0	2,500,000
3,370,662	5,218,112			Deferred Debtor Repayments	2.3%	1,875	1,910	1,950	1,990
				Proceeds from Sale of Assets	3.7%	3,495,024	3,737,869	7,247,955	10,799,372
46,880,556	58,584,669			Less: Funds Deployed for Non-Operating Purposes					
3,047,794	2,999,794			Asset Acquisition	8.0%	50,613,790	24,120,310	22,185,845	23,014,086
				Loan Repayments	12.1%	3,417,398	3,615,051	3,781,732	3,358,214
(10,915,404)	465,694			Cash Surplus/(Deficit)	-8.8%	(9,951,751)	(4,090,995)	2,027,238	10,184,936
(11,221,891)	177,106			Equity Movements					
306,488	288,588			Restricted Funds - Increase/(Decrease)	-9.0%	(10,209,519)	(4,331,998)	1,837,628	9,793,753
				Working Funds - Increase/(Decrease)	-15.9%	257,786	241,003	189,612	391,183

Richmond Valley Council Operational Plan 2022/2023 including Forward Financial Estimates
Theme: Recover - Budget Summary

Original Budget 2021/2022	Revised Budget 31-Mar-22	Project	Activity	Description	Original Budget % +/-	Budget 2021/2023	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026
				Operating Revenue					
23,289	33,289			Festivals and Events	3.0%	23,288	24,708	25,449	26,212
1,338,480	1,340,480			Libraries	4.8%	1,391,857	1,426,757	1,462,536	1,502,489
0	0			Community Programs and Grants	0.0%	0	0	0	0
884,239	884,239			Planning & Development Services	3.0%	704,764	723,908	747,685	770,138
19,819	23,119			Tourism	103.9%	40,414	21,027	41,657	22,306
6,295,543	7,165,979			Building and Maintaining Roads	-6.0%	5,825,317	5,946,249	6,070,200	6,197,077
268,511	368,711			Sports Grounds, Parks and Facilities	1.0%	269,270	277,261	285,490	293,948
104,885	104,885			Community Centres and Halls	3.0%	108,081	111,271	114,607	118,046
0	0			Swimming Pools	0.0%	0	0	0	0
7,464,119	7,439,007			Water Supplies	2.1%	7,619,882	7,997,280	8,395,880	8,648,514
9,881,612	9,367,666			Sewerage Services	2.8%	9,648,939	9,838,744	10,237,542	10,545,446
480,068	480,068			Environmental Health	3.0%	504,772	484,095	498,620	513,579
25,978,545	26,917,823			Total Operating Revenue	0.6%	26,138,236	26,951,300	27,879,666	28,637,757
				Operating Expenditure					
281,954	294,881			Festivals and Events	13.4%	319,779	297,739	305,177	313,293
2,361,515	2,363,315			Libraries	4.3%	2,461,911	2,520,632	2,579,624	2,646,296
278,714	278,714			Community Programs and Grants	-33.0%	186,838	191,426	196,248	200,979
2,768,380	2,800,530			Planning & Development Services	4.7%	2,897,121	2,978,445	3,057,082	3,138,988
343,033	368,333			Tourism	8.2%	371,194	349,507	388,050	367,286
17,012,739	18,616,200			Building and Maintaining Roads	1.2%	17,214,007	17,620,821	18,076,465	18,500,399
8,477,231	8,511,458			Sports Grounds, Parks and Facilities	3.9%	8,811,142	8,701,392	8,792,349	8,882,353
851,735	854,635			Community Centres and Halls	6.7%	908,514	933,554	960,917	988,279
971,012	971,012			Swimming Pools	10.5%	1,072,835	1,088,278	1,105,194	1,120,433
6,722,393	6,722,393			Water Supplies	3.2%	6,937,560	7,124,028	7,320,596	7,508,018
8,238,048	8,238,048			Sewerage Services	1.5%	8,383,782	8,485,991	8,617,485	8,805,236
1,088,046	1,117,156			Environmental Health	10.8%	1,216,102	1,250,746	1,288,248	1,317,453
44,804,800	46,157,925			Total Operating Expenditure	2.6%	46,360,778	46,542,597	47,682,436	48,785,013
(18,426,255)	(19,240,102)			Operating Result - Surplus/(Deficit)	5.8%	(19,422,542)	(19,591,297)	(19,802,771)	(20,147,256)
(4,694,353)	(5,489,202)			Operating Cash Result - Surplus/(Deficit)	14.4%	(5,369,429)	(5,192,623)	(5,054,129)	(5,037,736)
				Capital Movements					
				Add: Capital Grants and Contributions		22,861,416	2,190,681	2,192,062	8,643,479
				Add: Loan Funds Used		0	0	0	2,500,000
				Add: Asset Sales		10,500	3,227	10,500	100,500
				Add: Transfer from Reserves		6,106,430	2,666,386	1,509,866	466,662
				Less: Capital Expenditure		58,246,371	14,607,417	15,785,274	16,671,681
				Less: Loan Repayments		2,490,664	2,610,642	2,737,198	2,640,981
				Less: Transfer to Reserves		104,892	237,388	213,203	638,256
				Program Cash Result - Surplus/(Deficit)		(17,536,910)	(17,787,776)	(18,079,674)	(18,278,099)

Richmond Valley Council Operational Plan 2022/2023 including Forward Financial Estimates

Objective 1: Help communities to recover and reconnect

Service: Festivals and Events

Original Budget 2021/2022	Revised Budget 11-Mar-22	Project	Activity	Description	Original Budget % +/-	Budget 2022/2023	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026
				Operating Revenue					
0	10,000	170530	0290	Events - Australia Day	0.0%	0	0	0	0
23,289	23,289	170550	0290	Events - Casino Beef Week	3.0%	23,988	24,708	25,449	26,112
23,289	33,289			Total Operating Revenue	3.0%	23,988	24,708	25,449	26,112
				Operating Expenditure					
180,031	180,031	170500	3025	Events Management - Ops	23.3%	180,535	196,581	199,908	141,888
6,531	6,531	170530	3238	Event Support	2.2%	6,672	6,839	7,010	7,200
8,118	18,118	170530	3238	Australia Day	2.3%	8,305	8,511	8,725	8,953
2,208	1,308	170530	3250	Bentley Art Prize	1.1%	2,233	2,263	2,295	2,331
55,210	55,210	170550	3240	Casino Beef Week	2.3%	56,504	57,917	59,366	60,904
1,634	1,634	170552	3250	Casino Fun Run	2.2%	1,668	1,709	1,751	1,798
0	2,977	170557	3212	Casino Reconciliation Black and White Ball & Awards	0.0%	0	0	0	0
10,325	10,325	170570	3238	Co-ops	-100.0%	0	18,848	0	11,397
0	2,000	170571	3238	Events - Coraki Art Prize	0.0%	0	0	0	0
0	7,907	170578	Various	Events - COW FM Country Music Festival	0.0%	0	0	0	0
30,630	21,823	170650	3250	Other Events	43.7%	44,007	32,238	44,190	33,924
25,250	25,250	170655	3250	Prizes	9.2%	27,543	28,252	28,968	29,682
500	400	170660	3250	Quota Club Fair	0.0%	500	500	500	500
1,676	1,676	170662	3238	Remembrance Day	2.1%	1,712	1,755	1,799	1,846
8,854	8,854	170664	3252	RVC Christmas Street Party	2.4%	9,065	9,291	9,523	9,768
987	987	170666	3238	RVC Events/Ceremonies	2.2%	1,009	1,035	1,062	1,090
261,954	294,931			Total Operating Expenditure	13.6%	315,779	297,739	305,177	313,293
(258,665)	(261,642)			Operating Result - Surplus/(Deficit)	14.4%	(295,791)	(273,031)	(279,728)	(287,181)
(258,665)	(261,642)			Operating Cash Result - Surplus/(Deficit)	14.4%	(295,791)	(273,031)	(279,728)	(287,181)
				Capital Movements					
				Add: Capital Grants & Contributions		0	0	0	0
				Add: Loan Funds Used		0	0	0	0
				Add: Asset Sales		0	0	0	0
				Add: Transfer from Restricted Assets		0	0	0	0
				Less: Asset Acquisition		0	0	0	0
				Less: Loan Repayments		0	0	0	0
				Less: Transfer to Restricted Assets		0	0	0	0
				Program Cash Result - Surplus/(Deficit)		(295,791)	(273,031)	(279,728)	(287,181)

Richmond Valley Council Operational Plan 2022/2023 including Forward Financial Estimates

Objective 1: Help communities to recover and reconnect

Service: Libraries

Original Budget 2021/2022	Revised Budget 11-Mar-22	Project	Activity	Description	Original Budget % +/-	Budget 2022/2023	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026
				Operating Revenue					
0	0	22000	Various	Public Libraries Revenue	0.0%	0	0	0	0
1,338,440	1,338,440	23000	Various	Richmond Upper Clarence Regional Library	4.0%	1,191,857	1,426,757	1,462,536	1,502,889
0	1,000	23010	0590	National Backyard Cricket Grant	0.0%	0	0	0	0
0	1,000	230104	0290	Outreach Program					
1,338,440	1,340,440			Total Operating Revenue	4.0%	1,191,857	1,426,757	1,462,536	1,502,889
				Operating Expenditure					
\$1,194	\$1,194	220100	Various	Casino Library	-0.6%	50,894	52,680	54,534	54,465
0	1,000	230104	Various	Outreach Program	0.0%	0	0	0	0
8,056	8,056	220200	Various	Coraki Library	13.2%	10,245	10,627	11,002	11,395
7,277	7,277	220300	Various	Evans Head Library	2.5%	7,440	7,647	7,857	8,034
771,037	771,037	230400	Various	Regional Library Contributions	5.1%	810,680	832,478	853,392	877,069
1,206,136	1,206,136	23000	Various	Richmond Upper Clarence Regional Library	4.2%	1,256,267	1,287,820	1,320,168	1,356,604
0	1,000	23010	Various	National Backyard Cricket Grant	0.0%	0	0	0	0
				Indirect Expenditure					
54,515	54,515	230991	3998	Activity Based Costing - Expense	4.7%	57,088	58,550	60,197	61,548
262,300	262,300	230990	3999	Depreciation	2.7%	268,246	270,840	272,494	274,160
2,363,515	2,363,515			Total Operating Expenditure	4.3%	2,461,911	2,528,652	2,579,628	2,645,296
(1,023,075)	(1,023,075)			Operating Result - Surplus/(Deficit)	4.6%	(1,270,054)	(1,099,895)	(1,117,092)	(1,142,407)
(760,754)	(760,754)			Operating Cash Result - Surplus/(Deficit)	5.3%	(800,788)	(623,031)	(644,594)	(668,638)
				Capital Movements					
				Add: Capital Grants & Contributions		45,400	45,400	45,400	245,400
				Add: Loan Funds Used		0	0	0	0
				Add: Asset Sales		10,500	500	10,500	90,500
				Add: Transfer from Restricted Assets		0	0	0	264,600
				Less: Asset Acquisition		157,237	110,605	156,340	217,242
				Less: Loan Repayments		0	0	0	0
				Less: Transfer to Restricted Assets		7,100	36,400	13,400	0
				Program Cash Result - Surplus/(Deficit)		(905,225)	(638,140)	(658,644)	(681,280)

Richmond Valley Council Operational Plan 2022/2023 including Forward Financial Estimates

Objective 1: Help communities to recover and reconnect

Service: Community Programs and Grants

Original Budget 2021/2022	Revised Budget 11-Mar-22	Project	Activity	Description	Original Budget % +/-	Budget 2022/2023	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026
				Operating Revenue					
0	0	240100	2270	Contribution - Youth Week	0.0%	0	0	0	0
0	0			Total Operating Revenue	0.0%	0	0	0	0
				Operating Expenditure					
				Community Programs and Grants					
2,065	2,065	240100	3025	Administration Expenses	1.5%	2,117	2,170	2,225	2,280
75,750	75,750	240100	3155	Donations	2.5%	77,644	79,585	81,575	83,614
132,192	132,192	240100	3185	Employee Costs	-73.1%	35,496	36,384	37,294	38,238
5,500	5,500	240100	3504	Aboriginal Programs	0.0%	5,500	5,500	5,500	5,500
7,821	7,821	240100	3507	Community Projects	2.5%	7,812	8,007	8,207	8,412
4,000	4,000	240100	3518	Aged & Disability	0.0%	4,000	4,000	4,000	4,000
1,010	1,010	240100	3528	Projects for Women	2.5%	1,035	1,061	1,088	1,115
7,070	7,070	240100	3528	Projects for Youth	2.5%	7,247	7,428	7,614	7,804
				Indirect Expenditure					
43,506	43,506	240991	3990	Activity Based Costing - Expense	5.7%	45,985	47,281	48,746	49,916
278,714	278,714			Total Operating Expenditure	-43.0%	186,836	191,416	196,249	200,879
(278,714)	(278,714)			Operating Result - Surplus/(Deficit)	-33.0%	(186,836)	(191,416)	(196,249)	(200,879)
(278,714)	(278,714)			Operating Cash Result - Surplus/(Deficit)	-33.0%	(186,836)	(191,416)	(196,249)	(200,879)
				Capital Movements					
				Add: Capital Grants & Contributions		0	0	0	0
				Add: Loan Funds Used		0	0	0	0
				Add: Asset Sales		0	0	0	0
				Add: Transfer from Restricted Assets		0	0	0	0
				Less: Asset Acquisition		0	0	0	0
				Less: Loan Repayments		0	0	0	0
				Less: Transfer to Restricted Assets		0	0	0	0
				Program Cash Result - Surplus/(Deficit)		(186,836)	(191,416)	(196,249)	(200,879)

Richmond Valley Council Operational Plan 2022/2023 including Forward Financial Estimates

Objective 2: Support families and businesses to rebuild

Service: Town Planning & Development Services

Original Budget 2021/2022	Revised Budget 11-Mar-22	Project	Activity	Description	Original Budget % +/-	Budget 2022/2023	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026
Operating Revenue									
Planning & Development Services									
61,800	61,800	320100	9020	Advertising Fees	3.0%	63,634	63,364	67,331	69,337
12,920	12,920	320100	0040	Archive Fees	3.0%	13,308	13,707	14,118	14,542
7,854	7,854	320100	0140	Certificates - Building Certificates	3.0%	8,090	8,333	8,583	8,840
72,100	72,100	320100	0170	Certificates - S149	3.0%	74,263	76,491	78,786	81,150
12,920	12,920	320100	0190	Certificates - S735A	3.0%	13,308	13,707	14,118	14,542
2,336	2,336	320100	0210	Complying Development Fees	3.0%	2,612	2,690	2,771	2,854
18,748	18,748	320100	0410	Drainage Diagram Fees	5.0%	19,310	19,809	20,486	21,101
224,948	224,948	320100	0460	Fees - Other	-0.4%	223,696	230,406	237,318	244,438
2,472	2,472	320100	0630	Infringement Notice Fees	3.0%	2,546	2,622	2,701	2,782
11,000	11,000	320100	0640	Inspection Fees - Accessways	2.0%	11,330	11,670	12,020	12,381
175,100	175,100	320100	0650	Inspection Fees - Building Compliance	3.0%	180,213	183,764	191,317	197,077
27,004	27,004	320100	0680	Inspection Fees - Pools	3.0%	27,814	28,648	29,507	30,392
31,875	31,875	320100	0690	Inspection Fees - Sewer Connection	3.0%	32,831	33,816	34,830	35,875
5,067	5,067	320100	0790	Linear Plan Signing Fees	3.0%	5,219	5,376	5,537	5,703
3,167	3,167	320100	0800	Long Service Levy Commission Revenue	2.0%	3,262	3,360	3,461	3,565
0	0	320100	0858	Plumbing Permits - S88	0.0%	8,000	8,240	8,487	8,742
2,060	2,060	320100	1220	Rural Road Numbering Fees	3.0%	2,122	2,186	2,252	2,320
12,888	12,888	320100	1480	Subdivision Fees	3.0%	13,048	13,435	13,842	14,257
684,239	684,239			Total Operating Revenue	3.0%	704,764	725,908	747,685	770,118
Operating Expenditure									
Planning & Development Services									
37,141	37,141	320100	3025	Administration Expenses	2.5%	38,070	39,021	39,996	40,996
1,564,792	1,554,792	320100	3185	Employee Costs	1.9%	1,617,448	1,657,885	1,699,332	1,746,913
80,000	80,000	320100	3270	Fleet Expenses	2.5%	82,000	84,050	86,151	88,305
2,161	2,161	320100	3385	M & R - Equipment	2.5%	2,215	2,270	2,327	2,385
38,786	38,786	320100	3455	Operating Expenses	2.5%	39,755	40,749	41,768	42,812
1,622	1,622	320100	3690	Rural Road Numbering Expenses	2.5%	1,663	1,705	1,748	1,792
0	32,130	320115	Various	Planning Portal	0.0%	0	0	0	0

Richmond Valley Council Operational Plan 2022/2023 including Forward Financial Estimates

Objective 2: Support families and businesses to rebuild

Service: Town Planning & Development Services

Original Budget 2021/2022	Revised Budget 11-Mar-22	Project	Activity	Description	Original Budget % +/-	Budget 2022/2023	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026
				Operating Expenditure (continued)					
800	600	32090	3990	Indirect Expenditure	-16.7%	500	500	500	500
1,051,278	1,051,278	320991	3998	Depreciation	6.1%	1,115,470	1,152,245	1,185,260	1,215,385
				Activity Based Costing - Expense					
2,768,180	2,800,538			Total Operating Expenditure	4.7%	2,897,121	2,978,445	3,057,062	3,118,968
(2,084,141)	(2,116,290)			Operating Result - Surplus/(Deficit)	5.2%	(2,152,355)	(2,252,537)	(2,309,897)	(2,368,670)
(2,085,541)	(2,115,491)			Operating Cash Result - Surplus/(Deficit)	5.2%	(2,191,851)	(2,252,017)	(2,308,897)	(2,368,370)
				Capital Movements					
				Add: Capital Grants & Contributions		199,792	200,788	201,803	202,840
				Add: Loan Funds Used		0	0	0	0
				Add: Asset Sales		0	0	0	0
				Add: Transfer from Restricted Assets		0	0	0	0
				Less: Asset Acquisition		0	0	0	0
				Less: Loan Repayments		0	0	0	0
				Less: Transfer to Restricted Assets		199,792	200,788	201,803	202,840
				Program Cash Result - Surplus/(Deficit)		(2,191,851)	(2,252,017)	(2,308,897)	(2,368,370)

Richmond Valley Council Operational Plan 2022/2023 including Forward Financial Estimates

Objective 2: Support families and businesses to rebuild

Service: Tourism

Original Budget 2021/2022	Revised Budget 21-Mar-22	Project	Activity	Description	Original Budget % +/-	Budget 2022/2023	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026
Operating Revenue									
16,819	16,819	170200	0460	Tourism Revenue	121.9%	37,324	17,844	38,379	18,980
3,000	8,308	170300	1180	Woodburn Visitor Information Centre	3.0%	3,090	3,185	3,278	3,376
19,819	25,119			Total Operating Revenue	103.9%	40,414	21,027	41,657	22,356
Operating Expenditure									
167,315	167,315	170200	3025	Tourism Expenditure	-1.7%	164,525	168,640	172,855	177,634
Visitor Information Centres									
42,610	42,610	170200	3025	Cairns	5.3%	44,365	46,214	47,620	49,061
17,535	17,535	170200	3025	Evans Head	-4.2%	16,802	17,360	17,998	18,535
15,978	18,278	170300	1175	Woodburn	3.3%	16,510	17,061	17,682	18,222
58,295	58,295	170305	3025	Discover Richmond Valley Projects	54.0%	89,752	61,246	82,777	64,346
25,000	8,000	170400	3025	Public Art	0.0%	25,000	25,000	25,000	25,000
0	40,000	170400	3455	Tourism - Evans Head Memorials by the sea	0.0%	0	0	0	0
Indirect Expenditure									
18,300	18,300	170900	3999	Depreciation	-15.7%	13,740	13,986	14,238	14,494
343,033	363,333			Total Operating Expenditure	8.2%	371,194	349,507	388,060	367,284
(323,214)	(366,214)			Operating Result - Surplus/(Deficit)	2.3%	(130,780)	(128,480)	(146,403)	(144,928)
(306,314)	(329,314)			Operating Cash Result - Surplus/(Deficit)	3.3%	(127,040)	(116,294)	(132,153)	(130,484)
Capital Movements									
Add: Capital Grants & Contributions						5,800,000	0	0	0
Add: Loan Funds Used						0	0	0	0
Add: Asset Sales						0	0	0	0
Add: Transfer from Restricted Assets						1,900,000	0	0	0
Less: Asset Acquisition						6,800,000	0	0	0
Less: Loan Repayments						0	0	0	0
Less: Transfer to Restricted Assets						0	0	0	0
Program Cash Result - Surplus/(Deficit)						(111,040)	(116,294)	(132,153)	(130,484)

Richmond Valley Council Operational Plan 2022/2023 including Forward Financial Estimates

Objective 3: Restore the Richmond Valley's road network

Service: Building and Maintaining Roads

Original Budget 2021/2022	Revised Budget 11-Mar-22	Project	Activity	Description	Original Budget % +/-	Budget 2022/2023	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026
338,778	338,778	370000	0480	Operating Revenue					
0	32,213	390005	0590	Urban Local Roads	-18.0%	277,856	271,027	144,253	147,368
810,432	810,432	930010	0300	Roads Sealed Rural Local - Nat Dis AGRN960 Flood Mar 21	0.0%	0	0	0	0
877,405	877,405	410010	0590	Sealed Rural Regional Roads	8.4%	880,116	890,663	1,021,316	1,021,786
0	99,309	430005	0590	Roads Unsealed - Nat Dis AGRN860 Flood Mar 21	-3.4%	847,736	868,329	890,653	912,915
0	304,106	430006	0590	Roads Unsealed - Nat Dis AGRN871 Vegetation ext 2	0.0%	0	0	0	0
0	962,945	430700	0590	Roads Unsealed - Nat Dis AGRN871 Vegetation ext 2	0.0%	0	0	0	0
443,000	10,097	440003	0590	Brushfire Green Waste	-100.0%	0	0	0	0
0	14,208	440005	0590	Bridge Mfcs - Unseal Local AGRN871 Nat Dis Fire Aug 20	0.0%	0	0	0	0
0	304,750	450011	0290	Bridge - Unseal Local AGRN960 Nat Dis Flood Mar 21	0.0%	0	0	0	0
5,445	5,445	460010	0440	Footpath - Casino - NBN Repairs Vision Streams	0.0%	0	0	0	0
0	79,808	470005	0290	Aerodromes - Casino	0.0%	5,608	5,776	5,560	6,129
99,438	99,438	470100	0290	Street Lighting - Energy Saving Certificates	0.0%	0	0	0	0
336,836	336,836	480010	0590	Street Lighting	1.0%	102,421	105,494	108,659	111,919
740,255	740,255	480020	0440	RMCC Routine Services - HW16	2.5%	345,052	353,678	362,320	371,383
551,907	551,907	480100	0440	RMCC Routine Services - MR88	2.5%	756,761	777,730	797,173	817,101
1,982,247	1,982,247	480500	0440	RMCC Orderal Works - HW16	2.5%	565,705	579,848	594,344	609,203
				RMCC Orderal Works - MR88	2.5%	2,042,053	2,093,104	2,145,432	2,199,068
6,195,543	7,185,979			Total Operating Revenue	-6.0%	5,825,317	5,946,249	6,070,300	6,197,077
				Operating Expenditure					
				Street Cleaning					
126,635	126,635	360010	4308	Casino CBD	2.3%	191,001	195,778	200,676	205,887
38,935	38,935	360020	4308	Casino Urban Streets	-2.7%	37,871	38,820	39,790	40,807
13,154	13,154	360300	4308	Broadwater	17.4%	15,469	15,896	16,252	16,669
18,320	18,320	360300	4308	Coraki	18.7%	21,754	22,298	22,864	23,451
68,468	68,468	360400	4308	Evans Head	2.3%	71,076	72,853	74,674	76,525
36,659	36,659	360450	4308	Woodburn	-5.9%	34,510	35,373	36,255	37,188
				Indirect Expenditure					
63,282	63,282	390991	3998	Activity Based Costing - Expense	7.2%	67,815	69,668	71,466	73,396
				Urban Road Maintenance					
489,782	489,782	370010	3330	Casino	5.7%	464,827	476,916	489,334	502,431
47,663	47,663	370020	4201	Broadwater	-4.4%	45,554	46,693	47,862	49,129
67,605	67,605	370030	4201	Coraki	2.0%	68,950	70,675	72,440	74,373
138,132	138,132	370040	4210	Evans Head	1.8%	340,663	344,180	347,788	351,706
20,000	20,000	370050	4311	Rappville	2.0%	20,400	20,910	21,430	22,000
3,230	3,230	370060	4311	Rileys Hill	2.1%	3,299	3,382	3,466	3,561
47,934	47,934	370070	4201	Woodburn	1.9%	48,963	50,047	51,140	52,701
23,766	23,766	370100	4313	Weed Spraying	2.1%	24,270	24,878	25,500	26,136
11,111	11,111	370105	3850	Bus Shelter Maintenance	2.2%	11,368	11,650	11,942	12,256
18,264	18,264	370200	3330	Carpark Maintenance - Casino	4.6%	18,110	18,619	19,139	19,663
2,527	2,527	370240	4201	Carpark Maintenance - Evans Head	2.3%	2,585	2,651	2,718	2,788
30,000	30,000	370300	3455	Additional Maintenance (3844)	0.0%	30,000	30,000	30,000	30,000

Richmond Valley Council Operational Plan 2022/2023 including Forward Financial Estimates

Objective 3: Restore the Richmond Valley's road network

Service: Building and Maintaining Roads

Original Budget 2021/2022	Revised Budget 11-Mar-22	Project	Activity	Description	Original Budget % +/-	Budget 2022/2023	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026
				Operating Expenditure (continued)					
				Indirect Expenditure					
396,867	396,867	370991	3998	Activity Based Costing - Expense	7.3%	425,634	431,339	446,890	460,027
2,087,300	2,087,300	370990	3999	Depreciation	1.4%	2,138,309	2,190,580	2,244,364	2,299,068
				Urban Bridge Maintenance					
3,168	3,168	380000	4686	Carino	2.3%	3,240	3,320	3,404	3,484
2,368	2,368	380060	4686	Rileys Hill	1.2%	2,417	2,477	2,540	2,609
				Indirect Expenditure					
136,600	136,600	380990	3999	Depreciation	2.5%	140,015	143,515	147,109	150,781
800,710	800,710	390000	3070	Sealed Rural Local Roads	34.6%	808,278	828,485	848,196	871,305
0	82,213	390094	Various	ARR960 - Project Mgmt Immediate Recon Works	0.0%	0	0	0	0
11,427	11,427	390002	4250	Quarry Road Maintenance	2.4%	11,708	11,996	12,296	12,611
50,000	40,000	390080	4511	Rural Roads Drainage (RSV 14/15)	0.0%	50,000	50,000	50,000	50,000
				Borrowing Costs					
301,113	301,113	390876	3070	Interest on Loans	-16.6%	84,311	66,971	48,949	31,997
				Indirect Expenditure					
525,857	525,857	390991	3998	Activity Based Costing - Expense	7.3%	565,424	571,518	592,589	595,293
2,792,900	2,792,900	390990	3999	Depreciation	2.5%	2,882,718	2,934,281	3,007,633	3,082,819
34,334	34,334	400000	4686	Sealed Rural Roads Bridge Maintenance	2.4%	35,140	36,040	36,942	37,887
				Indirect Expenditure					
614,400	614,400	400990	3999	Depreciation	1.5%	628,790	645,504	661,642	678,183
209,799	209,799	410000	4201	Sealed Rural Regional Roads	-12.4%	183,265	190,187	200,142	210,678
				Indirect Expenditure					
134,472	134,472	410991	3998	Activity Based Costing - Expense	6.3%	143,268	145,042	150,216	151,258
728,000	728,000	410990	3999	Depreciation	2.5%	746,200	764,855	783,976	803,575
247,800	247,800	420990	3999	Depreciation	2.5%	253,995	260,345	266,854	273,525

Richmond Valley Council Operational Plan 2022/2023 including Forward Financial Estimates

Objective 3: Restore the Richmond Valley's road network

Service: Building and Maintaining Roads

Original Budget 2021/2022	Revised Budget 11-Mar-22	Project	Activity	Description	Original Budget % +/-	Budget 2022/2023	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026
				Operating Expenditure (continued)					
				Unsealed Roads Maintenance					
				Unsealed Grading					
489,673	489,673	430008	4221	Lower River	2.3%	500,994	513,520	526,958	540,110
489,678	489,678	430009	4221	Rural West	2.3%	500,996	513,521	526,959	540,112
121,310	121,310	430010	3070	Unsealed Rural Local Road Maintenance	1.4%	124,185	127,696	131,301	135,820
0	5,751	430075	7222	Unseal Flood Mar 21 - Mooneys Lane	0.0%	0	0	0	0
0	2,318	430083	7222	Unseal Flood Mar 21 - Queensland Road	0.0%	0	0	0	0
0	9,240	430119	7222	Unseal Flood Mar 21 - Benault Road	0.0%	0	0	0	0
0	36,500	430131	7222	AGR960 EPAR - Unseal Crown Rd Mar 21 - Crown Road	0.0%	0	0	0	0
0	46,500	430132	7222	AGR960 EPAR - Unseal Crown Rd Mar 21 - Redgate Rd	0.0%	0	0	0	0
0	304,106	Various	Various	Bushfire 2023 Vegetation Works	0.0%	0	0	0	0
0	898,095	430700	Various	Bushfire Green Waste Clean Up	0.0%	0	0	0	0
				Borrowing Costs					
6,017	6,017	430976	3070	Interest on Loans	-16.0%	5,052	4,955	3,025	1,961
				Indirect Expenditure					
301,370	301,370	430991	3998	Activity Based Costing - Expense	7.3%	323,353	330,050	340,491	346,115
740,800	740,800	430990	3999	Depreciation	2.3%	758,320	778,303	797,761	817,705
				Unsealed Rural Local Bridges					
29,072	29,072	440010	4686	Unsealed Rural Local Bridges	2.2%	29,719	30,462	31,204	32,054
463,000	10,097	440224	4685	Unseal Flood Feb 20 EPAR - Busbys Flat Bridge	-100.0%	0	0	0	0
0	14,208	440240	Various	Unseal Flood Mar 21 - 2200 Busbys Flat Crown Rd Bridge	0.0%	0	0	0	0
				Indirect Expenditure					
188,300	188,300	440990	3999	Depreciation	1.5%	193,008	197,833	202,779	207,848
				Footpath Maintenance					
20,438	20,438	450010	4337	Casino	2.3%	20,913	21,437	21,974	22,546
0	299,750	450011	7337	Casino - NBN Repairs	0.0%	0	0	0	0
3,506	3,506	450020	4337	Broadcaster	2.1%	3,580	3,670	3,762	3,864
5,667	5,667	450030	4337	Caraki	2.3%	5,796	5,942	6,090	6,250
8,362	8,362	450040	4337	Evans Head	2.3%	8,777	8,996	9,221	9,463
4,096	4,096	450050	4337	Woodburn	2.3%	4,190	4,294	4,403	4,518
				Indirect Expenditure					
77,914	77,914	450991	3998	Activity Based Costing - Expense	6.8%	83,224	84,571	87,324	88,418
276,300	276,200	450990	3999	Depreciation	2.5%	283,105	290,163	297,438	304,674
				Aerodromes					
11,747	11,747	460010	3030	Casino Aerodrome	2.3%	12,019	12,320	12,627	12,957

Richmond Valley Council Operational Plan 2022/2023 including Forward Financial Estimates

Objective 3: Restore the Richmond Valley's road network

Service: Building and Maintaining Roads

Original Budget 2021/2022	Revised Budget 11-Mar-22	Project	Activity	Description	Original Budget % +/-	Budget 2022/2023	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026
				Operating Expenditure (continued)					
				Indirect Expenditure					
108,987	108,987	460991	3998	Activity Based Costing - Expense	4.3%	116,034	119,962	122,966	125,759
74,200	74,200	460990	3998	Depreciation	1.5%	76,056	77,958	79,907	81,905
				Street Lighting					
101,064	101,064	470000	3455	Cairns	5.0%	106,117	111,423	116,994	122,844
4,214	4,214	470000	3455	Broadwater	5.0%	4,425	4,646	4,878	5,112
9,769	9,769	470000	3455	Coraki	5.0%	10,157	10,770	11,309	11,874
23,479	23,479	470040	3455	Evans Head	5.0%	24,453	25,886	27,380	28,939
1,849	1,849	470050	3455	Rappville	5.0%	1,941	2,038	2,140	2,247
7,605	7,605	470060	3455	Woodburn	5.0%	7,985	8,384	8,803	9,243
115,815	115,815	470100	3455	Traffic Route	5.0%	121,606	127,686	134,070	140,774
197	197	470200	3455	Other Areas	5.1%	207	217	228	239
0	855,683	470210	3455	Bulk LED Upgrade	0.0%	0	0	0	0
				Indirect Expenditure					
21,210	21,210	470991	3998	Activity Based Costing - Expense	6.9%	22,680	23,318	23,923	24,567
				State Road Maintenance					
291,938	291,938	480010	3078	RACC Routine Services - MW26	2.5%	299,234	306,716	314,384	322,243
644,987	644,987	480020	3078	RACC Routine Services - MW28	2.5%	661,112	677,629	694,581	711,945
460,474	460,474	480100	3078	RACC Ordered Works - MW26	2.5%	471,987	483,796	495,380	508,277
1,629,536	1,629,536	480500	3078	RACC Ordered Works - MW28	1.7%	1,654,648	1,703,448	1,751,949	1,801,209
				Indirect Expenditure					
346,661	346,661	480991	3998	Activity Based Costing - Expense	7.2%	371,749	381,929	391,811	402,392
17,812,739	18,426,206			Total Operating Expenditure	1.2%	17,214,007	17,628,821	18,076,465	18,500,399
(18,817,136)	(11,495,221)			Operating Result - Surplus/(Deficit)	5.8%	(11,986,490)	(11,874,572)	(12,006,294)	(12,303,322)
(2,950,634)	(3,363,721)			Operating Cash Result - Surplus/(Deficit)	12.8%	(3,106,210)	(1,291,215)	(1,517,005)	(1,803,019)
				Capital Movements					
				Add: Capital Grants & Contributions		6,787,814	420,000	420,000	420,000
				Add: Loan Funds Used		0	0	0	0
				Add: Asset Sales		0	0	0	0
				Add: Transfer from Restricted Assets		1,250,197	54,648	55,095	59,540
				Less: Asset Acquisition		14,844,663	5,371,901	5,294,437	5,505,989
				Less: Loan Repayments		938,344	557,680	576,781	471,910
				Less: Transfer to Restricted Assets		0	0	0	0
				Program Cash Result - Surplus/(Deficit)		(6,652,206)	(6,846,147)	(6,911,081)	(7,105,327)

Richmond Valley Council Operational Plan 2022/2023 including Forward Financial Estimates

Objective 4: Restore essential infrastructure

Service: Sports Grounds, Parks & Facilities

Original Budget 2021/2022	Revised Budget 31-Mar-22	Project	Activity	Description	Original Budget % +/-	Budget 2022/2023	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026
Operating Revenue									
33,853	33,853	290000	Various	Sports Grounds Revenue	1.0%	34,869	35,915	36,992	38,101
46,022	46,022	290109	Various	Casino Sports Stadium	-8.2%	42,152	43,520	44,825	46,170
0	2,200	290140	Various	QE Park Sports Fields	0.0%	0	0	0	0
72,929	72,929	300010	Various	Parks & Gardens Revenue	3.0%	75,117	77,370	79,691	82,082
70,679	70,679	300310	Various	Coraki Caravan Park	3.0%	72,800	74,984	77,233	79,550
15,704	15,704	310010	Various	Casino Showground Revenue	3.0%	16,175	16,660	17,160	17,675
27,324	27,324	310030	Various	Erans Head Surf Club Revenue	2.7%	28,057	28,822	29,589	30,390
264,511	268,711			Total Operating Revenue	1.0%	265,270	277,261	285,490	293,968
Operating Expenditure									
Sports Grounds - Casino									
13,886	13,886	290100	Various	Albert Park	5.0%	14,587	15,032	15,497	15,965
3,833	3,833	290102	Various	Albert Park Rest Area	80.4%	6,915	7,088	7,265	7,463
261,091	262,091	290109	Various	Casino Sports Stadium	2.3%	267,189	274,223	281,454	289,481
40,377	40,377	290110	Various	Colley Park	11.0%	44,823	46,248	47,724	49,203
7,384	7,384	290120	Various	Jubilee Park	2.0%	7,532	7,737	7,946	8,161
6,557	6,557	290130	Various	McDonald Park	1.6%	6,663	6,832	7,006	7,187
129,924	132,124	290140	Various	Queen Elizabeth Park No 1	6.2%	138,021	143,043	148,272	153,765
1,265	1,265	290150	Various	Queen Elizabeth Park No 2	50.2%	1,900	1,995	2,095	2,200
368	368	290160	Various	Queen Elizabeth Park No 3 & 4	63.0%	600	630	662	696
25,497	25,497	290170	Various	Queen Elizabeth Park Outer	17.9%	30,064	30,836	31,630	32,465
4,100	4,100	290172	Various	QE Riverbank Maintenance	0.0%	4,100	4,100	4,100	4,100
910	910	290175	Various	Queen Elizabeth Park No 5	53.8%	1,400	1,470	1,544	1,621
10,368	10,368	290180	Various	Riverbank Park	1.7%	10,752	11,043	11,341	11,653
3,113	3,113	290190	Various	Tennis Club	24.9%	3,888	4,040	4,199	4,364
Sports Grounds - Coraki									
18,267	18,267	290300	Various	Windsor Park	6.2%	19,196	19,959	20,738	21,549
Sports Grounds - Erans Head									
35,729	35,729	290400	Various	Paddock/Coast Guard Park	5.0%	37,312	38,711	39,960	41,111
62,767	62,767	290410	Various	Stan Payne Oval	5.8%	66,401	68,754	71,139	73,466
2,658	2,658	290430	3455	Waterfront Structures	2.5%	2,725	2,793	2,863	2,935

Richmond Valley Council Operational Plan 2022/2023 including Forward Financial Estimates

Objective 4: Restore essential infrastructure

Service: Sports Grounds, Parks & Facilities

Original Budget 2021/2022	Revised Budget 11-Mar-22	Project	Activity	Description	Original Budget % +/-	Budget 2022/2023	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026
Operating Expenditure (continued)									
Sports Grounds - Rappville									
6,466	6,466	290700	Various	Rappville Showground	10.8%	7,162	7,395	7,626	7,862
3,881	3,881	290720	Various	Tennis Club	7.8%	4,133	4,300	4,420	4,545
Sports Grounds - Woodburn									
25,627	25,627	290950	Various	Woodburn Oval	6.2%	27,204	28,076	28,960	29,911
Topsoil (SRV 06/08)									
20,000	20,000	290980	3775	Topdressing, Caring & Thatching	0.0%	20,000	20,000	20,000	20,000
0	12,820	290910	3455	Sports Grounds Masterplans	0.0%	0	0	0	0
Borrowing Costs									
24,741	24,741	290976	3070	Interest on Loans	-24.9%	16,578	11,937	5,232	0
Indirect Expenditure									
249,132	249,132	290991	3998	Activity Based Costing - Expense	6.5%	265,220	272,157	280,210	286,503
603,600	603,600	290990	3999	Depreciation	2.5%	618,684	624,144	649,990	646,233
Parks - Casino									
17,407	17,407	300100	Various	Coronation Park	3.9%	18,078	18,600	19,140	19,692
29,997	29,997	300110	Various	Crawford Square	4.8%	31,424	32,321	33,265	34,228
13,274	13,274	300120	Various	Elmer Jones Park	2.3%	13,573	13,923	14,281	14,673
14,285	13,285	300130	Various	Jakru Wetlands	-18.8%	11,804	11,896	12,191	12,516
5,093	6,093	300140	Various	Mokulffa Park	4.3%	5,310	5,456	5,607	5,764
5,000	5,000	300142	Various	Mokulffa Riverbank Maintenance	0.0%	5,000	5,000	5,000	5,000
50,000	50,000	300145	Various	Casino Riverbank Presentation	0.0%	50,000	50,000	50,000	50,000
3,883	3,883	300150	Various	Savino Park	5.1%	4,080	4,197	4,319	4,444
8,163	8,163	300160	Various	Webb Park	4.6%	8,540	8,801	9,071	9,358
Parks - Broadwater									
7,592	7,592	300200	Various	Broadwater Memorial Park	31.4%	9,974	10,267	10,571	10,891
Parks - Coraki									
33,700	33,700	300300	Various	Coraki Riverside Park	10.5%	37,243	38,344	39,477	40,606
0	8,382	300306	Various	Coraki Riparian Restoration	0.0%	0	0	0	0
61,803	61,803	300310	Various	Coraki Caravan Park	9.5%	67,682	68,794	71,962	74,251
2,447	2,447	300320	Various	Coraki Dog Off Leash Area	2.2%	2,501	2,563	2,628	2,698
Parks - Evans Head									
2,420	2,420	300400	Various	Airforce Beach	48.9%	3,603	3,704	3,809	3,923
15,082	15,082	300410	Various	Evans Head Foreshore Reserve	2.2%	15,407	15,794	16,188	16,624
4,122	4,122	300420	Various	Evans Head Memorial Reserve	19.5%	4,926	5,062	5,202	5,354
11,140	11,140	300430	Various	Kalima Park	-9.7%	10,095	10,267	10,467	11,006
1,989	1,989	300440	Various	Liti Piti Pi Reserve	2.3%	2,035	2,087	2,139	2,191
14,397	14,397	300450	Various	Razorback Lookout	4.2%	15,000	15,446	15,906	16,387
10,928	10,928	300460	Various	Shark Bay	-14.0%	9,398	9,664	9,939	10,221

Richmond Valley Council Operational Plan 2022/2023 including Forward Financial Estimates

Objective 4: Restore essential Infrastructure

Service: Sports Grounds, Parks & Facilities

Original Budget 2021/2022	Revised Budget \$1-Mar-22	Project	Activity	Description	Original Budget % +/-	Budget 2022/2023	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026
				Operating Expenditure (continued)					
				Parks - Woodburn					
\$1,158	\$1,158	300830	Various	Woodburn Riverside Park	4.9%	\$1,849	\$3,405	\$7,302	\$8,312
5,000	5,000	300852	Various	Woodburn Riverside Park Maintenance (SRV 08/09)	0.0%	5,000	5,000	5,000	5,000
				Parks Other					
20,500	31,326	300942	3400	Coastal Reserves Biodiversity	2.5%	21,053	21,538	22,076	22,628
851	851	300944	3115	Landscape Groups	2.5%	872	884	916	939
1,082	1,082	300945	3115	Landscape Trailer Maintenance	2.5%	1,109	1,137	1,165	1,194
5,000	5,000	300946	3375	Key Audit (SRV 08/09)	-100.0%	0	0	0	0
12,369	12,369	300946	3455	New Year's Eve	2.2%	12,640	12,962	13,285	13,608
2,500	2,500	300960	3455	Permits Inspections (SRV 08/09)	0.0%	2,500	2,500	2,500	2,500
3,000	3,000	300962	3455	Reserves Litter Removal (SRV 08/09)	0.0%	3,000	3,000	3,000	3,000
8,000	8,000	300962	3455	Riverbank Litter Collection (SRV 08/09)	-60.0%	4,000	8,000	8,000	8,000
15,000	15,000	300965	3455	Playground Maintenance (SRV 14/15)	0.0%	15,000	15,000	15,000	15,000
119,245	119,245	300950	3330	Other Parks Operating Expenditure	3.7%	123,701	127,120	130,694	134,257
				Borrowing Costs					
14,310	14,310	300976	3070	Interest on Loans	-16.3%	11,973	9,559	7,050	4,600
				Indirect Costs					
237,458	237,458	300991	3998	Activity Based Costing - Expense	8.6%	255,180	260,225	267,705	274,210
272,100	272,100	300990	3999	Depreciation	2.5%	279,001	285,971	293,115	300,487
				Other Sport and Recreation					
101,779	101,779	310010	3260	Showground Casino	10.0%	111,911	115,990	120,136	124,499
68,821	68,821	310030	3260	Evans Head Surf Club	5.9%	72,894	75,497	78,202	80,622
				Indirect Expenses					
135,340	135,340	310991	3998	Activity Based Costing - Expense	7.5%	145,711	149,581	154,557	157,581
277,800	277,800	310990	3999	Depreciation	2.2%	283,878	290,928	298,154	305,561
				Public Toilets					
63,736	63,736	340010	3330	Casino	2.8%	65,547	67,386	69,179	71,052
8,803	8,803	340200	3375	Broadwater	2.5%	9,023	9,249	9,481	9,718
19,211	19,211	340300	3375	Coraki	2.5%	19,692	20,184	20,688	21,206
43,921	43,921	340400	3375	Evans Head	2.2%	44,889	46,010	47,161	48,432
51,768	51,768	340850	3375	Woodburn	2.8%	53,197	54,535	55,906	57,317
15,000	15,000	340110	4421	Additional Maintenance (SRV 14/15)	0.0%	15,000	15,000	15,000	15,000

Richmond Valley Council Operational Plan 2022/2023 including Forward Financial Estimates

Objective 4: Restore essential infrastructure

Service: Sports Grounds, Parks & Facilities

Original Budget 2021/2022	Revised Budget 11-Mar-22	Project	Activity	Description	Original Budget % +/-	Budget 2022/2023	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026
				Operating Expenditure (continued)					
2,404	2,404	340976	3070	Borrowing Costs					
				Interest on Loans	-14.0%	3,020	1,622	1,220	784
				Indirect Expenditure					
43,489	43,489	340991	3998	Activity Based Costing - Expense	7.4%	46,710	48,096	49,540	50,737
3,000	3,000	340990	3999	Depreciation	2.5%	3,075	3,252	3,231	3,312
5,477,231	5,511,458			Total Operating Expenditure	5.9%	3,611,142	3,701,351	3,792,569	3,881,351
(1,210,728)	(1,262,747)			Operating Result - Surplus/(Deficit)	4.1%	(1,341,872)	(1,424,070)	(1,506,859)	(1,597,985)
(2,054,128)	(2,086,147)			Operating Cash Result - Surplus/(Deficit)	5.0%	(2,157,234)	(2,209,875)	(2,262,345)	(2,311,842)
				Capital Movements					
				Add: Capital Grants & Contributions		6,378,410	24,493	24,860	25,233
				Add: Loan Funds Used		0	0	0	0
				Add: Asset Sales		0	0	0	0
				Add: Transfer from Restricted Assets		1,265,371	0	0	0
				Less: Asset Acquisition		8,093,981	274,493	274,860	275,233
				Less: Loan Repayments		245,596	255,050	264,676	275,209
				Less: Transfer to Restricted Assets		0	0	0	0
				Program Cash Result - Surplus/(Deficit)		(2,652,899)	(2,714,925)	(2,777,045)	(2,837,051)

Richmond Valley Council Operational Plan 2022/2023 including Forward Financial Estimates

Objective 4: Restore essential infrastructure

Service: Community Centres and Halls

Original Budget 2021/2022	Revised Budget 31-Mar-22	Project	Activity	Description	Original Budget % +/-	Budget 2022/2023	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026
Operating Revenue									
5,577	5,577	270005	1180	Casino Art Gallery	2.0%	5,744	5,916	6,093	6,274
785	785	270010	1180	Casino Bend Hall	3.1%	809	833	858	884
13,261	13,261	270020	1180	Casino Civic Hall	3.0%	13,659	14,069	14,491	14,926
83,073	83,073	270030	0460	Casino Community & Cultural Centre	3.0%	85,565	88,132	90,776	93,499
12	12	270036	1180	Casino Drill Hall	0.0%	12	12	12	12
258	258	270050	1180	Casino Historical Museum	3.1%	266	274	282	290
109	109	270075	1180	Casino Lions Club	2.8%	112	115	118	122
109	109	270085	1180	Casino Rotary Club	2.8%	112	115	118	122
534	534	270430	1180	Evans Head Pre-School	3.0%	550	567	584	602
1,167	1,167	270910	1180	Yorklea Community Centre	3.0%	1,202	1,238	1,275	1,313
104,885	104,885			Total Operating Revenue	3.0%	106,031	111,271	116,607	121,946
Operating Expenditure									
5,033	5,033	270005	3330	Casino Art Gallery	-11.7%	4,443	4,589	4,761	4,832
3,177	3,177	270010	3260	Casino Bend Hall	11.4%	3,539	3,670	3,807	3,944
26,388	26,388	270020	3260	Casino Civic Hall	54.4%	35,477	36,717	38,006	39,320
139,016	141,916	270030	3025	Casino Community and Cultural Centre	8.4%	150,713	155,536	160,533	165,881
31,504	31,504	270036	3330	Casino Drill Hall	-4.5%	30,071	30,845	31,681	32,585
9,530	9,530	270050	3260	Casino Historical Museum	11.1%	10,585	10,943	11,367	11,761
11,116	11,116	270070	3330	Casino Neighbourhood Centre	8.9%	12,109	12,481	12,865	13,251
962	962	270080	3260	Casino Playgroup Hall	2.4%	985	1,010	1,036	1,062
4,789	4,789	270090	3260	Casino Scout Hall	-45.3%	1,647	1,688	1,730	1,774
12,536	12,536	270200	3025	Broadwater Community Hall	32.8%	16,738	17,251	17,783	18,321
862	862	270250	3330	Clivess Community Centre	44.4%	956	1,002	1,050	1,101
8,278	8,278	270300	3330	Coraki Baby Health Centre	15.7%	9,578	9,920	10,277	10,630
10,229	10,229	270310	3260	Coraki Youth Hall	8.9%	11,141	11,493	11,859	12,226
7,000	7,000	270400	3260	Evans Head Recreation Hall	14.6%	8,023	8,308	8,607	8,910
2,364	2,364	270410	3260	Evans Head Scout Hall	17.1%	2,768	2,865	2,966	3,073
5,589	5,589	270430	3260	Evans Head Senior Citizens Hall	24.3%	6,946	7,222	7,510	7,814
3,707	3,707	270440	Various	Evans Head Living Museum	3.1%	3,821	3,941	4,065	4,193
6,735	6,735	270500	3260	Fairy Hill Hall	10.8%	7,465	7,692	7,925	8,168
3,711	3,711	270550	3260	Leaville Hall	11.0%	4,119	4,260	4,406	4,558
4,477	4,477	270700	3260	Rappville Hall	184.5%	12,738	13,109	13,492	13,909
8,375	8,375	270800	3260	Rileys Hill Community Centre	6.1%	8,885	9,137	9,397	9,662
5,584	5,584	270850	3260	Woodburn Hall	21.0%	6,759	7,013	7,279	7,559
4,656	4,656	270900	3260	Woodview Hall	15.9%	5,398	5,581	5,770	5,967
1,935	1,935	270910	3260	Yorklea Community Centre	33.3%	2,579	2,693	2,813	2,938

Richmond Valley Council Operational Plan 2022/2023 including Forward Financial Estimates

Objective 4: Restore essential infrastructure

Service: Community Centres and Halls

Original Budget 2021/2022	Revised Budget 11-Mar-22	Project	Activity	Description	Original Budget % of-	Budget 2022/2023	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026
				Operating Expenditure (continued)					
150,342	150,242	270990	3998	Indirect Expenditure	7.4%	161,289	145,249	170,967	173,683
384,100	384,100	270990	3999	Activity Based Costing - Expense	1.5%	335,744	339,319	409,135	419,196
				Depreciation					
851,735	854,635			Total Operating Expenditure	4.7%	508,514	533,554	560,317	588,279
(744,850)	(745,750)			Operating Result - Surplus/(Deficit)	7.2%	(805,485)	(822,283)	(844,310)	(864,233)
(962,750)	(961,650)			Operating Cash Result - Surplus/(Deficit)	13.2%	(410,741)	(422,964)	(437,175)	(448,037)
				Capital Movements					
				Add: Capital Grants & Contributions		0	0	0	0
				Add: Loan Funds Used		0	0	0	0
				Add: Asset Sales		0	0	0	0
				Add: Transfer from Restricted Assets		0	0	0	0
				Less: Asset Acquisition		47,310	47,932	48,837	49,367
				Less: Loan Repayments		0	0	0	0
				Less: Transfer to Restricted Assets		0	0	0	0
				Program Cash Result - Surplus/(Deficit)		(457,951)	(470,896)	(485,812)	(498,400)

Richmond Valley Council Operational Plan 2022/2023 including Forward Financial Estimates

Objective 4: Restore essential Infrastructure

Service: Swimming Pools

Original Budget 2021/2022	Revised Budget 11-Mar-22	Project	Activity	Description	Original Budget % +/-	Budget 2022/2023	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026
				Operating Revenue					
0	0			Total Operating Revenue	0.0%	0	0	0	0
				Operating Expenditure					
194,370	194,370	28000	Various	Casino Swimming Pool	3.9%	201,926	207,206	212,680	218,211
54,377	54,377	280020	Various	Coraki Swimming Pool	2.8%	56,114	57,532	58,967	60,481
282,952	282,952	280080	Various	Evens Head Aquatic Centre	3.4%	292,644	300,182	307,803	315,872
66,353	66,353	280040	Various	Woodburn Swimming Pool	2.0%	68,541	70,079	71,859	73,690
				Interest Expense					
37,500	37,500	280976	3070	Interest Expense	180.9%	105,321	96,415	87,122	77,425
				Indirect Expenditure					
76,560	76,560	280991	3998	Activity Based Costing - Expense	8.4%	81,022	84,786	87,790	88,897
258,700	258,700	280990	3999	Depreciation	1.6%	265,468	272,096	279,893	285,957
				Total Operating Expenditure	10.5%	1,072,835	1,086,278	1,105,194	1,120,483
(971,815)	(971,815)			Operating Result - Surplus/(Deficit)	10.5%	(1,072,835)	(1,086,278)	(1,105,194)	(1,120,483)
(712,112)	(712,112)			Operating Cash Result - Surplus/(Deficit)	13.3%	(897,947)	(916,180)	(926,811)	(934,574)
				Capital Movements					
				Add: Capital Grants & Contributions		1,200,000	0	0	0
				Add: Loan Funds Used		0	0	0	0
				Add: Asset Sales		0	0	0	0
				Add: Transfer from Restricted Assets		1,531,609	0	0	0
				Less: Asset Acquisition		2,483,000	0	0	0
				Less: Loan Repayments		204,507	213,813	223,106	232,802
				Less: Transfer to Restricted Assets		0	0	0	0
				Program Cash Result - Surplus/(Deficit)		(965,671)	(1,025,993)	(1,049,917)	(1,067,374)

Richmond Valley Council Operational Plan 2022/2023 including Forward Financial Estimates

Objective 4: Restore essential infrastructure

Service: Water Supplies

Original Budget 2021/2022	Revised Budget 31-Mar-22	Project	Activity	Description	Original Budget % +/-	Budget 2022/2023	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026
Operating Revenue									
7,202,680	7,202,680	490001	1800	Annual & User Charges	2.4%	7,377,266	7,745,378	8,137,296	8,383,094
38,000	12,888	490040	0730	Interest Income	-57.3%	16,000	16,480	16,574	17,483
31,500	31,500	490050	0730	Interest on Investments	3.0%	32,445	33,418	34,421	35,454
58,322	58,322	490070	0480	Other Revenue	3.0%	60,689	62,510	64,385	66,317
Operating Grants & Contributions									
80,850	80,850	490080	0590	Grant Revenue	-1.4%	78,750	84,150	85,900	87,450
52,167	52,167	491000	0870	Private Works	3.0%	53,732	55,344	57,004	58,714
7,464,119	7,489,007			Total Operating Revenue	2.1%	7,415,882	7,897,280	8,195,880	8,448,314
Operating Expenditure									
Indirect Expenditure									
1,545,553	1,545,553	495010	3998	Activity Based Costing - Expense	7.1%	1,655,355	1,698,975	1,748,500	1,785,206
768,822	768,822	495020	3025	Engineering Administration Expenditure	-4.7%	732,734	751,867	771,518	782,633
3,125	3,125	495080	3455	Dams & Weirs Operations	44.0%	4,500	4,725	4,961	5,209
5,451	5,451	495090	3455	Dams & Weirs Maintenance	2.1%	5,346	5,705	5,867	6,008
Water Mains Operations									
83,333	83,333	495100	5020	Cairns	2.0%	85,039	87,366	89,347	91,623
5,902	5,902	495105	5020	Broadwater	2.2%	6,030	6,180	6,337	6,506
6,311	6,311	495110	5020	Coraki	2.2%	6,447	6,607	6,773	6,959
9,057	9,057	495115	5020	Evans Head	2.1%	9,248	9,479	9,718	9,963
3,402	3,402	495120	5020	Rileys Hill	2.2%	3,476	3,564	3,654	3,751
7,540	7,540	495125	5020	Woodburn	2.2%	7,724	7,916	8,114	8,316
Water Mains Maintenance									
275,184	275,184	495130	5040	Cairns	2.2%	281,235	288,268	295,476	301,886
8,935	8,935	495135	5040	Broadwater	2.2%	9,129	9,359	9,596	9,854
20,317	20,317	495140	5040	Coraki	2.1%	20,751	21,270	21,802	22,354
21,885	21,885	495145	5040	Evans Head	2.2%	22,163	22,717	23,286	23,900
2,160	2,160	495150	5040	Rileys Hill	2.1%	2,205	2,259	2,314	2,371
13,400	13,400	495155	5040	Woodburn	2.2%	13,700	14,042	14,384	14,777

Richmond Valley Council Operational Plan 2022/2023 including Forward Financial Estimates

Objective 4: Restore essential infrastructure

Service: Water Supplies

Original Budget 2021/2022	Revised Budget 11-Mar-22	Project	Activity	Description	Original Budget % +/-	Budget 2022/2023	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026
				Operating Expenditure (continued)					
				Water Reservoirs					
16,127	16,127	495170	3200	Operations	16.1%	16,716	19,607	20,542	21,527
52,421	52,421	495180	3455	Maintenance	2.2%	53,578	54,916	56,291	57,790
				Pump Station					
4,924	4,924	495200	3455	Operations	44.2%	7,100	7,455	7,828	8,219
111,822	111,822	495225	3200	Energy Costs	5.0%	117,413	123,284	129,448	135,900
43,444	43,444	495250	3455	Maintenance	2.2%	44,427	45,526	46,664	47,903
				Casino Water Treatment Plant					
768,031	768,031	495300	3025	Operations	2.9%	797,609	824,155	851,694	877,275
90,395	90,395	495350	3375	Maintenance	2.2%	92,418	94,726	97,096	99,476
64,962	64,962	495400	3200	Other Operations Expenses	2.1%	66,337	68,010	69,729	71,489
41,459	41,459	495410	3455	SCADA Strategy	-74.6%	10,515	10,778	11,047	11,323
18,143	18,143	495420	3385	Other Maintenance Expenses	1.4%	18,573	19,037	19,511	20,013
1,288,000	1,288,000	495500	5100	Bulk Water Purchase	6.2%	1,315,800	1,348,183	1,381,988	1,416,465
47,368	47,368	496000	3500	Private Works Expenditure	2.2%	48,419	49,630	50,871	52,228
				Indirect Expenditure					
1,445,100	1,445,100	499990	3999	Depreciation	2.5%	1,481,863	1,518,622	1,556,300	1,594,900
6,722,391	6,722,391			Total Operating Expenditure	3.2%	6,957,560	7,124,028	7,310,596	7,508,018
381,726	718,614			Operating Result - Surplus/(Deficit)	-8.0%	682,322	873,252	1,075,384	1,140,894
2,184,826	2,361,714			Operating Cash Result - Surplus/(Deficit)	-1.0%	2,164,185	2,391,874	2,631,584	2,715,414
				Capital Movements					
				Add: Capital Grants & Contributions		150,000	150,000	150,000	150,000
				Add: Loan Funds Used		0	0	0	0
				Add: Asset Sales		0	0	0	0
				Add: Transfer from Restricted Assets		193,815	550,626	927,418	0
				Less: Asset Acquisition		2,308,000	3,092,500	3,709,000	2,450,000
				Less: Loan Repayments		0	0	0	0
				Less: Transfer to Restricted Assets		0	0	0	435,416
				Program Cash Result - Surplus/(Deficit)		0	0	0	0

Richmond Valley Council Operational Plan 2022/2023 including Forward Financial Estimates

Objective 4: Restore essential infrastructure

Service: Sewerage Services

Original Budget 2021/2022	Revised Budget 11-Mar-22	Project	Activity	Description	Original Budget % +/-	Budget 2022/2023	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026
Operating Revenue									
8,945,393	8,945,393	500001	1900	Rates & Annual Charges	2.0%	9,214,948	9,489,746	9,775,968	10,070,368
39,000	15,054	500040	0730	Interest Income	-53.8%	18,000	18,540	19,096	19,669
228,300	228,300	500080	0730	Interest on Investments	3.0%	238,149	242,269	249,469	256,363
46,952	46,952	500070	1180	Other Revenue	3.0%	48,260	49,811	51,305	52,844
79,800	79,800	500080	0590	Grants	-0.1%	79,750	81,100	84,700	88,400
52,167	52,167	502000	0870	Private Works	2.0%	53,732	55,344	57,004	58,714
9,391,612	9,367,666			Total Operating Revenue	2.8%	9,649,939	9,938,764	10,237,542	10,546,888
Operating Expenditure									
Indirect Expenditure									
1,843,242	1,843,242	505010	3998	Activity Based Costing - Expense	7.3%	1,977,315	2,028,001	2,088,742	2,139,541
887,051	887,051	505020	4025	Engineering Expenditure	-3.3%	808,141	830,761	852,990	876,705
Mains Operations									
191,111	191,111	505100	5520	Casino	12.5%	215,030	220,407	225,918	231,899
1,944	1,944	505105	5530	Broadwater	2.1%	1,984	2,034	2,085	2,143
32,095	32,095	505110	5520	Coraki	2.1%	32,777	33,589	34,439	35,377
16,644	16,644	505115	5520	Evans Head	-21.9%	18,000	18,324	18,667	19,028
1,276	1,275	505120	5520	Rileys Hill	2.2%	1,303	1,336	1,368	1,405
36,947	36,947	505125	5520	Woodburn	-62.5%	17,551	17,989	18,439	18,944
Mains Maintenance									
80,270	80,270	505130	5540	Casino	-15.8%	67,550	68,240	70,972	72,889
104,142	104,142	505135	5540	Broadwater	28.1%	133,427	136,763	140,181	143,890
3,967	3,967	505140	5540	Coraki	278.1%	15,000	15,375	15,760	16,187
23,750	23,750	505145	5540	Evans Head	-15.8%	20,000	20,500	21,013	21,562
3,187	3,187	505150	5540	Rileys Hill	2.3%	3,259	3,340	3,424	3,516
24,763	24,763	505155	5540	Woodburn	2.2%	25,320	25,956	26,601	27,306
Infiltration Survey/Inspection									
288,146	288,146	505160	5532	Infiltration Survey/Inspection	-100.0%	0	0	0	0
0	0	505161	5532	Casino	0.0%	67,558	69,247	70,978	72,775
0	0	505162	5532	Broadwater	0.0%	40,536	41,551	42,590	43,668
0	0	505163	5532	Coraki	0.0%	27,023	27,688	28,390	29,109
0	0	505164	5532	Evans Head	0.0%	67,558	69,247	70,978	72,775
0	0	505165	5532	Rileys Hill	0.0%	0	0	0	0
0	0	505166	5532	Woodburn	0.0%	40,536	41,551	42,590	43,668

Richmond Valley Council Operational Plan 2022/2023 including Forward Financial Estimates

Objective 4: Restore essential infrastructure

Service: Sewerage Services

Original Budget 2021/2022	Revised Budget 11-Mar-22	Project	Activity	Description	Original Budget % +/-	Budget 2022/2023	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026
Operating Expenditure (continued)									
Pump Stations									
190,405	190,405	505200	3453	Operations	-65.7%	27,200	28,540	29,968	31,487
104,738	104,738	505225	3200	Energy Costs	5.0%	109,975	115,474	121,348	127,310
Pump Stations - Maintenance									
295,039	295,039	505250	3375	Maintenance	-100.0%	0	0	0	0
0	0	505251	3375	Coraki	0.0%	28,997	29,722	30,464	31,295
0	0	505252	3375	Broadwater	0.0%	54,000	55,951	58,793	61,957
0	0	505253	3375	Evans Head	0.0%	132,074	135,876	139,762	143,441
0	0	505254	3375	Rileys Hill	0.0%	12,015	12,317	12,627	12,968
0	0	505255	3375	Woodburn	0.0%	50,001	51,252	52,533	53,919
0	0	505256	3375	Casino	0.0%	210,000	215,252	220,633	226,549
Treatment Plant Casino									
290,943	290,943	505300	3025	Operations	-11.1%	358,579	265,335	272,273	279,889
66,123	66,123	505320	3200	Energy Costs	5.0%	69,429	72,900	76,545	80,372
68,728	68,728	505350	3375	Maintenance	46.5%	129,997	133,248	136,578	140,214
Treatment Plant Coraki									
84,830	84,830	505400	3025	Operations	13.4%	96,167	98,677	101,253	104,072
7,293	7,293	505420	3200	Energy Costs	5.0%	7,658	8,041	8,443	8,865
40,095	40,095	505450	3375	Maintenance	2.2%	40,990	42,015	43,067	44,214
Treatment Plant Evans Head									
881,844	881,844	505500	3025	Operations	-15.3%	323,251	331,628	340,230	349,096
71,805	71,805	505520	3200	Energy Costs	5.0%	75,395	79,145	83,123	87,279
62,907	62,907	505550	3375	Maintenance	2.2%	64,310	65,919	67,585	69,364
Treatment Plant Rileys Hill									
11,966	11,966	505600	3025	Operations	33.6%	42,711	43,841	45,003	46,279
7,293	7,293	505620	3200	Energy Costs	5.0%	7,658	8,041	8,443	8,865
10,974	10,974	505650	3375	Maintenance	29.8%	14,247	14,604	14,969	15,367
Other Maintenance									
51,717	51,717	505700	3453	SCADA	-59.3%	21,090	21,556	22,095	22,647
20,542	20,542	505750	3525	Casino	94.7%	40,000	40,999	42,004	43,122
2,594	2,594	505760	3550	Coraki	92.8%	3,000	3,123	3,252	3,393
5,188	5,188	505765	3600	Evans Head	285.7%	20,000	20,501	21,013	21,577
2,594	2,594	505770	3600	Rileys Hill	-32.9%	2,000	2,050	2,101	2,158
5,383	5,383	505775	3600	Woodburn	-53.6%	2,500	2,565	2,626	2,694

Richmond Valley Council Operational Plan 2022/2023 including Forward Financial Estimates

Objective 4: Restore essential infrastructure

Service: Sewerage Services

Original Budget 2021/2022	Revised Budget 11-Mar-22	Project	Activity	Description	Original Budget % +/-	Budget 2022/2023	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026
				Operating Expenditure (continued)					
613,774	613,774	503976	3070	Interest Expense	-12.3%	534,748	451,466	362,880	340,604
				Indirect Expenditure					
2,315,600	2,315,600	505990	3998	Depreciation	1.3%	2,355,595	2,417,707	2,477,272	2,538,324
47,142	47,142	504000	3500	Private Works Expenses	2.2%	48,187	49,392	50,627	51,978
8,238,048	8,238,048			Total Operating Expenditure	1.5%	8,365,782	8,485,991	8,617,485	8,805,256
1,353,564	1,329,618			Operating Result - Surplus/(Deficit)	11.5%	1,386,157	1,452,759	1,420,067	1,740,313
3,465,164	3,445,218			Operating Cash Result - Surplus/(Deficit)	13.4%	3,645,752	3,876,460	4,097,529	4,178,558
				Capital Movements					
				Add: Capital Grants & Contributions		100,000	1,350,000	1,350,000	2,400,000
				Add: Loan Funds Used		0	0	0	2,500,000
				Add: Asset Sales		0	2,727	0	10,000
				Add: Transfer from Restricted Assets		888,245	2,060,912	527,864	148,522
				Less: Asset Acquisition		3,110,180	5,700,000	4,302,000	7,674,000
				Less: Loan Repayments		1,500,817	1,584,099	1,672,685	1,881,060
				Less: Transfer to Restricted Assets		0	0	0	0
				Program Cash Result - Surplus/(Deficit)		0	0	0	0

Richmond Valley Council Operational Plan 2022/2023 including Forward Financial Estimates

Objective 5: Restore the environment

Service: Environmental Health

Original Budget 2021/2022	Revised Budget 11-Mar-22	Project	Activity	Description	Original Budget % +/-	Budget 2022/2023	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026
				Operating Revenue					
169,653	169,653	12000	0260	Regulatory Control	3.0%	174,744	179,986	185,367	190,949
1,688	1,688	12000	0260	Impounding Shelter	3.0%	1,739	1,791	1,845	1,900
318,727	318,727	19000	0460	Health	3.0%	328,289	332,318	331,989	320,730
490,068	490,068			Total Operating Revenue	3.0%	504,772	484,095	498,620	513,579
				Operating Expenditure					
48,229	48,229	11000	3065	Beach Control	2.4%	49,398	50,633	51,898	53,121
250,804	250,804	12000	3025	Regulatory Control	17.4%	271,001	277,779	284,728	292,483
43,647	43,647	12000	3455	Impounding Shelter	2.2%	44,604	45,719	46,862	48,121
				Indirect Expenditure					
88,207	88,207	12090	3998	Activity Based Costing - Expense	5.0%	92,041	95,391	97,942	100,365
5,200	5,200	12090	3999	Depreciation	4.2%	5,419	5,540	5,663	5,790
385,150	385,150	13000	3025	Health	8.9%	395,009	374,129	383,481	394,061
0	3,373	13000	3455	Flying Fox Habitat QE Park	0.0%	0	0	0	0
0	1,647	13000	3455	Health - DPIE Grant Flying Fox Manifold Rd (Bentley)	0.0%	0	0	0	0
				Indirect Expenditure					
325,522	325,522	13090	3998	Activity Based Costing - Expense	8.3%	346,124	358,605	368,960	379,120
300	300	13090	3998	Depreciation	33.3%	400	400	400	400
20,987	34,877	13000	3455	Flying Fox Colony Richmond River Cairns	97.8%	41,512	42,550	43,614	44,704
1,099,046	1,117,156			Total Operating Expenditure	10.8%	1,216,102	1,250,746	1,283,388	1,317,453
(607,978)	(627,088)			Operating Result - Surplus/(Deficit)	17.0%	(711,330)	(766,651)	(784,628)	(803,874)
(602,478)	(621,588)			Operating Cash Result - Surplus/(Deficit)	30.3%	(705,511)	(760,711)	(778,565)	(797,684)
				Capital Movements					
				Add: Capital Grants & Contributions		0	0	0	0
				Add: Loan Funds Used		0	0	0	0
				Add: Asset Sales		0	0	0	0
				Add: Transfer from Restricted Assets		0	0	0	0
				Less: Asset Acquisition		0	0	0	0
				Less: Loan Repayments		0	0	0	0
				Less: Transfer to Restricted Assets		0	0	0	0
				Program Cash Result - Surplus/(Deficit)		(705,511)	(760,711)	(778,565)	(797,684)

Richmond Valley Council Operational Plan 2022/2023 including Forward Financial Estimates

Theme: Prevent & Prepare - Budget Summary

Original Budget 2021/2022	Revised Budget 11 Mar 22	Project	Activity	Description	Original Budget W +/-	Budget 2021/2022	Budget 2022/2022	Budget 2022/2022	Budget 2022/2022
209,340	202,797			Operating Revenue					
64,033	104,033			Stormwater Management	0.5%	204,214	205,277	206,303	207,334
1,229,373	1,229,373			Environmental Management	-100.0%	0	0	0	0
220,000	1,222,000			Emergency Management	2.7%	1,262,829	1,297,303	1,332,522	1,368,909
				Recovery	-4.5%	210,000	210,000	0	0
1,736,646	2,858,203			Total Operating Revenue	-2.3%	1,677,043	1,712,480	1,538,825	1,576,143
				Operating Expenditure					
924,551	934,551			Stormwater Management	1.6%	957,197	979,519	1,006,323	1,028,433
556,307	715,867			Environmental Management	-12.7%	485,771	498,247	510,797	523,717
2,206,576	2,206,576			Emergency Management	2.4%	2,259,392	2,313,512	2,349,804	2,426,701
220,000	449,884			Recovery	90.9%	419,319	419,319	0	0
3,907,434	4,306,878			Total Operating Expenditure	5.5%	4,321,879	4,210,738	4,866,924	4,978,850
(2,170,788)	(1,448,675)			Operating Result - Surplus/(Deficit)	11.6%	(2,644,794)	(2,498,258)	(2,348,099)	(2,402,707)
(1,356,489)	(634,375)			Operating Cash Result - Surplus/(Deficit)	17.0%	(1,587,327)	(1,623,937)	(1,455,203)	(1,495,327)
				Capital Movements					
				Add: Capital Grants and Contributions		0	0	0	0
				Add: Loan Funds Used		0	0	0	0
				Add: Asset Sales		0	0	0	0
				Add: Transfer from Reserves		619,367	633,346	313,682	0
				Less: Capital Expenditure		404,985	419,985	519,985	196,000
				Less: Loan Repayments		0	0	0	0
				Less: Transfer to Reserves		0	0	0	12,334
				Program Cash Result - Surplus/(Deficit)		(1,372,145)	(1,410,576)	(1,661,506)	(1,678,661)

Richmond Valley Council Operational Plan 2022/2023 including Forward Financial Estimates

Objective 6: Improve the disaster resilience of public assets

Service: Stormwater Management

Original Budget 2021/2022	Revised Budget Y1 Mar-22	Project	Activity	Description	Original Budget % +/-	Budget 2021/2022	Budget 2022/2023	Budget 2023/2024	Budget 2024/2025
203,240	202,797	350010	0030	Operating Revenue					
				Stormwater Revenue	0.5%	204,254	205,277	206,303	207,334
203,240	202,797			Total Operating Revenue	0.5%	204,254	205,277	206,303	207,334
				Operating Expenditure					
99,848	99,848	350200	4540	Casino	2.2%	102,055	104,607	107,222	110,086
0	10,000	350710	3455	Casino Urban Drainage Study	0.0%	0	0	0	0
7,286	7,286	350200	4540	Broadwater	2.2%	7,448	7,634	7,826	8,033
13,025	13,025	350300	4540	Coraki	2.2%	13,308	13,640	13,982	14,358
37,895	37,895	350400	4540	Evans Head	2.2%	38,734	39,703	40,697	41,704
10,919	10,919	350700	4540	Blays Hill Outfall Channel	2.2%	11,183	11,443	11,729	12,040
17,277	17,277	350850	4540	Woodburn	2.2%	17,662	18,103	18,555	19,050
				Indirect Expenditure					
216,801	216,801	350991	3998	Activity Based Costing - Expense	7.2%	232,489	236,328	240,713	247,443
521,500	521,500	350990	3998	Depreciation	2.9%	534,518	547,801	561,599	575,639
934,551	934,551			Total Operating Expenditure	3.6%	957,897	979,559	1,006,323	1,028,433
(721,311)	(731,754)			Operating Result - Surplus/(Deficit)	4.4%	(753,643)	(774,282)	(800,020)	(821,099)
(199,811)	(230,254)			Operating Cash Result - Surplus/(Deficit)	9.4%	(218,603)	(226,393)	(238,421)	(245,460)
				Capital Movements					
				Add: Capital Grants & Contributions		0	0	0	0
				Add: Loan Funds Used		0	0	0	0
				Add: Asset Sales		0	0	0	0
				Add: Transfer from Restricted Assets		200,729	214,708	313,682	0
				Less: Asset Acquisition		404,985	419,985	529,985	195,000
				Less: Loan Repayments		0	0	0	0
				Less: Transfer to Restricted Assets		0	0	0	12,334
				Program Cash Result - Surplus/(Deficit)		(182,859)	(181,658)	(184,724)	(182,794)

Richmond Valley Council Operational Plan 2022/2023 including Forward Financial Estimates

Objective 6: Improve the disaster resilience of public assets

Service: Environmental Management

Original Budget 2021/2022	Revised Budget Y1-Mar-22	Project	Activity	Description	Original Budget % +/-	Budget 2021/2022	Budget 2022/2023	Budget 2024/2025	Budget 2025/2026
				Operating Revenue					
0	140,000	160104	0590	RV Flood Emergency Management Revenue	0.0%	0	0	0	0
64,033	64,033	160226	0590	Restoration of burnt riparian areas	-100.0%	0	0	0	0
64,033	204,033			Total Operating Revenue	-100.0%	0	0	0	0
				Operating Expenditure					
128,100	128,100	150010	3455	Nuisance Plants Management Expenditure	0.7%	129,000	132,225	135,531	138,919
0	180,000	160104	3455	Restoration of burnt riparian areas	0.0%	0	0	0	0
248,600	248,600	160200	3455	Flood Management Contribution to RRCC	11.8%	279,100	286,078	295,230	300,561
30,000	10,000	160203	3455	Richmond River Coastal Zone Management Plan	-100.0%	0	0	0	0
36,050	35,618	160226	3455	Richmond Valley Flood Study	-100.0%	0	0	0	0
72,557	72,557	160881	3988	Indirect Expenditure Activity Based Costing - Expense	7.0%	77,671	79,944	82,036	84,237
556,307	715,867			Total Operating Expenditure	-12.7%	485,771	498,247	510,797	523,717
(492,274)	(511,834)			Operating Result - Surplus/(Deficit)	-1.3%	(485,771)	(498,247)	(510,797)	(523,717)
(492,274)	(511,834)			Operating Cash Result - Surplus/(Deficit)	-1.3%	(485,771)	(498,247)	(510,797)	(523,717)
				Capital Movements					
				Add: Capital Grants & Contributions		0	0	0	0
				Add: Loan Funds Used		0	0	0	0
				Add: Asset Sales		0	0	0	0
				Add: Transfer from Restricted Assets		0	0	0	0
				Less: Asset Acquisition		0	0	0	0
				Less: Loan Repayments		0	0	0	0
				Less: Transfer to Restricted Assets		0	0	0	0
				Program Cash Result - Surplus/(Deficit)		(485,771)	(498,247)	(510,797)	(523,717)

Richmond Valley Council Operational Plan 2022/2023 including Forward Financial Estimates

Objective 6: Improve the disaster resilience of public assets

Service: Emergency Management

Original Budget 2021/2022	Revised Budget Y1 Mar-22	Project	Activity	Description	Original Budget % +/-	Budget 2021/2022	Budget 2022/2023	Budget 2024/2025	Budget 2025/2026
Operating Revenue									
1,238,032	1,238,032	240010	Various	Fire Control Revenue	2.7%	1,249,088	1,283,050	1,317,944	1,352,798
2,732	2,732	250000	Various	Emergency Services - SES	3.0%	2,814	2,896	2,985	3,075
30,609	30,609	250090	Various	Emergency Services - Emergency Committee	3.0%	30,927	31,255	31,593	31,941
1,229,373	1,229,373			Total Operating Revenue	2.7%	1,262,829	1,297,201	1,332,522	1,366,809
Operating Expenditure									
Fire Control									
155,813	155,813	240040	Various	Regional Fire Control Centre	-0.4%	155,045	159,839	164,382	168,281
130,620	130,620	240050	Various	Richmond Valley Council Zone - M & R	2.5%	133,837	137,498	141,268	145,147
30,479	30,479	240150	Various	Richmond Valley Council Zone - Non-Claimable	4.0%	31,685	32,561	33,482	34,321
130,616	130,616	240300	Various	Lismore City Council (LCC) Zone - M & R	2.2%	133,635	137,286	141,046	144,914
102,413	102,413	240400	Various	Ryegate Council Zone - M & R	-2.7%	99,626	102,300	105,052	107,881
Statutory Contributions									
124,745	124,745	240500	Various	NSW Fire and Rescue	2.5%	127,614	130,554	133,568	136,657
362,752	362,752	240505	Various	NSW Rural Fire Service - Richmond Valley Council	2.5%	371,821	381,117	390,645	400,411
338,863	338,863	240510	Various	NSW Rural Fire Service - Lismore City Council	2.5%	347,430	356,821	366,242	375,898
326,429	326,429	240515	Various	NSW Rural Fire Service - Ryegate Council	2.5%	334,590	342,955	351,529	360,317
34,382	34,382	250005	Various	Emergency Services Levy	2.5%	35,242	36,123	37,026	37,951
6,936	6,936	250010	Various	Casino SES	9.3%	7,579	7,810	8,050	8,297
5,439	5,439	250020	Various	Broadwater SES	9.4%	5,951	6,134	6,325	6,517
2,264	2,264	250030	Various	Coraki SES	15.3%	2,605	2,696	2,793	2,892
8,053	8,053	250040	Various	Woodburn SES	9.5%	8,822	9,111	9,412	9,707

Richmond Valley Council Operational Plan 2022/2023 including Forward Financial Estimates

Objective 6: Improve the disaster resilience of public assets

Service: Emergency Management

Original Budget 2021/2022	Revised Budget Y1 Mar-22	Project	Activity	Description	Original Budget % +/-	Budget 2021/2022	Budget 2022/2023	Budget 2024/2025	Budget 2025/2026
124,372	124,372	250991	3998	Indirect Expenditure	1.2%	110,981	114,047	117,707	140,168
312,800	312,800	250990	3999	Activity Based Costing - Expense Depreciation	1.2%	312,729	316,940	331,297	335,741
2,206,576	2,206,576			Total Operating Expenditure	2.4%	2,259,352	2,313,612	2,349,004	2,426,701
(977,203)	(977,203)			Operating Result - Surplus/(Deficit)	2.0%	(996,343)	(1,016,409)	(1,037,282)	(1,017,892)
(644,403)	(644,403)			Operating Cash Result - Surplus/(Deficit)	1.4%	(673,834)	(689,449)	(706,985)	(722,151)
				Capital Movements					
				Add: Capital Grants & Contributions		0	0	0	0
				Add: Loan Funds Used		0	0	0	0
				Add: Asset Sales		0	0	0	0
				Add: Transfer from Restricted Assets		209,319	209,319	0	0
				Less: Asset Acquisition		0	0	0	0
				Less: Loan Repayments		0	0	0	0
				Less: Transfer to Restricted Assets		0	0	0	0
				Program Cash Result - Surplus/(Deficit)		(464,515)	(480,130)	(706,985)	(722,151)

Richmond Valley Council Operational Plan 2022/2023 including Forward Financial Estimates

Objective 7: Build resilience in a changing climate

Service: Recovery

Original Budget 2021/2022	Revised Budget Y1 Mar-22	Project	Activity	Description	Original Budget % +/-	Budget 2021/2022	Budget 2022/2023	Budget 2024/2025	Budget 2025/2026
Operating Revenue									
220,000	220,000	240810	0550	Fire Recovery Team Costs (OEM Funded)	-100.0%	0	0	0	0
0	3,000	240813	0550	Bushfire Generated Green Waste Program	0.0%	0	0	0	0
0	0	250077	0550	Community Recovery Coordinator	0.0%	210,000	210,000	0	0
0	1,000,000	250080	0590	Recovery Grant (Resilience NSW)					
220,000	1,222,000			Total Operating Revenue	-4.5%	210,000	210,000	0	0
Operating Expenditure									
220,000	220,000	240810	Various	Fire Recovery Team Costs (OEM Funded)	-100.0%	0	0	0	0
0	91,005	240811	Various	Resilience Officer (BCRRF)	0.0%	0	0	0	0
0	125,000	240812	Various	Community Grants Program (BCRRF)	0.0%	0	0	0	0
0	3,879	240813	Various	Bushfire Generated Green Waste Program	0.0%	0	0	0	0
0		250077	Various	Community Recovery Coordinator (Resilience NSW)	0.0%	210,000	210,000	0	0
0		250081	Various	Recovery Team (OEM Funded)	0.0%	209,119	209,119	0	0
220,000	449,884			Total Operating Expenditure	90.6%	419,119	419,119	0	0
0	772,116			Operating Result - Surplus/(Deficit)	0.0%	(209,119)	(209,119)	0	0
0	772,116			Operating Cash Result - Surplus/(Deficit)	0.0%	(209,119)	(209,119)	0	0
Capital Movements									
				Add: Capital Grants & Contributions		0	0	0	0
				Add: Loan Funds Used		0	0	0	0
				Add: Asset Sales		0	0	0	0
				Add: Transfer from Restricted Assets		209,119	209,119	0	0
				Less: Asset Acquisition		0	0	0	0
				Less: Loan Repayments		0	0	0	0
				Less: Transfer to Restricted Assets		0	0	0	0
				Program Cash Result - Surplus/(Deficit)		0	0	0	0

Richmond Valley Council Operational Plan 2022/2023 including Forward Financial Estimates

Theme: Sustain - Budget Summary

Original Budget 2021/2022	Revised Budget 21-Mar-22	Project	Activity	Description	Original Budget % +/-	Budget 2022/2023	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026
				Operating Revenue					
0	28,500			Economic Development	0.0%	0	0	0	0
1,868,820	1,868,820			Northern Rivers Livestock Exchange	3.8%	1,933,044	2,102,856	2,154,750	2,174,406
1,394,039	1,504,039			Quarries	28.1%	1,786,170	1,830,219	1,954,990	2,002,704
90,041	3,788,081			Private Works	3.0%	92,742	89,524	88,890	101,942
12,500	12,500			Strategic Planning	0.0%	12,500	12,500	12,500	12,500
0	0			Real Estate Development	0.0%	0	0	0	0
425,452	425,452			Governance & Advocacy	3.0%	438,193	451,314	464,829	478,748
0	0			Community Connection	0.0%	0	0	0	0
0	4,905			Customer Service	0.0%	4,905	5,052	5,204	5,340
11,536	16,036			Information Technology Services	2.8%	11,839	12,191	12,533	12,894
21,122	212,305			People & Culture	3.0%	21,756	22,409	23,062	23,775
0	0			Work Health & Safety	0.0%	0	0	0	0
30,671,679	30,653,679			Financial Services	4.3%	21,963,682	22,521,420	23,091,291	23,676,560
40,827	40,827			Engineering Support & Asset Management	-23.8%	31,103	31,901	32,724	33,570
5,314,452	5,314,452			Fleet Management	3.3%	5,492,184	5,657,156	5,826,871	6,001,677
353,689	353,689			Cemeteries	5.0%	371,292	382,433	393,904	405,721
7,878,321	7,833,330			Waste Management	5.5%	7,997,884	8,136,201	8,274,252	8,412,805
37,779,466	41,853,789			Total Operating Revenue	6.3%	40,155,794	41,461,178	42,485,268	43,871,042
				Operating Expenditure					
479,418	520,809			Economic Development	6.4%	510,250	523,225	537,385	534,773
1,994,181	1,983,581			Northern Rivers Livestock Exchange	6.3%	2,119,961	2,184,439	2,226,691	2,272,246
418,299	418,299			Quarries	4.8%	438,555	449,934	461,301	473,179
84,411	3,118,478			Private Works	3.0%	86,870	88,253	91,522	93,958
37,703	123,828			Strategic Planning	2.5%	38,645	39,611	40,605	41,636
509,114	509,114			Real Estate Development	4.6%	532,448	537,633	543,105	548,303
2,685,154	2,685,154			Governance & Advocacy	-1.7%	2,583,093	2,661,549	2,738,616	2,812,064
187,002	187,002			Community Connection	2.6%	191,957	197,262	202,159	207,555
0	4,905			Customer Service	0.0%	4,905	5,052	5,204	5,340
179,595	184,095			Information Technology Services	1.3%	181,869	184,201	186,593	189,045
0	82,090			People & Culture	0.0%	0	0	0	0
0	0			Work Health & Safety	0.0%	40,000	0	0	0
137,570	137,570			Financial Services	3.8%	142,849	146,751	150,720	154,817
90,827	90,827			Engineering Support & Asset Management	-66.8%	31,103	31,901	32,724	33,570
4,674,495	4,671,995			Fleet Management	3.2%	4,826,194	4,953,499	5,081,752	5,210,029
385,649	385,649			Cemeteries	5.0%	404,787	415,345	426,154	437,313
7,515,884	7,702,572			Waste Management	6.5%	8,005,578	8,107,120	8,246,128	8,423,867
19,383,295	22,785,262			Total Operating Expenditure	3.9%	20,143,345	20,526,906	21,270,657	21,446,478
18,396,171	19,068,441			Operating Result - Surplus/(Deficit)	6.8%	20,012,449	20,934,272	21,414,611	22,424,564
21,589,771	22,176,941			Operating Cash Result - Surplus/(Deficit)	8.5%	21,343,199	24,311,321	24,847,301	25,914,948

Richmond Valley Council Operational Plan 2022/2023 including Forward Financial Estimates

Theme: Sustain - Budget Summary (continued)

Capital Movements					
Add: Capital Grants and Contributions	334,678	218,804	222,976	227,494	
Add: Loan Funds Used	1,000,000	0	0	0	
Add: Deferred Debtor Repayments	1,875	1,910	1,950	1,990	
Add: Asset Sales	8,484,524	2,794,642	7,237,455	10,898,872	
Add: Transfer from Reserves	5,563,628	3,344,311	1,002,626	852,429	
Less: Capital Expenditure	11,960,534	9,052,908	7,888,586	8,147,405	
Less: Loan Repayments	926,734	1,004,409	1,044,534	717,233	
Less: Transfer to Reserves	1,883,675	1,865,339	4,448,607	10,462,255	
Program Cash Result - Surplus/(Deficit)	15,175,161	25,648,133	25,930,492	25,367,883	

Richmond Valley Council Operational Plan 2022/2023 including Forward Financial Estimates
Objective 8: Strengthen the regional economy
Service: Economic Development

Original Budget 2021/2022	Revised Budget 31-Mar-22	Project	Activity	Description	Original Budget % +/-	Budget 2022/2023	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026
0	28,500	170006	0590	Operating Revenue					
				Paddock to Plate	0.0%	0	0	0	0
0	28,500			Total Operating Revenue	0.0%	0	0	0	0
				Operating Expenditure					
241,510	231,520	170020	3025	Economic Development Expenditure	6.6%	257,476	262,662	270,003	277,269
				Economic Development Initiatives					
21,000	31,000	170015	3455	Economic Development Projects	0.0%	21,000	21,000	21,000	5,729
1,500	1,500	170032	3455	Business Chamber Memberships	0.0%	1,500	1,500	1,500	1,500
0	40,581	170036	3455	Paddock to Plate	0.0%	0	0	0	0
				Indirect Expenditure					
215,408	215,408	170091	3008	Activity Based Costing - Expense	5.9%	230,274	237,063	244,882	250,285
479,418	520,889			Total Operating Expenditure	6.4%	518,250	523,225	537,885	534,773
(479,418)	(491,509)			Operating Result - Surplus/(Deficit)	6.4%	(518,250)	(523,225)	(537,885)	(534,773)
(479,418)	(491,509)			Operating Cash Result - Surplus/(Deficit)	6.4%	(518,250)	(523,225)	(537,885)	(534,773)
				Capital Movements					
				Add: Capital Grants & Contributions		0	0	0	0
				Add: Loan Funds Used		0	0	0	0
				Add: Asset Sales		0	0	0	0
				Add: Transfer from Restricted Assets		31,000	31,000	31,000	15,729
				Less: Asset Acquisition		0	0	0	0
				Less: Loan Repayments		0	0	0	0
				Less: Transfer to Restricted Assets		0	0	0	0
				Program Cash Result - Surplus/(Deficit)		(479,250)	(492,225)	(506,885)	(519,044)

Richmond Valley Council Operational Plan 2022/2023 including Forward Financial Estimates									
Objective B: Strengthen the regional economy									
Service: Northern Rivers Livestock Exchange									
Original Budget	Revised Budget				Original Budget	Budget	Budget	Budget	Budget
2021/2022	31-Mar-22	Project	Activity	Description	% +/-	2022/2023	2023/2024	2024/2025	2025/2026
				Operating Revenue					
10,000	10,000	190010	0020	Advertising Fees	0.0%	10,000	10,000	10,000	10,000
17,889	17,869	190010	0795	LRS Subsidy	-24.9%	28,495	18,271	8,008	0
17,428	17,428	190010	1180	Rental Income	104.0%	77,101	79,414	81,796	84,250
47,727	47,727	190010	1270	Agents Business Licenze Fees	0.0%	47,727	49,159	50,634	52,153
100,100	100,100	190010	1275	Agents Business Usage Fees	4.5%	104,850	115,000	129,060	148,400
1,283,967	1,283,967	190010	1300	Cattle Fees	5.2%	1,351,236	1,487,700	1,582,250	1,636,600
0	0	190010	1310	Holstein Fees	0.0%	2,000	2,060	2,122	2,186
11,004	11,004	190010	1320	Tranfit Fees	-75.8%	7,500	7,725	7,957	8,196
0	0	190010	1321	Vendor Fee Stocklive Streaming	0.0%	4,000	6,180	6,365	6,556
3,376	3,376	190010	1330	No Sale Fees	-11.1%	3,000	3,090	3,183	3,278
11,255	11,255	190010	1340	Other Fees	77.7%	20,000	20,600	21,218	21,835
15,914	15,914	190010	1348	Recycled Materials	-68.6%	5,000	5,150	5,305	5,464
4,180	4,180	190010	1350	Special Stud Fees	1.0%	4,305	4,434	4,567	4,704
180,000	180,000	190010	1355	Sale of Biosolids	-11.1%	180,000	164,800	149,744	174,894
103,000	103,000	190010	1370	Washdown Fees	3.0%	106,090	109,273	112,551	115,928
1,865,820	1,865,820			Total Operating Revenue	5.6%	1,933,044	1,102,856	2,154,750	2,274,806
				Operating Expenditure					
142,921	142,921	190010	3025	Administration Expenses	-21.3%	111,074	113,951	116,697	119,880
126,514	126,514	190010	3185	Employee Costs	42.3%	180,000	184,321	189,134	194,399
2,015	2,015	190010	3190	Employee Costs - Team Meetings	249.4%	7,040	7,214	7,398	7,602
1,026	1,026	190010	3260	Fire Safety Inspections	94.9%	2,000	2,050	2,101	2,154
30,521	30,521	190010	3270	Fleet Expenses	20.1%	36,648	37,585	38,524	39,487
17,034	17,034	190010	3330	Internal Expenses	5.1%	28,409	29,599	30,845	31,720
1,575	1,575	190010	3370	M & R - Air Conditioner	52.7%	2,300	2,363	2,427	2,491
9,090	9,090	190010	3375	M & R - Buildings	10.4%	10,035	10,771	11,773	12,179
5,000	5,000	190010	3385	M & R - Equipment	60.0%	8,000	8,200	8,405	8,615
32,400	32,400	190010	3395	M & R - Grounds	100.4%	64,940	66,964	69,229	70,952
2,545	2,545	190010	3405	M & R - Other Structures	-18.6%	2,071	2,123	2,176	2,230
243,181	223,181	190010	3465	Operating Expenses	-41.6%	142,119	147,099	152,374	157,653
0	120,000	190010	3701	Biosolids Expenses	0.0%	75,000	76,875	78,797	80,767
40,326	35,311	190010	3710	Effluent Area Expenses	28.5%	51,824	53,121	54,449	55,851
18,000	12,415	190010	3711	Effluent & Soil Sampling	2.5%	18,450	18,911	19,384	19,869
208,404	208,404	190010	3715	General Operations, M & R	47.0%	306,361	312,124	319,928	328,284
50,500	50,500	190010	3717	Soft Flooring Material	1.5%	51,763	53,067	54,383	55,743
101,710	101,710	190010	3718	Store Sales Computer & Gate Operator	13.3%	114,250	117,104	120,094	123,395
150,718	150,758	190010	3719	Store Sales Pre Sale Scannings	-56.0%	66,400	88,160	90,462	91,215
15,795	15,795	190010	3720	Vendor Dedonation System	91.2%	30,200	30,965	31,730	32,618
0	0	190010	3722	Stocklive Streaming	0.0%	13,000	15,375	15,759	16,153
600	0	190010	3725	Yards & Pens M & R	-100.0%	0	0	0	0
21,412	21,412	190010	3730	Truckwash Area Expenses	78.1%	37,705	38,648	39,614	40,621
7,064	7,064	190010	4313	Weed Control	-28.9%	5,000	7,050	7,327	7,422
0	0	190010	4317	Vegetation Control for Fire Management	0.0%	0	5,300	5,125	5,268

Richmond Valley Council Operational Plan 2022/2023 including Forward Financial Estimates
Objective 8: Strengthen the regional economy
Service: Northern Rivers Livestock Exchange

Original Budget 2021/2022	Revised Budget 31-Mar-22	Project	Activity	Description	Original Budget % +/-	Budget 2022/2023	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026
				Operating Expenditure (continued)					
4,884	3,484	19090	3715	All Breeds Sale	2.0%	4,981	5,104	5,152	5,278
				Borrowing Costs					
61,460	61,460	19096	3070	Interest on Loans	-21.7%	47,524	32,579	17,449	5,207
				Indirect Expenditure					
173,104	173,104	19098	3988	Activity Based Costing - Expense	6.9%	185,011	189,789	195,346	199,758
516,900	516,800	19099	3999	Depreciation	-0.1%	515,616	528,443	541,501	555,069
1,996,181	1,983,581			Total Operating Expenditure	6.3%	2,119,961	2,184,439	2,226,691	2,272,366
(128,361)	(117,761)			Operating Result - Surplus/(Deficit)	45.6%	(186,517)	(81,381)	(72,941)	2,180
387,939	396,539			Operating Cash Result - Surplus/(Deficit)	-15.3%	328,699	404,860	469,650	557,229
				Capital Movements					
				Add: Capital Grants & Contributions		214,318	218,804	222,976	227,496
				Add: Loan Funds Used		0	0	0	0
				Add: Asset Sales		0	0	0	0
				Add: Transfer from Restricted Assets		0	0	0	0
				Less: Asset Acquisition		0	0	0	300,000
				Less: Loan Repayments		877,364	882,309	407,489	54,112
				Less: Transfer to Restricted Assets		165,653	273,156	285,187	430,553
				Program Cash Result - Surplus/(Deficit)		0	0	0	0

Richmond Valley Council Operational Plan 2022/2023 including Forward Financial Estimates									
Objective B: Strengthen the regional economy									
Service: Quarries									
Original Budget	Revised Budget				Original Budget	Budget	Budget	Budget	Budget
2021/2022	\$1-Mar-22	Project	Activity	Description	% +/-	2022/2023	2023/2024	2024/2025	2025/2026
				Operating Revenue					
162,802	162,802	\$10030	0920	Casino Depot Stockpile	3.0%	167,171	172,187	177,353	182,673
8,742	8,742	\$10020	0950	Evans Head Depot Stockpile	3.0%	9,004	9,274	9,552	9,839
844,304	844,304	\$10050	0290	Petersons Quarry	13.2%	877,395	897,651	1,087,505	1,119,384
358,649	468,889	\$30050	0900	Woodview Quarry - Private Sales	76.3%	632,200	651,107	670,580	690,636
1,394,099	1,504,819			Total Operating Revenue	28.1%	1,786,770	1,830,219	1,954,990	2,002,704
				Operating Expenditure					
				Other Stockpiles					
117,900	117,900	\$10030	3545	Casino Depot	2.5%	120,805	123,825	126,820	130,320
7,120	7,120	\$10020	3555	Evans Head Depot	2.5%	7,298	7,480	7,668	7,858
				Other Stockpiles Indirect Expenditure					
14,768	14,768	\$10991	3998	Activity Based Costing - Expense	7.1%	15,822	16,250	16,688	17,138
				Petersons Quarry Expenditure					
19,613	19,613	\$20100	Various	Administration Expenditure	5.8%	20,743	21,371	21,814	22,370
12,357	12,357	\$20100	3070	Borrowing Costs	2.5%	12,666	12,983	13,308	13,640
				Petersons Quarry Indirect Expenditure					
93,832	93,832	\$20991	3998	Activity Based Costing - Expense	6.8%	100,237	102,962	105,626	108,432
19,700	19,700	\$20990	3999	Depreciation	2.1%	20,112	20,533	20,964	21,405
				Woodview Quarry					
11,673	11,673	\$30100	Various	Administration Expenditure	6.6%	12,443	12,759	13,084	13,417
18,727	18,727	\$30100	3070	Borrowing Costs	2.5%	19,195	19,675	20,167	20,671
799	799	\$30700	3330	Administration Expenditure	5.5%	790	800	800	840

Richmond Valley Council Operational Plan 2022/2023 including Forward Financial Estimates
Objective 8: Strengthen the regional economy
Service: Quarries

Original Budget 2021/2022	Revised Budget 31-Mar-22	Project	Activity	Description	Original Budget % +/-	Budget 2022/2023	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026
				Operating Expenditure (continued)					
93,362	93,362	330990	3999	Woodview Quarry Indirect Expenditure	6.8%	98,945	102,475	106,323	108,340
8,300	8,300	520990	3999	Activity Based Costing - Expense	2.5%	8,509	8,722	8,941	9,164
				Depreciation					
418,293	418,293			Total Operating Expenditure	4.8%	438,555	449,934	461,901	473,178
975,746	1,085,746			Operating Result - Surplus/(Deficit)	38.1%	1,347,815	1,380,285	1,493,689	1,529,526
1,034,830	1,144,830			Operating Cash Result - Surplus/(Deficit)	36.1%	1,408,297	1,442,198	1,557,069	1,594,407
				Capital Movements					
				Add: Capital Grants & Contributions		0	0	0	0
				Add: Loan Funds Used		0	0	0	0
				Add: Asset Sales		0	0	0	0
				Add: Transfer from Restricted Assets		0	0	0	0
				Less: Asset Acquisition		0	0	0	0
				Less: Loan Repayments		0	0	0	0
				Less: Transfer to Restricted Assets		1,026,827	1,059,091	1,122,338	1,157,831
				Program Cash Result - Surplus/(Deficit)		381,470	383,106	434,831	436,575

Richmond Valley Council Operational Plan 2022/2023 including Forward Financial Estimates
Objective 8: Strengthen the regional economy
Service: Private Works

Original Budget 2021/2022	Revised Budget 31-Mar-22	Project	Activity	Description	Original Budget % +/-	Budget 2022/2023	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026
90,041	3,788,081	200000	0870	Operating Revenue					
				Private Works Revenue	3.0%	92,742	95,524	98,390	101,942
90,041	3,788,081			Total Operating Revenue	3.0%	92,742	95,524	98,390	101,942
				Operating Expenditure					
61,624	3,095,491	200000	3900	Private Works Expenses	2.3%	62,811	64,302	65,991	67,737
				Indirect Expenditure					
22,987	22,987	202901	2998	Activity Based Costing - Expense	5.1%	24,159	24,871	25,531	26,221
84,611	3,118,478			Total Operating Expenditure	3.0%	86,970	89,253	91,522	93,958
5,630	669,603			Operating Result - Surplus/(Deficit)	2.5%	5,772	6,271	6,868	7,984
5,630	669,603			Operating Cash Result - Surplus/(Deficit)	2.5%	5,772	6,271	6,868	7,984
				Capital Movements					
				Add: Capital Grants & Contributions		0	0	0	0
				Add: Loan Funds Used		0	0	0	0
				Add: Asset Sales		0	0	0	0
				Add: Transfer from Restricted Assets		0	0	0	0
				Less: Asset Acquisition		0	0	0	0
				Less: Loan Repayments		0	0	0	0
				Less: Transfer to Restricted Assets		0	0	0	0
				Program Cash Result - Surplus/(Deficit)		5,772	6,271	6,868	7,984

Richmond Valley Council Operational Plan 2022/2023 including Forward Financial Estimates

Objective 9: Address long-term housing needs

Service: Strategic Planning

Original Budget 2021/2022	Revised Budget 31-Mar-22	Project	Activity	Description	Original Budget % +/-	Budget 2022/2023	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026
				Operating Revenue					
6,500	6,500	320220	0590	Planning Projects	0.0%	6,500	6,500	4,500	6,500
6,000	6,000	320225	0590	Heritage Advisory	0.0%	6,000	6,000	6,000	6,000
				Heritage Small Grants					
12,500	12,500			Total Operating Revenue	0.0%	12,500	12,500	12,500	12,500
				Operating Expenditure					
13,130	13,130	320220	3455	Planning Projects	2.5%	13,458	13,794	14,139	14,492
24,573	24,573	320225	3455	Heritage Advisory	2.5%	25,187	25,817	26,462	27,134
0	86,225	320236	3455	Planning Proj - Urban Growth Mgmt Strategy	0.0%	0	0	0	0
37,703	125,928			Total Operating Expenditure	2.5%	38,645	39,611	40,601	41,626
(25,203)	(113,428)			Operating Result - Surplus/(Deficit)	8.7%	(26,145)	(27,111)	(28,101)	(29,126)
(25,203)	(113,428)			Operating Cash Result - Surplus/(Deficit)	3.7%	(26,145)	(27,111)	(28,101)	(29,126)
				Capital Movements					
				Add: Capital Grants & Contributions		0	0	0	0
				Add: Loan Funds Used		0	0	0	0
				Add: Asset Sales		0	0	0	0
				Add: Transfer from Restricted Assets		0	0	0	0
				Less: Asset Acquisition		0	0	0	0
				Less: Loan Repayments		0	0	0	0
				Less: Transfer to Restricted Assets		0	0	0	0
				Program Cash Result - Surplus/(Deficit)		(26,145)	(27,111)	(28,101)	(29,126)

Richmond Valley Council Operational Plan 2022/2023 including Forward Financial Estimates

Objective 9: Address long-term housing needs

Service: Real Estate Development

Original Budget 2021/2022	Revised Budget 31-Mar-22	Project	Activity	Description	Original Budget % +/-	Budget 2022/2023	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026
0	0	181200	0290	Operating Revenue Industries Activation Project - Power	0.0%	0	0	0	0
0	0			Total Operating Revenue	0.0%	0	0	0	0
2,947	2,947	180105	3330	Operating Expenditure Property - Casino - 153 Barker St	4.7%	3,086	3,168	3,254	3,337
110,659	110,659	181100	3025	Real Estate Development - Ops	4.1%	115,196	118,233	121,354	124,463
85,688	85,688	182976	3070	Borrowing Costs Interest on Loans	-8.8%	78,173	70,942	62,182	53,677
308,520	308,520	182991	3088	Indirect Expenditure Activity Based Costing - Expense	8.5%	324,660	344,524	354,515	363,389
1,300	1,300	182990	3099	Depreciation	1.9%	1,333	1,365	1,400	1,435
509,114	509,114			Total Operating Expenditure	4.6%	532,448	537,633	543,105	546,303
(509,114)	(509,114)			Operating Result - Surplus/(Deficit)	4.6%	(532,448)	(537,633)	(543,105)	(546,303)
(507,834)	(507,834)			Operating Cash Result - Surplus/(Deficit)	4.6%	(531,113)	(536,267)	(541,795)	(544,868)
				Capital Movements					
				Add: Capital Grants & Contributions		0	0	0	0
				Add: Loan Funds Used		0	0	0	0
				Add: Asset Sales		2,750,000	3,190,000	6,600,000	10,229,002
				Add: Transfer from Restricted Assets		3,538,981	134,882	0	0
				Less: Asset Acquisition		5,375,000	2,597,800	3,406,368	2,197,800
				Less: Loan Repayments		185,952	193,783	201,944	210,448
				Less: Transfer to Restricted Assets		0	0	2,453,337	7,279,253
				Program Cash Result - Surplus/(Deficit)		(3,004)	(3,368)	(1,254)	(3,337)

Richmond Valley Council Operational Plan 2022/2023 including Forward Financial Estimates

Objective 10: Lead and advocate for our community

Service: Governance & Advocacy

Original Budget 2021/2022	Revised Budget 31-Mar-22	Project	Activity	Description	Original Budget % +/-	Budget 2022/2023	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026
				Operating Revenue					
				Corporate Administration					
4,785	4,785	540010	0010	Activity Based Costing - Income	2.5%	4,905	5,028	5,154	5,283
23,523	23,523	540010	0260	Contributions - IPMA/NCAT	3.0%	24,229	24,956	25,705	26,476
126	126	540010	0290	Contributions - Other	3.2%	130	134	138	142
3,090	3,090	540010	0460	Fees - Other	3.0%	3,183	3,278	3,376	3,477
393,918	393,928	540010	1255	Salary Efficiency Dividend	3.0%	405,746	417,918	430,456	443,370
425,452	425,462			Total Operating Revenue	3.0%	438,159	451,314	464,629	478,388
				Operating Expenditure					
				Governance					
40,515	40,515	540010	3025	Administration Expenses	2.5%	42,028	43,579	45,169	46,798
247,035	247,035	540010	3135	Councillor Expenses	10.4%	272,607	280,416	289,444	296,889
3,583	3,583	540010	1155	Donations	4.4%	3,720	3,853	3,980	4,108
185,000	185,000	540010	3179	Election Expenses	-100.0%	0	0	190,000	0
14,443	14,443	540010	3270	Fleet Expenses	2.5%	14,804	15,174	15,553	15,942
14,746	14,746	540010	3670	Regional Arts Board Contribution	2.5%	15,115	15,493	15,880	16,277
10,100	10,100	540010	3745	Staff Christmas Party	3.5%	10,353	10,612	10,877	11,149
1,177,013	1,177,013	540991	3998	Activity Based Costing - Expense	9.5%	1,288,290	1,331,928	1,384,303	1,410,004
				General Managers Office					
8,346	8,346	550100	3025	Administration Expenses	2.5%	8,350	8,559	8,773	8,991
0	0	550100	3301	Civic Duties	0.0%	10,000	10,250	10,506	10,769
627,158	627,158	550100	3385	Employee Costs	-15.8%	528,587	542,838	556,399	571,968
23,735	23,735	550100	3270	Fleet Expenses	2.5%	24,328	24,956	25,559	26,198
84,036	84,036	550991	3998	Activity Based Costing - Expense	4.2%	87,527	89,983	92,505	94,996
				Corporate Administration					
103,194	103,194	540010	3025	Administration Expenses	-1.5%	101,612	104,152	106,757	109,424
10,000	10,000	540010	3079	Business Continuity Plan	2.5%	10,250	10,506	10,769	11,038
490,060	490,060	540010	3185	Employee Costs	24.8%	610,556	625,821	641,467	659,429
10,000	10,000	540010	3270	Fleet Expenses	2.5%	10,250	10,506	10,769	11,038
0	0	540010	3275	Fraud Risk Assessment	0.0%	15,000	0	15,000	0
15,000	15,000	540010	3290	Governance Health Check	-100.0%	0	15,000	0	15,000
30,000	30,000	540010	3320	Integrated Planning & Reporting	-33.3%	20,000	20,000	55,000	-20,000
1,082	1,082	540010	3385	M & R - Equipment	2.5%	1,109	1,137	1,165	1,194
255,793	255,793	540010	3455	Operating Expenses	18.4%	302,913	317,936	333,707	350,263
2,300	2,300	540990	3999	Depreciation	9.5%	2,300	2,300	2,300	2,300
				Indirect Costs					
(869,705)	(869,704)	540991	3998	Activity Based Costing - Expense	17.6%	(1,041,643)	(1,073,962)	(1,142,961)	(1,144,300)

Richmond Valley Council Operational Plan 2022/2023 including Forward Financial Estimates

Objective 10: Lead and advocate for our community

Service: Governance & Advocacy

Original Budget 2021/2022	Revised Budget 31-Mar-22	Project	Activity	Description	Original Budget % +/-	Budget 2022/2023	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026
				Operating Expenditure (continued)					
				Project Management Office					
3,000	3,000	545010	3025	Administration Expenses	2.5%	3,107	3,185	3,264	3,346
195,104	165,304	545010	3185	Employee Costs	15.7%	191,080	195,858	200,754	206,375
30,000	30,000	545010	3170	Fleet Expenses	2.5%	30,750	31,519	32,307	33,115
2,485,154	2,485,154			Total Operating Expenditure	-5.7%	2,585,093	2,661,549	2,738,616	2,812,864
(2,259,702)	(2,259,702)			Operating Result - Surplus/(Deficit)	-5.0%	(2,146,900)	(2,210,235)	(2,473,797)	(2,593,916)
(2,257,602)	(2,257,602)			Operating Cash Result - Surplus/(Deficit)	-5.0%	(2,144,600)	(2,207,935)	(2,471,487)	(2,591,034)
				Capital Movements					
				Add: Capital Grants & Contributions		0	0	0	0
				Add: Loan Funds Used		0	0	0	0
				Add: Deferred Debtor Repayments		1,875	1,910	1,950	1,990
				Add: Asset Sales		0	0	0	0
				Add: Transfer from Restricted Assets		0	0	0	0
				Less: Asset Acquisition		0	0	0	0
				Less: Loan Repayments		0	0	0	0
				Less: Transfer to Restricted Assets		0	0	0	0
				Program Cash Result - Surplus/(Deficit)		(2,144,725)	(2,206,025)	(2,469,537)	(2,589,044)

Richmond Valley Council Operational Plan 2022/2023 including Forward Financial Estimates									
Objective 10: Lead and advocate for our community									
Service: Community Connection									
Original Budget	Revised Budget				Original Budget	Budget	Budget	Budget	Budget
2021/2022	31-Mar-22	Project	Activity	Description	% +/-	2022/2023	2023/2024	2024/2025	2025/2026
				Operating Revenue					
0	0			Total Operating Revenue	0.0%	0	0	0	0
				Operating Expenditure					
				Community Connection					
42,361	42,361	620100	3025	Administration Expenses	2.5%	43,419	44,504	45,617	46,757
242,080	242,080	620100	3185	Employee Costs	2.0%	246,840	253,012	259,187	264,988
12,100	12,100	620100	3270	Fleet Expenses	2.5%	12,403	12,713	13,031	13,357
21,193	21,193	620100	3360	USA Newsletter	2.5%	21,722	22,265	22,822	23,393
8,900	8,900	620100	3455	Operating Expenses	2.5%	9,123	9,351	9,585	9,824
0	0	620100	3684	Richmond Valley Made	0.0%	0	0	0	0
8,395	8,395	620100	3951	Whisper Communications Platform	2.5%	8,605	8,820	9,041	9,267
				Indirect Expenditure					
1,900	1,900	620990	3999	Depreciation	-15.8%	1,600	1,600	1,600	1,600
(149,936)	(149,936)	620990	3999	Activity Based Costing - Expense	1.2%	(151,755)	(151,203)	(150,674)	(149,941)
187,002	187,002			Total Operating Expenditure	2.6%	191,957	197,262	202,559	207,555
(187,002)	(187,002)			Operating Result - Surplus/(Deficit)	2.6%	(191,957)	(197,262)	(202,559)	(207,555)
(185,102)	(185,102)			Operating Cash Result - Surplus/(Deficit)	2.6%	(190,017)	(195,642)	(200,559)	(205,965)
				Capital Movements					
				Add: Capital Grants & Contributions		0	0	0	0
				Add: Loan Funds Used		0	0	0	0
				Add: Asset Sales		0	0	0	0
				Add: Transfer from Restricted Assets		0	0	0	0
				Less: Asset Acquisition		0	0	0	0
				Less: Loan Repayments		0	0	0	0
				Less: Transfer to Restricted Assets		0	0	0	0
				Program Cash Result - Surplus/(Deficit)		(190,017)	(195,642)	(200,559)	(205,965)

Richmond Valley Council Operational Plan 2022/2023 including Forward Financial Estimates
Objective 11: Manage community resources and provide great service
Service: Customer Service

Original Budget 2021/2022	Revised Budget 31-Mar-22	Project	Activity	Description	Original Budget % +/-	Budget 2022/2023	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026
				Operating Revenue					
0	4,905	59030	0460	Council Offices	0.0%	4,905	5,052	5,204	5,360
0	0	430100	0280	Customer Service	0.0%	0	0	0	0
0	4,905			Total Operating Revenue	0.0%	4,905	5,052	5,204	5,360
				Operating Expenditure					
				Council Offices					
282,743	287,948	330100	3360	Casino	3.7%	291,252	303,871	314,822	326,389
2,966	2,966	590105	3330	Casino Areas	20.8%	3,608	3,743	3,883	4,037
61,696	61,496	590110	3260	Events Head	11.9%	68,451	70,669	72,966	75,323
				Indirect Expenditure					
161,200	161,200	590990	3999	Depreciation	2.2%	164,788	168,671	172,650	176,729
(508,421)	(508,421)	590991	3998	Activity Based Costing - Expense	1.9%	(525,194)	(541,902)	(558,217)	(577,128)
				Customer Service					
17,275	17,275	630100	3025	Administration Expenses	2.5%	17,707	18,149	18,603	19,069
1,630,404	1,630,404	630100	3185	Employee Costs	2.2%	1,052,658	1,078,976	1,105,960	1,134,885
				Indirect Costs					
(1,047,679)	(1,047,679)	630991	3999	Activity Based Costing - Expense	2.2%	(1,370,945)	(1,397,124)	(1,424,553)	(1,455,964)
0	4,905			Total Operating Expenditure	0.0%	4,905	5,052	5,204	5,360
0	0			Operating Result - Surplus/(Deficit)	0.0%	0	0	0	0
161,200	161,200			Operating Cash Result - Surplus/(Deficit)	2.2%	164,788	168,671	172,650	176,729
				Capital Movements					
				Add: Capital Grants & Contributions		0	0	0	0
				Add: Loan Funds Used		0	0	0	0
				Add: Asset Sales		0	0	0	0
				Add: Transfer from Restricted Assets		10,000	10,000	10,000	10,000
				Less: Asset Acquisition		10,000	10,000	10,000	10,000
				Less: Loan Repayments		0	0	0	0
				Less: Transfer to Restricted Assets		0	0	0	0
				Program Cash Result - Surplus/(Deficit)		164,788	168,671	172,650	176,729

Richmond Valley Council Operational Plan 2022/2023 including Forward Financial Estimates									
Objective 11: Manage community resources and provide great service									
Service: Information Technology Services									
Original Budget	Revised Budget	Project	Activity	Description	Original Budget % +/-	Budget 2022/2023	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026
4,334	4,334	600010	0010	Operating Revenue	2.3%	4,349	4,765	4,384	5,008
0	0	600010	0290	Activity Based Costing - Income	0.0%	0	0	0	0
7,000	11,300	400010	0460	Contributions - Other	3.0%	7,210	7,426	7,649	7,878
				Fees - Other					
11,534	16,034			Total Operating Revenue	2.8%	11,859	12,191	12,533	12,884
				Operating Expenditure					
				Information Technology					
134,873	134,873	600010	3025	Administration Expenses	5.5%	142,245	145,201	149,446	153,383
990,280	990,280	600010	3185	Employee Costs	2.7%	1,017,336	1,042,770	1,068,840	1,094,768
24,240	24,240	600010	3385	M & R - Equipment	2.5%	24,846	25,467	26,104	26,757
68,208	68,208	600010	3440	Mobile Computing	2.5%	68,913	71,461	73,463	75,288
947,631	952,121	600010	3451	Operating Expenses	16.0%	1,098,037	1,186,988	1,217,361	1,248,113
59,500	59,500	600990	3999	Depreciation	1.2%	60,218	61,671	63,160	64,686
40,250	40,250	600013	3025	Public Safety CCTV	0.4%	40,506	40,769	41,038	41,314
26,234	26,234	600018	3455	IT Projects	2.5%	26,890	27,561	28,251	28,957
40,000	40,000	600020	3455	IT Innovation Fund (RIV 24/15)	0.0%	40,000	40,000	40,000	40,000
14,575	14,575	600029	3455	Penetration Testing	2.5%	14,939	15,312	15,695	16,087
27,000	27,000	600031	3453	Cyber Security	2.5%	27,675	28,367	29,076	29,803
				Indirect Costs					
(2,213,186)	(2,213,186)	600991	3999	Activity Based Costing - Expense	6.5%	(2,401,736)	(2,522,167)	(2,585,621)	(2,653,912)
179,595	184,895			Total Operating Expenditure	1.3%	181,869	184,201	186,593	189,045
(118,059)	(168,059)			Operating Result - Surplus/(Deficit)	1.2%	(170,010)	(172,010)	(174,060)	(176,161)
(108,559)	(108,559)			Operating Cash Result - Surplus/(Deficit)	1.1%	(105,792)	(110,339)	(114,900)	(119,471)
				Capital Movements					
				Add: Capital Grants & Contributions		0	0	0	0
				Add: Loan Funds Used		0	0	0	0
				Add: Asset Sales		0	0	0	0
				Add: Transfer from Restricted Assets		0	0	0	0
				Less: Asset Acquisition		0	0	0	0
				Less: Loan Repayments		0	0	0	0
				Less: Transfer to Restricted Assets		0	0	0	0
				Program Cash Result - Surplus/(Deficit)		(105,792)	(110,339)	(114,900)	(119,471)

Richmond Valley Council Operational Plan 2022/2023 including Forward Financial Estimates									
Objective 11: Manage community resources and provide great service									
Service: People & Culture									
Original Budget	Revised Budget				Original Budget	Budget	Budget	Budget	Budget
2021/2022	31-Mar-22	Project	Activity	Description	% +/-	2022/2023	2023/2024	2024/2025	2025/2026
				Operating Revenue					
3,799	3,799	610010	0220	Contributions - Early Reporting Incentive	3.0%	3,913	4,090	4,151	4,276
0	22,088	610010	0270	L3L Contributions	0.0%	0	0	0	0
2,322	2,322	610010	0290	Contributions - Other	3.0%	2,386	2,252	2,320	2,390
15,201	15,201	610010	0630	Paid Parental Leave Revenue	3.0%	15,657	16,127	16,611	17,109
0	10,200	610012	0590	Try a Trade Connecting Women	0.0%	0	0	0	0
0	156,790	610041	0290	Training - Professional Development	0.0%	0	0	0	0
31,322	212,305			Total Operating Revenue	3.0%	21,756	22,469	23,082	23,776
				Operating Expenditure					
10,439	10,439	610010	3025	Administration Expenses	2.5%	10,700	10,967	11,242	11,523
675,200	665,200	610010	3185	Employee Costs	4.1%	701,008	720,584	738,598	759,279
0	10,000	610010	3270	Fleet Expenses	0.0%	10,000	10,250	10,506	10,769
1,062	1,062	610010	3383	M & R - Equipment	2.5%	1,109	1,137	1,165	1,194
5,069	5,069	610010	3460	Organisational Development	2.0%	5,171	5,300	5,432	5,584
66,100	62,990	610010	3665	Recruitment Expenses	2.5%	67,752	69,446	71,182	72,961
0	10,200	610012	3455	Try a Trade Connecting Women	0.0%	0	0	0	0
500	500	610990	3999	Depreciation	-20.0%	400	400	400	400
(738,390)	(728,390)	610991	3998	Activity Based Costing - Expense	5.2%	(798,140)	(818,084)	(838,525)	(861,710)
5,960,919	5,960,358	610030	3195	Employee Leave Entitlements	4.0%	6,196,498	6,362,423	6,532,823	6,720,342
-30,894	30,894	610031	3025	Industrial Relations	2.5%	31,666	32,453	33,269	34,101
				Learning & Development					
146,798	146,798	610040	4000	Training - Compliance	2.0%	148,794	153,477	157,314	161,719
147,192	172,192	610041	4000	Training - Professional Development	2.0%	150,135	153,888	157,735	162,152
				RVC Meetings					
1,946	1,946	610045	3125	Consultative Committee	2.1%	1,986	2,055	2,087	2,146
37,327	37,327	610045	3280	General Staff Meetings	2.0%	38,073	39,024	40,000	41,120
7,304	7,304	610045	3743	Staff Appraisals	2.0%	7,450	7,616	7,826	8,046
3,245	3,245	610045	3815	Union Meetings	2.0%	3,310	3,393	3,478	3,574
3,245	3,245	610045	3955	WHS Committee	2.0%	3,310	3,393	3,478	3,574

Richmond Valley Council Operational Plan 2022/2023 including Forward Financial Estimates

Objective 11: Manage community resources and provide great service

Service: People & Culture

Original Budget 2021/2022	Revised Budget 31-Mar-22	Project	Activity	Description	Original Budget % +/-	Budget 2022/2023	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026
(6,338,310)	(6,338,310)	610900	3400	Oncosts	2.8%	(6,582,142)	(6,757,727)	(6,938,010)	(7,118,573)
				Oncost Credits					
0	62,090			Total Operating Expenditure	0.0%	0	0	0	0
21,122	150,115			Operating Result - Surplus/(Deficit)	3.0%	21,756	22,409	23,062	23,715
21,622	150,625			Operating Cash Result - Surplus/(Deficit)	2.5%	22,156	22,809	23,462	24,115
Capital Movements									
Add: Capital Grants & Contributions						0	0	0	0
Add: Loan Funds Used						0	0	0	0
Add: Asset Sales						0	0	0	0
Add: Transfer from Restricted Assets						0	0	0	0
Less: Asset Acquisition						0	0	0	0
Less: Loan Repayments						0	0	0	0
Less: Transfer to Restricted Assets						0	0	0	0
Program Cash Result - Surplus/(Deficit)						22,156	22,809	23,462	24,115

Richmond Valley Council Operational Plan 2022/2023 including Forward Financial Estimates									
Objective 11: Manage community resources and provide great service									
Service: Work Health & Safety									
Original Budget	Revised Budget				Original Budget	Budget	Budget	Budget	Budget
2021/2022	31-Mar-22	Project	Activity	Description	% +/-	2022/2023	2023/2024	2024/2025	2025/2026
0	0	610020	0300	Operating Revenue					
				Contributions - WHS Incentive Payments	0.0%	0	0	0	0
0	0			Total Operating Revenue	0.0%	0	0	0	0
				Operating Expenditure					
2,520	2,520	610020	3025	Administration Expenses	2.5%	2,343	2,468	2,714	2,782
2,381	2,381	610020	3180	Emergency Preparedness	2.5%	2,215	2,270	2,327	2,385
182,930	182,920	610020	3185	Employee Costs	3.9%	185,992	194,742	199,611	205,201
14,900	14,800	610020	3270	Fleet Expenses	2.5%	14,708	17,124	17,664	17,999
1,297	1,297	610030	3365	M & R - Equipment	2.5%	1,329	1,361	1,394	1,431
2,214	2,214	610020	3405	Operating Expenses	2.5%	2,271	2,324	2,386	2,444
5,515	5,515	610020	3960	WHS Equipment	2.5%	5,653	5,794	5,939	6,087
11,272	11,272	610020	3964	WHS Programs	77.4%	20,000	11,200	11,480	11,767
0	30,000	610021	3963	WHS Health and Wellbeing Program	0.0%	40,000	0	0	0
				Indirect Costs					
(224,201)	(234,201)	610991	3995	Activity Based Costing - Expense	7.4%	(240,751)	(237,470)	(242,407)	(250,092)
0	0			Total Operating Expenditure	0.0%	40,000	0	0	0
0	0			Operating Result - Surplus/(Deficit)	0.0%	(40,000)	0	0	0
0	0			Operating Cash Result - Surplus/(Deficit)	0.0%	(40,000)	0	0	0
				Capital Movements					
				Add: Capital Grants & Contributions		0	0	0	0
				Add: Loan Funds Used		0	0	0	0
				Add: Asset Sales		0	0	0	0
				Add: Transfer from Restricted Assets		60,000	11,200	11,480	11,767
				Less: Asset Acquisition		0	0	0	0
				Less: Loan Repayments		0	0	0	0
				Less: Transfer to Restricted Assets		0	0	0	0
				Program Cash Result - Surplus/(Deficit)		20,000	11,200	11,480	11,767

Richmond Valley Council Operational Plan 2022/2023 including Forward Financial Estimates									
Objective 11: Manage community resources and provide great service									
Service: Financial Services									
Original Budget	Revised Budget				Original Budget	Budget	Budget	Budget	Budget
2021/2022	31-Mar-22	Project	Activity	Description	% +/-	2022/2023	2023/2024	2024/2025	2025/2026
				Operating Revenue					
				Financial Services					
17,170	17,170	370010	0010	Activity Based Costing - Income	2.5%	17,599	18,089	18,490	18,952
53,000	53,000	370010	0180	Certificates - \$609	3.0%	54,590	56,218	57,915	59,652
60,000	60,000	370010	0400	Outsiders Summons Fees	5.1%	61,038	64,614	66,229	67,885
1,300	1,300	370010	0460	Fees - Other	3.0%	1,345	1,391	1,439	1,488
5,500	5,500	370010	1165	Misc Rebates	3.0%	5,645	5,835	6,010	6,190
400	400	370010	1210	Rous Water Agency Fees	3.0%	412	424	437	450
				General Purpose Revenue					
5,548,704	5,570,438	380010	0590	Grant Revenue	5.7%	5,867,235	6,010,508	6,157,313	6,307,838
647,200	607,467	380010	0730	Interest Income	10.7%	716,616	738,115	760,258	781,064
9,197,988	9,197,988	380010	1150	Rates Revenue - Residential	6.5%	9,795,811	10,048,533	10,301,598	10,547,361
1,893,370	2,893,370	380010	1151	Rates Revenue - Farmland	6.5%	3,080,289	3,157,661	3,236,983	3,318,303
2,246,889	2,246,889	380010	1152	Rates Revenue - Business	5.2%	2,362,860	2,421,872	2,482,361	2,544,365
20,671,673	20,653,673			Total Operating Revenue	6.3%	21,965,662	22,521,420	23,091,291	23,675,550
				Operating Expenditure					
				Financial Services					
346,300	346,300	370010	3025	Administration Expenses	2.6%	355,395	364,280	373,368	382,723
1,119,540	1,119,540	370010	3185	Employee Costs	2.5%	1,152,840	1,186,661	1,221,328	1,246,125
0	0	370010	3270	Fleet Expenses	0.0%	20,000	20,500	21,013	21,538
75,913	75,913	370010	3325	Internal Audit	22.3%	92,811	95,131	97,509	99,947
89,000	89,000	370010	3455	Operating Expenses	10.1%	98,000	100,450	102,962	105,527
2,600	2,600	370990	3999	Depreciation	-3.8%	2,500	2,300	2,500	2,500
(1,695,803)	(1,695,803)	370990	3998	Indirect Costs Activity Based Costing - Expense	4.9%	(1,778,697)	(1,822,791)	(1,867,860)	(1,918,053)
137,570	137,570			Total Operating Expenditure	3.8%	142,849	146,731	150,720	154,817
20,534,103	20,516,383			Operating Result - Surplus/(Deficit)	6.3%	21,822,813	22,374,689	22,940,511	23,520,733
20,536,703	20,518,763			Operating Cash Result - Surplus/(Deficit)	6.3%	21,825,313	22,377,189	22,943,011	23,523,233
				Capital Movements					
				Add: Capital Grants & Contributions		0	0	0	0
				Add: Loan Funds Used		0	0	0	0
				Add: Asset Sales		0	0	0	0
				Add: Transfer from Restricted Assets		0	0	0	0
				Less: Asset Acquisition		0	0	0	0
				Less: Loan Repayments		0	0	0	0
				Less: Transfer to Restricted Assets		402,800	422,700	472,800	747,400
				Program Cash Result - Surplus/(Deficit)		21,822,713	21,954,489	22,470,211	22,775,833

Richmond Valley Council Operational Plan 2022/2023 including Forward Financial Estimates									
Objective 11: Manage community resources and provide great service									
Service: Engineering Support & Asset Management									
Original Budget	Revised Budget				Original Budget	Budget	Budget	Budget	Budget
2021/2022	31-Mar-22	Project	Activity	Description	% +/-	2022/2023	2023/2024	2024/2025	2025/2026
				Operating Revenue					
				Engineering Support Services					
15,000	15,000	640010	0280	Contributions - Other	-70.0%	4,500	4,500	4,500	4,500
4,919	4,919	640010	0460	Fees - Other	3.0%	5,067	5,219	5,376	5,537
4,919	4,919	640010	0840	Plan Check Fees	3.0%	5,067	5,219	5,376	5,537
15,989	15,989	640010	1120	Rental Income	3.0%	16,469	16,963	17,472	17,996
				Asset Management					
0	0	650010	1220	Rural Road Numbering	0.0%	0	0	0	0
40,827	40,827			Total Operating Revenue	23.8%	31,103	31,901	32,724	33,576
				Operating Expenditure					
				Engineering Support					
91,463	91,463	640010	3025	Administration Expenses	2.5%	91,751	94,095	96,498	100,961
3,400	3,400	640010	3150	Cost of Release	2.5%	3,485	3,572	3,661	3,753
2,915,016	2,915,016	640010	3185	Employee Costs	9.7%	2,210,848	2,265,914	2,322,562	2,387,894
20,400	20,400	640010	3190	Employee Costs - Team Meetings	-46.8%	10,849	11,119	11,397	11,726
285,000	285,000	640010	3270	Fleet Expenses	2.5%	292,125	299,428	306,914	314,587
9,798	9,798	640010	3385	M & B - Equipment	2.5%	10,043	10,294	10,551	10,815
7,464	7,464	640010	3425	M & B - Radios	2.5%	7,642	7,833	8,029	8,230
34,828	34,828	640010	3455	Operating Expenses	2.6%	35,730	36,656	37,607	38,584
6,500	6,500	640990	3999	Depreciation	-2.5%	6,338	6,376	6,415	6,455
				Indirect Costs					
(2,433,034)	(2,433,034)	640991	3998	Activity Based Costing - Expense	6.5%	(2,639,508)	(2,705,386)	(2,772,910)	(2,841,121)
				Asset Management					
1,750	1,750	650010	3025	Administration Expenses	2.5%	1,794	1,839	1,885	1,932
90,000	90,000	650010	3083	Aerial Photography	-100.0%	0	0	0	0
0	0	650010	3085	Asset Data Collection	0.0%	11,061	11,358	11,662	11,973
110,000	110,000	650010	3040	Asset Management System	-90.7%	10,250	10,506	10,769	11,038
858,240	856,240	650010	3185	Employee Costs	17.8%	1,008,740	1,033,960	1,059,808	1,089,483
52,015	52,015	650010	3270	Fleet Expenses	21.7%	63,315	64,896	66,520	68,183
541	541	650010	3385	M & B - Equipment	2.6%	551	569	583	598
1,308	1,308	650010	3455	Operating Expenses	2.5%	1,336	1,364	1,392	1,423
5,500	5,500	650010	3690	Rural Road Numbering Expenses	2.5%	5,588	5,678	5,770	5,864
7,000	7,000	650010	3830	Valuation	1257.1%	95,000	95,000	95,000	95,000
5,324	5,324	650010	4300	Inspections - Footpaths	2.0%	5,380	5,475	5,562	5,651
3,892	3,892	650010	4113	Inspections - Playground Equipment	2.5%	3,989	4,089	4,191	4,296
50,000	50,000	650013	2967	NHS Asbestos Register	-100.0%	0	0	0	0
				Indirect Costs					
(1,128,370)	(1,128,370)	650991	3998	Activity Based Costing - Expense	6.5%	(1,202,818)	(1,290,536)	(1,348,929)	(1,412,111)
381,877	381,877	640100	3025	Works Depot - Casino	2.6%	387,323	398,761	410,580	422,845

Richmond Valley Council Operational Plan 2022/2023 including Forward Financial Estimates
Objective 11: Manage community resources and provide great service
Service: Engineering Support & Asset Management

Original Budget 2021/2022	Revised Budget 31-Mar-22	Project	Activity	Description	Original Budget % +/-	Budget 2022/2023	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026
				Operating Expenditure (continued)					
71,494	71,494	640300	3025	Works Depot - Evans Head	14.6%	81,941	84,360	86,835	89,412
				Indirect Expenditure					
116,400	116,400	640990	3009	Depreciation	4.3%	121,106	124,344	127,575	130,482
(389,771)	(389,771)	640991	3008	Activity Based Costing - Expense	5.3%	(410,570)	(412,446)	(414,740)	(416,983)
90,827	90,827			Total Operating Expenditure	-65.8%	31,109	31,911	32,724	33,579
(18,000)	(18,000)			Operating Result - Surplus/(Deficit)	-100.0%	0	0	0	0
72,800	72,800			Operating Cash Result - Surplus/(Deficit)	75.2%	122,724	126,720	131,790	136,987
				Capital Movements					
				Add: Capital Grants & Contributions		0	0	0	0
				Add: Loan Funds Used		0	0	0	0
				Add: Asset Sales		0	0	0	0
				Add: Transfer from Restricted Assets		100,000	45,000	60,000	30,000
				Less: Asset Acquisition		108,000	58,000	63,000	35,000
				Less: Loan Repayments		0	0	0	0
				Less: Transfer to Restricted Assets		0	0	0	0
				Program Cash Result - Surplus/(Deficit)		122,724	125,720	128,790	131,987

Richmond Valley Council Operational Plan 2022/2023 including Forward Financial Estimates

Objective 11: Manage community resources and provide great service

Service: Fleet Management

Original Budget 2021/2022	Revised Budget 31-Mar-22	Project	Activity	Description	Original Budget % +/-	Budget 2022/2023	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026
				Operating Revenue					
0	0	670000	0290	Workshops	0.0%	0	0	0	0
185,000	185,000	680010	0340	Contributions - Staff Vehicles	13.0%	208,048	215,319	221,779	228,482
143,223	143,223	680010	0390	Grant Revenue	3.0%	147,519	151,945	156,503	161,398
4,966,230	4,966,230	680010	0850	Plant Hire Charges	3.0%	5,135,817	5,289,892	5,448,589	5,612,047
5,314,452	5,314,452			Total Operating Revenue	3.3%	5,492,384	5,657,156	5,826,871	6,001,677
				Operating Expenditure					
				Workshops					
125,974	133,474	670010	3025	Casino	-1.4%	124,238	127,345	130,530	133,948
101,187	101,187	670020	3025	Carroll Fabrication	2.1%	103,337	106,215	109,182	112,375
51,601	51,801	670030	3025	Evans Head	2.3%	52,806	54,142	55,514	56,986
				Indirect Expenditure					
34,200	34,200	670990	3999	Depreciation	15.6%	35,893	40,399	40,915	41,445
(312,942)	(312,962)	670991	3998	Activity Based Costing - Expense	2.3%	(820,274)	(312,600)	(336,341)	(344,754)
				Plant Operations					
7,070	7,070	680010	3025	Administration Expenses	2.5%	7,247	7,428	7,614	7,804
325,376	325,376	680010	3185	Employee Costs	6.6%	346,730	353,399	364,284	374,484
2,313,283	2,313,282	680010	3370	Fleet Expenses	2.9%	2,378,356	2,441,986	2,506,339	2,573,927
25,250	25,250	680010	3455	Operating Expenses	2.5%	25,881	26,528	27,191	27,871
12,500	12,500	680011	3455	Chain of Responsibility Management Plan	-100.0%	0	0	0	0
				Indirect Expenditure					
1,147,300	1,147,300	680990	3999	Depreciation	2.5%	1,175,963	1,205,383	1,235,517	1,266,405
843,717	843,717	680991	3998	Activity Based Costing - Expense	5.6%	891,197	918,776	946,807	965,518
4,674,895	4,671,995			Total Operating Expenditure	3.2%	4,826,394	4,953,499	5,081,752	5,216,809
639,557	642,457			Operating Result - Surplus/(Deficit)	4.1%	665,990	703,657	745,119	785,468
1,821,457	1,823,957			Operating Cash Result - Surplus/(Deficit)	3.3%	1,881,866	1,949,438	2,021,551	2,093,518
				Capital Movements					
				Add: Capital Grants & Contributions		0	0	0	0
				Add: Loan Funds Used		0	0	0	0
				Add: Asset Sales		674,392	476,460	488,546	376,749
				Add: Transfer from Restricted Assets		0	0	0	0
				Less: Asset Acquisition		2,447,770	2,275,108	2,354,137	1,581,805
				Less: Loan Repayments		0	0	0	0
				Less: Transfer to Restricted Assets		68,595	110,392	115,045	847,217
				Program Cash Result - Surplus/(Deficit)		35,893	40,918	40,915	41,445

Richmond Valley Council Operational Plan 2022/2023 including Forward Financial Estimates									
Objective 11: Manage community resources and provide great service									
Service: Cemeteries									
Original Budget	Revised Budget				Original Budget	Budget	Budget	Budget	Budget
2021/2022	31-Mar-22	Project	Activity	Description	% +/-	2022/2023	2023/2024	2024/2025	2025/2026
				Operating Revenue					
263,488	263,488	330010	Various	Casino Cemetery	5.7%	278,192	288,745	295,346	304,207
35,091	35,091	330020	Various	Coraki Cemetery	3.0%	36,143	37,228	38,344	39,494
55,104	55,104	330030	Various	Evans Head Cemetery	3.0%	56,757	58,460	60,214	62,020
353,683	353,683			Total Operating Revenue	5.0%	371,292	384,433	393,904	405,721
				Operating Expenditure					
171,877	171,877	330010	Various	Casino Lawn Cemetery	2.4%	176,041	180,472	185,019	189,957
32,698	32,698	330012	Various	Casino West St Cemetery	23.5%	40,198	41,406	42,441	43,408
20,200	20,200	330020	Various	Coraki Cemetery	2.5%	20,705	21,223	21,764	22,328
26,210	26,210	330030	Various	Evans Head Lawn Cemetery	2.5%	26,865	27,537	28,225	28,931
9,090	9,090	330040	Various	Woodburn Cemetery	1.5%	9,317	9,550	9,789	10,034
12,338	12,338	330090	Various	Other Expenses	3.4%	12,752	13,213	13,693	14,190
				Indirect Expenditure					
86,436	86,436	330991	3888	Activity Based Costing - Expense	5.5%	91,269	95,888	99,527	103,083
24,800	24,800	330990	3909	Depreciation	2.5%	25,420	26,056	26,708	27,375
385,649	385,649			Total Operating Expenditure	5.0%	604,767	615,345	626,156	637,318
(51,966)	(51,966)			Operating Result - Surplus/(Deficit)	4.7%	(16,475)	(16,912)	(16,252)	(15,597)
(7,166)	(7,166)			Operating Cash Result - Surplus/(Deficit)	12.4%	(8,055)	(8,896)	(5,544)	(4,222)
				Capital Movements					
				Add: Capital Grants & Contributions		0	0	0	0
				Add: Loan Funds Used		0	0	0	0
				Add: Asset Sales		0	0	0	0
				Add: Transfer from Restricted Assets		8,055	8,956	5,544	4,222
				Less: Asset Acquisition		53,000	30,000	40,000	40,000
				Less: Loan Repayments		0	0	0	0
				Less: Transfer to Restricted Assets		0	0	0	0
				Program Cash Result - Surplus/(Deficit)		(51,000)	(50,000)	(48,000)	(48,000)

Richmond Valley Council Operational Plan 2022/2023 including Forward Financial Estimates
Objective 11: Manage community resources and provide great service
Service: Waste Management

Original Budget 2021/2022	Revised Budget 31-Mar-22	Project	Activity	Description	Original Budget % +/-	Budget 2022/2023	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026
				Operating Revenue					
				Waste Collection Charges					
5,811,845	5,811,865	140000	0080	Annual Charges	4.7%	6,087,810	6,371,431	6,592,995	6,763,733
18,000	7,434	140005	0750	Interest Income	-44.4%	10,000	10,300	10,609	10,927
90,177	90,177	140010	1470	Street Bin Collection	-16.8%	75,000	77,250	79,568	81,955
95,110	160,885	140015	0580	Grant Revenue	-1.7%	93,500	93,500	94,080	94,080
31,827	31,827	140030	0217	Other Revenue	-37.2%	20,000	20,600	21,318	21,855
1,319,063	1,319,063	140150	0460	Nammoona Landfill	9.8%	1,448,466	1,491,920	1,536,679	1,582,779
1,273	1,273	140160	0460	Bora Ridge Transfer Station	-100.0%	0	0	0	0
201,458	201,458	140180	0460	Evans Head Transfer Station	25.7%	253,274	260,873	268,700	276,790
9,548	9,548	140190	0460	Rappville Transfer Station	3.0%	9,834	10,129	10,433	10,746
7,578,321	7,633,530			Total Operating Revenue	5.5%	7,597,984	8,136,203	8,624,752	9,112,805
				Operating Expenditure					
510,894	510,894	140100	3025	Waste Collection Expenditure	6.4%	543,536	557,411	571,647	587,294
447,715	447,715	140105	3070	Recycling Collection Expenditure	-0.7%	444,683	455,876	467,353	479,485
674,108	674,108	140110	3185	Organics Collection Expenditure	8.3%	750,146	763,230	776,768	791,381
785,942	785,942	140115	3025	Waste Other Expenditure	8.0%	848,855	870,077	891,829	916,087
74,467	92,295	140116	3185	Waste Educator	20.9%	90,008	92,258	94,564	97,145
80,000	80,000	140117	3455	Waste Composition Audit	-100.0%	0	0	85,000	0
0	15,735	140125	3455	Waste - Education Booklet (BWRP)	0.0%	0	0	0	0
0	65,775	140124	3455	Waste - Single Use Support (BWRP)	0.0%	0	0	0	0
2,550,343	2,511,911	140150	3025	Nammoona Landfill Operating Expenditure	3.1%	2,629,875	2,696,839	2,765,526	2,837,908
38,432	38,432	140150	3070	Rehabilitation	2.5%	38,393	40,378	41,387	42,422

Richmond Valley Council Operational Plan 2022/2023 including Forward Financial Estimates

Objective 11: Manage community resources and provide great service

Service: Waste Management

Original Budget 2021/2022	Revised Budget 31-Mar-22	Project	Activity	Description	Original Budget % +/-	Budget 2022/2023	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026
				Operating Expenditure (continued)					
20,187	20,187	140160	3025	Bora Ridge Transfer Station	23.9%	25,014	25,552	21,305	21,698
4,514	4,514	140170	3455	Broadwater Landfill	2.3%	4,620	4,797	4,854	4,981
840,340	840,340	140180	3023	Evans Head Transfer Station	5.5%	888,688	909,047	931,963	956,320
20,110	20,110	140190	3185	Rappville Landfill	5.5%	21,209	21,745	22,293	22,812
4,263	4,263	140195	4317	Rosewood Ave	2.0%	4,370	4,479	4,591	4,704
0	100,800	140300	3455	North Coast Region Waste Investment Report	0.0%	72,112	0	0	0
				Interest Expense					
38,438	21,788	140976	3070	Interest Expense	181.6%	108,251	116,745	99,910	82,189
				Indirect Expenditure					
425,139	425,139	140991	3999	Activity Based Costing - Expense	6.2%	451,308	463,846	477,028	488,829
1,005,000	1,005,000	140990	3999	Depreciation	10.0%	1,105,300	1,105,300	1,105,300	1,105,300
7,319,884	7,702,372			Total Operating Expenditure	6.5%	8,005,578	8,107,320	8,346,128	8,428,667
58,417	(69,442)			Operating Result - Surplus/(Deficit)	-113.0%	(7,544)	228,881	264,124	414,138
1,101,869	974,390			Operating Cash Result - Surplus/(Deficit)	3.2%	1,137,899	1,574,561	1,414,811	1,541,060
				Capital Movements					
				Add: Capital Grants & Contributions		120,360	0	0	0
				Add: Loan Funds Used		1,000,000	0	0	0
				Add: Asset Sales		80,132	68,182	140,909	93,091
				Add: Transfer from Restricted Assets		1,813,391	1,105,574	894,612	790,722
				Less: Asset Acquisition		1,768,764	4,130,000	2,013,181	1,983,000
				Less: Loan Repayments		363,418	418,917	435,151	452,873
				Less: Transfer to Restricted Assets		0	0	0	0
				Program Cash Result - Surplus/(Deficit)		801	0	(80)	0

Richmond Valley Council Operational Plan 2022/2023 including Forward Financial Estimates				
Capital Revenue 2022/2023 - 2025/2026				
Description	Budget 2022/2023	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026
Capital Grants & Contributions				
Recover				
Libraries				
Mobile Library Replacement	0	0	0	200,000
Library Car Fund RVC	3,503	3,503	3,503	3,503
Library Car Fund Ryegle	1,497	1,497	1,497	1,497
Mobile Library Fund RVC	15,246	15,246	15,246	15,246
Mobile Library Fund Ryegle	15,754	15,754	15,754	15,754
Laptop Fund RVC	2,102	2,102	2,102	2,102
Laptop Fund Ryegle	858	858	858	858
Laptop Fund Ryegle	4,484	4,484	4,484	4,484
Laptop Fund Ryegle	1,916	1,916	1,916	1,916
Total Libraries	45,400	45,400	45,400	245,400
Planning & Development Services				
57.11 Contributions	150,000	150,000	150,000	150,000
57.11 Rural Development Heavy Haulage Contributions	49,792	50,788	51,803	52,840
Total Planning & Development Services	199,792	200,788	201,803	202,840
Tourism				
Northern Rivers Rail Trail (Casino to Bertie)	3,800,000	0	0	0
Total Tourism	3,800,000	0	0	0
Building and Maintaining Roads				
RMS PAMP Program	20,000	20,000	20,000	20,000
Country Lane - Fixing Country Roads	168,750	0	0	0
TfNSW - Wombat Crossing Evans Rd	29,428	0	0	0
TfNSW - Wombat Crossing Casino	4,100	0	0	0
Banno Road	789,500	0	0	0
Naughtons Gap Road (Fixing Local Roads)	120,000	0	0	0
Sealed Rd Capital Grants	0	400,000	400,000	400,000
Grant Cap - TfNSW Woodburn-Coraki Rd Major Upgrade (\$30m)	7,000,000	0	0	0
RMS REPAIR Program Regional	173,048	0	0	0
Willow Bridge (Fixing Country Bridges)	482,383	0	0	0
Total Building and Maintaining Roads	8,767,814	420,000	420,000	420,000
Sports Grounds, Parks & Facilities				
Crawford Square Playground Development	248,963	0	0	0
Coraki Riverside Pontoon Stanton Boating Now	41,923	0	0	0
Woodburn Riverside - Jetty Upgrade Boating Now	63,393	0	0	0
UPMA Surf Club Grant	24,131	24,493	24,860	25,133
Casino Showground and Racecourse Upgrade	4,200,000	0	0	0
Total Sports Grounds, Parks & Facilities	6,578,410	24,493	24,860	25,133

Richmond Valley Council Operational Plan 2022/2023 including Forward Financial Estimates				
Capital Revenue 2022/2023 - 2025/2026				
Description	Budget 2022/2023	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026
Capital Grants & Contributions (continued)				
Swimming Pools				
Casino Pool Upgrade	1,300,000	0	0	0
Total Swimming Pools	1,300,000	0	0	0
Water Supplies				
64 Contributions	150,000	150,000	150,000	150,000
Total Water Supplies	150,000	150,000	150,000	150,000
Sewerage Services				
64 Contributions	100,000	100,000	100,000	100,000
Sewer Augmentation	0	1,250,000	1,250,000	1,500,000
Total Sewerage Services	100,000	1,350,000	1,350,000	2,600,000
Total Recover Capital Grants & Contributions	22,861,418	2,190,681	2,192,063	3,643,473
Sustain				
Northern Rivers Livestock Exchange				
Capital Works Levy	214,318	218,604	222,976	227,436
Total Northern Rivers Livestock Exchange	214,318	218,604	222,976	227,436
Total Growing our Economy Capital Grants and Contributions	214,318	218,604	222,976	227,436
Waste Management				
Narrina - PGDD Compost Facility (Env Trust)	120,360	0	0	0
Total Waste Management	120,360	0	0	0
Total Sustain Capital Grants and Contributions	334,678	218,604	222,976	227,436
Total Capital Grants & Contributions	23,196,094	2,409,285	2,415,039	3,870,909
Loan Funds Utilised				
Recover				
Sewerage Services				
Loan Borrowings - Sewerage Services	0	0	0	2,500,000
Total Sewerage Services	0	0	0	2,500,000
Total Recover Loan Funds Utilised	0	0	0	2,500,000

Richmond Valley Council Operational Plan 2022/2023 including Forward Financial Estimates				
Capital Revenue 2022/2023 - 2025/2026				
Description	Budget 2022/2023	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026
Loan Funds Utilised (continued)				
Sustain				
Waste Management				
Loan Borrowings - Waste Management	1,000,000	0	0	0
Total Waste Management	1,000,000	0	0	0
Total Sustain Loan Funds Utilised	1,000,000	0	0	0
Total Loan Funds Utilised	1,000,000	0	0	2,500,000
Deferred Debtor Repayments				
Sustain				
Governance & Advocacy				
Deferred Debtor Repay - Pac Coast Rail	1,875	1,910	1,950	1,990
Total Governance & Advocacy	1,875	1,910	1,950	1,990
Total Sustain Deferred Debtor Repayments	1,875	1,910	1,950	1,990
Total Deferred Debtor Repayments	1,875	1,910	1,950	1,990
Proceeds from the Sale of Assets				
Recover				
Libraries				
Library Car Trade-in	10,000	0	10,000	90,000
Library Book Sales	500	500	500	100
Total Libraries	10,500	500	10,500	90,500
Sewerage Services				
Plant Sales	0	2,727	0	10,000
Total Sewerage Services	0	2,727	0	10,000
Total Recover Proceeds from the Sale of Assets	10,500	3,227	10,500	100,500
Sustain				
Real Estate Development				
Reynolds Rd Industrial Land	2,750,000	3,190,000	0	0
Residential Land Sale	0	0	6,600,000	6,600,000
Total Real Estate Development	2,750,000	3,190,000	6,600,000	10,229,012

Richmond Valley Council Operational Plan 2022/2023 including Forward Financial Estimates

Capital Revenue 2022/2023 - 2025/2026

Description	Budget 2022/2023	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026
Proceeds from the Sale of Assets (continued)				
Fleet Management				
Plant Sales	674,392	476,460	488,546	376,749
Total Fleet Management	674,392	476,460	488,546	376,749
Waste Management				
Plant Sales	60,132	68,182	148,909	93,091
Total Waste Management	60,132	68,182	148,909	93,091
Total Sustain Proceeds from the Sale of Assets	1,484,524	1,734,642	2,237,455	10,698,872
Total Proceeds from the Sale of Assets	3,495,024	3,737,869	7,247,955	10,299,372
Total Capital Revenue	27,692,993	6,149,064	9,664,944	17,372,271

Richmond Valley Council Operational Plan 2022/2023 including Forward Financial Estimates				
Capital Expenditure 2022/2023 - 2025/2026				
Description	Budget 2023/2023	Budget 2024/2024	Budget 2024/2025	Budget 2025/2026
Recover Capital Expenditure				
Libraries				
Library Car Replacement	95,000	0	42,000	600,000
Library Book Purchases	99,809	102,304	104,862	107,484
Furniture & Fixings	8,128	9,301	8,478	9,658
Laptop Replacement Program	0	9,000	0	0
Workroom Casino Library	10,000	0	0	0
Workroom Kyogle Library	3,300	0	0	0
Total Libraries	157,237	120,605	154,340	717,142
Tourism				
Northern Rivers Rail Trail (Casino to Bentley)	6,800,000	0	0	0
Total Tourism	6,800,000	0	0	0
Building & Maintaining Roads				
Urban Local Roads & Bridges				
Roads to Recovery Program				
Casino				
Adam St - Cope St to Haw St	140,000	0	0	0
Catchers St - Richmond St to Barker St	0	130,000	0	0
Lancaster Ave - McShay St to Dickson St	0	0	75,000	0
Lancaster Ave - Division to Eccles St	0	0	75,000	0
Stepleton Ave - West St to Dairy St (RTH S21,215)	0	0	168,500	0
Booyong St - Woodburn St to Park Ln	0	0	0	100,000
SRV 34/25 - Casino				
Country Lane Rehab	748,745	0	0	0
Anderson Ave - Hare St to Light St	0	123,000	0	0
Lanesways				
Dak Ln Casino	75,000	0	0	0
Redwood Ln - Cedar St to Duke St (ie not Unsealed Lane)	0	0	0	76,000
Unallocated	0	75,000	75,000	0
Tree Planting Program				
Town Entries	40,000	40,000	0	0
Kerb & Gutter Replacement Program - All Areas				
All Areas	156,272	186,500	151,772	100,272
Evans Hd - Cuthmore St	103,108	0	0	0
Urban Road Sign Renewals				
All Areas	52,100	53,400	54,700	55,794
Urban Reseal Program				
All Areas	495,929	433,440	462,109	450,951

Richmond Valley Council Operational Plan 2022/2023 including Forward Financial Estimates				
Capital Expenditure 2022/2023 - 2025/2026				
Description	Budget 2023/2025	Budget 2024/2024	Budget 2024/2025	Budget 2025/2026
Recover Capital Expenditure (continued)				
Building & Maintaining Roads (continued)				
Urban Heavy Patching Program				
Urban Heavy Patching - All Areas	88,063	85,890	86,812	88,004
RMS Active Transport Program				
RMS Active Transport Program	40,000	40,000	40,000	40,000
Wombat Crossing Package 1 - Evans Head, Coraki	29,428	0	0	0
Wombat Crossing Package 2 - Casine	4,100	0	0	0
Total Urban Local Roads & Bridges Capital Expenditure	1,973,745	1,179,030	1,128,913	1,070,021
Sealed Rural Local Roads & Bridges				
Roads to Recovery Program				
Fogwells Rd - CH 8000 to 9000	400,000	0	0	0
Coraki Ellangowan Rd West 0 to 2570 (RTR S462,215)	650,000	0	0	0
Springrove Rd - CH 6900 to 7800	0	400,000	0	0
McDonalds Bridge Road - west of Northfields Rd (RTR S472,215)	0	828,500	0	0
McDonalds Bridge Road - west of Northfields Rd	0	0	481,000	0
Berno Rd - CH TBA	0	0	400,000	0
Rappville Rd - CH TBA	0	0	0	501,000
Reynolds Rd - CH TBA (RTR S301,215)	0	0	0	400,000
Sealed Rural Local Roads & Bridges				
Berno Rd - CH tba	1,288,500	0	0	0
Reynolds Rd - TBA	80,000	281,172	400,000	0
Rappville Rd - CH TBA	101,942	0	0	0
Naughtons Gap Rd (Fixing Local Roads)	484,008	0	0	0
Wyan Rd - Clarkes Road Section	0	0	0	400,000
Capital Grants Works	0	400,000	400,000	400,000
Heavy Patching	112,925	115,748	118,642	121,608
Rural Roads Drainage	38,376	38,144	38,927	40,726
Signage Renewal	11,000	11,000	11,000	11,000
Guardrail Replacement Program	70,000	70,000	70,000	70,000
Rural Reseal Program	824,217	883,703	1,013,474	1,033,689
Total Sealed Rural Local Roads & Bridges	4,012,068	2,889,367	2,884,043	2,976,009
Sealed Rural Regional Roads & Bridges				
MR145 Woodburn-Coraki Rd Major Upgrade (\$10m)	7,000,000	0	0	0
MR133 Woodburn-Evans Head Rd CH2 9-3 & REPAIR	346,076	0	0	0
Wilcox Bridge (Fixing Country Bridges)	815,588	0	0	0
Contribution to REPAIR Program	0	180,522	184,111	187,814

Richmond Valley Council Operational Plan 2022/2023 including Forward Financial Estimates				
Capital Expenditure 2022/2023 - 2025/2026				
Description	Budget 2023/2025	Budget 2024/2024	Budget 2024/2025	Budget 2025/2026
Recover Capital Expenditure (continued)				
Building & Maintaining Roads (continued)				
Sealed Rural Regional Roads & Bridges (continued)				
Signage Renewal	5,000	5,000	5,000	5,000
Reseal Program	108,000	108,000	108,000	108,000
Heavy Patching	215,000	240,000	240,000	250,000
Total Sealed Rural Regional Roads & Bridges	8,509,688	583,521	587,131	590,834
Unsealed Rural Local Roads & Bridges				
Gravel Resheets	0	475,850	800,049	884,788
Additional Gravel Resheets	248,566	243,833	137,481	138,833
Total Unsealed Rural Local Roads & Bridges	248,566	719,683	637,530	804,601
Footpaths				
Casino				
Hotham Street - Canterbury to Barker (western side)	0	0	49,000	0
Graham Place - Walker St to Library Entrance	0	0	25,000	0
Hickey Street - connect existing to Barker St (western side)	0	0	0	25,000
Brookwater				
Brookwater Evans Head road - Pacific Hwy to McDonald St	40,000	0	0	0
Carolee				
Adams Street - Bridge to Richmond (southern)	0	27,000	0	0
Evans Head				
Elm Street - Oak Lane to Cedar (western)	0	10,000	0	0
Elm Street - Cedar to Cherry (western side)	0	0	0	25,000
Woodburn				
Wagner Street - Cedar to Woodburn (northern)	30,000	0	0	0
Woodburn Street - Wattle to Booying (eastern)	0	33,000	0	0
Cedar Street - River to Richmond (western side)	0	0	0	20,000
Renewals to be allocated				
Casino Footpaths - Renewals to be allocated	11,900	22,000	22,500	23,000
Evans Head Footpaths - Renewals to be allocated	9,000	9,100	9,300	9,500
Total Footpaths	100,900	101,100	101,800	102,500
Aerodromes				
Casino				
Linnearc Runway	0	0	5,000	0
Total Aerodromes	0	0	5,000	0
Total Building and Maintaining Roads Capital Expenditure	14,844,663	5,371,901	5,294,431	5,508,939

Richmond Valley Council Operational Plan 2022/2023 including Forward Financial Estimates				
Capital Expenditure 2022/2023 - 2025/2026				
Description	Budget 2023/2025	Budget 2024/2024	Budget 2024/2025	Budget 2025/2026
Recover Capital Expenditure (continued)				
Sports Grounds, Parks & Facilities				
Casino				
Crawford Square Playground Redevelopment (SCCF 4)	398,963	0	0	0
Casino Showground				
Main Grandstand Upgrade (R0V 08/08)	30,000	0	0	0
Showground and Racecourse Upgrade	6,544,450	0	0	0
New Toilet Block & Upgrade (Stimulus)	275,531	0	0	0
Lighting & Electrical (Stimulus)	463,590	0	0	0
Events Reef Surf Club				
Upgrades	24,111	24,493	24,860	25,233
Casino				
Casino Riverside Pontoon Extension	41,923	0	0	0
Woodburn				
Woodburn N/side Pt - Jetty Upgrade	63,385	0	0	0
All Areas				
Facility Upgrades Shelters	10,000	10,000	10,000	10,000
Replace Non-Compliant Playground Equip	5,000	5,000	5,000	5,000
Renewals at various Facilities & Parks	185,000	185,000	185,000	185,000
Sports Grounds - Light Pole Replacement	10,000	10,000	10,000	10,000
Public Toilets				
Refurbishments	40,000	40,000	40,000	40,000
Total Sports Grounds, Parks & Facilities	8,093,983	274,493	274,860	275,233
Community Centres and Halls				
Asset Renewals to be allocated	47,210	47,918	48,637	48,367
Total Community Centres and Halls	47,210	47,918	48,637	48,367
Swimming Pools				
Casino Swimming Pool				
Casino Pool Upgrade	2,685,000	0	0	0
Total Swimming Pools	2,685,000	0	0	0
Water Supplies				
Mains Requirements - Casino				
Mains to be allocated	0	0	0	380,000
Drivon St, West St to Rifle Range Rd	0	0	208,000	0
Pratt St, Hickey St to Wheat St	65,000	0	0	0
Appley St, Moriwick St to High St	75,000	0	0	0
High St, Appley St to PVC @ 30 High St	60,000	0	0	0
Colches St, Railway Bridge	175,000	0	0	0

Richmond Valley Council Operational Plan 2022/2023 including Forward Financial Estimates
Capital Expenditure 2022/2023 - 2025/2026

Description	Budget 2023/2023	Budget 2024/2024	Budget 2024/2025	Budget 2025/2026
Recover Capital Expenditure (continued)				
Water Supplies (continued)				
Main Replacements - Casio (continued)				
Wharf St, East Street to drain	0	22,500	0	0
Dumblunds St, Colchas St Nth to Matham St	0	34,000	0	0
Dean St, Hickey St to Wheat St	0	82,500	0	0
Division St, West St to Centre St	0	71,000	0	0
Teak St, Short St to dead-end	0	67,500	0	0
Centre St, Richmond St to Lot COP34202	0	200,000	0	0
Centre St, Canterbury St to Barker St	0	0	300,000	0
Anderson Ave, Hare St to Light St	0	0	18,000	0
Sutton Lane, Lot 2 DP589427 to Dairy St	0	0	15,000	0
Main Replacements - Coraki				
Mains to be allocated	0	0	0	45,000
Queen Elizabeth Dr, Dawson St to Swamp St	131,000	0	0	0
Queen Elizabeth Dr, Yalovay north to Lagoon Rd	0	78,000	0	0
Queen Elizabeth Dr, Yalovay north to Lagoon Rd	0	0	78,000	0
Bridge St, Adam St crossing	0	0	0	0
Main Replacements - Evans Head				
Mains to be allocated	0	0	0	70,000
Cypress St & Cedar St service relocation	65,000	0	0	0
100mm Bridge crossing	0	72,000	0	0
150mm Bridge crossing	0	0	120,000	0
Boronia Street Over Head	60,000	0	0	0
Water Meter Replacement Program				
Planned Renewals	50,000	50,000	50,000	50,000
Meter and Service Installations	15,000	15,000	15,000	15,000
Smart Metering - Mid Richmond (Broadwater)	110,000	0	0	0
Smart Metering - Mid Richmond (Woodburn)	0	120,000	0	0
Smart Metering - Mid Richmond (Coraki)	0	0	200,000	0
Water Reservoir - Casio				
South Reservoir Backbone Panel	50,000	0	0	0
South Booster Station SCADA upgrade	170,000	0	0	0
North Reservoir Backbone Comms upgrade	0	13,000	0	0
Water Reservoir - Coraki				
Coraki Booster PS upgrade	72,000	0	0	0
High Level sensor upgrade	10,000	0	0	0
Water Reservoir - Broadwater				
High zone switchboard upgrade	40,000	0	0	0
Water Treatment Plant - Casio				
Emergency Source Design	200,000	500,000	500,000	0
Utility Water Upgrade at WTP	100,000	0	0	0
Emergency/additional Reservoir Storage	0	0	0	1,500,000
Water Strategy Plan	100,000	0	0	0
Zone Meter Refurbishment	55,000	0	0	0

Richmond Valley Council Operational Plan 2022/2023 including Forward Financial Estimates				
Capital Expenditure 2022/2023 - 2025/2026				
Description	Budget 2023/2025	Budget 2024/2024	Budget 2024/2025	Budget 2025/2026
Recover Capital Expenditure (continued)				
Water Supplies (continued)				
Water Treatment Plant - Casino (continued)				
Renew Alum Tank	0	70,000	0	0
Process Design	320,000	1,000,000	2,000,000	0
RWPS Fibre optic cable from WTP to RWPS	130,000	0	0	0
RWPS Air Compressor Replacement	20,000	0	0	0
RWPS Potassium permanganate	0	65,000	0	0
Chemical dosing system integration	15,000	0	0	0
Redundant Raw Water flow control valve	25,000	0	0	0
Soda Ash dosing manifold & rotameter	65,000	0	0	0
Water softener relocation & integration	0	15,000	0	0
VSD replacement (pump 2)	50,000	0	0	0
Building Services Oil renewal	15,000	0	0	0
Other				
Supply System Improv Casino	0	75,000	0	0
Supply System Improv Lower River	0	200,000	0	0
Water network modal updates	80,000	0	0	0
Future Water Renewals	206,500	400,000	350,000	400,000
Plant & Equipment				
Plant Purchases	10,000	10,000	10,000	10,000
Total Water Supplies	2,508,000	3,082,500	3,705,000	2,450,000
Sewerage Services				
All Areas - to be allocated				
Mains Repairs to be allocated	30,000	30,000	30,000	30,000
Junction Repairs to be allocated	80,000	80,000	30,000	50,000
Manhole Repairs to be allocated	200,000	200,000	30,000	30,000
Broadwater Sewer Scheme Supply & One Unit - to be allocated	10,000	10,000	10,000	10,000
Retiring Program	800,000	800,000	0	800,000
Future Sewer Renewals	100,000	200,000	400,000	1,000,000
Sewer Mains				
Event Head				
Vent stack replacement West Street	30,000	0	0	0
Duplicate Rising Main from WWPS1 to WWPS8 ISO dia	0	364,000	0	0
Replace Rising Main 4 to WWPS 200 dia	0	493,000	0	0
Sewerage Pump Stations				
Casino				
PS15 Upgrade	130,000	0	0	0
PS8 Upgrade	0	240,000	0	0
PS7 Upgrade	0	175,000	0	0
PS9 Upgrade	0	145,000	0	0
PS14 Upgrade	0	250,000	0	0

Richmond Valley Council Operational Plan 2022/2023 including Forward Financial Estimates
Capital Expenditure 2022/2023 - 2025/2026

Description	Budget 2023/2025	Budget 2024/2024	Budget 2024/2025	Budget 2025/2026
Recover Capital Expenditure (continued)				
Sewerage Pump Stations (Continued)				
Casino (Continued)				
Switchboard upgrade PS3	140,000	0	0	0
SPS2 Odour Control	35,000	0	0	0
Comminutor Design	50,000	0	0	0
SPS 1 RTU Renewal	13,000	0	0	0
SPS 3,5,9 Switchboard Renewal	200,000	0	0	0
Ewens Head				
PS1 Replace Pump Impellers	0	19,000	0	0
PS3 Replace Pumps	0	24,000	0	0
PS5 Replace Pumps	0	0	24,000	0
PS6 Replace Pumps	0	0	38,000	0
PS7 Replace Pumps	0	0	0	24,000
PS7 MHI dosing system upgrade	40,000	0	0	0
Woodburn				
PS3 Upgrade	40,000	0	90,000	0
Broadwater				
Sew P/Trn Bwr SPS 1 RTU renewal	13,000	0	0	0
PS1 Dosing system upgrade	40,000	0	0	0
Sewerage Treatment Plants				
Casino				
Inlet works repairs	127,000	0	0	0
Radiy renewal	70,000	0	0	0
Wetlands Management	57,180	0	0	0
Sewerage System improvements	0	100,000	0	0
Augmentation Investigation & Design	250,000	0	0	0
Augmentation	0	0	600,000	8,000,000
Coveki				
Automation - Switchboard and PLC	0	0	0	0
Stage 1 Upgrade - Design - concept/detailed	200,000	0	0	0
Reuse automation	91,000	0	0	0
Ewens Head				
Stage 2 Design & Construction	300,000	2,500,000	2,900,000	0
STP End STP UV PLC renewal	50,000	0	0	0
Reuse effluent water scheme	0	0	500,000	700,000
Plant & Equipment				
Plant & Equipment	10,000	30,000	30,000	30,000
Total Sewerage Services	1,110,180	5,700,000	4,902,000	7,674,000
Total Recover Capital Expenditure	18,246,271	14,607,417	13,785,274	16,671,681

Richmond Valley Council Operational Plan 2022/2023 including Forward Financial Estimates				
Capital Expenditure 2022/2023 - 2025/2026				
Description	Budget 2022/2023	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026
Prevent & Prepare Capital Expenditure				
Stormwater Management				
Casine				
Drainage Improvements	10,000	10,000	10,000	10,000
Increase Drainage Points Hotham St from Railway Pole to River	30,000	0	0	0
Increase Drainage Points in Johnston St	0	27,000	0	0
Replace concrete pipes - River St/ Walker St (75144)	0	58,000	0	0
Replace concrete pipes - Railway station (76152, 76157)	0	0	40,000	0
Increase Drainage Points in Coches St	0	0	30,000	0
Corvick				
Replace concrete pipes - Church Lane	10,000	0	0	0
Acid Sulphate Management Plans	0	0	20,000	0
Evans Road				
Blawing Ln Drainage Improvements	324,985	324,985	324,985	0
Curraong St - CDS Unit Rehab	15,000	0	0	0
Stormwater Network Camera Investigation	0	0	20,000	0
Carabeen St Swamp Improvements to Open Drain	0	0	50,000	0
Increase Drainage Points in Cypress St	0	0	25,000	0
Westbury/Rappville/Rileys Hill				
Drainage Rappville - Construct Drainage Line Nandabah Street	0	0	0	108,000
Drainage Rileys Hill - Construct Open Drain Crown Rd Reserve	0	0	0	80,000
Increase Drainage Points Richmond St	13,000	0	0	0
Total Stormwater Management	404,985	419,985	519,985	198,000
Total Prevent & Prepare Capital Expenditure	404,985	419,985	519,985	198,000
Sustain Capital Expenditure				
Northern Rivers Livestock Exchange				
NRLX - Bull Pens	0	0	0	150,000
NRLX - Loading Zone pavement resal & drainage works	0	0	0	150,000
Total Northern Rivers Livestock Exchange	0	0	0	300,000
Real Estate Development				
Real Estate Development	5,575,000	2,597,800	3,406,268	2,197,800
Total Real Estate Development	5,575,000	2,597,800	3,406,268	2,197,800
Customer Service				
Casine Office Furniture	10,000	10,000	10,000	10,000
Total Customer Service	10,000	10,000	10,000	10,000
Engineering Support & Asset Management				
Office Furniture	5,000	5,000	5,000	5,000

Richmond Valley Council Operational Plan 2022/2023 including Forward Financial Estimates				
Capital Expenditure 2022/2023 - 2025/2026				
Description	Budget 2023/2025	Budget 2024/2024	Budget 2024/2025	Budget 2025/2026
Sustain Capital Expenditure (continued)				
Engineering Support & Asset Management (continued)				
Casino Depot				
Depot Renewals	20,000	20,000	50,000	20,000
Pavement Rehab & Sealing	70,000	0	0	0
Washdown Bay Awning	0	15,000	0	0
Evens Head Depot				
Depot Renewals	10,000	10,000	10,000	10,000
Total Engineering Support & Asset Management	105,000	50,000	65,000	35,000
Fleet Management				
Workshops - Plant Purchases	30,000	30,000	30,000	30,000
Plant Purchases	2,417,770	2,245,108	2,324,137	1,551,605
Total Fleet Management	2,447,770	2,275,108	2,354,137	1,581,605
Cemeteries				
Casino Lawn Cemetery				
Concrete Strips	0	0	17,000	0
Memorial Garden	5,000	0	0	0
Columbarium Walls	13,000	0	13,000	0
Expansion Earthworks	0	5,000	0	15,000
Expansion Infrastructure	10,000	10,000	0	10,000
Casuki Cemetery				
Infrastructure Improvements	0	5,000	0	0
Concrete Strips	0	5,000	0	5,000
Evens Head Lawn Cemetery				
Concrete Strips	5,000	5,000	5,000	0
Columbarium Wall	13,000	0	0	10,000
Expansion Infrastructure	7,000	0	5,000	0
Total Cemeteries	53,000	30,000	40,000	40,000
Waste Management				
Plant Purchases				
Plant Purchases	531,364	1,000,000	905,181	1,133,000
Wasteless Landfill				
Cell Capping	0	1,800,000	1,200,000	0
Cell & Approval & Construction	2,500,000	1,210,000	0	830,000
Fencing	10,000	30,000	0	0
Public Place Recycling & Infrastructure (BWRP)	50,000	50,000	0	0
Resource Recovery Infrastructure Projects	500,000	0	0	0
New 15m³ Skip Bins (x2)	11,000	0	0	0

Richmond Valley Council Operational Plan 2022/2023 including Forward Financial Estimates
Capital Expenditure 2022/2023 - 2025/2026

Description	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027
Sustain Capital Expenditure (continued)				
Waste Management (continued)				
Warramboona Landfill (continued)				
Tippler Bins (x2) purchase	7,000	0	0	0
Portable Trail Security Cameras (x5)	1,900	0	0	0
Refurbishment of skip bins (x2)	8,500	0	0	0
Warramboona sorting conveyor purchase	0	10,000	0	0
Evans Road Transfer Station				
Waste - Evans - Sealed Access	0	30,000	0	0
Masterplan	20,000	0	0	0
Roof Repairs	35,000	0	0	0
Evans - Oil Storage Facility upgrade	18,000	0	0	0
Evans Compactor Bin Facility Upgrade	55,000	0	0	0
Total Waste Management	1,769,764	4,130,000	2,013,181	1,989,000
Total Sustain Capital Expenditure	11,960,534	9,082,908	7,888,586	6,147,405
Total Capital Expenditure	50,611,790	24,120,910	22,191,845	23,014,086

Richmond Valley Council Operational Plan 2022/2023 including Forward Financial Estimates

Restricted Assets Schedule (All Funds)

Description	2021/2022				2022/2023				2023/2024				
	Opening Balance 1/01/2022	Estimated Transfer In/(Out)	Interest Earned	Estimated Balance 30/06/2022	Estimated Transfer In/(Out)	Interest Earned	Estimated Balance 30/06/2023	Estimated Transfer In/(Out)	Interest Earned	Estimated Balance 30/06/2024	Estimated Transfer In/(Out)	Interest Earned	Estimated Balance 30/06/2024
General Fund													
External Restrictions													
Unexpended Grant - Evans Head Landcare	2,020	0	0	2,020	0	0	2,020	0	0	2,020	0	0	2,020
Unexpended Grant - Industry & Investment NSW Manyweatheres West	4,393	0	0	4,393	0	0	4,393	0	0	4,393	0	0	4,393
Unexpended Grant - Richmond Valley Woodland Risk Management Plan	6,750	0	0	6,750	0	0	6,750	0	0	6,750	0	0	6,750
Unexpended Grant - NSW EPA Better Waste and Recycling Grant	2,388	0	0	2,388	0	0	2,388	0	0	2,388	0	0	2,388
Unexpended Grant - NSW EPA Waste Less Recycle More - Establish Cooks Transfer Station	200,000	0	0	200,000	0	0	200,000	0	0	200,000	0	0	200,000
Unexpended Grant - Office of Env & Heritage - Koala Survey & Habitat Mapping	5,170	0	0	5,170	0	0	5,170	0	0	5,170	0	0	5,170
Unexpended Grant - OPHCS Volunteer Grants Program Evans Head Rec Hall	182	0	0	182	0	0	182	0	0	182	0	0	182
Unexpended Grant - Public Library Infrastructure Redesign Evans Head Library	2,818	0	0	2,818	0	0	2,818	0	0	2,818	0	0	2,818
Unexpended Grant - NSW State Library Cairns Library Redesign	4,480	0	0	4,480	0	0	4,480	0	0	4,480	0	0	4,480
Unexpended Grant - One Dream Aboriginal Employment Funding	88,219	0	0	88,219	0	0	88,219	0	0	88,219	0	0	88,219
Unexpended Grant - UFM - Surf Club Grant	6,908	0	0	6,908	0	0	6,908	0	0	6,908	0	0	6,908
Unexpended Grant - NSW State Library - Expansion of Internet Equipment Access	37	0	0	37	0	0	37	0	0	37	0	0	37
Unexpended Grant - CPTISS MRLAS Woodburn Coraki Rd Bus Shelter	1,674	0	0	1,674	0	0	1,674	0	0	1,674	0	0	1,674
Unexpended Grant - Broadwater Mall Kitchen Upgrade	283	0	0	283	0	0	283	0	0	283	0	0	283
Unexpended Grant - Northern Rivers Rail Trail	1,000,000	(1,000,000)	0	0	0	0	0	0	0	0	0	0	0
Unexpended Grant - FOGO Compost Facility	57,888	(2,888)	0	55,000	0	0	55,000	0	0	55,000	0	0	55,000
Unexpended Grant - Local Government Association - Flying Fox Colony Q&P Park	0	0	0	0	0	0	0	0	0	0	0	0	0
Unexpended Grant - Crown Lands - Plan of Management Implementation	1,481	0	0	1,481	0	0	1,481	0	0	1,481	0	0	1,481
Unexpended Grant - Quiffire Recovery Funding (Ferals)	2,308	0	0	2,308	0	0	2,308	0	0	2,308	0	0	2,308
Unexpended Grant - Department of Regional NSW - Casino Showgrounds and Resource Upgrade	344,480	(344,480)	0	0	0	0	0	0	0	0	0	0	0
Unexpended Grant - NSW Department of Planning, Industry & Environment (DPIE) - Crown Lands Showground Site	742,121	(742,121)	0	0	0	0	0	0	0	0	0	0	0
Unexpended Grant - Department of Regional NSW - Regional Youth April/Holiday Break Activities	849	0	0	849	0	0	849	0	0	849	0	0	849
Unexpended Grant - Rock Fishing Safety	1,519	0	0	1,519	0	0	1,519	0	0	1,519	0	0	1,519
Unexpended Grant - Wiporia Bus Shelter	2,200	0	0	2,200	0	0	2,200	0	0	2,200	0	0	2,200
Unexpended Grant - North Coast Regional Waste Investment Report	72,112	(72,112)	0	0	0	0	0	0	0	0	0	0	0
Unexpended Grant - Ping Country Roads - Grunby Lane	281,495	(281,495)	0	0	0	0	0	0	0	0	0	0	0
Unexpended Grant - OLG Recovery Grant	1,000,000	(208,219)	0	791,781	(208,219)	0	583,562	0	0	583,562	0	0	583,562
Unexpended Grant - Ping Local Roads - Neighbors Gap	280,000	(280,000)	0	0	0	0	0	0	0	0	0	0	0
Unexpended Contribution - RUCAL Mobile Library Replacement Fund	225,242	20,480	0	245,722	38,400	0	284,122	13,400	0	297,522	(284,800)	0	13,722
Unexpended Contribution - Manning Shire 2006/188 Berrig Rd	10,538	0	0	10,538	0	0	10,538	0	0	10,538	0	0	10,538
Unexpended Contribution - Stalacron OMS Incentive Works	140,230	(60,000)	0	80,230	(11,200)	0	69,030	(11,400)	0	57,630	(11,700)	0	45,930
Unexpended Contribution - Fire Fighting Infrastructure	10,000	0	0	10,000	0	0	10,000	0	0	10,000	0	0	10,000
Unexpended Contribution - Broadwater Sugar Hill SA Bridge Approaches	80,000	0	0	80,000	0	0	80,000	0	0	80,000	0	0	80,000
Unexpended Contribution - Cairns Healthy Towns	2,700	0	0	2,700	0	0	2,700	0	0	2,700	0	0	2,700
Unexpended Contribution - URM Technology Improvements (CC & Rangle)	20,000	0	0	20,000	0	0	20,000	0	0	20,000	0	0	20,000
Unexpended Contribution - LCC Broadwater Bridge Maintenance	9,242	0	0	9,242	0	0	9,242	0	0	9,242	0	0	9,242
Unexpended Contribution - Profit Complete Asset Handover	1,701,341	0	0	1,701,341	0	0	1,701,341	0	0	1,701,341	0	0	1,701,341
Unexpended Loan - Waste Cell 6 Construction	500,000	(500,000)	0	0	0	0	0	0	0	0	0	0	0
Unexpended Loan - Cairns Swimming Pool	1,500,000	(1,500,000)	0	0	0	0	0	0	0	0	0	0	0
Domestic Waste Management	6,397,231	(1,437,962)	88,400	4,848,239	(2,388,816)	70,000	2,459,423	(14,496)	43,500	2,444,927	(284,740)	43,500	2,160,187
On-Site Sewerage Fee	219,111	0	3,800	222,911	0	3,100	226,011	0	3,700	229,711	0	3,300	233,011
Stormwater Management Service Charge	889,548	(189,729)	12,300	699,819	(224,790)	10,200	475,029	(213,962)	6,900	171,147	(12,854)	4,300	158,293
Section 7.11 - Road Network (New)	18,294	0	900	19,194	0	300	19,494	0	300	19,794	0	300	20,094
Section 7.11 - Quarry Road Contributions	80,258	6,208	1,100	87,566	6,452	1,200	94,018	6,700	1,700	100,218	6,900	1,400	111,518
Section 7.11 - Dr. O'Connell Road	89,342	(72,800)	1,300	16,842	0	300	17,142	0	300	17,442	0	300	18,142
Section 7.11 - Rural Development Heavy Weights	2,408,148	48,750	95,700	2,498,898	50,700	37,500	2,546,100	51,800	49,800	2,595,900	52,800	67,000	2,652,900
Section 7.12 Development Contributions Plan	716,121	88,400	10,000	804,521	88,800	11,500	893,321	88,200	18,500	981,521	87,500	25,500	1,069,021
Contributions to Roadworks	77,500	(77,500)	0	0	0	0	0	0	0	0	0	0	0
Controlled Trust Funds	41,792	0	0	41,792	0	0	41,792	0	0	41,792	0	0	41,792
Bonds & Deposits (General Fund)	439,440	0	0	439,440	0	0	439,440	0	0	439,440	0	0	439,440
Total External Restrictions	18,799,321	(7,248,368)	131,800	12,682,753	(2,328,600)	137,000	10,491,153	(183,542)	120,000	10,307,611	(348,670)	187,200	10,159,041

Richmond Valley Council Operational Plan 2022/2023 including Forward Financial Estimates
Restricted Assets Schedule (All Funds)

Description	2021/2022			2022/2023			2023/2024			2024/2025			2025/2026		
	Opening Balance 1/01/2022	Estimated Transfer In/Out	Interest Earned	Estimated Balance 30/06/2023	Estimated Transfer In/Out	Interest Earned	Estimated Balance 30/06/2024	Estimated Transfer In/Out	Interest Earned	Estimated Balance 30/06/2025	Estimated Transfer In/Out	Interest Earned	Estimated Balance 30/06/2026	Estimated Transfer In/Out	Interest Earned
Internal Restrictions															
Employee Leave Entitlements - Richmond Valley Council	3,371,940	0	18,200	3,390,140	0	20,000	3,410,140	0	23,100	3,433,240	0	35,900	3,469,140	0	39,900
Employee Leave Entitlements - Richmond Upper Clarence Regional Library	90,887	0	700	91,587	0	900	92,487	0	900	93,387	0	900	94,287	0	1,300
Richmond Upper Clarence Regional Library	114,730	(13,900)	1,800	102,630	0	1,800	104,430	0	1,800	106,230	0	2,700	108,930	0	2,700
Unexpended Rates Special Variation	448,294	(242,709)	0	205,585	(21,000)	0	184,585	(22,000)	0	162,585	(25,719)	0	136,866	0	139,949
Financial Assistance Grant Advance Payment	2,726,496	0	0	2,726,496	0	41,200	2,767,696	0	49,000	2,816,696	0	70,700	2,887,396	0	2,889,096
Insurance Reserve	21,327	0	900	22,227	0	900	23,127	0	400	23,527	0	900	24,427	0	22,927
Plant Replacement	2,900,650	(51,405)	40,800	2,889,045	85,340	43,000	2,932,385	95,040	53,700	2,986,085	81,217	78,200	3,067,295	0	4,023,160
Real Estate and Infrastructure	4,289,640	(5,555,951)	59,800	793,489	(554,952)	11,800	238,337	2,455,557	11,200	5,072,119	7,258,255	78,200	10,406,172	0	10,406,172
Petersen Quarry	1,494,530	389,412	20,500	1,883,942	411,230	27,000	2,295,172	428,234	40,000	2,763,406	458,048	88,000	3,291,454	0	3,291,454
Anderson Quarry	1,570,205	389,912	22,300	1,962,417	285,675	18,000	2,248,102	502,175	58,700	2,750,877	518,079	82,900	3,269,846	0	3,269,846
Quarry Rehabilitation	505,582	50,000	4,300	555,882	50,000	5,400	605,282	50,000	7,400	655,682	50,000	11,800	715,482	0	715,482
Road Rehabilitation Reserve	1,757,618	509,000	34,500	2,321,118	312,120	51,100	2,834,338	543,851	42,900	3,378,189	550,708	70,000	3,928,897	0	3,928,897
Northern Rivers Livestock Exchange	180,941	185,653	2,500	369,094	279,134	4,800	643,028	388,127	10,000	1,031,155	490,553	22,000	1,521,708	0	1,521,708
Other Waste Management	2,183,801	648,633	90,700	2,873,134	(319,830)	41,200	2,594,504	(548,941)	48,000	2,045,563	50,808	52,100	2,138,471	0	2,138,471
Other Waste Management - Plant Reserve	1,485,504	(31,232)	23,800	1,478,072	(189,830)	25,300	1,283,542	(519,272)	21,800	764,270	(399,909)	21,900	364,361	0	364,361
Rural Road Safety Program	81,830	0	0	81,830	0	0	81,830	0	0	81,830	0	0	81,830	0	81,830
RMS State Roads Maintenance Contract	6,872	0	100	6,972	0	100	6,972	0	100	6,972	0	200	7,172	0	7,172
Public Cemeteries Respetual Maintenance Reserve	113,638	(8,000)	1,800	107,438	(8,000)	1,800	101,238	(8,000)	1,800	95,038	(8,222)	2,500	86,816	0	86,816
Carry Over Works	871,474	(190,584)	0	680,890	0	0	680,890	0	0	680,890	0	0	680,890	0	680,890
Total Internal Restrictions	22,114,829	(2,496,773)	291,600	19,909,656	393,440	287,700	20,640,801	5,003,109	852,800	25,996,710	8,109,034	980,200	33,982,644	0	33,982,644
Total General Fund Restrictions	41,914,330	(9,553,080)	402,800	32,764,050	(2,143,040)	432,700	31,043,710	2,819,507	472,800	34,101,768	8,757,618	747,400	43,840,647	0	43,840,647
Sewerage Fund															
External Restrictions															
Section 84 Contributions	4,402,084	11,819	88,121	4,702,024	181	99,039	4,801,244	(28,190)	128,100	4,901,054	(142,834)	142,834	5,001,054	0	5,001,054
Infrastructure Replacement	7,870,101	(1,112,213)	148,949	6,906,837	(2,393,278)	141,284	4,654,843	(748,841)	121,209	3,906,002	(380,841)	114,119	3,625,161	0	3,625,161
Total Sewerage Fund Restrictions	12,272,185	(1,090,394)	237,070	11,406,641	(2,393,097)	240,323	9,456,087	(776,031)	249,309	8,807,056	(523,675)	257,953	8,626,312	0	8,626,312
Water Fund															
External Restrictions															
Section 84 Contributions	2,302,878	140,000	10,000	2,452,878	138,881	11,219	2,591,978	138,817	13,390	2,730,878	133,086	18,934	2,863,912	0	2,863,912
Infrastructure Replacement	5,132,713	(288,125)	22,400	4,927,058	(712,720)	22,099	4,236,337	(1,098,447)	22,001	3,137,890	(88,086)	18,320	3,049,804	0	3,049,804
Total Water Fund Restrictions	7,435,591	(148,125)	32,400	7,341,776	(573,839)	33,318	6,728,315	(959,624)	35,391	5,868,768	(54,960)	37,254	5,893,716	0	5,893,716
Total Restrictions (All Funds)	61,622,027	(10,797,089)	675,140	51,410,078	(3,010,016)	668,321	47,048,383	1,883,936	750,800	49,918,184	8,153,843	1,028,654	59,711,663	0	59,711,663



DRAFT Long Term Financial Plan 2022-2032
Presented to Council
28 June 2022



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.

Richmond Valley Council

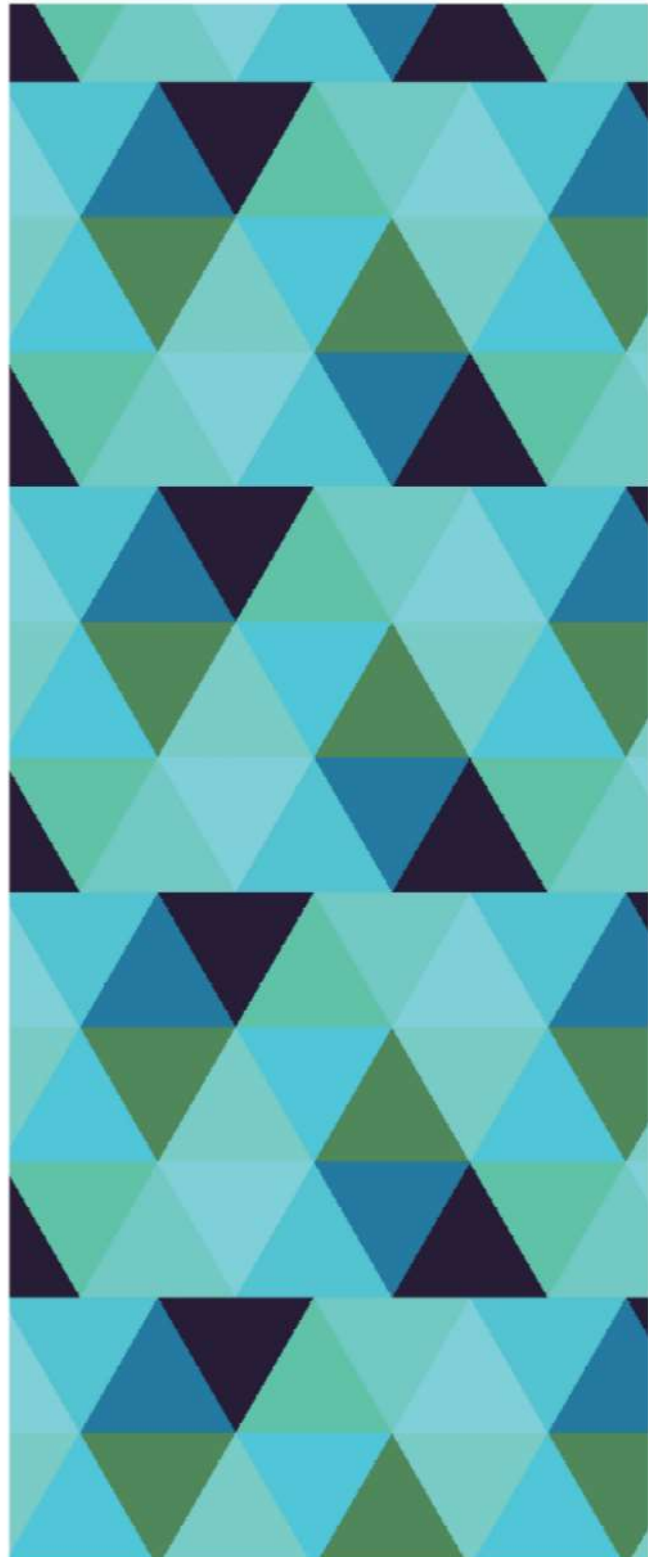
Casino Office:

10 Graham Place
(Locked Bag 10)
Casino NSW 2470
Phone: (02) 6660 0300
Fax: (02) 6660 1300

Evans Head Office:

25 Woodburn Street
Evans Head NSW 2473
Phone: (02) 6660 0365
Fax: (02) 6682 4252

Email: council@richmondvalley.nsw.gov.au
Web: www.richmondvalley.nsw.gov.au



Richmond Valley Council



Draft Long Term Financial Plan for the Years Ending 30 June 2032

Key Assumptions

Comparison to Delivery Program and Operational Plan

Note: Council's Long Term Financial Plan is prepared on a consolidated basis, eliminating all internal transactions. The net operating result for the year is the same as the Delivery Program & Operational Plan when the net gain from the disposal of assets is excluded from the net operating result in the Long Term Financial Plan.

Income from Continuing Operations

Rates and Annual Charges

General Rates

Council has previous approval for a special rate variation under section 508A of the Local Government Act 1993. This includes an increase of 5.5% inclusive of rate peg applicable from 2019/2020 to 2022/2023. From 2023/2024 onwards, a rate peg of 2.5% has been assumed, in line with TCorp benchmarks.

Rates & Annual Charges	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032
General Rates	5.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Waste Management Annual Charges - Domestic	3.23%	3.00%	3.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Waste Management Annual Charges - Non-Domestic	4.58%	5.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Sewerage Annual Charges	3.25%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Water Annual Charges	5.00%	5.00%	5.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%

User Charges and Fees

User Charges and Fees have generally been increased by 2.5%. Where a CPI increase is relevant, an increase of 2.5% has also been applied.

Interest and Investment Revenue

Income from interest and investments is largely dependent on the level of interest rates, along with the level of cash Council has available to invest. Interest rate yields are expected to remain at low levels of between 1.0% and 4.00% for the 10 year period to 2031/2032.

Other Revenues

Other revenue line items have been increased by 3.0%.

Grants & Contributions

The largest recurrent operating grant Council receives is the Commonwealth Government's Financial Assistance Grant. An increase of 1.76% has been allowed for 2022/2023, with further annual increases assumed at 2.5% for the remainder of the 10 year plan. Other grants and contributions, where known to be recurrent, have been increased by 3.0%.

Expenses from Continuing Operations

Employee Benefits and Oncosts

An award increase of 2.0% has been applied for 2022/2023, in-line with the Local Government (State) Award, followed by an assumed increase of 2.5% thereafter.

	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032
Salaries	2.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Superannuation - Employer Contribution	10.50%	11.00%	11.50%	12.00%	12.00%	12.00%	12.00%	12.00%	12.00%	12.00%

Borrowing Costs

Proposed loan borrowings of \$3.5m are included over the 4 year period from 2022/2023 to 2025/2026. This includes \$1m towards construction of a new cell at the Nammoona Landfill facility and \$2.5m for Casino Sewerage Treatment Plant Augmentation.

Materials and Contracts

Materials and contracts budgets have been increased by 2.5% for 2022/2023, with future years at an assumed 2.5%.

Other Expenses

Other expenses include a number of expenditure items such as contributions and levies paid to other levels of government, advertising, Councillor expenses, donations to other organisations, electricity, insurance, street lighting costs, telephone costs, valuer general costs and other sundry expense items.

Specific indexes have been applied on the following:

Expense	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032
Electricity	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%
Insurance	21.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%
Other expenses	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%

Richmond Valley Council 10 Year Financial Plan for the Years ending 30 June 2032 INCOME STATEMENT - CONSOLIDATED												
	Actuals 2020/21	Current Year 2021/22	2022/23	2023/24	2024/25	2025/26	Projected Years					
	\$	\$	\$	\$	\$	\$	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	28,100,000	29,410,220	30,914,552	31,894,470	32,836,982	33,712,236	34,615,376	35,541,517	36,490,136	37,462,700	38,465,755	39,492,067
User Charges & Fees	15,243,000	19,373,011	18,083,122	16,792,964	17,408,409	17,991,723	18,527,813	19,079,037	19,648,057	20,232,508	20,836,013	21,457,131
Other Revenues	167,000	213,451	180,999	178,366	172,768	188,560	174,501	179,585	184,820	190,206	195,751	201,468
Grants & Contributions provided for Operating Purposes	12,771,000	13,333,220	10,864,703	11,055,134	11,118,117	11,358,496	11,645,941	11,889,198	12,200,768	12,469,789	12,786,119	13,069,391
Grants & Contributions provided for Capital Purposes	12,493,000	17,983,248	23,170,759	3,383,950	2,389,704	3,845,574	3,651,557	1,857,658	1,863,880	1,170,225	1,176,695	1,183,875
Interest & Investment Revenue	1,317,000	904,000	1,031,514	1,062,439	1,094,291	1,127,100	1,160,891	2,646,853	2,763,172	3,074,817	3,432,601	3,782,423
Other Income:												
Net Gains from the Disposal of Assets	-	1,500,000	-	-	2,839,385	4,305,385	2,995,185	4,415,729	2,127,893	1,767,277	1,422,106	1,767,277
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	12,000	-	-	-	-	-	-	-	-	-	-	-
Rental Income	1,530,000	1,573,280	1,857,165	1,903,206	2,030,236	2,080,285	2,131,617	2,184,272	2,238,282	2,293,684	2,350,513	2,420,943
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	71,633,000	84,290,428	84,105,814	66,270,560	69,889,992	74,590,359	74,962,861	77,863,849	77,517,809	78,681,265	80,665,603	83,374,764
Expenses from Continuing Operations												
Employee Benefits & On-Costs	21,280,000	22,541,780	23,291,652	23,842,869	24,072,941	24,747,407	25,440,700	26,154,869	26,891,378	27,651,946	28,441,619	29,262,449
Borrowing Costs	1,031,000	1,038,515	1,067,205	934,727	789,871	674,990	594,504	474,131	392,638	314,385	237,543	187,089
Materials & Contracts	18,183,000	22,245,220	17,200,328	17,580,926	18,342,160	18,447,020	19,004,572	19,861,767	20,240,004	20,583,701	21,088,377	21,897,703
Depreciation & Amortisation	17,788,000	17,673,200	18,162,076	18,575,508	18,999,274	19,433,630	19,878,848	20,335,196	20,802,957	21,282,409	21,773,848	22,271,689
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	2,294,000	2,944,416	3,037,347	3,080,477	3,187,488	3,236,417	3,347,325	3,400,252	3,503,936	3,572,327	3,677,946	3,723,612
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	871,000	-	116,834	90,871	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	61,547,000	66,442,931	62,875,442	64,106,378	65,571,734	66,538,464	68,265,747	70,206,215	71,830,913	73,484,770	75,197,333	77,342,532
Operating Result from Continuing Operations	10,086,000	17,847,497	21,230,372	1,165,172	4,318,158	8,051,895	6,697,114	7,777,633	5,686,896	5,256,435	5,468,270	6,032,232
Discontinued Operations - Profit(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	10,086,000	17,847,497	21,230,372	1,165,172	4,318,158	8,051,895	6,697,114	7,777,633	5,686,896	5,256,435	5,468,270	6,032,232
Net Operating Result before Grants and Contributions provided for Capital Purposes	(2,407,000)	(128,780)	(5,940,387)	(1,218,776)	2,128,484	4,291,321	2,386,257	5,919,979	3,822,216	4,086,219	4,291,575	4,848,357

Richmond Valley Council 10 Year Financial Plan for the Years ending 30 June 2032 INCOME STATEMENT - GENERAL FUND												
	Actuals 2020/21	Current Year 2021/22	2022/23	2023/24	2024/25	2025/26	Projected Years					
	\$	\$	\$	\$	\$	\$	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	19,139,000	20,311,560	21,471,415	22,136,028	22,748,403	23,318,470	23,909,311	24,512,577	25,128,649	25,758,506	26,408,587	27,073,199
User Charges & Fees	8,912,000	12,657,568	9,290,435	9,893,950	9,984,225	10,344,813	10,651,487	10,968,432	11,290,071	11,625,844	11,971,152	12,326,325
Other Revenues	161,000	213,451	180,999	178,366	172,768	188,560	174,501	179,585	184,820	190,206	195,751	201,458
Grants & Contributions provided for Operating Purposes	12,767,000	13,333,220	10,864,703	11,055,134	11,118,117	11,358,496	11,645,941	11,889,198	12,200,768	12,469,789	12,786,119	13,069,391
Grants & Contributions provided for Capital Purposes	11,690,000	17,322,706	22,920,759	882,950	889,704	1,095,574	901,557	907,658	913,880	920,225	926,605	933,875
Interest & Investment Revenue	864,000	616,258	728,920	751,798	774,331	797,541	821,446	1,881,926	1,964,689	2,186,662	2,339,030	2,575,686
Other Income:												
Net Gains from the Disposal of Assets	-	1,500,000	-	-	2,839,385	4,305,385	2,995,185	4,415,729	2,127,893	1,767,277	1,422,106	1,767,277
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on (PPE previously expensed)	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	12,000	-	-	-	-	-	-	-	-	-	-	-
Rental Income	1,530,000	1,527,667	1,810,164	1,854,815	1,980,383	2,028,946	2,078,738	2,129,806	2,182,182	2,235,901	2,290,997	2,359,641
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	55,875,000	67,482,430	67,274,415	66,553,462	68,587,326	63,419,785	63,178,156	66,892,911	65,994,953	67,154,410	68,360,437	69,387,021
Expenses from Continuing Operations												
Employee Benefits & On-Costs	18,669,000	19,530,425	20,450,919	20,931,008	21,088,273	21,679,190	22,286,586	22,912,468	23,558,202	24,225,476	24,919,218	25,641,443
Borrowing Costs	359,000	424,541	532,457	483,261	406,991	334,382	280,743	232,409	190,029	164,983	136,547	115,410
Materials & Contracts	10,690,000	15,947,715	9,509,943	9,680,400	10,211,854	10,114,473	10,363,998	10,786,472	11,164,697	11,247,454	11,498,073	12,017,124
Depreciation & Amortisation	14,070,000	13,912,500	14,320,618	14,630,179	14,965,702	15,300,384	15,643,435	15,995,063	16,355,485	16,724,915	17,103,582	17,485,812
Impairment of Investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	2,294,000	2,887,649	2,979,159	3,020,834	3,126,352	3,173,754	3,283,080	3,394,414	3,436,453	3,503,156	3,607,044	3,650,935
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	518,000	-	116,834	90,871	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Loss	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	46,680,000	51,802,830	47,909,830	46,845,963	49,796,971	50,602,183	51,857,936	53,260,826	54,716,665	55,865,366	57,261,464	58,916,724
Operating Result from Continuing Operations	8,475,000	15,679,600	19,364,585	(2,292,501)	788,355	2,817,602	1,320,220	3,632,085	1,278,287	1,289,044	1,098,973	1,396,298
Discontinued Operations - Profit(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	8,475,000	15,679,600	19,364,585	(2,292,501)	788,355	2,817,602	1,320,220	3,632,085	1,278,287	1,289,044	1,098,973	1,396,298
Net Operating Result before Grants and Contributions provided for Capital Purposes	(3,219,000)	(1,643,100)	(3,395,176)	(3,176,810)	(181,298)	1,722,028	418,744	2,724,427	378,487	368,298	172,378	482,422

Richmond Valley Council 10 Year Financial Plan for the Years ending 30 June 2032 INCOME STATEMENT - WATER FUND												
	Actuals 2020/21	Current Year 2021/22	2022/23	2023/24	2024/25	2025/26	Projected Years					
	\$	\$	\$	\$	\$	\$	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	1,565,000	1,567,905	1,650,656	1,732,880	1,821,634	1,877,045	1,934,164	1,983,028	2,053,696	2,116,230	2,180,683	2,246,116
User Charges & Fees	5,183,000	5,316,879	5,386,230	5,654,073	5,935,258	6,113,316	6,296,714	6,485,615	6,680,185	6,880,589	7,087,005	7,299,614
Other Revenues	2,000	-	-	-	-	-	-	-	-	-	-	-
Grants & Contributions provided for Operating Purposes	4,000	-	-	-	-	-	-	-	-	-	-	-
Grants & Contributions provided for Capital Purposes	327,000	295,540	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Interest & Investment Revenue	165,000	44,388	48,445	49,888	51,395	52,937	54,525	104,629	109,022	120,089	122,113	130,535
Other Income:												
Net Gains from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on (PPE previously expensed)	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Rental Income	-	39,818	41,010	42,241	43,508	44,814	46,158	47,543	48,969	50,438	51,951	53,510
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	7,246,000	7,264,528	7,276,341	7,629,062	8,001,795	8,238,112	8,481,561	8,760,811	9,041,874	9,317,346	9,591,752	9,879,775
Expenses from Continuing Operations												
Employee Benefits & On-Costs	1,013,000	1,120,622	1,122,831	1,150,903	1,179,890	1,212,709	1,246,663	1,281,585	1,317,451	1,354,319	1,392,235	1,431,209
Borrowing Costs	-	-	-	-	-	-	-	-	-	-	-	-
Maintenance & Contracts	4,000,000	3,900,482	4,064,914	4,175,173	4,293,379	4,400,799	4,509,622	4,620,237	4,734,018	4,851,536	5,042,159	5,215,276
Depreciation & Amortisation	1,423,000	1,645,100	1,481,863	1,518,622	1,556,300	1,594,920	1,634,508	1,675,081	1,716,671	1,759,300	1,802,995	1,847,782
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	-	37,274	38,207	39,163	40,143	41,147	42,175	43,231	44,311	45,419	46,555	47,720
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	180,000	-	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Loss	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	6,616,000	6,603,478	6,707,815	6,883,860	7,069,512	7,248,575	7,482,966	7,676,114	7,862,451	8,077,574	8,283,944	8,541,987
Operating Result from Continuing Operations	630,000	761,050	568,526	745,202	932,283	989,537	998,595	1,104,697	1,179,423	1,239,772	1,307,808	1,337,788
Discontinued Operations - Profit(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	630,000	761,050	568,526	745,202	932,283	989,537	998,595	1,104,697	1,179,423	1,239,772	1,307,808	1,337,788
Net Operating Result before Grants and Contributions provided for Capital Purposes	303,000	403,518	418,526	593,233	762,283	838,537	848,391	954,697	1,029,423	1,089,772	1,157,808	1,187,788

Richmond Valley Council 10 Year Financial Plan for the Years ending 30 June 2032 INCOME STATEMENT - SEWER FUND												
	Actuals 2020/21	Current Year 2021/22	2022/23	2023/24	2024/25	2025/26	Projected Years					
	\$	\$	\$	\$	\$	\$	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	7,396,000	7,530,755	7,792,481	8,025,552	8,266,945	8,515,721	8,771,901	9,035,912	9,307,789	9,587,964	9,876,485	10,172,752
User Charges & Fees	1,148,000	1,398,564	1,403,457	1,445,981	1,488,926	1,533,594	1,579,602	1,626,990	1,675,801	1,726,075	1,777,856	1,831,192
Other Revenues	4,000	-	-	-	-	-	-	-	-	-	-	-
Grants & Contributions provided for Operating Purposes	-	-	-	-	-	-	-	-	-	-	-	-
Grants & Contributions provided for Capital Purposes	478,000	365,000	100,000	1,350,000	1,350,000	2,600,000	2,600,000	800,000	800,000	100,000	100,000	100,000
Interest & Investment Revenue	288,000	243,354	252,149	280,743	268,565	276,622	284,920	660,302	688,461	768,065	851,508	1,076,232
Other Income:												
Net Gains from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on (PPE previously expensed)	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Rental Income	-	5,797	5,971	6,150	6,335	6,525	6,721	6,923	7,131	7,345	7,565	7,792
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	9,312,000	9,543,470	9,556,058	11,008,006	11,380,771	12,932,462	13,243,144	12,130,127	12,480,182	12,189,440	12,713,414	13,187,968
Expenses from Continuing Operations												
Employee Benefits & On-Costs	1,598,000	1,890,733	1,718,002	1,760,858	1,804,978	1,855,508	1,907,451	1,960,836	2,015,725	2,072,151	2,130,166	2,189,797
Borrowing Costs	672,000	613,774	534,748	451,466	362,880	340,608	313,581	241,722	196,609	149,402	101,996	71,689
Materials & Contracts	3,493,000	3,297,023	3,825,471	3,725,353	3,837,128	3,931,748	4,080,952	4,199,059	4,291,489	4,417,711	4,528,145	4,665,303
Depreciation & Amortisation	2,295,000	2,315,600	2,359,595	2,417,707	2,477,272	2,536,326	2,600,907	2,665,052	2,730,801	2,798,194	2,867,271	2,938,075
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	-	19,493	19,981	20,481	20,993	21,516	22,055	22,607	23,172	23,750	24,347	24,957
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	273,000	-	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Loss	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	6,331,000	6,136,623	6,267,797	6,375,965	6,503,251	6,687,796	6,924,926	6,969,276	6,267,796	6,461,211	6,651,925	6,889,621
Operating Result from Continuing Operations	981,000	1,406,847	1,288,261	2,712,041	2,877,520	4,244,756	4,318,218	3,960,851	3,222,386	2,728,230	3,061,489	3,298,347
Discontinued Operations - Profit(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	981,000	1,406,847	1,288,261	2,712,041	2,877,520	4,244,756	4,318,218	3,960,851	3,222,386	2,728,230	3,061,489	3,298,347
Net Operating Result before Grants and Contributions provided for Capital Purposes	803,000	1,041,807	1,197,261	1,342,041	1,327,520	1,644,756	1,718,218	2,340,851	2,422,386	2,628,230	2,961,489	3,198,147

Richmond Valley Council 10 Year Financial Plan for the Years ending 30 June 2032 BALANCE SHEET - WATER FUND												
	Actuals	Current Year	Projected Years									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	3,278,000	2,394,128	321,480	-	-	-	-	-	-	2,122,701	4,258,818	
Investments	4,274,000	4,474,000	6,074,000	8,458,287	4,128,213	4,187,043	5,596,488	5,090,287	4,816,020	6,331,462	8,388,728	
Receivables	1,938,000	1,774,388	1,748,992	1,833,909	1,302,175	1,878,137	2,038,788	2,088,178	2,198,938	2,219,360	2,384,306	2,390,987
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets	-	-	-	-	-	-	-	-	-	-	-	-
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as 'held for sale'	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	8,110,000	8,912,496	8,145,242	7,282,798	6,047,388	6,165,180	7,632,273	7,145,434	6,874,378	8,500,843	10,738,468	13,005,554
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	410,000	470,732	481,020	504,860	530,223	548,191	582,830	579,865	597,011	614,882	633,498	652,501
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets	-	-	-	-	-	-	-	-	-	-	-	-
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	78,183,000	78,796,173	83,411,388	87,883,587	82,858,878	86,458,432	88,988,301	100,590,820	102,174,248	101,519,949	100,621,854	99,879,172
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Right of use assets	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as 'held for sale'	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	78,593,000	80,266,905	83,892,321	88,188,957	83,189,258	87,004,623	89,528,831	101,120,489	102,771,260	102,134,651	101,389,450	100,331,673
TOTAL ASSETS	85,703,000	89,179,401	92,037,563	95,471,755	89,236,646	93,169,803	107,161,104	108,265,919	109,445,638	110,635,494	112,127,918	113,337,227
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	95,000	10,632	11,878	11,378	11,701	11,983	12,425	12,743	13,036	13,403	13,740	14,210
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as 'held for sale'	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	95,000	10,632	11,878	11,378	11,701	11,983	12,425	12,743	13,036	13,403	13,740	14,210
Non-Current Liabilities												
Payables	18,000	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as 'held for sale'	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	18,000	-	-	-	-	-	-	-	-	-	-	-
TOTAL LIABILITIES	79,698	10,632	11,878	11,378	11,701	11,983	12,425	12,743	13,036	13,403	13,740	14,210
Net Assets	85,623,302	89,168,769	92,025,685	95,460,377	89,224,945	93,157,820	107,148,679	108,253,176	109,432,602	110,622,091	112,114,178	113,323,017
EQUITY												
Retained Earnings	28,280,000	29,021,090	29,588,577	30,334,808	31,287,042	32,255,628	33,259,223	34,388,820	35,538,343	36,778,115	38,085,823	39,423,711
Revaluation Reserves	67,373,000	59,850,717	62,436,708	65,135,988	67,987,806	70,902,181	73,894,258	73,894,258	73,894,258	73,894,258	73,894,258	73,894,258
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	85,633,000	88,871,797	92,028,294	95,488,894	89,224,897	93,157,810	107,148,480	108,253,178	109,432,588	110,672,371	111,980,180	113,317,967
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	85,633,000	88,871,797	92,028,294	95,488,894	89,224,897	93,157,810	107,148,480	108,253,178	109,432,588	110,672,371	111,980,180	113,317,967

Richmond Valley Council 10 Year Financial Plan for the Years ending 30 June 2032 BALANCE SHEET - SEWER FUND												
	Actuals	Current Year	Projected Years									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	5,330,000	3,673,202	3,411,336	4,428,498	3,175,883	3,684,054	2,386,217	2,941,781	1,815,038	1,354,707	5,367,067	7,828,775
Investments	6,811,000	6,211,000	7,311,000	4,311,000	4,363,389	3,496,000	2,840,000	4,362,841	7,662,841	10,282,841	10,282,841	11,890,160
Receivables	1,962,000	2,187,862	2,194,439	2,512,361	2,579,710	2,901,860	2,973,404	2,662,860	2,738,677	2,698,179	3,779,626	2,858,282
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets	-	-	-	-	-	-	-	-	-	-	-	-
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as 'held for sale'	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	14,173,000	14,071,794	13,116,775	10,851,867	10,318,961	10,081,974	8,398,448	9,867,268	12,036,556	14,912,529	18,405,335	22,675,219
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	482,000	594,138	811,483	829,762	848,718	888,227	888,320	709,025	730,547	752,318	774,948	798,182
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets	-	-	-	-	-	-	-	-	-	-	-	-
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	115,817,000	115,828,820	116,376,414	116,858,980	121,483,708	128,809,382	131,054,475	131,789,423	131,808,822	130,780,428	129,043,167	128,055,042
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Right of use assets	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as 'held for sale'	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	116,309,000	116,422,958	117,187,897	120,288,762	122,332,426	127,277,009	131,742,795	132,498,448	132,338,699	131,912,747	129,818,103	128,853,274
TOTAL ASSETS	136,272,000	136,394,731	130,187,672	131,248,648	132,651,118	137,339,583	140,191,241	142,185,716	144,375,255	146,825,275	148,223,437	151,528,494
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	128,000	186,328	182,822	187,857	193,488	198,280	205,789	211,720	218,384	222,743	229,311	235,220
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	1,422,000	1,500,817	1,584,099	1,672,885	1,801,060	1,934,070	982,327	1,037,440	1,084,848	888,884	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as 'held for sale'	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	1,550,000	1,687,145	1,766,921	1,860,742	2,054,548	1,932,330	1,188,096	1,249,160	1,301,032	1,091,637	229,311	235,220
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	10,894,000	8,482,741	7,908,642	6,238,887	4,374,887	5,340,827	4,348,800	3,311,080	2,226,412	1,357,518	1,357,518	1,357,518
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as 'held for sale'	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	10,894,000	8,482,741	7,908,642	6,238,887	4,374,887	5,340,827	4,348,800	3,311,080	2,226,412	1,357,518	1,357,518	1,357,518
TOTAL LIABILITIES	12,544,000	11,159,886	9,675,563	8,099,629	6,429,435	7,073,157	5,546,896	4,560,220	3,527,444	2,449,155	1,686,829	1,592,738
Net Assets	117,728,000	118,134,845	120,232,109	123,148,959	126,221,679	130,266,426	134,644,345	137,625,496	140,847,811	144,376,120	146,536,608	149,935,756
EQUITY												
Retained Earnings	42,237,000	43,843,847	44,941,198	47,893,190	50,590,870	54,775,428	59,089,844	62,134,498	65,398,882	68,085,120	71,148,808	74,444,795
Revaluation Reserves	75,491,000	75,491,000	75,491,000	75,491,000	75,491,000	75,491,000	75,491,000	75,491,000	75,491,000	75,491,000	75,491,000	75,491,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	117,728,000	118,134,847	120,432,108	123,144,150	126,021,870	130,266,426	134,589,844	137,625,498	140,847,882	143,576,120	146,637,808	149,935,795
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	117,728,000	118,134,847	120,432,109	123,144,150	126,021,870	130,266,426	134,589,844	137,625,498	140,847,882	143,576,120	146,637,808	149,935,795

Richmond Valley Council 15 Year Financial Plan for the Years ending 30 June 2022 CASH FLOW STATEMENT - WATER FUND												
	Actuals 2020/21	Current Year 2021/22	2022/23	2023/24	2024/25	2025/26	Projected Years					2031/32
	\$	\$	\$	\$	\$	\$	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	1,521,984	1,625,894	1,708,236	1,799,233	1,895,438	1,917,046	1,975,388	2,026,514	2,067,488	2,101,368	2,226,505
User Charges & Fees	-	5,126,228	5,394,687	5,570,889	5,847,910	6,056,204	6,239,743	6,428,894	6,616,743	6,818,228	7,022,883	7,233,588
Investment & Interest Revenue Received	-	44,389	48,445	49,898	51,348	52,807	54,825	56,828	58,822	60,808	62,773	130,526
Grants & Contributions	-	252,014	210,831	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	38,816	41,010	42,241	43,508	44,814	46,158	47,543	48,969	50,438	51,951	53,510
Payments:												
Employee Benefits & On-Costs	-	(1,120,622)	(1,122,831)	(1,185,803)	(1,179,889)	(1,212,738)	(1,246,882)	(1,281,389)	(1,317,481)	(1,354,318)	(1,392,229)	(1,431,228)
Materials & Contracts	-	(3,918,859)	(4,064,487)	(4,174,673)	(4,261,075)	(4,400,507)	(4,659,190)	(4,679,218)	(4,783,724)	(4,818,170)	(5,041,822)	(5,214,838)
Borrowing Costs	-	-	-	-	-	-	-	-	-	-	-	-
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(77,274)	(98,205)	(98,162)	(95,143)	(91,547)	(82,178)	(83,205)	(84,315)	(85,416)	(86,555)	(87,720)
Net Cash provided (or used in) Operating Activities	-	1,669,664	2,064,322	2,168,207	2,374,286	2,511,200	2,568,442	2,703,772	2,817,762	2,918,443	3,027,701	3,100,284
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	-	-	814,743	1,334,044	-	-	946,228	532,238	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Sale of non-current assets classified as 'held for sale'	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	(200,000)	(1,600,000)	-	-	(81,830)	(1,408,442)	-	-	(1,813,442)	-	(58,286)
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(2,983,998)	(2,938,000)	(3,082,899)	(3,708,000)	(2,490,890)	(1,150,000)	(3,250,000)	(3,350,000)	(1,188,000)	(968,000)	(968,000)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	-	(2,783,336)	(4,168,300)	(2,471,767)	(3,374,286)	(2,511,200)	(2,558,442)	(2,703,772)	(2,817,762)	(2,918,443)	(3,027,701)	(3,100,284)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Financial Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	-	-	-	-	-	-	-	-	-	-	-
Net Increase (Decrease) in Cash & Cash Equivalents	-	886,328	(2,042,678)	(21,450)	0	0	0	0	0	0	2,122,701	2,137,118
plus: Cash & Cash Equivalents - beginning of year	-	3,278,000	2,394,128	321,450	0	0	0	0	0	0	0	2,122,701
Cash & Cash Equivalents - end of the year	-	2,364,128	321,450	0	0	0	0	0	0	0	2,122,701	4,259,819
Cash & Cash Equivalents - end of the year	3,278,000	2,394,128	321,450	0	0	0	0	0	0	0	2,122,701	4,259,819
Investments - end of the year	6,274,000	4,474,000	6,074,000	5,459,257	4,125,213	4,187,043	5,000,495	5,000,257	4,918,020	6,331,462	6,331,462	6,369,728
Cash, Cash Equivalents & Investments - end of the year	7,952,000	6,831,128	6,395,450	5,459,257	4,125,213	4,187,043	5,986,495	5,958,257	4,918,020	6,331,462	8,454,163	10,629,547
Representing:												
- External Restrictions	2,150,000	2,300,000	2,493,000	2,803,000	2,781,000	2,903,000	3,083,000	3,203,000	3,353,000	3,503,000	3,653,000	3,803,000
- Internal Restrictions	-	(286,345)	(915,158)	(1,310,786)	(2,388,315)	(2,532,786)	(458,498)	(759,217)	(1,031,415)	1,053,279	3,486,108	3,952,427
- Unrestricted	5,798,000	4,244,773	4,992,450	4,187,043	1,780,418	3,388,679	3,001,884	2,695,774	2,186,431	1,775,183	1,341,054	694,120
	7,952,000	6,831,128	6,395,450	5,459,257	4,125,213	4,187,043	5,986,495	5,958,257	4,918,020	6,331,462	8,454,163	10,629,547

Richmond Valley Council 19 Year Financial Plan for the Year ending 30 June 2032 CASHFLOW STATEMENT - SEWER FUND												
	Actuals 2020/21	Current Year 2021/22	2022/23	2023/24	2024/25	2025/26	Projected Years					
	\$	\$	\$	\$	\$	\$	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	7,227,647	7,716,470	7,957,863	8,196,839	8,443,471	8,687,500	8,930,257	9,228,830	9,589,588	9,792,862	10,066,758
User Charges & Fees	-	1,258,814	1,401,838	1,428,884	1,472,779	1,519,862	1,562,471	1,609,348	1,657,628	1,707,398	1,758,578	1,811,333
Investment & Interest Revenue Received	-	243,384	253,146	260,743	266,565	270,822	284,820	300,502	369,481	768,085	861,508	1,078,232
Grants & Contributions	-	368,158	183,811	1,097,118	1,382,000	2,347,118	2,809,000	1,184,183	800,000	241,818	100,000	100,000
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	8,797	8,971	8,180	8,330	8,828	9,721	9,823	7,131	7,348	7,868	7,782
Payments:												
Employee Benefits & On-Costs	-	(1,692,733)	(1,718,022)	(1,780,698)	(1,824,679)	(1,855,808)	(1,867,481)	(1,865,836)	(2,016,728)	(2,072,181)	(2,130,186)	(2,186,747)
Materials & Contracts	-	(3,228,867)	(3,828,874)	(3,723,179)	(3,631,496)	(3,525,678)	(4,073,642)	(4,193,158)	(4,288,828)	(4,411,362)	(4,522,577)	(4,658,584)
Borrowing Costs	-	(913,774)	(934,748)	(951,498)	(962,880)	(942,608)	(913,581)	(941,722)	(1,066,808)	(1,148,422)	(1,011,884)	(71,886)
Bonds & Deposits Returned	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(19,493)	(19,881)	(20,481)	(20,899)	(21,518)	(22,096)	(22,807)	(23,173)	(23,751)	(24,347)	(24,957)
Net Cash provided (or used in) Operating Activities	-	5,421,073	3,948,131	4,768,832	5,274,171	6,346,987	6,838,723	6,861,687	6,860,717	6,874,316	6,831,294	6,737,226
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	-	700,000	3,900,000	-	1,087,384	949,840	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	2,727	-	10,000	-	-	-	-	-	-
Sale of non-current assets classified as 'held for sale'	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	(1,300,000)	-	-	(502,288)	-	(1,813,816)	(3,308,000)	(2,800,000)	-	-	(1,827,821)
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(2,527,428)	(3,710,180)	(6,700,000)	(4,302,000)	(7,874,000)	(7,948,000)	(3,480,000)	(2,898,000)	(1,860,000)	(1,190,000)	(1,890,000)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	-	(3,827,428)	(2,910,180)	(3,707,278)	(4,284,168)	(6,766,816)	(6,308,120)	(4,871,816)	(6,698,000)	(4,860,000)	(1,180,000)	(3,717,821)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	-	-	2,500,000	-	-	-	-	-	-
Proceeds from Financial Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	(1,422,442)	(1,368,817)	(1,384,898)	(1,872,880)	(1,881,080)	(1,834,570)	(962,327)	(1,037,442)	(1,084,846)	(868,894)	-
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	(1,422,442)	(1,368,817)	(1,384,898)	(1,872,880)	(638,080)	(1,834,570)	(962,327)	(1,037,442)	(1,084,846)	(868,894)	-
Net Increase/(Decrease) in Cash & Cash Equivalents	-	(1,828,796)	(280,866)	1,677,180	(1,282,857)	468,411	(1,267,867)	75,744	(1,038,725)	(80,330)	3,812,360	2,556,708
plus: Cash & Cash Equivalents - beginning of year	-	9,300,000	8,873,202	3,411,336	4,428,498	3,175,583	3,864,004	2,586,017	2,841,781	1,819,238	1,894,707	6,367,087
Cash & Cash Equivalents - end of the year	-	7,471,204	8,592,336	5,088,516	3,145,641	3,644,004	2,618,147	2,661,761	1,803,013	1,738,907	5,707,067	8,923,795
Cash & Cash Equivalents - end of the year												
Cash & Cash Equivalents - end of the year	5,900,000	6,873,202	3,411,336	4,428,498	3,175,583	3,864,004	2,666,017	2,841,781	1,819,238	1,738,907	5,367,067	7,826,778
Investments - end of the year	6,811,000	8,211,000	7,919,000	8,011,000	4,963,389	3,496,005	2,948,005	4,362,861	7,682,941	10,262,941	10,262,941	11,890,183
Cash, Cash Equivalents & Investments - end of the year	-	12,712,000	14,884,202	11,330,336	12,439,498	7,738,892	7,748,089	7,844,402	9,277,879	11,817,348	15,826,798	19,816,961
Representing:												
- External Restrictions	4,237,000	4,337,000	4,437,000	4,537,000	4,637,000	4,737,000	4,837,000	4,937,000	5,037,000	5,137,000	5,237,000	5,337,000
- Internal Restrictions	-	(180,000)	(1,504,247)	(1,185,198)	(2,782,515)	(6,039,037)	(8,761,516)	(4,388,262)	(2,015,888)	483,827	4,405,211	8,386,171
- Unrestricted	7,875,000	7,886,702	7,400,584	7,987,850	6,994,487	6,482,048	6,279,980	6,463,795	6,196,000	6,196,437	5,987,488	6,093,787
Total	-	12,712,000	14,884,202	11,330,336	12,439,498	7,738,892	7,748,089	7,844,402	9,277,879	11,817,348	15,826,798	19,816,961



DRAFT Revenue Policy 2022-2023
Presented to Council
28 June 2022



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.

Richmond Valley Council

Casino Office:
10 Graham Place
(Locked Bag 10)
Casino NSW 2470
Phone: (02) 6660 0300
Fax: (02) 6660 1300

Evans Head Office:
25 Woodburn Street
Evans Head NSW 2473
Phone: (02) 6660 0365
Fax: (02) 6682 4252

Email: council@richmondvalley.nsw.gov.au
Web: www.richmondvalley.nsw.gov.au



Contents

Introduction	4
Pricing Policy	4-5
Statement of Rates, Charges, Fees and Loan Borrowings	6-19
General Fees and Charges	19
Recover	
Building and Maintaining Roads	20-21
Sports Grounds, Parks and Facilities	21-24
Community Centres and Halls	24-26
Water Supplies	26-27
Sewerage Services	27
Planning & Development Services	28-44
Development Engineering	44-46
Libraries	47
Environmental Health	47-53
Sustain	
Northern Rivers Livestock Exchange	53-55
Governance & Advocacy	55-56
Customer Service	56
Information Technology Services	56
Financial Services	56-57
Engineering Support & Asset Management	57-60
Fleet Management	60
Cemeteries	60-62
Waste Management	62-67

Introduction

This Revenue Policy, which is part of Council's Operational Plan, provides details of the following in accordance with the Local Government (General) Regulation 2021:

- Estimated income and expenditure
- Ordinary rates and special rates
- Proposed fees and charges
- Proposed pricing policy/methodology
- Proposed borrowings

In accordance with the Local Government (General) Regulation 2021, the statement of fees and structure of the pricing methodology does not include information that could confer a commercial advantage on a competitor of the Council.

Pricing Policy

1. All fees and charges not subject to regulatory control are to be reviewed on an annual basis in conjunction with the annual estimates.
2. In reviewing fees and charges, consideration will be given to a full cost recovery principle on a fee for service basis. This principle will only be applied where the cost of the service provision can be accurately determined and the end user accurately identified.
3. Where full cost recovery cannot be applied to determine the price or charge, the alternative price will be based on:
 - The cost to Council.
 - The suggested price for that service published by any relevant body.
 - The importance of the service to the community (Community Service Obligation).
 - The projected Consumer Price Index (CPI) for the period.
 - The competitiveness of fees and charges with those charged by other organisations.
4. Where the fee or charge relates to Council businesses that are classified Category 1 or Category 2 in accordance with National Competition Policy guidelines, the fee or charge will be based on full cost recovery. If the fee or charge is not based on full cost recovery, then any subsidy granted to the business by the Council will be disclosed.

Goods and Services Tax (GST)

Council is required to include Goods and Services Tax (GST) on its fees and charges. All prices listed for Council's fees and charges are inclusive of GST except where indicated. Some fees and charges levied by Council are exempt from GST in accordance with the Federal Treasurer's Determination under Section 81-5 of A New Tax System (GST) Act 1999. Each fee and charge levied by Council has been reviewed with respect to its GST status and at time of publication of this document is correct. However, if a fee or charge is shown as being subject to GST and is subsequently proven not to be subject to GST, then the fee will be amended by reducing the GST to nil. Conversely if Council is advised that a fee which is shown as not subject to GST becomes subject to GST then the fee will be increased but only to the extent of the GST. To assist in determining the GST status of the fees and charges published in this document, the following legend is used to indicate GST status for each fee or charge in the column titled 'GST Included':

Y = Deemed to be taxable and fee/charge includes GST

N = Deemed to be non-taxable and fee/charge excludes GST

Pricing Categories

Where applicable each fee or charge has been categorised with the following legend that demonstrates on what basis each fee or charge has been determined in accordance with Council's revenue policy:

PRICING CATEGORY	DESCRIPTION
A	Significant Partial Cost Pricing - The price for this good/service is set to make a significant contribution towards the cost of providing the good/service. The remainder of the costs is met from general purpose revenue.
B	Regulatory Pricing - The price charged for this good/service is a regulatory charge set by government regulation.
C	Minimal Partial Cost Pricing - The price for this good/service is set to make a minimal contribution to the annual operating and maintenance costs of the facility. The remainder of the costs are met from general purpose revenue.
D	Rate of Return Pricing - The price for this service is set to make a contribution towards the cost of replacing the infrastructure assets utilised in the provision of the good/service.
E	Full Cost Recovery Pricing - The price for this good/service is based on the full cost of providing the good/service.
F	Reference Pricing - The price for this good/service is set by reference to prices charged for similar goods/services provided by like Councils.

Statement of Rates, Charges, Fees and Loan Borrowings

Statement of Rates

In accordance with Section 492 and 493 of the Local Government Act 1993, Richmond Valley Council proposes to levy general land rates for the following categories:

- Residential
- Rural Residential
- Farmland
- Business

For the 2022/2023 financial year, Council will be continuing a unified rate structure for all rating categories of Residential, Rural Residential, Farmland and Business.

All general land rates within all categories will be made/levied on the basis of a base amount plus an ad valorem rate for 2022/2023.

Council will also apply land values for the purposes of calculating rates that have been issued by the NSW Valuer General. Council is required by the provisions of the Valuation of Land Act 1916 to apply these valuations and the base date of the land valuations is 1 July 2019.

The Independent Pricing and Regulatory Tribunal of NSW has announced a rate peg amount of 0.7% for the 2022/2023 financial year. Council has previously received approval under Section 508(2) of the Local Government Act 1993 to increase the overall general land rate yield up to 5.5%, inclusive of the rate peg for the four year period 2019/2020 to 2022/2023.

RATE CATEGORY	ASSESS	BASE AMOUNT (\$):	YIELD FROM BASE	AD VALOREM AMOUNT (\$):	ESTIMATED YIELD (\$):	GST INCLUDED
Residential	7,936	310.00	25.83%	0.00591	9,524,703	N
Sub Category - Rural Residential	586	310.00	29.11%	0.00402	624,110	N
Business	661	360.00	10.06%	0.01621	2,364,460	N
Farmland	1,606	360.00	18.54%	0.00437	3,118,889	N
Total	10,789				15,632,162	

Statement of Charges

In accordance with Section 496, 496A, 501, and 552 of the Local Government Act 1993, Council will levy annual charges for the following services:

- Sewerage
- Water
- Domestic Waste Management
- Non Domestic Waste Management
- Drainage (Stormwater Management Service Charge)

In accordance with Section 502 of the Local Government Act 1993, Council will levy charges for actual use for the following services:

- Sewerage
- Water
- Non Domestic Waste Management

Water, Sewerage and Non-Domestic Waste Management Charges relating to non-rateable properties will be charged in accordance with Section 502 of the Local Government Act 1993. For the purpose of charging these properties that actually use these services, the charges to apply are the same as those charged to rateable properties as the charges are representative of use.

Statement Sewerage and Water Charges

For the 2022/2023 financial year, Council will continue a uniform charging regime for sewerage and water across the entire Richmond Valley Council area. The charging regime is based on the requirement by the NSW Office of Water to promote best practice pricing and for Council to comply with the requirements of National Competition Policy. The rationale for best practice pricing is to provide:

- Fair pricing to equitably share the cost of service provision and remove significant cross subsidies.
- Appropriate pricing signals which enable customers to balance the benefits and costs of using the services, thereby promoting efficient use and reduced wastage.
- Full cost recovery.

Sewerage Charges

Sewerage Charges to be implemented for 2022/2023 are based on the following formula in accordance with the best practice pricing guidelines:

$$\text{SDF} \times (\text{AC} + \text{C} \times \text{UC})$$

Where:

- SDF = Sewerage discharge factor
- AC = Water meter access charge based on size of water meter
- C = Water consumption measured in kilolitres
- UC = Sewerage usage charge per kilolitre

In accordance with the best practice guidelines, Council's sewerage charging structure for 2022/2023 is as follows:

SEWERAGE CHARGE CATEGORY	SERVICES	CHARGE (\$):	ESTIMATED YIELD (\$):	GST INCLUDED
Residential Charge	6,758	1,110.00	7,501,380	N
Vacant Charge (Residential) **	167	1,110.00	185,370	N
Non-Residential Charge***			1,527,259	N
20mm Water Service	368	$(189.00 + (2.88 \times C)) \times \text{SDF}$		N
25mm Water Service	81	$(226.00 + (2.88 \times C)) \times \text{SDF}$		N
32mm Water Service	42	$(469.00 + (2.88 \times C)) \times \text{SDF}$		N
40mm Water Service	67	$(736.00 + (2.88 \times C)) \times \text{SDF}$		N
50mm Water Service	51	$(1,153.00 + (2.88 \times C)) \times \text{SDF}$		N
65mm Water Service	2	$(1,947.00 + (2.88 \times C)) \times \text{SDF}$		N
80mm Water Service	4	$(2,949.00 + (2.88 \times C)) \times \text{SDF}$		N
100mm Water Service	17	$(4,608.00 + (2.88 \times C)) \times \text{SDF}$		N
200mm Water Service	1	$(18,030.00 + (2.88 \times C)) \times \text{SDF}$		N
SF	5	$(2.88 \times C) \times \text{SDF}$		
Vacant Charge Non-Residential) **	76	1,110.00	84,360	N
Total	7,639		9,298,369	

** The vacant charge may be applied to all vacant land that is not connected to the sewerage system but is within 75 metres of a sewerage main and considered capable of being serviced.

In the above table, C = water consumption measured in kilolitres and SDF = sewerage discharge factor. The SDF represents the quantity of consumed water that is returned to the sewerage system.

In calculation of the above charges, the following sewerage discharge factors (SDF) are to be utilised:

For Non-Residential Customers = 0.95

(doesn't include commercial customers who have negotiated a sewerage discharge factor based on the actual water returned to the sewer system)

Council also reserves the right to amend the sewerage discharge factor on an annual basis to represent actual water returned to the sewerage system for non-residential customers in consultation with those users. If the actual discharge to the sewerage system is proven by a non-residential consumer to be less than the standard guideline discharge factor, Council will charge on the basis of the proven discharge factor. As an example, if a non residential customer demonstrates only five percent of the water consumed is returned to the sewerage system, then the discharge factor will be five percent.

*** The minimum charge for any allotment is equivalent to the residential charge including individual allotments that have been amalgamated for rating purposes.

It should also be noted that in the application of the best practice pricing guidelines for sewerage charges, the following is to apply in respect of strata title units/flats and properties rated as one rate assessment but containing multiple flats/units known as multiple occupancies:

- In terms of residential strata unit/flats, the sewerage charge equivalent to the residential sewerage charge will be applied to each strata unit/flat.
- In terms of multiple occupancy residential units/flats the sewerage charge levied to the assessment will be based on the number of units/flats contained in the multiple occupancy multiplied by the multiple occupancy sewerage charge.
- If the residential strata/unit/flats or multiple occupancy residential units/flats are within 75 metres of the nearest sewerage main but not connected to the sewerage system then the number of units/flats contained in the strata title or multiple occupancy will be multiplied by the sewerage vacant charge.

Water Charges

In accordance with best practice guidelines, Council will continue with a user pays water system comprising of a two part tariff for residential customers that includes a fixed access charge based on the size of the water meter connected and consumption charges based on water consumed measured in kilolitres. Council's water charging structure for 2022/2023 is as follows:

WATER CHARGE CATEGORY	SERVICES	CHARGE \$	ESTIMATED YIELD \$	GST INCLUDED
Consumption Charges				
Residential Consumption Charges		2.88 a kilolitre for the first 200kl 4.38 a kilolitre greater than 200kl	3,259,586	N
Non-Residential Consumption Charges		2.88 per kilolitre	1,627,567	N
Northern Co-operative Meat Company Ltd Consumption Charge		1.06 per kilolitre	806,859	N
Total Consumption Charges			5,694,012	
Residential Water Access Charges				
20mm Water Service	7,076	189.00	1,337,364	N
25mm Water Service	69	226.00	15,594	N
32mm Water Service	3	469.00	1,407	N
40mm Water Service	1	736.00	736	N
50mm Water Service	3	1,153.00	3,459	N
65mm Water Service	0	1,947.00	0	N
80mm Water Service	0	2,949.00	0	N
100mm Water Service	1	4,608.00	4,608	N
200mm Water Service	0	18,030.00	0	N
Total Residential Water Access Charges	7,153		1,363,168	
Non-Residential Water Access Charges				
20mm Water Service	677	189.00	127,953	N
25mm Water Service	85	226.00	19,210	N
32mm Water Service	45	469.00	21,105	N
40mm Water Service	69	736.00	50,784	N
50mm Water Service	70	1,153.00	80,710	N
65mm Water Service	2	1,947.00	3,894	N
80mm Water Service	8	2,949.00	23,592	N
100mm Water Service	26	4,608.00	119,808	N
200mm Water Service	1	18,030.00	18,030	N
Total Residential Water Access Charges	983		465,086	
Water Restrictor Charges				
Water Restrictor Fees *		312.00	0	N
Total	8,136		7,522,266	

Where a property that is located within 225 metres of a water main and is a vacant property then that property may be charged an access charge equivalent to the access charge for a 20mm water service.

Where a water meter is installed to service a fire service and only a fire service, the access charge to be levied will be nil. Where a property increases a water meter or meters to a larger size due to installation of a fire service in conjunction with normal water use, the access charge will be charged based on the size of the meter replaced. For example, if an existing 100mm meter is replaced by a 150mm meter to cater for fire service provision in addition to normal water use, then the access charge to be charged will be the 100mm meter access charge.

In regard to a situation where a water meter is proven not to record correct water consumption, the provision of clause 158 of the Local Government (General) Regulation 2021 is to apply in terms of determining billable consumption. In this regard consumption will be determined on the basis of daily consumption equal to the average daily consumption during the corresponding meter reading period of the previous year.

*** The minimum charge for any allotment is equivalent to the residential charge including individual allotments that have been amalgamated for rating purposes.

It should also be noted that in the application of the best practice pricing guidelines for water charges, the following is to apply in respect of strata title units/flats and properties rated as one rate assessment but containing multiple flats/units known as multiple occupancies:

- In terms of residential strata unit/flats, the water availability charge equivalent to the residential 20mm connection size access charge will be applied to each strata unit/flat. Water consumption charges will be charged to the body corporate of the strata title.
- In terms of multiple occupancy residential units/flats the water availability charge levied to the assessment will be based on the number of units/flats contained in the multiple occupancy multiplied by the residential 20mm connection size access charge. In addition to this water consumption charges will also apply.
- If the residential strata/unit/flats or multiple occupancy residential units/flats are within 225 metres of the nearest water main but not connected to the water system then the number of units/flats contained in the strata title or multiple occupancy will be multiplied by the residential 20mm connection size.

Statement Waste Management Charges

In accordance with Section 496 of the Local Government Act 1993, Council will charge an annual Domestic Waste charge for all customers provided with a domestic waste collection service throughout the Richmond Valley Council area. Where a domestic waste service is available but not used by a customer, that customer will be charged a waste availability charge

In accordance with Section 501 and Section 502 of the Local Government Act 1993, Council will charge an annual Non Domestic Waste charge for all customers throughout the Richmond Valley Council area provided with a waste collection service not of a domestic nature.

It should be noted that waste charges are annual charges whether the service is used weekly or not. However, in relation to both domestic and non domestic waste charges any notification of changes to services and the charge applicable will be calculated on a pro-rata monthly basis.

Additionally, charges for both domestic waste and non domestic waste are a per service charge. A domestic service is defined as one red lidded residual waste bin collected on a fortnightly basis, one yellow lidded co-mingled recycling bin collected on a fortnightly basis and one green lidded food organics and garden waste bin collected on a weekly basis. A domestic service may also utilise additional co-mingled domestic recycling only charge and/or a green lidded food organics and garden waste only charge. This additional service availability is subject to approval.

The Non Domestic/Commercial service is a weekly red lidded residual waste bin, one yellow lidded co-mingled recycling bin collected on a fortnightly basis and one green lidded garden waste bin collected on a fortnightly basis. Non Domestic/ Commercial may also utilise additional co-mingled or garden green waste services only at a separate non-domestic only charge. In 2022/2023 Non Domestic customers have the option of paying to take up food organics and garden organics (FOGO) by converting the fortnightly garden organics service into a weekly FOGO service. If a property has multiple waste bins or collection per week then the charge levied is adjusted accordingly.

Council continues to charge a Waste Infrastructure Charge to be used to partially fund the construction of the new cell 6 (essential infrastructure) at Nammoona Landfill and ongoing asset renewals of the Waste Management Program.

The proposed waste management charges to be applied by Richmond Valley Council for 2022/2023 are as follows:

WASTE MANAGEMENT CHARGE CATEGORY	SERVICES	CHARGE \$	ESTIMATED YIELD \$	GST INCLUDED
Waste Charges (Domestic and Non-Domestic)				
Waste Infrastructure Charge (Payable by All Rateable Properties)	10,761	45.00	484,245	N
Recycling Only Upgrade from 240L to 360L (An Initial One-Off Payment)	0	60.00	0	Y
Total Waste Charges (Domestic and Non-Domestic)	10,761		484,245	
Domestic Waste Charges				
Standard Services				
Domestic Waste Service (Includes the Collection of a Red Waste Bin Fortnightly, a Yellow Recycling Bin Fortnightly and a Green Organics Bin Weekly - Bins Supplied by Council)	7,671	650.00	4,986,150	N
Waste Availability Charge (Payable Where a Service is Available But Has Not Been Taken Up)	432	125.00	54,000	N
Domestic Waste Medical Collection (By Arrangement Only)	7	650.00	4,550	N
Additional Services				
Domestic Red Garbage Bin Additional Service (By Arrangement Only)	7	155.00	1,085	N
Domestic Yellow Recycling Bin Additional Service (By Arrangement Only)	0	155.00	0	N
Domestic Green Organics Bin Additional Service (By Arrangement Only)	7	155.00	1,085	N
Domestic Waste Special Collection Red Bin Weekly (By Arrangement Only)	22	805.00	17,710	N
Total Domestic Waste Charges	8,146		5,064,580	
Non Domestic Waste Charges				
Standard Services				
Non-Domestic Waste Service (Includes the Collection of a Red Waste Bin Weekly, a Yellow Recycling Bin Fortnightly and a Green Garden Organics Only Bin Fortnightly - Must Purchase Own Bins)	911	685.00	624,035	N
Additional Services				
Non-Domestic Recycling Additional Service (Converting Yellow Bin from Fortnightly to Weekly)	64	190.00	12,160	N
Non-Domestic Greenwaste Additional Service FOGO (Converting Green Bin from Fortnightly to Weekly)	11	190.00	2,090	N
Non-Domestic Waste 2 x Weekly	55	1,370.00	75,350	N
Special Event Service *				
- Rental		6.00 per week (or part thereof)		Y
- Servicing (Emptying of Bin)		17.50 per bin serviced		N
- Prepaid Bin Delivery & Pickup (Up to 15 Bins thereof)		56.00 per delivery		N
Total Non Domestic Waste Charges	1,041		713,635	
Totals	19,948		6,262,460	

* Each request will be assessed by Council on a case by case basis depending on the circumstances.

Statement Stormwater Service Management Charge

The Local Government (General) Amendment (Stormwater) Regulation 2006 commenced on the 13 April 2006. This regulation now allows all councils in New South Wales to raise an annual charge for Stormwater Management Services. The Stormwater Management Service charge is designed to fund the management of the quantity and quality of stormwater that flows off land and includes a service to manage the re-use of stormwater for any purpose.

This charge is to apply for all properties within urban areas that are rated residential or business except vacant land (land not containing a building or impervious surfaces) for which Council provides a stormwater management service. The charge can only be raised when Council is to provide additional or a higher level of stormwater management service to eligible land than currently provided from general income.

Department of Housing properties and non-rateable properties are exempt from the Stormwater Service Management Charge. Expenditure of the Stormwater Management Service Charge can be both either recurrent or capital expenditure on the following services:

- Planning, construction and maintenance of drainage systems including pipes, channels, retarding basins and waterways receiving urban stormwater.
- Planning, construction and maintenance of stormwater treatment measures, including gross pollutant traps and constructed wetlands.
- Planning, construction and maintenance of stormwater harvesting and reuse projects.
- Planning and undertaking of community and industry stormwater pollution education campaigns.
- Inspection of commercial and industrial premises for stormwater pollution prevention.
- Cleaning up of stormwater pollution incidents.
- Water quality and aquatic ecosystem health monitoring of waterways, to assess the effectiveness of stormwater pollution controls.
- Monitoring of flows in drains and creeks, to assess the effectiveness for flow management (flooding) controls.
- Non-permanent staff specifically appointed to work on stormwater management projects(s).

The Stormwater Management Service Charge is charged on the following basis being the lower of:

- \$25.00 per residential property per annum (maximum).
- \$12.50 per residential unit per annum multiple occupancy premises (maximum).
- \$12.50 per residential strata unit per annum (maximum).
- \$25.00 per business property per 350 square metres or part thereof for properties
- \$25.00 per business strata property per 350 square metres or part thereof then divided by the unit entitlement.
- For business properties where land area exceeds 4,200 square metres or in exceptional circumstances the area for purposes of the stormwater charge is calculated to be the impervious area divided by 0.9. This is derived from the assumption on page 10 of the Office of Local Government Stormwater Management Service Charge Guidelines that a business lot is 90% impervious.
- The cost of providing the additional stormwater management services.
- There is no statutory pensioner reduction available to the Stormwater Service Management Charge nor any voluntary pension rebate from Council.

To implement the Stormwater Management Service Charge, Council must ensure the following information is disclosed in the Operational Plan:

- Proposed stormwater management services that are to be funded by the annual stormwater management plan.
- Proposed stormwater management services to be funded from sources other than the stormwater management charge.
- Proposed stormwater management services to be funded from both the stormwater management service charge and other sources noting the proportion funded from other sources.
- Proposed total expenditure for the provision of stormwater management services.

The proposed stormwater service management charges to be applied by Richmond Valley Council for 2022/2023 are as follows:

STORMWATER SERVICE CHARGE MANAGEMENT CATEGORY	ASSESS/ UNITS	CHARGE \$	ESTIMATED YIELD \$	GST INCLUDED
Dwellings	4,968	25.00	124,200	N
Strata Units	793	12.50	9,912.50	N
Multiple Occupancies	186/545	12.50	6,812.50	N
Dwelling - Tank Exempt =>9,000ltr	1	8.00	8	N
Dwelling - Tank Exempt 4,500ltr - 8,999ltr	4	16.50	66	N
Dwelling - Tank Exempt 2,000ltr - 4,499ltr	0	20.75	0	N
Business Strata Units	75	Various (Avg 14.55)	1,091	N
Business 0m2 – 350m2	68	25.00	1,700	N
Business 350m2 – 700m2	83	50.00	4,150	N
Business 700m2 – 1,050m2	70	75.00	5,250	N
Business 1,050m2 – 1,400m2	42	100.00	4,200	N
Business 1,400m2 – 1,750m2	27	125.00	3,375	N
Business 1,750m2 – 2,100m2	23	150.00	3,450	N
Business 2,100m2 – 2,450m2	8	175.00	1,400	N
Business 2,450m2 – 2,800m2	16	200.00	3,200	N
Business 2,800m2 – 3,150m2	7	225.00	1,575	N
Business 3,150m2 – 3,500m2	13	250.00	3,250	N
Business 3,500m2 – 3,850m2	3	275.00	825	N
Business 3,850m2 – 4,200m2	11	300.00	3,300	N
Business 4,200m2 – 4,550m2	3	325.00	975	N
Business 4,550m2 – 4,900m2	1	350.00	350	N
Business 4,900m2 – 5,250m2	5	375.00	1,875	N
Business 5,250m2 – 5,600m2	4	400.00	1,600	N
Business 5,600m2 – 5,950m2	5	425.00	2,125	N
Business 5,950m2 – 6,300m2	2	450.00	900	N
Business 6,300m2 – 6,650m2	3	525.00	1,575	N
Business 6,650m2 – 7,000m2	2	575.00	1,150	N
Business 7,000m2 – 7,350m2	1	600.00	600	N
Business 7,350m2 – 7,700m2	1	675.00	675	N
Business 7,700m2 – 8,050m2	0	725.00	0	N
Business 8,050m2 – 8,400m2	2	800.00	1,600	N
Business 8,400m2 – 8,750m2	1	875.00	875	N
Business 8,750m2 – 9,100m2	1	925.00	925	N
Business 9,100m2 – 9,450m2	0	1,250.00	0	N
Business 9,450m2 – 9,800m2	1	1,475.00	1,475	N
Business 9,800m2 – 10,150m2	3	1,700.00	5,100	N
Business 10,150m2 – 10,500m2	1	2,225.00	2,225	N
Business 10,500m2 – 10,850m2	0			
Business 10,850m2 – 11,200m2	2	800.00	1,600	N
Business 11,200m2 – 11,550m2	1	875.00	875	N
Business 11,550m2 – 11,900m2	1	925.00	925	N
Business 11,900m2 – 12,250m2	0	1,250.00	0	N
Business 12,250m2 – 12,600m2	1	1,475.00	1,475	N
Business 12,600m2 – 12,950m2	3	1,700.00	5,100	N
Business 12,950m2 – 13,300m2	1	2,225.00	2,225	N
Business 13,300m2 – 13,650m2	0			
Business 13,650m2 – 14,000m2	1	1,475.00	1,475	N
Business 14,000m2 – 14,350m2	3	1,700.00	5,100	N
Business 14,350m2 – 14,700m2	1	2,225.00	2,225	N
Business 14,700m2 – 15,050m2	0			
Business 15,050m2 – 15,400m2	1	1,475.00	1,475	N
Business 15,400m2 – 15,750m2	3	1,700.00	5,100	N
Business 15,750m2 – 16,100m2	1	2,225.00	2,225	N
Business 16,100m2 – 16,450m2	0			
Business 16,450m2 – 16,800m2	1	1,475.00	1,475	N
Business 16,800m2 – 17,150m2	3	1,700.00	5,100	N
Business 17,150m2 – 17,500m2	1	2,225.00	2,225	N
Business 17,500m2 – 17,850m2	0			
Business 17,850m2 – 18,200m2	1	1,475.00	1,475	N
Business 18,200m2 – 18,550m2	3	1,700.00	5,100	N
Business 18,550m2 – 18,900m2	1	2,225.00	2,225	N
Business 18,900m2 – 19,250m2	0			
Business 19,250m2 – 19,600m2	1	1,475.00	1,475	N
Business 19,600m2 – 19,950m2	3	1,700.00	5,100	N
Business 19,950m2 – 20,300m2	1	2,225.00	2,225	N
Business 20,300m2 – 20,650m2	0			
Business 20,650m2 – 21,000m2	1	1,475.00	1,475	N
Business 21,000m2 – 21,350m2	3	1,700.00	5,100	N
Business 21,350m2 – 21,700m2	1	2,225.00	2,225	N
Business 21,700m2 – 22,050m2	0			
Business 22,050m2 – 22,400m2	1	1,475.00	1,475	N
Business 22,400m2 – 22,750m2	3	1,700.00	5,100	N
Business 22,750m2 – 23,100m2	1	2,225.00	2,225	N
Business 23,100m2 – 23,450m2	0			
Business 23,450m2 – 23,800m2	1	1,475.00	1,475	N
Business 23,800m2 – 24,150m2	3	1,700.00	5,100	N
Business 24,150m2 – 24,500m2	1	2,225.00	2,225	N
Business 24,500m2 – 24,850m2	0			
Business 24,850m2 – 25,200m2	1	1,475.00	1,475	N
Business 25,200m2 – 25,550m2	3	1,700.00	5,100	N
Business 25,550m2 – 25,900m2	1	2,225.00	2,225	N
Business 25,900m2 – 26,250m2	0			
Business 26,250m2 – 26,600m2	1	1,475.00	1,475	N
Business 26,600m2 – 26,950m2	3	1,700.00	5,100	N
Business 26,950m2 – 27,300m2	1	2,225.00	2,225	N
Business 27,300m2 – 27,650m2	0			
Business 27,650m2 – 28,000m2	1	1,475.00	1,475	N
Business 28,000m2 – 28,350m2	3	1,700.00	5,100	N
Business 28,350m2 – 28,700m2	1	2,225.00	2,225	N
Business 28,700m2 – 29,050m2	0			
Business 29,050m2 – 29,400m2	1	1,475.00	1,475	N
Business 29,400m2 – 29,750m2	3	1,700.00	5,100	N
Business 29,750m2 – 30,100m2	1	2,225.00	2,225	N
Business 30,100m2 – 30,450m2	0			
Business 30,450m2 – 30,800m2	1	1,475.00	1,475	N
Business 30,800m2 – 31,150m2	3	1,700.00	5,100	N
Total	6,793		201,790	

Statement of Rates and Charges Summary

In summary, Council will levy and collect the following revenue from rates, charges and pay for use charges excluding general fees and charges for 2022/2023.

RATES OR CHARGE CATEGORY	ASSESSMENT/ SERVICES	ESTIMATED YIELD \$	GST INCLUDED
Rates			
Residential	7,936	9,524,703	N
Rural Residential	586	624,110	N
Business	661	2,364,460	N
Farmland	1,606	3,118,889	N
Total Rates	10,789	15,632,162	
Sewerage			
Vacant Charge (Residential)	167	185,370	N
Vacant Charge (Non-Residential)	76	84,360	N
Residential	6,758	7,501,380	N
Non Residential	638	1,527,259	N
Total Sewerage	7,639	9,298,369	
Water			
Consumption Charges		5,694,012	N
Residential Access Charges	7,153	1,363,168	N
Non-Residential Access Charges	983	465,086	N
Total Water	8,136	7,522,266	
Waste Management			
Waste Infrastructure Charge	10,761	484,245	N
Domestic Waste Service	7,671	4,986,150	N
Waste Availability Charge	432	54,000	N
Domestic Waste Medical Collection	7	4,550	N
Domestic Waste Additional Services	14	2,170	N
Domestic Waste Special Services	22	17,710	N
Non-Domestic Waste Services	911	624,035	N
Non-Domestic Additional Services	75	14,250	N
Non-Domestic Waste 2 x Weekly	55	75,350	N
Recycling Upgrade from 240L to 360L	0	0	N
Total Waste Management	19,948	6,262,460	
Stormwater Management Service Charge			
Residential	6,311	140,999	N
Business	482	60,791	N
Total Stormwater Management	6,793	201,790	
Totals	53,305	38,917,047	

Payment Schedule of Rates and Charges Excluding General Fees and Charges

Rates and charges excluding general fees and charges will continue to be paid in four quarterly instalments as follows:

INSTALMENT	ISSUED	DUE DATE
First	31 July 2022	31 August 2022
Second	31 October 2022	30 November 2022
Third	31 January 2023	28 February 2023
Fourth	30 April 2023	31 May 2023

During the year in accordance with the Local Government Act 1993, a supplementary levy may be issued which will affect the number of instalments paid by the ratepayer. The rates and charges are apportioned over the instalment due dates that remain after the supplementary levy is applied. In an attempt to alleviate hardship that may arise in this situation, consideration will be given to the formulation of an agreement with the ratepayer under Section 564 of the Local Government Act 1993 for the payment of rates and charges and the waiving of interest penalties if the agreement is adhered to.

Financial Hardship

General Financial Hardship (including COVID-19)

Ratepayers experiencing financial hardship in respect of payment of Council rates and charges can apply to Council for alternative payment options to assist the alleviation of such hardship. Please contact Council's Revenue Team who will discuss options in confidence and advise what can be done to assist ratepayers with the payment of rates and charges.

Financial Hardship as a Result of a Natural Disaster

The Financial Hardship – Natural Disaster Policy grants financial relief by deferring the due date for payment of rates and charges for those impacted by natural disasters. This allows property owners two years to pay any outstanding rates and charges from the year of application and approval, 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.

Interest on Rates and Charges Excluding General Fees and Charges

The NSW Minister for Local Government announces in accordance with Section 566(3) of the Local Government Act 1993 the maximum amount of interest that can be levied on overdue rates and charges. For the 2022/2023 financial year, the NSW Minister for Local Government has set the interest rate at 6.00% per annum. Council will apply the interest rate for 2022/2023 as determined by the NSW Minister for Local Government.

Statement of Loan Borrowings

Council has \$1,000,000 in planned borrowings in General Fund for the 2022/2023 financial year: -

- \$1,000,000 - Construction of Cell 6 at Nammoona Landfill

General Fees and Charges

Section 608 of the Local Government Act 1993 authorises Council to charge and recover an approved fee for any service it provides other than a service it provides on an annual basis for which it is authorised or required to make an annual charge under Section 496 or 501 of the Local Government Act 1993. In determining fees under Section 608, Council is required to take into consideration the following factors as required by Section 610(D) of the Local Government Act 1993:

- The cost to Council of providing the service.
- The price suggested for that service by any relevant industry body or in any schedule of charges published, from time to time, by the Office of Local Government.
- The importance of the service to the community.
- Any factors specified in the regulations.

Section 610 of the Local Government Act 1993 prohibits Council from determining a fee that is inconsistent with a fee determined by another Act, Council charging a fee in addition to the fee determined by another Act or charging a fee under the Local Government Act 1993 if the fee is prohibited from being charged under another Act.

Council's organisational structure for the purposes of fees and charges is based on the Departments of Corporate Support and Infrastructure and Environment. The following schedules of fees and charges are listed in respect to the Departments responsible for setting the fee or charge.

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Cat.
------	----------------------------------	----------------------------------	------	-----	-----------------

Richmond Valley Council

Recover

Building and Maintaining Roads

Aerodromes

General aerodrome notes:

Initial use of Casino Aerodrome requires user to pay \$100.00 key bond.

Access to aerodrome for placement of facilities associated with event (e.g.: toilets, garbage bins) is permissible prior to event provided the facilities do not impact on the use of the aerodrome and is not considered as part of the hire period.

Closing Aerodrome – Non-Aircraft Event	See private works			Y	E
--	-------------------	--	--	---	---

Landing Fees – Light Aircraft Based at Casino (Resident Aircraft)

Annual landing permit for aircraft $\geq 1,000$ kg MTOW, and all helicopters based at Casino and operated non-commercially (including Stored Hangar Aircraft)	\$138.00	\$142.00	Per annum per aircraft	Y	C
Annual landing permit for fixed wing aircraft up to 999kg MTOW, and all helicopters, based at Casino and operating non-commercially (Including Stored Hangar Aircraft)	\$94.00	\$97.00	Per annum per aircraft	Y	C
Annual landing permit for aircraft based at Casino and operating commercially (Including flying schools)	\$525.00	\$540.00	Per annum per aircraft	Y	C
Annual landing & parking permit for Agricultural Flights (i.e. Crop Dusting)	\$525.00	\$540.00	Per annum per aircraft	Y	C
Annual permit for airport usage for Model Aircraft Club	\$138.00	\$142.00	Per annum/club membership	Y	C

Landing Fees – Visiting Aircraft

Annual landing & parking permit for Commercial Aviation based outside Casino - Fleet Agreement	As per agreement/short term licence			Y	C
Fixed wing aircraft up to 999kg MTOW	\$4.30	\$4.45	Per tonne pro rata	Y	C
Helicopters up to 999kg MTOW	\$0.00	\$4.45	Per tonne pro rata	Y	C
All Aircraft (1000kg - 2999kg) MTOW	\$8.70	\$9.00	Per tonne pro rata	Y	C
All Aircraft ≥ 3000 kg MTOW	\$14.80	\$15.20	Per tonne pro rata	Y	C
Training Circuit (per tonne MTOW)	\$1.55	\$1.60	Per circuit / per tonne pro rata	Y	C
Parking Aircraft Overnight	\$2.90	\$3.00	Per night/ per tonne pro rata	Y	C
Parking Aircraft Overnight	\$14.80	\$15.30	Per week/ per tonne pro rata	Y	C
Emergency Services		No charge		N	C
Registered Charities where an exemption request is approved by airport management / Council		No charge		N	C

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Cat.
------	----------------------------------	----------------------------------	------	-----	-----------------

Gate Opening Fee

Weekday – After Office Hours/at Request		At cost		Y	C
Pre-Arranged Weekend (Minimum 4 Days Notice Required)		At cost		Y	C
Weekend at Request		At cost		Y	C

Event Hire (Airside)

Initial use of Casino requires user to pay \$100.00 Key Bond.

Event Hire – Casino Aerodrome	\$270.00	\$278.00	Per event	Y	C
An event is considered as maximum 2 days					

Bond at the Discretion of the Director Projects & Business Development

Low Risk Aerodrome Event	\$1,000.00	\$1,000.00	Per event	N	C
High Risk Aerodrome Event	\$2,000.00	\$2,000.00	Per event	N	C
Additional Inspection Fee or Administration Work Associated for Event	\$155.00	\$160.00	Per hour	N	C
Pavement Concession	\$100.00	\$100.00	Per application	Y	C

Sports Grounds, Parks and Facilities**Casino Indoor Sports Stadium (CISS)**

Casino High School is exempt from full fees.

Class Commission	15% commission for classes held at CISS			N	C
Adult Membership Fee Weekly	\$12.00	\$12.00	Per week	Y	C
Adult Membership Fee Monthly	\$40.00	\$40.00	Per month	Y	C
Child Membership Fee Weekly	\$6.00	\$6.00	Per week	Y	C
Child Membership Fee Monthly	\$20.00	\$20.00	Per month	Y	C
Full Stadium Hire	\$64.50	\$66.50	Per hour	Y	C
1 Court Hire	\$42.50	\$43.80	Per hour	Y	C
Half Court Hire	\$25.00	\$25.75	Per hour	Y	C
Shared Court	\$12.80	\$12.80	Per hour	Y	C
Casual Hire (Individuals) – Adults	\$6.00	\$6.00	Per entry	Y	C
Casual Hire (Individuals) – Children	\$3.00	\$3.00	Per entry	Y	C
Season Access (If Appropriate)		Negotiable		Y	C
School Usage	\$51.50	\$53.00	Per hour	Y	C
Commercial Use		Negotiable		Y	C
Open House Sessions		Free		Y	C
Bond – Low Risk Event	\$200.00	\$200.00	Per event	N	C
e.g. wedding ceremony, sporting events, memorial service.					
Bond – Medium Risk Event	\$500.00	\$500.00	Per event	N	C
e.g. 21st birthday party.					

continued on next page ...

Page 21 of 67

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Cat.
------	----------------------------------	----------------------------------	------	-----	-----------------

Casino Indoor Sports Stadium (CISS) [continued]

Bond – High Risk Event e.g. vehicle shows, events with fireworks.	\$1,000.00	\$1,000.00	Per event	N	C
--	------------	------------	-----------	---	---

Sporting Grounds

General sporting fields notes:

Exemption applies for all Defence Force and Emergency Services, remembrance days for use of Council parks, reserves and beaches.

Per field/per week charges are applied for the length of season that the sporting club utilises the facility (including pre season training).

The fee assumes the facility is utilised for both training and competition.

Where the facility is used only for training or only competition then 50% of the fee will be applied.

Personal training/boot camp/outdoor fitness Classes are eligible for a 25% discount for long term bookings (minimum 26 bookings during a 12 month period).

Sporting Bodies

Sporting Bodies/Community Organisations	As per agreement/short term licence			Y	C
---	-------------------------------------	--	--	---	---

Sporting Bodies Casual Use (No Agreement or Short Term Licence)

Casual Use Park Hire (Non-Commercial)	\$79.00	\$81.00	Per day	Y	C
Casual Use Park Hire (Commercial)	\$106.00	\$109.00	Per day	Y	C
Schools - Athletics Track Marking Fee Contribution (QE Park No 2/3 Ovals)	\$215.00	\$220.00	Per annum	Y	C
Payable by all casual users					
Other Line Marking at Sporting Fields (Private Works)		At cost	Per event	Y	C
Personal Training/Boot Camp/Outdoor Fitness Classes	\$23.00	\$24.00	Per field/per session	Y	C
Use of Lights	\$23.00	\$24.00	Per field/per session	Y	C
Woodburn Oval Tennis Courts	\$5.90	\$6.50	Per person/per day	Y	C
Woodburn Oval Tennis Courts	\$11.10	\$11.50	Per person/per night	Y	C

Parks, Reserves and Beaches

Personal training/boot camp/outdoor fitness classes are eligible for a 25% discount for long term bookings (minimum 26 bookings during a 12 month period).

Bond – Low Risk Event e.g. wedding ceremony, sporting events, memorial service.	\$200.00	\$200.00	Per event	N	C
Bond – Medium Risk Event e.g. 21st birthday party.	\$500.00	\$500.00	Per event	N	C

continued on next page ...

Page 22 of 67

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Cat.
------	----------------------------------	----------------------------------	------	-----	-----------------

Parks, Reserves and Beaches [continued]

Bond – High Risk Event e.g. vehicle shows, events with fireworks.	\$1,000.00	\$1,000.00	Per event	N	C
Events – Inspection	\$290.00	\$300.00	Per event	Y	C
Casual Use Park Hire (Non-Commercial)	\$79.00	\$81.00	Per day	Y	C
Commercial Use Park Hire (Commercial)	\$106.00	\$109.00	Per day	Y	C
Personal Training/Boot Camp/Outdoor Fitness Classes	\$23.00	\$24.00	Per field/per session	Y	C

Casino Showground – Registered Showground User Groups

Casino Showground	As per short term licence			Y	C
-------------------	---------------------------	--	--	---	---

Casino Showground – Casual Users

25% discount for long term bookings (minimum 26 bookings during a 12 month period).

Please refer to Casino Racing Club for hire of the following venues: barbeque area (including undercover area), bar area (including undercover area) and the undercover area only (betting ring).

Bond – Low Risk Event e.g. wedding ceremony, sporting events, memorial service.	\$200.00	\$200.00	Per event	N	C
Bond – Medium Risk Event e.g. 21st birthday party.	\$500.00	\$500.00	Per event	N	C
Bond – High Risk Event e.g. vehicle shows, events with fireworks.	\$1,000.00	\$1,000.00	Per event	N	C
The Triangle (Grassed Area Around Pavilion)	\$145.00	\$145.00	Per day	Y	C
Centre Arena (Includes Cutting Yard)	\$145.00	\$145.00	Per day	Y	C
Arena Canteen	\$145.00	\$145.00	Per day	Y	C
Arena Canteen (Showground User Group)	\$57.00	\$57.00	Per day	Y	C
Main Pavilion (Hourly Rate)	\$35.00	\$35.00	Per hour	Y	C
Main Pavilion (Day Rate)	\$145.00	\$145.00	Per day	Y	C
Main Pavilion (Event Rate including Setup and Pack Down - Maximum 3 Consecutive Days)	\$250.00	\$250.00	Per event	Y	C
Harness Training	\$170.00	\$170.00	Per horse per annum	Y	C
Poultry Shed	\$57.00	\$57.00	Per day	Y	C
Pony Club Area	\$145.00	\$145.00	Per day	Y	C
Camping Unpowered Site Including Horse – Must be Part of an Event	\$10.00	\$10.00	Per night	Y	C
Camping Powered Site Including Horse – Must be Part of an Event	\$20.00	\$20.00	Per night	Y	C
Speed Zone Variation	\$100.00	\$100.00	Per event	Y	C
Outdoor Field Lights	\$100.00	\$100.00	Per day	Y	C

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Cat.
------	----------------------------------	----------------------------------	------	-----	-----------------

Parks

Coraki Caravan Park

Note: Children under five stay free. 10% Kui Parks members and pensioner discounts apply. No holiday tariffs apply. As the park has limited facilities and amenities, it is only suited to short-term visitors for the purpose of holidays and recreation. Therefore, a maximum two-week stay, with a four-week turnaround is applied to all bookings, and proof of residential address will be required to satisfy the booking requirements.

Powered Sites (based on 1-2 people per site per night)

Daily Rates – 1-2 People	\$30.00	\$30.00	Per day	Y	C
Daily Rates – Extra Guests – Per Adult	\$10.50	\$10.50	Per day	Y	C
Daily Rates – Extra Guests – Per Child (5-16 Years)	\$7.20	\$7.20	Per day	Y	C
Special - 1-2 People (Stay Four, Pay for Three)	\$90.00	\$90.00	Per four day stay	Y	C
Weekly Rates – 1-2 People	\$210.00	\$216.30	Per week	Y	C
Weekly Rates – Extra Guests – Per Adult	\$73.50	\$75.70	Per week	Y	C
Weekly Rates – Extra Guests – Per Child (5-16 Years)	\$50.40	\$50.40	Per week	Y	C

Unpowered Sites (based on 1-2 people per site per night)

Daily Rates – 1-2 People	\$21.00	\$21.00	Per day	Y	C
Daily Rates – Extra Guests – Per Adult	\$7.20	\$7.20	Per day	Y	C
Daily Rates – Extra Guests – Per Child (5-16 Years)	\$4.10	\$4.10	Per day	Y	C
Special - 1-2 People (Stay Four, Pay for Three)	\$63.00	\$63.00	Per four day stay	Y	C
Weekly Rates – 1-2 People	\$147.00	\$147.00	Per week	Y	C
Weekly Rates – Extra Guests – Per Adult	\$49.00	\$49.00	Per week	Y	C
Weekly Rates – Extra Guests – Per Child (5-16 Years)	\$28.70	\$28.70	Per week	Y	C

Community Centres and Halls

Hourly hire fees are charged per hour or part thereof, meaning hirers will be charged the full hourly fee even if booking for half an hour or less.

Bond – Low Risk Event e.g. wedding ceremony, sporting events, memorial service	\$200.00	\$200.00	Per event	N	C
Bond – Medium Risk Event e.g. 21st birthday party	\$500.00	\$500.00	Per event	N	C
Bond – High Risk Event e.g. vehicle shows, events with fireworks	\$1,000.00	\$1,000.00	Per event	N	C

Casino Community & Cultural Centre

25% discount for category 2 or 3 long term bookings (minimum 26 bookings during a 12 month period).

Interagencies offered category 1 for unfunded events. Contact Community & Cultural Centre direct on 02 6662 1080.

Equipment Hire	\$10.00	\$10.00	Per item	Y	C
Assistance Fees - Cleaning	Price on application			Y	C

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Cat.
------	----------------------------------	----------------------------------	------	-----	-----------------

Category 1 – Not For Profit Unfunded Community Groups Using the Centre for Community Service Activities

Hire Room 1 or 2	\$12.80	\$13.00	Per hour	Y	C
Hire Room 1 or 2	\$42.00	\$43.50	Per day	Y	C
Hire Room 3-6	\$7.20	\$7.20	Per hour	Y	C
Hire Room 3-6	\$26.00	\$27.00	Per day	Y	C

Category 2 – Not For Profit Funded Groups/Organisations/Schools

Hire Room 1 or 2	\$27.00	\$28.00	Per hour	Y	C
Hire Room 1 or 2	\$94.00	\$97.00	Per day	Y	C
Hire Room 3-6	\$18.00	\$18.50	Per hour	Y	C
Hire Room 3-6	\$57.00	\$59.00	Per day	Y	C

Category 3 – Individuals and Government/Commercial Entities

Hire Room 1 or 2	\$46.00	\$47.50	Per hour	Y	C
Hire Room 1 or 2	\$148.00	\$152.00	Per day	Y	C
Hire Room 3-6	\$25.00	\$26.00	Per hour	Y	C
Hire Room 3-6	\$77.00	\$79.00	Per day	Y	C

Casino Civic Hall

Hourly Rate (Up to 3 hours)	\$42.00	\$43.00	Per hour	Y	C
Day Rate (3 to 6 hours)	\$160.00	\$160.00	Per day	Y	C
Event Rate - Less than 100 chairs (Includes Setup and Pack Down - Maximum 3 Consecutive Days)	\$320.00	\$400.00	Per event	Y	C
Event (More than 100 chairs) (Includes setup and pack down - Maximum 3 Consecutive Days)	\$0.00	\$450.00	Per event	Y	C
Assistance Fee - Cleaning	Price on application			Y	C

Casino Band Hall

25% discount for long term bookings (minimum 26 bookings during a 12 month period).

Hire Rate	\$16.50	\$17.00	Per hour	Y	C
-----------	---------	---------	----------	---	---

Woodburn Community Building

25% discount for category 2 or 3 long term bookings (minimum 26 bookings during a 12 month period).

Category 1 – Not-for-Profit, Unfunded Community Groups Using the Building for Community Service Activities	\$7.20	\$7.40	Per hour	Y	C
Category 1 – Not-for-Profit, Unfunded Community Groups Using the Building for Community Service Activities	\$26.00	\$27.00	Per day	Y	C
Category 2 – Not-For-Profit, Funded Groups and Organisations	\$18.00	\$18.50	Per hour	Y	C
Category 2 – Not-For-Profit, Funded Groups and Organisations	\$57.00	\$59.00	Per day	Y	C

continued on next page ...

Page 25 of 67

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Cat.
------	----------------------------------	----------------------------------	------	-----	-----------------

Woodburn Community Building [continued]

Category 3 – Individuals and Government and Commercial Entities	\$25.00	\$26.00	Per hour	Y	C
Category 3 – Individuals and Government and Commercial Entities	\$77.00	\$79.00	Per day	Y	C
Assistance Fee - Cleaning	Price on application			N	C

Water Supplies

Richmond Valley Council Water Fund

Water Connection to a Property – Meter Only (ie Existing Service)

20mm Meter	\$265.00	\$273.00	Per meter	N	E
25mm Meter	\$340.00	\$350.00	Per meter	N	E
32mm Meter	\$525.00	\$540.75	Per meter	N	E

Water Connection to a Property – Complete Service and Meter (<5 Metres From Main and Excluding Bore)

20mm Meter	\$740.00	\$762.00	Per meter	N	E
25mm Meter	\$800.00	\$824.00	Per meter	N	E
32mm Meter	\$1,140.00	\$1,174.00	Per meter	N	E

Water Disconnection and Other Fees

Water Connection to a Property – Complete Service and Meter >5 metres from main or connection requiring underbore or 40mm meter and above.	Private works application			Y	E
Water Disconnection Fee	\$175.00	\$180.00	Per disconnection	N	E
Water Disconnection Inspection Fee	\$235.00	\$242.00	Per inspection	N	E
Special Water Meter Readings	\$88.00	\$91.00	Per reading	N	E
Main Pressure/Flow Rate Test	\$145.00	\$149.00	Per test	N	E

Water Meter Testing (Pay in Advance and Refund if Over Reading > 3%) Performance (NATA Accredited Lab) Testing Including Report

20mm and 25mm Meters	Price on application		Per meter	N	E
32mm and 40mm Meters	Price on application		Per meter	N	E
Larger Than 40mm Meters	Price on application		Per meter	N	E

Water Meter Testing (Pay in Advance and Refund if Over Reading > 3%) Challenge Test/Strip Test (NATA Accredited Lab) Including Report

20mm and 25mm Meters	Price on application		Per meter	N	E
32mm and 40mm Meters	Price on application		Per meter	N	E
Larger than 40mm Meters	Price on application		Per meter	N	E

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Cat.
------	----------------------------------	----------------------------------	------	-----	-----------------

Other Water Fees

Sale of Water From Standpipes	\$4.40	\$4.60	Per kL	N	E
Casino Water Filling Station – Transaction Cost	\$0.74	\$0.80	Per transaction	N	E
Casino Water Filling Station – Sale of Water (Nammoona Landfill site)	\$6.40	\$6.50	Per kL	N	E
Water Carriers Permit – by Application to Rous Water	Price on application			N	E
Internal Water Meter Readings (Strata Properties) by Request	\$43.00	\$44.00	Per assessment per quarter	N	E
Reservoir Site Induction	\$265.00	\$273.00	Per visit	Y	E

Sewerage Supplies**Richmond Valley Council Sewerage Fund****General Sewer Fees**

Cutting in Sewer Junctions	Private works application		Per job	Y	E
Septic Tank, Chemical Toilets (For Events) – Disposal to Sewer by Special Arrangement	Private works application		Per event	N	E
Septic Tank Disposal at Casino WWTW	\$65.00	\$67.00	Per kL	Y	E
Effluent Reuse Casino Waste Water Treatment Plant (Blue Dog Agriculture)	\$1.00	\$1.00	per ML	N	A

Property Levy (Connection Fee) For Pressure Sewer Areas (Includes Pump Well, Pump/Cable, Boundary Kit, Control Panel)

Standard E-One Units	\$7,200.00	\$7,416.00	Per unit	N	E
Low height E-One Units	\$8,800.00	\$9,064.00	Per unit	N	E
Duplex E-One Units	\$14,500.00	\$14,935.00	Per unit	N	E

Disconnection Fees

Sewerage Disconnection Fee	\$235.00	\$242.00	Per disconnection	N	E
----------------------------	----------	----------	-------------------	---	---

Request for Sewer Infrastructure Plans and Sewer Line Diagrams for a Property

Supply a Sewer Infrastructure Plan (Showing External (Public) Sewer) in Relation to the Property – Normal Fee	\$42.00	\$42.00	Per diagram	N	A
Supply a Sewer Infrastructure Plan – Urgency Fee (Additional to Normal Fee)	\$37.00	\$37.00	Per diagram	N	A
Extra Copy of Pre-Paid Sewer Plan	\$34.00	\$34.00	Per diagram	N	A
Supply Copy of Sewer Line Diagram (Internal Plumbing Plan) for the Property – Normal Fee	\$42.00	\$42.00	Per diagram	N	A

Includes properties serviced by either sewer or OSMS. Diagram of private drainage lines within property.

Supply a Sewer Line Diagram – Urgency Fee (Additional to Normal Fee)	\$37.00	\$37.00	Per diagram	N	A
---	---------	---------	-------------	---	---

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Cat.
------	----------------------------------	----------------------------------	------	-----	-----------------

Planning & Development Services

ePlanning Application Fees

Fees that might be applied to ePlanning applications lodged via the NSW Planning Portal.

Professional Service Fee	\$85.00	\$85.00	Per application	Y	E
This charge may be applied at the discretion of Council subject to: agreement by the applicant; and the applicant being given prior guidance on lodging an electronic application and support documentation.					
Council Assisted ePlanning Portal Lodgement	\$185 for the first hour and \$45 per 30 minute intervals thereafter		Per hour and part thereof after 1 hour	N	E

Refunds

The Director Community Service Delivery hereunder may vary the requirements where in that person's opinion a variation is warranted due to the special circumstances of the case.

Development Applications

- a) Where an application has been determined and no work has commenced, no refund of the development application fee.
- b) Where an application is withdrawn and:
 - no assessment has been undertaken 100% refund of DA fee paid;
 - assessment not finalised, 50% of the fee paid; and
 - matter processed through Development Assessment Panel (DAP) or assessment undertaken, 25% of the fee paid
- c) Only fees and charges not rendered may be returned regardless of stage of assessment.

Applications for Building Certificates, Drainage Diagrams, Septic Tanks, Humus Closets, Other Applications, Authorisation and the Like.

Where an application is withdrawn or cancelled prior to a site inspection, or prior to the matter being investigated, Council retains an administration refund fee of \$36 to cover its administrative costs in this matter. Where a site inspection has been carried out the matter has been investigated then no refund shall apply, except for septic tanks and humus closet applications where a maximum refund of \$53 shall apply.

Construction Certificate

- a) Where an application has been determined and no work has commenced, no refund of the construction certificate application fee
- b) Where an application is withdrawn and:
 - no assessment work has been undertaken 100% refund of CC fee paid;
 - assessment not finalised, 50% of the fee paid; and
- c) Only fees and charges not rendered may be returned regardless of stage of assessment

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Cat.
------	----------------------------------	----------------------------------	------	-----	-----------------

Development Assessment Fees

Proportion of Development Application Fees to be Remitted to Director-General (s.266 of EP&A Regulation 2021).

For each development application lodged with a consent authority for development referred to in section 266 having an estimated cost exceeding \$50,000, an amount calculated as follows is to be set aside for payment to the Director General for planning reform services: $P = (Ex0.00064) \cdot E$ where P represents the amount to be set aside, expressed in dollars rounded down to the nearest dollar, and E represents the estimated cost of the development, expressed in dollars rounded up to the nearest thousand dollars.

State Significant Development and State Significant Infrastructure

Fees calculated as per schedule 4, part 5 of the EP&A Regulation 2021.

Development Application Fees

Schedule 4, Item 2.1 of the EP&A Regulation 2021

Development Applications involving the erection of a building, or the carrying out of work or the demolition of a building or work, as per the following table.

If the estimated cost indicated in the development application is not considered genuine, the estimated cost will be determined by Council.

Up to \$5,000	\$110.00	\$129.00		N	B
\$5,001 to \$50,000	\$198 fee plus additional \$3.00 for each \$1,000 (or part of \$1,000) of the estimated cost that exceeds \$5,000			N	B
\$50,001 to \$250,000	\$412 fee plus additional \$3.64 for each \$1,000 (or part of \$1,000) of the estimated cost that exceeds \$50,000			N	B
\$250,001 to \$500,000	\$1,356 fee plus additional \$2.34 for each \$1,000 (or part of \$1,000) of the estimated cost that exceeds \$250,000			N	B
\$500,001 to \$1,000,000	\$2,041 fee plus additional \$1.64 for each \$1,000 (or part of \$1,000) of the estimated cost that exceeds \$500,000			N	B
\$1,000,001 to \$10,000,000	\$3,058 fee plus additional \$1.44 for each \$1,000 (or part of \$1,000) of the estimated cost that exceeds \$1,000,000			N	B
More Than \$10,000,000	\$18,565 fee plus additional \$1.19 for each \$1,000 (or part of \$1,000) of the estimated cost that exceeds \$10,000,000			N	B

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Cat.
------	----------------------------------	----------------------------------	------	-----	-----------------

Dwelling-Houses < \$100,000

Schedule 4, Item 2.3 of the EP&A Regulation 2021

Dwelling-Houses With Estimated Cost of Construction \$100,000 or Less	\$455.00	\$532.00		N	B
---	----------	----------	--	---	---

Development Applications not Involving the Erection of a Building, the Carry Out of a Work, the Subdivision of Land or the Demolition of a Work or Building

Schedule 4, Item 2.7 of the EP&A Regulation 2021

Development Applications not Involving the Erection of a Building, the Carry Out of a Work, the Subdivision of Land or the Demolition of a Work or Building	\$285.00	\$333.00		N	B
---	----------	----------	--	---	---

Subdivision of Land

Schedule 4, Part 2 of the EP&A Regulation 2021

Concept Development Applications (s.258 of the EP&A Regulations). As per the fee that would be payable as if a single DA were required for all the development on the site.

Subdivision (Other Than Strata Subdivision) With Opening of a Public Road, Plus	\$665.00	\$777.00		N	B
Fee for Each Additional Lot Created by the Subdivision	\$65.00	\$65.00	Per additional lot	N	B
Subdivision (Other Than Strata Subdivision) Not Involving Opening of a Public Road, Plus	\$330.00	\$386.00	Per additional lot	N	B
Fee for Each Additional Lot Created by the Subdivision	\$53.00	\$53.00	Per additional lot	N	B
Strata Subdivision, Plus	\$330.00	\$386.00	Per additional lot	N	B
Fee for Each Additional Lot Created by the Subdivision	\$65.00	\$65.00	Per additional lot	N	B

Advertising Signs/Advertisements

Schedule 4, Item 2.2 of the EP&A Regulation 2021

One Advertising Sign/Advertisement, Plus	\$285.00	\$333.00		N	B
For Each Additional Advertisement/Sign	\$93.00	\$93.00		N	B

Or the fee calculated in accordance with the table to Schedule 4, Item 2.1 of the EP&A Regulation 2021, whichever is greater

Swimming Pools

Inflatable or Demountable Pools to a Value of \$1,000.00	\$110.00	\$129.00	Per application	N	B
--	----------	----------	-----------------	---	---

Or as per Development Fee calculation table in Schedule 4, Item 2.1 of the EP&A Regulation 2021

Additional Application Fees (Additional to Development Application Fees)**Archiving Fee**

Estimated Cost of Development < \$20,000	\$23.00	\$23.00	Per application	Y	A
Estimated Cost of Development \$20,000 to \$1,000,000	\$38.00	\$38.00	Per application	Y	A
Estimated Cost of Development >\$1,000,000	\$53.00	\$53.00	Per application	Y	A

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Cat.
------	----------------------------------	----------------------------------	------	-----	-----------------

Integrated Development

Schedule 4, Item 3.1 of the EP&A Regulation 2021

Council Processing Fee	\$140.00	\$164.00	Per application	N	B
Additional Integrated Approval Body Fee *	\$320.00	\$374.00	Per approval body	N	B

* Payable by invoice sent to the applicant directly by the respective approval body.

Note: an approval body will not commence assessment of the integrated referral until payment is received.

Development Requiring Concurrence

Schedule 4, Item 3.2 of EP&A Regulation 2021

Council Processing Fee	\$140.00	\$164.00	Per application	N	B
Additional Concurrence Authority Fee *	\$320.00	\$374.00	Per concurrence authority	N	B

* Payable by invoice sent to the applicant directly by the respective concurrence authority.

Note: a concurrence authority will not commence assessment of the referral until payment is received.

Designated Development

Schedule 4, Item 3.3 of EP&A Regulation 2021

Designated Development	\$920.00	\$1,076.00		N	B
------------------------	----------	------------	--	---	---

Residential Apartment Development Requiring Referral to a Design Review Panel Under SEPP65

Schedule 4, Item 3.4 of EP&A Regulation 2021

Additional fee for development referred to a design review panel for advice	\$3,000.00	\$3,508.00	Per applicant	N	B
---	------------	------------	---------------	---	---

Made payable to the Department of Planning and Environment via invoice sent to the application by DPE.

Advertising Fees for Developments Requiring Advertising/Notification in a Newspaper

Schedule 4, Part 3 of the EP&A Regulation 2021

Advertised Development	\$1,105.00	\$1,292.00	Per advertisement	N	B
------------------------	------------	------------	-------------------	---	---

Schedule 4, Item 3.8 of the EP&A Regulations

Published notice where newspaper advertising is required.

Unexpended advertising fee to be refunded exclusive of written notice and/or signpost display component.

Giving of notice for Designated Development	\$0.00	\$2,596.00	Per application	N	B
---	--------	------------	-----------------	---	---

Schedule 4, Item 3.5 EP&A Regulation 2021

Giving notice for nominated integrated development, threatened species development or Class 1 aquaculture development	\$0.00	\$1,292.00	Per application	N	B
---	--------	------------	-----------------	---	---

Schedule 4, Item 3.6 of EP&A Regulations

Prohibited Development (Additional to DA Fee)	\$1,105.00	\$1,292.00	Per application	N	B
---	------------	------------	-----------------	---	---

Schedule 4, Item 3.7 of the EP&A Regulations

Unexpended advertising fee to be refunded exclusive of written notice and/or signpost display component

continued on next page ...

Page 31 of 67

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Cat.
------	----------------------------------	----------------------------------	------	-----	-----------------

Advertising Fees for Developments Requiring Advertising/Notification in a Newspaper [continued]

Written Notices - to Adjoining and Other Affected Land Owners and Includes Social Media and Website Posts	\$200.00	\$200.00	Per application	N	B
Signposted Display Notice on, or in the Vicinity of the Land	\$300.00	\$300.00	Per application	N	B

Applications to Modify Consents – Section 4.55

Schedule 4, Part 4 of EP&A Regulations

Section 4.55(1) Modification – Minor (Clerical)	\$71.00	\$83.00		N	B
Section 4.55(1A) Modification – Minimal Environmental Impact (Substantial Change to Design/Approval)	\$754.00 or 50% of original fee whichever is lesser			N	B
Section 4.55(1A) Modification – Minimal Environmental Impact	\$180.00	\$180.00		N	B
Minor changes to design such as window relocation/change in wall height to be determined by Development Officer.					
Section 4.55(2) (or Under Section 4.56 Modification) – Not of Minimal Environmental Impact (Substantial Change) (a) If Fee for Original Application was Less Than \$100.00	50% of original fee			N	B
Section 4.55(2) (or Under Section 4.56 Modification) – Not of Minimal Environmental Impact (Substantial Change) (b) If Fee for the Original Application was \$100.00 or More (i) DA not Involving the Erection of a Building, Carrying Out of Work or the Demolition of a Work or Building	50% of original fee			N	B
Section 4.55(2) (or Under Section 4.56 Modification) – Not of Minimal Environmental Impact (Substantial Change) (b) If Fee for the Original Application was \$100.00 or More (ii) DA Involving the Erection of a Dwelling-House With an Estimated Cost of Construction of \$100,000 or Less	\$190.00	\$222.00		N	B
Section 4.55(2) (iii) Any Other Development Application Up to \$5,000	\$55.00	\$64.00		N	B
Section 4.55(2) (iii) Any Other Development Application \$5,001 to \$250,000	\$99 fee plus additional \$1.50 for each \$1,000 (or part of \$1,000) of the estimated cost that exceeds \$5,000			N	B
Section 4.55(2) (iii) Any Other Development Application \$250,001 to \$500,000	\$585 fee plus additional \$0.85 for each \$1,000 (or part of \$1,000) of the estimated cost that exceeds \$250,000			N	B
Section 4.55(2) (iii) Any Other Development Application \$500,001 to \$1,000,000	\$833 fee plus additional \$0.50 for each \$1,000 (or part of \$1,000) of the estimated cost that exceeds \$500,000			N	B
Section 4.55(2) (iii) Any Other Development Application \$1,000,001 to \$10,000,000	\$1,154 fee plus additional \$0.40 for each \$1,000 (or part of \$1,000) of the estimated cost that exceeds \$1,000,000			N	B

continued on next page ...

Page 32 of 67

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Cat.
------	----------------------------------	----------------------------------	------	-----	-----------------

Applications to Modify Consents – Section 4.55 [continued]

Section 4.55(2) (iii) Any Other Development Application More Than \$10,000,000	\$5,540 fee plus additional \$0.27 for each \$1,000 (or part of \$1,000) of the estimated cost that exceeds \$10,000,000			N	B
--	--	--	--	---	---

Additional fee for modification application if notice of application is required to be given under the Act, section 4.55(2) or 4.56(1)	\$0.00	\$778.00	Per application	N	B
Schedule 4, Part 4, Item 4.6 of the EP&A Regulations					

Additional fee for modification application that is accompanied by statement of qualified designer	\$0.00	\$889.00	Per application	N	B
Schedule 4, Part 4, Item 4.7 of the EP&A Regulations					

Additional fee for modification application that is referred to design review panel for advice	\$0.00	\$3,508.00	Per application	N	B
Schedule 4, Part 4, Item 4.8 of the EP&A Regulations					

Review of 4.55 Modification Application

Schedule 4, Item 7.5 of EP&A Regulations

The Fee for an Application Under Division 8.2 (For a Review of a Modification Decision)	50% of the s96 application fee			N	B
---	--------------------------------	--	--	---	---

Extension of Lapsing Consents (to Maximum 5 Year Consent Period)

Section 116 of the EP&A Regulations

Extension of Lapsing Consents by 1 year (s.116) (to Maximum 5 Year Consent Period)	\$206.00	\$206.00		N	B
--	----------	----------	--	---	---

Request Division 8.2 Review of Development Application Determination

Schedule 4, Part 7 of EP&A Regulations

Request Division 8.2 Review of Development Application Determination (a) DA Not Involving the Erection of a Building, Carrying Out of Work or the Demolition of a Work or Building	50% of original DA fee			N	B
--	------------------------	--	--	---	---

Request Division 8.2 Review of Development Application Determination (b) DA Involving the Erection of a Dwelling-House With an Estimated Cost of Construction of \$100,000 or Less	\$190.00	\$222.00		N	B
--	----------	----------	--	---	---

Request Division 8.2 Review of Development Application Determination (c) Any Other Development Application Up to \$5,000	\$55.00	\$64.00		N	B
--	---------	---------	--	---	---

Request Division 8.2 Review of Development Application Determination (c) Any Other Development Application \$5,001 to \$250,000	\$100 fee plus additional \$1.50 for each \$1,000 (or part of \$1,000) of the estimated cost that exceeds \$5,000			N	B
---	---	--	--	---	---

continued on next page ...

Page 33 of 67

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Cat.
------	----------------------------------	----------------------------------	------	-----	-----------------

Request Division 8.2 Review of Development Application Determination [continued]

Request Division 8.2 Review of Development Application Determination (c) Any Other Development Application \$250,001 to \$500,000	\$585 fee plus additional \$0.85 for each \$1,000 (or part of \$1,000) of the estimated cost that exceeds \$250,000			N	B
Request Division 8.2 Review of Development Application Determination (c) Any Other Development Application \$500,001 to \$1,000,000	\$833 fee plus additional \$0.50 for each \$1,000 (or part of \$1,000) of the estimated cost that exceeds \$500,000			N	B
Request Division 8.2 Review of Development Application Determination (c) Any Other Development Application \$1,000,001 to \$10,000,000	\$1,154 fee plus additional \$0.40 for each \$1,000 (or part of \$1,000) of the estimated cost that exceeds \$1,000,000			N	B
Request Division 8.2 Review of Development Application Determination (c) Any Other Development Application More Than \$10,000,000	\$5,540 fee plus additional \$0.27 for each \$1,000 (or part of \$1,000) of the estimated cost that exceeds \$10,000,000			N	B

Additional Advertising of Div 8.2 Review of DA Determination (if required)

Schedule 4, Item 7.7 of EP&A Regulations

Additional Fee to Notify Application if Required to be Given Under the Act	\$620.00	\$725.00		N	B
--	----------	----------	--	---	---

Return Incomplete Development Application (Postage & Handling)

Fee	\$38.00	\$38.00	Per application	Y	A
-----	---------	---------	-----------------	---	---

Fee for Review of Decision to Reject a Development Application

Schedule 4, Item 7.4 of EP&A Regulations

Fee for application under Section 8.1(1)(c) for a review of a decision.

(a) Where the Estimated Cost of the Development is <\$100,000	\$55.00	\$64.00		N	B
(b) Where the Estimated Cost of the Development is \$100,000 or More and Less Than or Equal to \$1,000,000.	\$150.00	\$175.00		N	B
(c) Where the Estimated Cost of the Development is More than \$1,000,000	\$250.00	\$292.00		N	B

Bonds**Development Works Bonding Fee**

Administration and Acceptance Fee (Bank Guarantees, Mortgages, Changes Relating to Development Consents)	\$125.00	\$125.00		N	F
--	----------	----------	--	---	---

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Cat.
------	----------------------------------	----------------------------------	------	-----	-----------------

Landscaping Bond Fee

Administration Fee	\$125.00	\$125.00		N	F
Significant Landscaping Bond		See finance		N	F

i.e. Residential buildings/industrial development, Subdivisions – refundable on satisfactory completion of work

Construction Certificate Fees

Where there is no contract, the contract price will be the value determined by Council in accordance with current market guidelines.

For minor residential and rural buildings such as carports, sheds, decks, pergola's and the like with a value not exceeding \$5,000 total fees for construction certificates will be \$70.00 (GST Free) and inspections as per fee schedule.

Construction Certificate

Lodgement of a Construction Certificate and Associated Applications

Not Exceeding \$5,000, Plus	\$150 fee plus additional \$0.50 for each \$100 (or part of \$100) of the estimated cost			Y	F
Exceeding \$5,000 but not Exceeding \$100,000	\$200 fee plus additional \$0.35 for each \$100 (or part of \$100) of the estimated cost that exceeds \$5,000			Y	F
Exceeding \$100,000 but not Exceeding \$250,000	\$550 fee plus additional \$0.20 for each \$100 (or part of \$100) of the estimated cost that exceeds \$100,000			Y	F
Exceeding \$250,000	\$850 fee plus additional \$0.10 for each \$100 (or part of \$100) of the estimated cost that exceeds \$250,000			Y	F
Construction Certificate With Construction Value >\$2 Million	As negotiated with Director Community Service Delivery.			Y	F
Minor Amendments to Construction Certificates	\$50.00	\$50.00	Each	Y	F
Major Substantial Amendment to Construction Certificate	25% of original fee			Y	F

Additional Construction Certificate Fees

Where Council officers are unable to undertake approval and certification of a development due to accreditation requirements, applications may be referred to a suitably qualified accredited private certifier.

Fees will be determined at time of lodgement and will include and administration fee to Council.

Inspections

Site Inspections – Critical Stage Inspections	\$185.00	\$185.00	Per inspection	Y	A
Single Dwelling or First Unit/Flat	\$1,050.00	\$1,050.00	Per dwell/unit	Y	A
Additional Flats/Units	\$600.00	\$600.00	Per additional unit	Y	A

continued on next page ...

Page 35 of 67

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Cat.
------	----------------------------------	----------------------------------	------	-----	-----------------

Inspections [continued]

Site Inspection – All Other Site Inspections	\$185.00	\$185.00	Per inspection	Y	A
Complying development (in accordance with SEPP Exempt and Complying Development Codes) – refer to development application fee.					

Application & Inspection Fee for Undertaking Private Certifying Work

Principle Certifying Fee (Inspection)	\$185.00	\$185.00	Per hour or part thereof	Y	A
Application Form – Inspection on Behalf of Private Certifier	\$250.00	\$250.00	Per application	Y	A
Transfer of PCA Responsibility from a Private Certifier to Council	\$0.00	\$250.00	Per application	Y	A

Registration and Archiving fee

Schedule 4, Item 9.4 of EP&A Regulations

If a combined DA and CC application is lodged only the DA archiving fee will apply.

Registration and Archiving of all Certificates	\$36.00	\$40.00	Per certificate	N	B
Registration and Archiving of All Certificates by Private PCA	\$36.00	\$40.00	Per certificate	N	B

Builders Temporary Toilet Closet on Construction Site (Inspection)

Fee	\$185.00	\$185.00	Per inspection	Y	A
-----	----------	----------	----------------	---	---

Site Signage Where Council is the Principal Certifying Authority

Fee	\$27.00	\$27.00	Per sign	N	A
-----	---------	---------	----------	---	---

Building Specifications

Fee	\$21.00	\$21.00	Per set	Y	A
-----	---------	---------	---------	---	---

Long Service Levy – EP & A Act Sec 6.8(1), or 6.14

Long Service Levy	Calculated from the Act			N	B
-------------------	-------------------------	--	--	---	---

Complying Development involving the Erection of a Building, or the Carrying Out of Work or the Demolition of a Building or Work**Complying Development Fee Calculation**

If the estimated cost indicated in the application is not considered genuine, the estimated cost will be determined by Council.

Up to \$5,000	\$110.00	\$110.00		Y	F
---------------	----------	----------	--	---	---

continued on next page ...

Page 36 of 67

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Cat.
\$5,001 to \$50,000, Plus	\$170 fee plus additional \$3.00 for each \$1,000 (or part of \$1,000) of the estimated cost that exceeds \$5,000			Y	F
\$50,001 to \$250,000, Plus	\$352 fee plus additional \$3.64 for each \$1,000 (or part of \$1,000) of the estimated cost that exceeds \$50,000			Y	F
\$250,001 to \$500,000, Plus	\$1,160 fee plus additional \$2.34 for each \$1,000 (or part of \$1,000) of the estimated cost that exceeds \$250,000			Y	F
\$500,001 to \$1,000,000, Plus	\$1,745 fee plus additional \$1.64 for each \$1,000 (or part of \$1,000) of the estimated cost that exceeds \$500,000			Y	F
\$1,000,001 to \$10,000,000, Plus	\$2,615 fee plus additional \$1.44 for each \$1,000 (or part of \$1,000) of the estimated cost that exceeds \$1,000,000			Y	F
More Than \$10,000,000, Plus	\$15,875 fee plus additional \$1.19 for each \$1,000 (or part of \$1,000) of the estimated cost that exceeds \$10,000,000			Y	F

Complying Development Not Involving the Erection of a Building, the Carry Out of a Work, the Subdivision of Land or the Demolition of a Work or Building

Fee	\$285.00	\$285.00		Y	F
-----	----------	----------	--	---	---

Dwelling-House <\$100,000 – Complying Development

Dwelling-Houses With Estimated Cost of Construction \$100,000 or Less	\$455.00	\$455.00		Y	F
---	----------	----------	--	---	---

Subdivision of Land – Complying Development

Strata Subdivision, Plus	\$330.00	\$330.00	Per additional lot	N	F
Fee for Each Additional Lot Created by the Subdivision	\$65.00	\$65.00	Per additional lot	N	F

Additional Fees Complying Development Inspections

Where Council Officers are unable to undertake approval and certification of a development due to accreditation requirements, applications may be referred to a suitably qualified accredited private certifier.

Fees will be determined at time of lodgement and will include and administration fee to Council.

continued on next page ...

Page 37 of 67

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Cat.
------	----------------------------------	----------------------------------	------	-----	-----------------

Additional Fees Complying Development Inspections [continued]

Complying Development (in Accordance With SEPP Exempt and Complying Development Codes)	\$185.00	\$185.00	Per inspection	Y	A
Refer to Development Application Fee.					

Pre-lodgement Assessment of Complying Development Application

Fee	\$210.00	\$250.00	Per assessment	Y	F
If the assessed CDC is lodged with Council, as the Certifier, then CDC application fee, as determined above, will be reduced by \$100.00.					

Other Certificates & Compliance

Occupation Certificates

Occupation Certificate (Upon Request) – Development CIV <\$100,000 – Interim or Final (Includes 1 Inspection)	\$185.00	\$185.00	Per certificate	N	A
Occupation Certificate – Development CIV <\$100,000 – Interim or Final (Includes 1 Inspection)	\$185.00	\$185.00	Per certificate	N	A
Additional Inspections	\$150.00	\$150.00	Per inspection	N	A
Application for Occupation Certificate Through the Portal – Archive fee under Sec263 Regs plus Inspection		\$221 (\$36 + \$185 Inspection)	Per application	N	A

Section 68 Plumbing and Drainage Permits

Development Application Section 68 Plumbing Permit Application	\$185.00	\$185.00	Per application	N	A
Sewer Inspections – Private PCA – Notice of Works Under Plumbing & Drainage Act	\$185.00	\$185.00	Per inspection	N	A
Sewer Inspections – Council PCA – Notice of Works Under Plumbing & Drainage Act	\$185.00	\$185.00	Per inspection	N	A
2nd inspection not charged as it is undertaken at Occupation Certificate inspection.					
Additional Sewer Inspection Fee – for Commercial/ Industrial and Multi Unit (>2 Units) and Residential Development With More Than 2 WCs – Charge per WC Above the First 2 WCs	\$30.00	\$30.00	Per WC/per inspection	N	A
Reinspection of Non-Compliant Plumbing and Drainage Works	\$185.00	\$185.00	Per inspection	N	A

Building Information Certificates Section 6.23

s.289 of EP&A Regulations

(a) In the Case of a Class 1 Building (Together With Any Class 10 Building on the Site) or a Class 10 Building – Include Initial Inspection

Fee	\$250.00	\$250.00	Per dwelling on the lot	N	B
Reference to class 1 building includes reference to a class 2 building where it comprises 2 dwellings only.					

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Cat.
------	----------------------------------	----------------------------------	------	-----	-----------------

(b) Other Building Classes**Building Certificate Fees**

Not Exceeding 200 Sq Metres Floor Area of Building or Part	\$250.00	\$250.00		N	B
Exceeding 200 Sq Metres but not Exceeding 2,000 Sq Metres Floor Area of Building or Part	\$250.00 + \$0.50 per sq metre over 200 sq/m			N	B
Exceeding 2,000 Sq Metres Floor Area of Building or Part	\$1,165.00 + 0.075 per sq metre over 2,000 sq/m			N	B

(c) Application for Part of a Building and that Part Consists of an External Wall Only or Does Not Otherwise Have a Floor Area

Fee	\$250.00	\$250.00		N	B
-----	----------	----------	--	---	---

Other

Additional Inspection Fee – When Insufficient/Incorrect Information Supplied With Initial Certificate Request and Reinspection Is Necessary	\$185.00	\$185.00		N	B
Copy of Building Certificate Under S6.26(10)	\$13.00	\$13.00	Per certificate	N	B
Additional fee	As per DA/CDC/CC fees		Per application	N	B
An additional fee may be charged for an application for a building certificate in relation to a building where a development consent, complying development certificate or construction certificate was required for the erection of the building and no such consent or certificate was obtained, or where a penalty notice or order was issued in accordance with Clause 260 of the EP&A Regulation.					

Subdivision/Strata Certificate Application

Signing Fee for Administration Sheet, Plus	\$150.00	\$150.00	Per application	N	F
Additional Fee Per Lot Appearing on the Linen Plan, Plus	\$51.50	\$51.50	Per lot on plan	N	F
Inspection (Minimum One Inspection Required) – Subdivision	\$185.00	\$185.00	Per inspection	N	F
Inspection (Minimum One Inspection Required) – Strata	\$185.00	\$185.00	Per inspection	N	F
Reinspection of Subdivision Certificate	\$150.00	\$150.00	Per plan	N	F
Reinspection of Strata Certificate	\$150.00	\$150.00	Per plan	N	F
Recertification of Administration Sheet	\$36.00	\$36.00	Per certificate	N	B
Archiving Fee – Lodgement of Subdivision or Strata Certificates by Certifying Authority cl.263(2) of EP&A Regulations Schedule 4, Item 9.4 of EP&A Regulations	\$36.00	\$40.00	Per certificate	N	B

Street Numbers and/or Road Numbers for Subdivisions

See road naming fees under Engineering Support Services.

Allocation of New Addressing Details for Allotments Appearing on Linen Plan Urban/Rural/Rural Res Per Subdivision Plan	\$53.00	\$53.00	Per plan	N	A
Rural Roads Number – Signs (On Application)	\$41.00	\$41.00	Per lot	Y	A

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Cat.
------	----------------------------------	----------------------------------	------	-----	-----------------

Section 10.7 (Formerly Section 149) Planning Certificates

Schedule 4, Part 9 of EP&A Regulations

Planning Certificate (Part 2) Normal Fee	\$53.00	\$62.00	Per lot	N	B
Planning Certificate (Part 2) Urgent Fee (Additional to Normal Fee)	\$27.00	\$31.00	Per lot	N	A
Urgent items processed within 2 working days.					
Planning Certificate (Part 5) Normal – Additional to (Part 2) Normal Fee	\$80.00	\$94.00	Per lot	N	B
Planning Certificate (Part 5) Urgent Fee – Additional to (Part 2) Urgent Fee	\$40.00	\$47.00	Per lot	N	A
Urgent items processed within 2 working days.					
Planning Certificate (Complying SEPP) Normal Fee	\$53.00	\$62.00	Per lot	N	B
Planning Certificate (Complying SEPP) Urgent Fee (Additional to Normal Fee)	\$27.00	\$31.00	Per lot	N	A
Urgent items processed within 2 working days.					

S735A Certificates (Including Notice and Orders Issued Under EP&A Act)

Section 735(A) Certificate – Outstanding Notices – Normal Fee	\$77.00	\$77.00		N	A
Section 735(A) Certificate Urgent Fee (Additional to Normal Fee)	\$57.00	\$57.00		N	A
Urgent items processed within 2 working days.					

Swimming Pools

Swimming Pools – Development Application	See Development Application Fees			N	B
Swimming Pools – Construction Certificate	See Construction Certificate Fees			N	F

Registration of Pool on NSW Pool Register

Fee	\$10.00	\$10.00	Per swimming pool	N	B
Where Council is used to register pool with Office of Local Government (fee as per OLG Circular).					

Section 22 Exemption Application Under Swimming Pool Act

Fee	\$250.00	\$250.00	Per application	N	B
cl.13 of SP Regulations					

Swimming Pool Compliance Inspections

Swimming Pool Compliance Inspection Fee	\$150.00	\$150.00	Per inspection	N	B
Swimming Pool Compliance Re-Inspection Fee	\$100.00	\$100.00	Each	N	B

Resuscitation Signs for Swimming Pools (Cost Recovery)

Fee	\$25.00	\$25.00		Y	A
-----	---------	---------	--	---	---

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Cat.
------	----------------------------------	----------------------------------	------	-----	-----------------

Miscellaneous

Professional Services

Professional Staff Planning Services (Development Engineers/ Certifiers/ Compliance Officers)	\$185.00	\$185.00	Per hour	Y	F
Administration Search Fee	\$47.00	\$47.00	Per hour or part thereof	N	A
Reissue of Receipt From PLD Register	\$13.00	\$13.00	Per receipt	Y	A
Faxing Charge for Certified Documents/Certificates/ Consents and the Like	\$21.00	\$21.00	Per document	N	A
Determination of Existing Use Rights (Written Advice)	\$150.00	\$150.00	Per hour	Y	A
Determination of Possibility of Current Use (Written Advice)	\$150.00	\$150.00	Per hour	Y	A
Advice on Outstanding Health and Building Notices and Stage of Building Reached	\$150.00	\$150.00	Per hour	N	A
Administration Fee (For Such Things as Seeking Council Resolution to Fix Council Seal)	\$150.00	\$150.00	Per report	N	A
Production of Specialist Maps From Council's GIS System – Print Templated Specialist GIS Maps	\$150.00	\$150.00	Per hour	N	A
Copyright may restrict what information can be supplied					
Colour A4	\$10.00	\$10.00	Per map	Y	A
Colour A3	\$20.00	\$20.00	Per map	Y	A
Other Sizes	Price on request		Per map	Y	A

Release of Restrictive Covenants

For restrictions to be released, varied or modified on Title, but only where Council is empowered to release, vary or modify the restriction.

Processing Fee For Requests to Release, Vary or Modify Covenants, Easements, Rights of Carriageway, Restrictions and the Like, Plus	\$125.00	\$125.00	Per request	N	A
Additional Fee Where the Seal of Council is Required (Must be Reported to Council for Resolution)	\$52.00	\$52.00	Per report	N	A

CODES SEPP – Exempt Development Assessment

Written Advice Regarding Compliance With Exempt Development Provisions	\$150.00	\$185.00	Per request	Y	A
--	----------	----------	-------------	---	---

Administration – Miscellaneous Items

Return of Incomplete Development Application (Postage & Handling)	\$37.00	\$37.00	Per application	Y	A
Property History Extract (Approvals)	\$100.00	\$100.00	Per extract	Y	A
Copies of Building Plan/s – A4 Size Only	\$0.60	\$0.60	Per page	N	A
Other Sizes as Per Miscellaneous Planning Documents	See Miscellaneous Planning Documents		Per page	N	A
Additional Fee to Certify Copy of Documents, Maps or Plans	\$53.00	\$62.00	Per document	N	E
Schedule 4, Item 9.9 of the EP&A Regulation					

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Cat.
------	----------------------------------	----------------------------------	------	-----	-----------------

Rezoning Application – Amendments to LEP and or DCP

Minor LEP Amendment - Stage 1 Initial Council Decision	\$1,500.00	\$1,500.00	Per application	N	E
Minor LEP Amendment - Stage 2 - Seek Gateway; Undertake Consultation and Reporting; and Finalise the Amendment	\$3,500.00	\$3,500.00	Per application	N	E
Significant LEP Amendments (Including Spot Rezoning; Additional Permitted Uses; and New or Altered Clauses; to Support Additional Development Opportunities on Land) Stage 1 – Initial Council Decision	\$5,500.00	\$5,500.00	Per application	N	E
Significant LEP Amendments - Stage 2 – Seek Gateway; Undertake Consultation and Reporting; and Finalise the Amendment	\$11,000.00	\$11,000.00	Per application	N	E
Minor DCP Amendment - Stage 1 Initial Council Decision	\$1,000.00	\$1,000.00	Per application	N	B
Minor DCP Amendment - Stage 2 - Undertake Consultation and Reporting; and Finalise the Amendment	\$2,500.00	\$2,500.00	Per application	N	F
Significant DCP Amendments (Including Spot Rezoning; and New or Altered Clauses; to Support Additional Development Opportunities on Land) Stage 1 – Initial Council Decision	\$2,500.00	\$2,500.00	Per application	N	B
Significant DCP Amendments - Stage 2 – Undertake Consultation and Reporting; and Finalise the Amendment	\$8,000.00	\$8,000.00	Per application	N	B

Miscellaneous Inspection Fees

Awning Inspection Fee	\$185.00	\$185.00	Per hour or part thereof	N	E
Manufactured Home (Construction) Inspection and Certificate of Completion	\$185.00	\$185.00	Per hour or part thereof	N	E
Application and Issue of Manufactured Home Estate Completion Certificate and Archiving Fee	\$0.00	\$221.00	Per application	N	A
Application for Approval to Operate a Manufactured Home Estate or Caravan Park or Camp Ground	\$0.00	\$221.00	Per application	N	A
Caravan Park/ Manufactured Home Estate - Annual or Five Yearly Inspection	\$0.00	\$7.30	Per site/ inspection (minimum charge \$221 per inspection)	N	A
Final Inspection After 5 Years	\$185.00	\$185.00	Per inspection	N	A
Order to be Issued on Behalf of Private PCA	\$186.00	\$186.00	Per order	N	A
WorkCover Inspection and Report	\$250.00	\$250.00	Per report	N	A
Building Inspection Report	\$250.00	\$250.00	Per report	N	A
Reinspection Fee (Where a Notice of Intention and/or Order Has Been Served)	\$330.00	\$330.00	Per order	N	A

Alfresco Footpath Dining

Development consent may also be required

Temporary Occupation Permit

Temporary Occupation Permit (As Per Council Policy)	\$250.00	\$250.00	Per annum	Y	B
Application to Occupy Incomplete Building, or Temporary Moveable Dwelling on Building Site	\$250.00	\$250.00	Per annum	Y	B

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Cat.
------	----------------------------------	----------------------------------	------	-----	-----------------

Dwelling Opportunity Searches

Dwelling Opportunity Search (Records Search and Written Advice) – For 1 to 3 Continuous Lots in Same Ownership – Normal Fee, Plus	\$126.00	\$126.00	Per application (covering first 3 lots)	Y	A
Additional Fee Per Contiguous Lot, in Same Ownership, Above 3 Lots	\$10.00	\$10.00	Per lot (above first 3 lots)	Y	A
Dwelling Opportunity Search Urgent fee (Additional to Normal Fee)	\$64.00	\$64.00	Per application	Y	A

Refunds

The Director Community Service Delivery hereunder may vary the requirements where in that person's opinion a variation is warranted due to the special circumstances of the case.

Development Applications

(a) Where an application has been determined and no work has commenced, no refund of the development application fee.

(b) Where an application is withdrawn and:

- (i) No assessment has been undertaken 100% refund of DA fee paid;
- (ii) Assessment not finalised, 50% of the fee paid; and
- (iii) Matter processed through Development Assessment Panel (DAP) or assessment undertaken, 25% of the fee paid.

(c) Only fees and charges not rendered may be returned regardless of stage of assessment.

Applications for Building Certificates, Drainage Diagrams, Septic Tanks, Humus Closets, Other Applications, Authorisation and the Like

Where an application is withdrawn or cancelled prior to a site inspection, or prior to the matter being investigated, Council retains an administration refund fee of \$36 to cover its administrative costs in this matter. Where a site inspection has been carried out or the matter has been investigated then no refund shall apply, except for septic tanks and humus closet applications where a maximum refund of \$53 shall apply.

Construction Certificate

(a) Where an application has been determined and no work has commenced, no refund of the construction certificate application fee.

(b) Where an application is withdrawn and:

- (i) No assessment work has been undertaken 100% refund of CC fee paid;
- (ii) Assessment not finalised, 50% of the fee paid; and

(c) Only fees and charges not rendered may be returned regardless of stage of assessment

Miscellaneous Planning Documents

Certified Copy of Document, Map or Plan	\$53.00	\$62.00	Per document	N	A
Certified Extract From LEP (Document, Map or Plan)	\$53.00	\$62.00	Per certified extract	N	B
Under Section 10.8 of the EP&A Act (fee set by Schedule 4, Item 9.9 of the EP&A Regulations).					
Richmond Valley Local Environment Plan 2012	\$42.00	\$42.00	Each	Y	A
These documents are available for download, free of charge, from the legislation website and NSW Planning Portal.					

continued on next page ...

Page 43 of 67

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Cat.
------	----------------------------------	----------------------------------	------	-----	-----------------

Miscellaneous Planning Documents [continued]

Richmond Valley Local Environment Plan maps – Individual Map Sheet – Colour A3 Print Size	\$11.00	\$11.00	Per map sheet	Y	A
--	---------	---------	---------------	---	---

These documents are available for download, free of charge, from the legislation website and NSW Planning Portal.

Complete Set of Map Sheets Per Map Type	\$53.00	\$53.00	Capped per map type	Y	A
---	---------	---------	---------------------	---	---

Richmond Valley Development Control Plan 2015	\$0.20	\$0.20	Per page	Y	A
---	--------	--------	----------	---	---

These documents are available for download, free of charge, from the legislation website and NSW Planning Portal.

Residential Chapters – Includes Density Maps	\$0.20	\$0.20	Per page	Y	A
--	--------	--------	----------	---	---

Section 7.12 Contributions Plan	\$0.20	\$0.20	Per page	Y	A
---------------------------------	--------	--------	----------	---	---

These documents are available for download, free of charge, from Council's website.

Section 7.11 Heavy Haulage Contributions Plan	\$0.20	\$0.20	Per page	Y	A
---	--------	--------	----------	---	---

State of Environment Report	\$0.20	\$0.20	Per page	Y	A
-----------------------------	--------	--------	----------	---	---

Urban Settlement Strategy	\$0.20	\$0.20	Per page	Y	A
---------------------------	--------	--------	----------	---	---

These documents are available for download, free of charge, from Council website or can be provided in an electronic format on CDRom (for a fee based upon number of CD's required).

Richmond Valley Heritage Study 2007	\$0.20	\$0.20	Per page	Y	A
-------------------------------------	--------	--------	----------	---	---

These documents are available for download, free of charge, from Council's website.

Richmond Valley Thematic History (Printed Book)	\$25.00	\$25.00	Each	Y	A
---	---------	---------	------	---	---

Development Engineering**Miscellaneous Inspections**

Miscellaneous Inspections	\$0.00	\$150.00	Per inspection	N	A
---------------------------	--------	----------	----------------	---	---

Section 64 Fees**Section 64 Local Government Act & Water Management Act 2000 Contribution Area – Casino**

RVC Water Headworks	\$9,350.00	\$9,350.00	Per ET	N	D
---------------------	------------	------------	--------	---	---

Subject to CPI

RVC Sewerage Headworks	\$8,000.00	\$8,000.00	Per ET	N	D
------------------------	------------	------------	--------	---	---

Section 64 Local Government Act & Water Management Act 2000 Contribution Area – Evans Head, Woodburn and Broadwater

RVC Water Headworks	\$2,180.00	\$2,180.00	Per ET	N	D
---------------------	------------	------------	--------	---	---

Subject to CPI

RVC Sewerage Headworks	\$8,000.00	\$8,000.00	Per ET	N	D
------------------------	------------	------------	--------	---	---

Rous Water Headworks	Refer to Rous		Per ET	N	D
----------------------	---------------	--	--------	---	---

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Cat.
------	----------------------------------	----------------------------------	------	-----	-----------------

Section 64 Local Government Act & Water Management Act 2000 Contribution Area – Coraki, Rileys Hill

RVC Water Headworks	\$2,180.00	\$2,180.00	Per ET	N	D
Subject to CPI					
RVC Sewerage Headworks	\$8,000.00	\$8,000.00	Per ET	N	D
Rous Water Headworks	Refer to Rous		Per ET	N	D

Capitalised Volumetric Charges

Section 64 Local Government Act & Water Management Act 2000 Contribution Area – Casino

RVC Water	\$2.05	\$2.09	Per kilolitre	Y	D
RVC Sewerage	\$1.74	\$1.74	Per kilolitre	Y	D

Section 64 Local Government Act & Water Management Act 2000 Contribution Area – Lower River

RVC Water	\$0.48	\$0.49	Per kilolitre	Y	D
RVC Sewerage	\$1.74	\$1.74	Per kilolitre	Y	D
Rous Water	Refer to Rous		Per kilolitre	N	D
Charge set by Rous Water – fee was unavailable at time of adopting this policy.					

Section 7.11 and 7.12 Local Infrastructure Contributions (Div 7.1 of the EP&A Act)

Section 7.11 Development Contributions Plan

Heavy Haulage Contributions Plan

Mines, Extractive Industries, and/or Development Processing Quarried/Mined Material-

Section 7.11 Development Contributions Plan Heavy Haulage	As per consent conditions	Per tonne	N	D
---	---------------------------	-----------	---	---

Section 7.12 Development Contributions Plan 2010 Environmental Planning and Assessment Act 1979 Levy Area – All Areas

Subject to Applicability and Legislated Exemptions

Cost of Development (\$0-\$100,000)	\$0.00	\$0.00		N	D
Cost of Development (\$100,001-\$200,000)	0.5% of the total cost of the development			N	D
Cost of Development (>\$200,000)	1.0% of the total cost of the development			N	D

Roads Act & Associated Fees

Application Fee for Approval to Install Private Pipeline (Irrigation etc) Across a Road Reserve	\$350.20	\$360.00	Per application	Y	A&B
Includes inspection and guidepost with reflective sticker.					
Temporary Public Road Closing Advertising Fee	\$245.00	\$255.00	Per application	N	C

continued on next page ...

Page 45 of 67

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Cat.
------	----------------------------------	----------------------------------	------	-----	-----------------

Roads Act & Associated Fees [continued]

Temporary Public Road Closing Advertising Fee for an Event	\$245.00	\$255.00	Per application	N	C
Section 138 Roads Act Application	\$0.00	\$200.00	Per application	N	A
Section 138 Roads Act Application (Minor Works)	\$0.00	\$100.00	Per application	N	A
Kerbside Dining Licence Application Fee (One Off)	\$150.00	\$150.00		Y	C
Placing of Hoardings, Barricades, Scaffold, and the Like Within the Road Reserve (No charge for first 2 weeks)	\$42.00	\$10.00	Per square m / week	N	F
Speed Zone Authorisation	\$0.00	\$90.00	Per Speed Zone Application	N	A
Traffic Management Plan (Including Traffic Control Plan)	See private works		Per plan	Y	E
Supply of Traffic Control Signage	See Private Works		Per application	N	E

Rural Road Number

Rural Road Number Application and Reflective Plate	\$93.00	\$95.00	Per number	Y	A
Rural Road Number – Replacement Signs	\$42.00	\$45.00	Per number	Y	A

Flood Information

Determination of Extent of Flood on Property - CDC Applications	\$0.00	\$150.00	Per application	N	A
Flood Information Enquiry	\$0.00	\$50.00	Per property	N	A

Civil Assessment Fee

Development < \$100,000	\$245.00	\$250.00		Y	A
Development > \$100,000	\$535.00	\$550.00		Y	A
Urban/Rural Roads – Per Metre of Centre Line	\$6.80	\$7.00	Per metre	Y	A
Kerb and Gutter Including Road Shoulder	\$1.95	\$2.00	Per metre	Y	A
Stormwater Drainage – Council Infrastructure	\$7.10	\$7.50	Per metre	Y	A
Sewer Main	\$7.60	\$7.85	Per metre	Y	A
Water Main	\$4.30	\$4.50	Per metre	Y	A
Sewer Pumping Station		1% of cost		Y	A
Inter Allotment Drainage – Private Infrastructure	\$3.70	\$3.80	Per metre	Y	A
Assessment in Excess of Two (2) Preliminary Sets of Plans and the Final Set of Approved Plans	\$22.50	\$23.00	Per sheet per assessment	Y	A
Extraordinary Inspections Resulting From Failed Works, Works Not Ready at Arranged Time etc	\$170.00	\$175.00		N	A
Maintenance Bond – Held for a Period of 12 Months From the Day of Practical Completion for Assets That Become Council's		10% of cost		N	A
Outstanding Works Bond (130% of Cost of Outstanding Works)		130% of cost		N	A
Outstanding Works Bond Administration Fee	\$350.00	\$360.00		N	A

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Cat.
------	----------------------------------	----------------------------------	------	-----	-----------------

Libraries

Richmond Upper Clarence Regional Library

Lost Books		At replacement cost	Per book	N	E
Damaged Books		At replacement cost	Per book	N	E
Freight on Inter-Library Loan	\$5.50	\$5.50	Per book	Y	E
Inter Library Loan Charges		At cost from other libraries	Per book	Y	E
		Min. Fee: \$26.18			
Fines and Late Returns	\$0.10	\$0.10	Per day per item	N	F
Printing or Photocopying – A4 Black and White	\$0.20	\$0.20	Per page	Y	E
Printing or Photocopying – A3 Black and White	\$0.40	\$0.40	Per page	Y	E
Printing or Photocopying – A4 Colour	\$1.00	\$1.00	Per page	Y	E
Printing or Photocopying – A3 Colour	\$2.00	\$2.00	Per page	Y	E
Fax Service – Send/Receive	\$3.00	\$2.00	Per page	Y	E
Sale of Library Bags With @ Your Library Logo	\$3.50	\$3.50	Per bag	Y	E
Laminating Service – A4 Page	\$2.00	\$2.00	Per page	Y	E
Laminating Service – A3 Page	\$4.00	\$4.00	Per page	Y	E
Scanning (1-20 Pages)	\$2.00	\$2.00	Per document	Y	E
Sale of Books		At cost	Per book	Y	E
Sale of Headphones	\$3.00	\$3.00	Per set	Y	E
Replacement of Lost Members Cards	\$3.00	\$3.00	Per card	Y	E
Sale of USB Sticks	\$10.00	\$10.00	Per USB	Y	E
Hire of Library Meeting Room – Casino	\$29.00	\$30.00	Per hour	Y	A
Hire of Library Meeting Room – Casino	\$87.00	\$90.00	Per day	Y	A
Hire of Library Meeting Room – Community Groups – Casino		Free of charge		Y	A

Environmental Health

Regulatory Enforcement

Animal Control – Lifetime Registration Fees

Exemptions from lifetime registrations include greyhounds registered under Greyhounds Racing Authority Act.

Non Desexed Cat or Dog		As per Act	As per Act	N	B
Desexed Cat or Dog		As per Act	As per Act	N	B
Desexed Cat or Dog – Pensioner		As per Act	As per Act	N	B
Dogs Owned by Registered Breeders		As per Act	As per Act	N	B
Desexed Cat or Dog – 50% Discount		As per Act	As per Act	N	B
Assistance Animals		As per Act	As per Act	N	B
Farm Working Dogs (Must Reside on Rural Rated Property)		As per Act	As per Act	N	B
Working dogs not residing on rural rated property must pay normal registration fees as above.					
Annual Permit – Desexed Cat Above 4 months Old	\$80.00	\$80.00	Per annum	N	B
Annual Permit – Dangerous or Restricted Dog	\$195.00	\$195.00	Per annum	N	B

continued on next page ...

Page 47 of 67

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Cat.
Animal Control – Lifetime Registration Fees [continued]					
Late Fee – Non-Payment of Fee After 28 Days	\$15.00	\$15.00	Per occurrence	N	B
Microchipping Fee	\$20.50	\$21.00	Per animal	N	E
Certificate of Compliance for Dangerous Dog Enclosure	\$158.50	\$163.00	Per certificate	N	B
Vet Pack Release Fee (Immunise/Desex/Chipped)	Actual cost of vet services		Per animal	N	E
Impounded Cat or Dog Maintenance/Sustenance	\$22.50	\$23.00	Per animal/per day	N	A
Release of Cat or Dog From Pound – First Impoundment	\$47.00	\$48.50	Per animal	N	A
Release of Cat or Dog From Pound – Subsequent Impoundings in 1 Year	\$99.00	\$102.00	Per animal	N	A
Transport Cat/ Dog From Vet After Hours	\$0.00	\$65.00	Per animal	N	A
Animal Surrender Fee – Small Dogs (<7kgs)	\$63.00	\$65.00	Per animal	N	A
Animal Surrender Fee – Medium/Heavy Dogs (>7kgs)	\$137.00	\$141.00	Per animal	N	A
Dangerous Dog Signage	\$37.00	\$38.00	Per sign	Y	E
Dangerous Dog Collars	\$56.00	\$58.00	Per collar	Y	E
Cat Trap Hire Bond – Paid up Front	\$100.00	\$100.00	Per deposit	N	E
Cat Trap Weekly Hire ~	\$13.50	\$14.00	Per usage	Y	E
Weekly hire cost deducted at \$10 per week when trap returned as per terms and conditions – any surplus refunded by cheque within 4 weeks.					
Vet Supplies or Treatment		At cost		N	E
Stock Control					
Administration Fee (Notification) or Administration Fee (Notification) Minimum Charge	\$26.00	\$27.00	Per head/impounding	N	A
Driving Fee (Walking of Stock)	\$1.35	\$1.40	Per head/per km	N	A
Stock Preparation for Transport	\$68.00	\$70.00	Per head	N	A
Transport Cost or Damage Charge		At cost		N	E
Pound Sustenance Charge	\$25.00	\$25.75	Per animal/per day	N	A
Small Stock Release Fee (Goats/ Sheep/ Pigs or similar/ Chickens/ Rabbits)	\$0.00	\$30.00	Per animal	N	A
Stock Release Fee (Cattle/ Horses/ Large Stock)	\$122.00	\$125.50	Per head	N	A
Veterinary Charges		At cost		N	E
Removal of Dead Animals	\$95.00	\$97.85	Per animal	N	A
Other Impounding Fees					
Vehicle Transportation Fee		At cost		N	E
Other Articles		At cost		N	E
Preparation and Handling Fee	\$68.00	\$70.00	Per impoundment	N	A
Storage Fee	\$18.50	\$19.00	Per week	N	A
Notification and Administration Fee	\$68.00	\$70.00	Per impoundment	N	A
Release Fee	\$227.00	\$234.00	Per impoundment	N	A
Release Fee - Shopping Trolley	\$0.00	\$70.00	Per trolley	N	A
Advertising in Paper of Impoundment	\$122.00	\$126.00	Per advertisement	N	A
Key for Access to Boundary Creek	\$35.00	\$35.00	Per key	Y	E

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Cat.
------	----------------------------------	----------------------------------	------	-----	-----------------

Footway Activities – Footpaths

Application to Conduct Footway Activities	\$300.00	\$309.00	Per application	Y	A
An application is for a twelve month period whether it is for a single activity or multiple activities throughout the twelve months. Activities include merchandise, merchandising racks, trading tables and associated equipment, street stalls and other fundraising activities.					
Application to Conduct Footway Activity (One-Off)	\$137.00	\$141.00	Per application	Y	A

Health Administration and Inspection

Skin Penetration

General Inspection Fee	\$185.00	\$185.00	Per inspection	N	B
Skin Penetration / Hairdressers / Beauty Salons Inspection Fee	\$185.00	\$185.00	Per inspection	N	B
Administration Fee (Per Section 31 of the Public Health Regulation Act 2012)		Per regulations	Per annum	N	B

Food Premises

General Inspection Fee (High/Medium Premises Only)	\$185.00	\$185.00	Per inspection	N	B
General Inspection Fee (Low Premises Only)	\$96.00	\$99.00	Per inspection	N	B
Further Inspection Fee – Deficiencies not Rectified (High/Medium Premises Only)	\$185.00	\$185.00	Per inspection	N	E
Pre-Purchase Inspection – Minimum Fee	\$370.00	\$370.00	Per inspection	N	B
Food Premises Administration Charge (High/Medium/ Low) Premises		As per Act	As per Act	N	A
Improvement Notice Fee		As per Act	As per Act	N	A

Other Premises Inspections

Motels, Mortuaries, Amusement Centres, etc	\$185.00	\$185.00	Per inspection	N	B
Device Application Approval – Inspection Outside Normal Hours	\$185.00	\$185.00	Per inspection	N	E
Device Application Approval – Construction Safety Act	\$33.00	\$34.00	Per device	N	B
Community Halls	\$185.00	\$185.00	Per inspection	N	B
Caravan Parks – Annual or Five Year Inspection	\$7.10	\$7.30	Per site/per inspection (min charge \$185.00 per inspection)	N	A
Caravan Park – Compliance Inspection (including Construction Permit Applications)	\$185.00	\$185.00	Per inspection	N	A
Legionella Inspections	\$185.00	\$185.00	Per inspection	N	E
Public Pool Inspections	\$185.00	\$190.00	Per inspection	Y	E
Public Pool Registration	\$76.00	\$78.00	Per annum	Y	E
Places of Shared Accommodation	\$185.00	\$185.00	Per inspection	N	E
POEO Act Administration Fee		As per Act	As per Act	N	E

Itinerant Vendors Licence

Mobile Food Vendors	\$315.00	\$315.00	Per annum	N	B
Roadside Stall (Fruit/Veg)	\$40.00	\$41.20	Per month	N	B

continued on next page ...

Page 49 of 67

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Cat.
------	----------------------------------	----------------------------------	------	-----	-----------------

Itinerant Vendors Licence [continued]

Approval Fee	\$43.00	\$44.50	Per inspection	N	B
--------------	---------	---------	----------------	---	---

Market Food Stall Holders Approval

Category 1 – On Site Preparation	\$148.00	\$152.50	Per stall per annum	N	E
Category 2 – One-Step Preparation	\$88.00	\$91.00	Per stall per annum	N	E
Category 3 – Pre-Wrapped and Fruit and Vegetables	\$61.00	\$63.00	Per stall per annum	N	E
Category 4 – Community Groups and Not for Profit Organisations	\$0.00	\$0.00	Per stall per annum	N	E
Special Event Food Stalls	\$74.00	\$76.00	Per stall per annum	N	E

Health Administration and Inspection Professional Staff

Professional Staff Fees	\$185.00	\$190.00	Per hour	Y	E
Health and Environment Administration Search Fee	\$68.00	\$70.00	Per hour	Y	A
Water Cater Vehicle Inspection	\$90.00	\$93.00	Per inspection	Y	E

Onsite Sewerage Management Systems

Inspection Fee (When Required)	\$185.00	\$185.00	Per hour	N	B
Renewal of Approval for Existing Domestic System (Issued on Rate Notice)	\$55.00	\$57.00	Per annum	N	B
Renewal of Approved Commercial System	\$1,235.00 + \$1.00 per person over 10 persons		Per annum	N	B
Application Fee – New Installation Includes Installation and Final Inspection	\$420.00	\$432.00	Per system	N	B
Application Fee – Upgrade Existing System, Including Installation Inspection	\$257.00	\$265.00	Per system	N	B
Application Fee – Modification to Approval to Install Existing System (Desktop)	\$138.00	\$142.00	Per system	N	B
Application for Sewerage Management System Facility Information (Desktop Only)	\$80.00	\$82.00	Per application	N	A
OSMS Pre-Purchase Inspections with Report	\$340.00	\$350.00	Per system	N	A
Transfer of Approval to Operate	\$68.00	\$70.00	Per approval	N	A

Section 68 Approvals**Sundry Applications for Approval Sec 68 LG Act**

Development Application Section 68 Plumbing Permit Application	\$185.00	\$185.00	Per application	N	A
Category 1 – Small Standard Events (Includes any Inspection Fee)	\$185.00	\$185.00		N	A
Category 2 – Large or Non-Standard Events	\$185.00	\$185.00		N	A
Requires a Professional Staff Inspection Fee	\$310.00	\$320.00		N	B

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Cat.
------	----------------------------------	----------------------------------	------	-----	-----------------

Liquid Trade Waste

Trade Waste Application Fee – Discharge Category

Category 1	\$148.00	\$152.50	Per initial application	N	E
Category 1 Amended Application	\$99.00	\$102.00	Per amended application	N	E
Category 2	\$420.00	\$432.60	Per initial application	N	E
Category 2 Amended Application	\$268.00	\$276.00	Per amended application	N	E
Category 3	\$850.00	\$875.50	Per initial application	N	E
Category 3 Amended Application	\$545.00	\$561.35	Per amended application	N	E
Category 2S	\$185.00	\$190.55	Per initial application	N	E
Category 2S Amended Application	\$122.00	\$126.00	Per amended application	N	E

Annual Trade Waste Fee – Trade Waste Discharge Category (Including Initial Inspection)

Annual Trade Waste Inspection Fee (Existing)

Category 1 Discharger	\$110.00	\$113.30	Per annum	N	E
Category 2 Discharger	\$195.00	\$200.85	Per annum	N	E
Category 3 Large Discharger/Industrial Discharger	\$680.00	\$700.40	Per annum	N	E
Category 2S Discharger	\$190.00	\$195.70	Per annum	N	E

Food Waste Disposal Unit Discharge – Food Waste Disposal Unit

Charge	\$30.00	\$30.90	Per hour	N	E
--------	---------	---------	----------	---	---

Re-Inspection Fee – Trade Waste Discharge Category

Category 1 Discharger	\$185.00	\$185.00	Per hour	N	E
Category 2 Discharger	\$185.00	\$185.00	Per hour	N	E
Category 3 Large Discharger/Industrial Discharger	\$185.00	\$185.00	Per kL	N	E
Category 2S Discharger	\$185.00	\$185.00	Per hour	N	E

Trade Waste Usage Charge – Usage Type

Category 1 – Discharger With Appropriate Equipment		Free of charge	Per kL	N	E
Category 1 – Discharger Without Appropriate Pre-Treatment	\$1.95	\$2.00	Per kL	N	E
Category 2 – Discharger With Appropriate Pre-Treatment	\$1.95	\$2.00	Per kL	N	E
Category 2 – Discharger Without Appropriate Pre-Treatment	\$17.50	\$18.00	Per kL	N	E

Excess Mass Charge – Contaminant

Aluminium	\$0.88	\$0.90	Per kg	N	E
Ammonia	\$2.55	\$2.65	Per kg	N	E

continued on next page ...

Page 51 of 67

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Cat.
Excess Mass Charge – Contaminant [continued]					
Arsenic	\$87.50	\$90.15	Per kg	N	E
Barium	\$43.00	\$44.30	Per kg	N	E
Biochemical Oxygen Demand (BOD)	\$0.88	\$0.90	Per kg	N	E
Boron	\$0.88	\$0.90	Per kg	N	E
Bromine	\$17.50	\$18.05	Per kg	N	E
Cadmium	\$400.00	\$412.00	Per kg	N	E
Chloride	Free of charge		Per kg	N	E
Chlorinated Hydrocarbons	\$43.00	\$44.30	Per kg	N	E
Chlorinated Phenolics	\$1,730.00	\$1,781.90	Per kg	N	E
Chlorine	\$1.80	\$1.85	Per kg	N	E
Chromium	\$29.00	\$29.85	Per kg	N	E
Cobalt	\$17.50	\$18.05	Per kg	N	E
Copper	\$17.50	\$18.05	Per kg	N	E
Cyanide	\$87.50	\$90.15	Per kg	N	E
Flouride	\$4.30	\$4.45	Per kg	N	E
Formaldehyde	\$1.80	\$1.85	Per kg	N	E
Oil and Grease (Total O&G)	\$1.60	\$1.65	Per kg	N	E
Herbicides/Defoliant	\$875.00	\$901.25	Per kg	N	E
Iron	\$1.80	\$1.85	Per kg	N	E
Lead	\$43.00	\$44.30	Per kg	N	E
Lithium	\$8.70	\$8.95	Per kg	N	E
Manganese	\$8.70	\$8.95	Per kg	N	E
Mercaptans	\$87.50	\$90.15	Per kg	N	E
Mercury	\$2,880.00	\$2,966.40	Per kg	N	E
Methylene Blue Active Substances (MBAS)	\$0.88	\$0.90	Per kg	N	E
Molybdenum	\$0.88	\$0.90	Per kg	N	E
Nickel	\$29.00	\$29.85	Per kg	N	E
Nitrogen (as TKN)	\$0.25	\$0.25	Per kg	N	E
Organoarsenic Compounds	\$875.00	\$901.25	Per kg	N	E
Pesticides General (Excludes Organochlorins and Organophosphates)	\$875.00	\$901.25	Per kg	N	E
Petroleum Hydrocarbons	\$3.00	\$3.10	Per kg	N	E
Phenolic Compounds (Non Chlorinated)	\$8.70	\$8.95	Per kg	N	E
Phosphorus (TP)	\$1.80	\$1.85	Per kg	N	E
Polynuclear Aromatic Hydrocarbons	\$17.50	\$18.05	Per kg	N	E
Selenium	\$61.00	\$62.85	Per kg	N	E
Silver	\$1.60	\$1.65	Per kg	N	E
Sulphate (SO4)	\$0.22	\$0.30	Per kg	N	E
Sulphide (S)	\$1.80	\$1.85	Per kg	N	E
Sulphite (SO3)	\$1.90	\$1.95	Per kg	N	E
Suspended Solids (SS)	\$1.20	\$1.25	Per kg	N	E
Thiosulphate	\$0.34	\$0.35	Per kg	N	E
Tin	\$8.70	\$8.95	Per kg	N	E
Total Dissolved Solids (TDS)	\$0.13	\$0.15	Per kg	N	E
Uranium	\$8.70	\$8.95	Per kg	N	E

continued on next page ...

Page 52 of 67

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Cat.
------	----------------------------------	----------------------------------	------	-----	-----------------

Excess Mass Charge – Contaminant [continued]

Zinc	\$17.50	\$18.05	Per kg	N	E
------	---------	---------	--------	---	---

Underground Petroleum Storage Systems (UPSS)

Annual Registration Fee	\$106.00	\$109.00	Per annum	N	E
Low Risk First Inspection Fee	\$185.00	\$185.00	Per inspection	N	E
Low Risk Re-inspection Fee	\$96.00	\$99.00	Per inspection	N	E
Medium Risk First Inspection Fee	\$280.00	\$288.40	Per inspection	N	E
Medium Risk Re-inspection Fee	\$185.00	\$185.00	Per inspection	N	E
High Risk First Inspection Fee	\$370.00	\$381.10	Per inspection	N	E
High Risk Re-inspection Fee	\$240.00	\$247.20	Per inspection	N	E

Sustain**Northern Rivers Livestock Exchange****Sale Fees**

Annual Business Licence Fee	\$10,500.00	\$10,500.00	Per annum	Y	D
Agents Business Usage Fee	\$1.00	\$1.00	Per head	Y	D
Agents Business Usage Fee - Bull & Stud Sales		0.30%	Total revenue from sale	Y	D
Vendor Capital Levy	\$2.05	\$2.05	Per head	Y	D
Cattle Sold for \$0.01 to \$600.00	\$9.00	\$9.00	Per head	Y	D
Cattle Sold for \$600.01 to \$900.00	\$11.15	\$11.15	Per head	Y	D
Cattle Sold for \$900.01 and Above	\$13.50	\$13.50	Per head	Y	D
Bull & Stud Sales - Vendor Fee	\$21.50	\$22.15	Per head	Y	D
Bulls (Non-Stud)	\$15.50	\$15.50	Per head	Y	D
Livestock Delivery Including Delivery Management	\$0.00	\$4.50	Per Head	Y	D
Vendor Fee - Stocklive Streaming Sales	\$1.50	\$1.50	Per head	Y	D
Stocklive Stud Sales	\$1,700.00	\$1,650.00	Per stud sale	Y	D
Saleyards Inductions (Minimum 10)		Price on application	Per person	N	D
NLIS Transaction Fee	\$74.00	\$76.20	Minimum charge	Y	D
Special Weighs	\$11.40	\$13.50	Per head	Y	D
Scale Testing Fee	\$290.00	\$300.00		Y	D
Horses - Vendor Fees	\$11.40	\$13.50	Per head	Y	D
No Sale Charge	\$11.40	\$13.50	Per head per day	Y	D
Emergency Tags	\$0.00	\$12.50	Per tag	Y	D
Special Sale Fee - Non Friday	\$0.00	\$2.50	Per head	Y	D

General Fees

Livestock Feeding Permit	\$2,000.00	\$2,000.00	Per annum	Y	D
No Sale Charge Stud Bulls and Registered Livestock Sale Vendor Fee	\$21.50	\$22.15	Per head	Y	D

continued on next page ...

Page 53 of 67

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Cat.
------	----------------------------------	----------------------------------	------	-----	-----------------

General Fees [continued]

Special Sale Booking	\$175.00	\$180.00	Per day	Y	D
Dead Beast Handling Fee (Excludes Disposal – Charged at Cost per kg)	\$105.00	\$108.00	Per head	Y	D
Use of Facility Fee (For Cattle Using Snake Race, Crushes, Pens, Yards etc.)	\$11.40	\$11.75	Per head	Y	D
Minimum Charge \$25.00					
DPI Ramp and Yard Usage - Dipping of Livestock	\$0.00	\$11.75	Per head	Y	D
Review of Security Footage	\$0.00	\$132.00	Per hour	Y	D
Labour Charges - Per Person	\$0.00	\$90.00	Per Hour	Y	D
Infringement Notice - 1st Offence	\$0.00	\$150.00	Per Notice	N	D
Infringement Notice - 2nd Offence	\$0.00	\$300.00	Per Notice	N	D
Infringement Notice - 3rd Offence	\$0.00	\$500.00	Per Notice	N	D
Infringement Notice - Notice to Show Cause	\$0.00	\$1,000.00	Per Notice	N	D

After Hours Call Out Fee

Monday – Friday (6pm – 6am)	\$163.00	\$168.00	Per callout	Y	D
Saturday and Sunday	\$210.00	\$216.00	Per callout	Y	D
Public Holiday	\$267.00	\$275.00	Per callout	Y	D

Transit Fees

Ramp Usage and Transit Yard Fee - Consolidation - Less than 24 Hours	\$0.00	\$3.00	Per head	Y	D
Ramp Usage and Transit Yard Fee - Consolidation - More than 24 Hours	\$0.00	\$8.00	Per head	Y	D

Use of Crush/Head Bale Fee

Use of Crush Pre or Post Sale at NRLX (Must be Booked With Administration)	\$0.60	\$0.60	Per head	Y	D
--	--------	--------	----------	---	---

Holding Paddock Charges (Except Permit Paddocks)

1 Day Minimum	\$90.00	\$90.00		Y	D
2 Days	\$120.00	\$120.00		Y	D
3 Days	\$160.00	\$160.00		Y	D
Weekly	\$240.00	\$240.00		Y	D
Monthly	\$720.00	\$720.00		Y	D
Annually	\$3,480.00	\$3,480.00		Y	D

Railway Holding Paddocks

Weekly	\$130.00	\$130.00		Y	D
Monthly	\$295.00	\$295.00		Y	D
Yearly	\$3,480.00	\$3,480.00		Y	D

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Cat.
------	----------------------------------	----------------------------------	------	-----	-----------------

Truck Wash (Avdata System)

Key Purchase	\$46.50	\$47.90	Per key	Y	D
Usage Per Minute	\$0.93	\$0.95	Per minute pro rata	Y	D
Minimum Charge	\$4.60	\$4.75		Y	D

Canteen Hire

Canteen Hire – Casual Hirer (No Lease)	Price on application		For each use	Y	D
Canteen Hire – Casual Hirer Bond (No Lease)	Price on application		For each use	N	D

Advertising Fees

Southern Yards Boundary 2,400 x 900mm	\$910.00	\$910.00	Per annum	Y	D
Southern Yards Boundary 1,200 x 900mm	\$510.00	\$510.00	Per annum	Y	D
Southern Yards Boundary 900 x 900mm	\$410.00	\$410.00	Per annum	Y	D
Eastern Loading Zone 3,600 x 900mm	\$1,360.00	\$1,360.00	Per annum	Y	D
Eastern Loading Zone 2,400 x 900mm	\$910.00	\$910.00	Per annum	Y	D

Hire Fees

NRLX Training Room	\$0.00	\$20.00	Per hour	Y	D
NRLX Training Room	\$0.00	\$70.00	Per day	Y	D
NRLX Meeting Room	\$0.00	\$30.00	Per hour	Y	D
NRLX Meeting Room	\$0.00	\$110.00	Per day	Y	D

Governance & Advocacy

Governance

Government Information (Public Access) Act Application

Access to information can be requested under the Local Government Act 1993. This method does not incur an application fee or processing fees, however standard Council photocopying charges will apply where the applicant wishes to obtain hard copy records.

Formal access applications are made under the Government Information (Public Access) Act 2009. A processing fee may be charged, however exemptions apply for applications for information pertaining to an individual's own records. Where processing charges are applied, the application fee paid counts as payment toward processing charges.

Application Fee (Application for Access to Agencies Documents)	\$30.00	\$30.00	Per application	N	B
Research Fee (Application for Access to Agencies Documents)	\$30.00	\$30.00	Per hour	Y	A
Internal Reviews Application Fee	\$40.00	\$40.00	Per application	N	B

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Cat.
------	----------------------------------	----------------------------------	------	-----	-----------------

Promotional Display Vans

Promotional Display Vans – Users Other Than Council – Community Organisations/Commercial Organisations – Utilising Kerb Parking Space (Exemption at discretion of General Manager)	\$43.00	\$44.00	Per day per 2 parking spaces	Y	A
--	---------	---------	------------------------------	---	---

Petrol Pumps on Public Footpaths

For Each Single Delivery Pump	\$155.00	\$160.00	Per annum	Y	A
For Each Dual or Double Header Pump	\$270.00	\$278.00	Per annum	Y	A
For Each Filling Box	\$36.00	\$37.00	Per annum	Y	A

Customer Service

Council Offices

Hire of Rooms – Evans Head Office (Small Meeting Room)	\$0.00	\$20.00	Per hour	Y	A
Hire of Rooms – Evans Head Office (Dirrawong Meeting Room & Large Meeting Room)	\$41.00	\$43.00	Per hour	Y	A
Hire of Rooms – Evans Head Office (Dirrawong Meeting Room & Large Meeting Room)	\$206.00	\$213.00	Per day	Y	A
Hire of Committee Room – Casino Office	\$41.00	\$43.00	Per hour	Y	A
Hire of Committee Room – Casino Office	\$206.00	\$213.00	Per day	Y	A
Hire of Council Chambers – Casino Office	\$61.00	\$63.00	Per hour	Y	A
Hire of Council Chambers – Casino Office	\$240.00	\$250.00	Per day	Y	A
Hire of Council Chambers/Committee Room combined – Casino Office	\$99.00	\$102.05	Per hour	Y	A
Hire of Council Chambers/Committee Room combined – Casino Office	\$430.00	\$445.00	Per day	Y	A

Information Technology Services

Records

Access to Building & Development Records

Application Fee (Application for Access to Agencies Documents)	\$30.00	\$30.00	Per application	N	B
Research Fee (Application for Access to Agencies Documents)	\$30.00	\$30.00	Per hour	Y	A
Scanning (1-20 Pages) A4	\$2.00	\$2.00	Per set	Y	A
Scanning (20 + Pages) A4	\$4.00	\$4.00	Per set	Y	A
Scanning A3	\$2.00	\$2.00	Per sheet	Y	A
Scanning Large Plans A1, A2 etc	\$11.00	\$11.00	Per sheet	Y	A

Financial Services

Section 603 Certificates	\$85.00	\$90.00	Per certificate	N	B
--------------------------	---------	---------	-----------------	---	---

continued on next page ...

Page 56 of 67

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Cat.
Section 603 Certificates – Within 24 Hours	\$170.00	\$180.00	Per certificate	N	A&B
Copy of Rates or Water Notices	\$5.00	\$5.00	Per notice	N	A
Rates Information – Standard Information – Non Owner	\$15.00	\$15.00	Per assessment	N	A
Photocopying – A4	\$0.20	\$0.20	Per copy	N	A
Photocopying – Maps, Plans, etc – A3	\$0.40	\$0.40	Per copy	N	A
Photocopying – A4 Colour	\$1.00	\$1.00	Per copy	N	A
Photocopying – Maps, Plans, etc – A3 Colour	\$2.00	\$2.00	Per copy	N	A
Dishonour Fee - Direct Debits/Deposits etc	\$7.50	\$10.00	Per dishonour	N	C
Use of Shredder up to 5 Minutes – Minimum Charge	\$7.00	\$7.00		Y	A
Use of Shredder 5 to 10 Minutes	\$10.00	\$10.00		Y	A
Use of Shredder 10 to 15 Minutes	\$15.00	\$15.00		Y	A
Use of Shredder 15 to 30 Minutes	\$20.00	\$20.00		Y	A
Use of Shredder 30 Minutes to 1 Hour	\$30.00	\$30.00		Y	A
Fax Usage – Send/Receive	\$3.00	\$3.00	Per sheet	Y	A
Data Projector Hire	\$290.00	\$295.00	Per day	Y	A
Projector Screen Hire	\$30.00	\$30.00	Per day	Y	A

Engineering Support & Asset Management

Engineering Support Services

Road Naming

Road Naming Application Advertising Fee	\$1,800.00	\$1,850.00	Part of DA assessment	N	E
Road Naming Administration Fee	\$285.00	\$295.00	Part of DA assessment	N	E
Notification Charge	\$36.00	\$37.00	For excessive letters	Y	E

Road Closure/Sale

Note: This is not to be used for Crown road closure as Council cannot close non-Council roads. Applications to close Crown roads are to be lodged directly with NSW Department of Planning, Industry and Environment - Crown Lands

Stage 1 – Council Public Road Closure Application: Undertake Preliminary Site Investigations (Non-Refundable) *	\$400.00	\$400.00	Per application	Y	E
Stage 2 – Council Public Road Closure Application: Statutory Advertising, Dealing With Submissions and Report to Council (Non-Refundable) *	\$850.00	\$850.00	Per application	Y	E

continued on next page ...

Page 57 of 67

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Cat.
------	----------------------------------	----------------------------------	------	-----	-----------------

Road Closure/Sale [continued]

Stage 3 – Council Public Road Closure Application: Finalising Survey, Legal Documents and Preparing Road Closure Notice for Government Gazette *	\$300.00	\$300.00	Per application	Y	E
--	----------	----------	-----------------	---	---

Note: applicant will be required to pay all of Council's costs including Council's legal, survey, and statutory advertising fees in order to have the Council public road closed.

Note: when an unconstructed Council public road is closed it becomes vested in the Crown as Crown Land. In these instances Council is not able to facilitate the sale of Crown Land with the applicant. Any discussions regarding purchase should be directed to NSW Department of Planning, Industry and Environment - Crown Lands.

Note: when a constructed Council public road is closed it remains vested in Council as Council land. The applicant will be required to pay all of Council's costs including legal, valuation costs and the agreed compensation. The applicant will also be required to pay any survey costs to consolidate the closed road within their own land upon transfer.

Crown Road Transfer to Council Administration	\$370.00	\$370.00	Per application	Y	E
---	----------	----------	-----------------	---	---

Locality Boundary Changes

Application/Assessment/Administration Fee	\$600.00	\$600.00	Per application	Y	E
---	----------	----------	-----------------	---	---

Statutory Advertising General

Notice Published in Newspaper or NSW Government Gazette		At cost	Per application	Y	E
---	--	---------	-----------------	---	---

Traffic Counters

To Establish, Record, Report With up to 3 Counters Weekly AADT 85% Speed; % Heavy Vehicle		Price on Application		Y	E
---	--	----------------------	--	---	---

Plus installation and removal costs at Council private hire rates additional.

7 Day Count	\$310.00	\$320.00		Y	E
Each Additional Counter	\$66.00	\$68.00		Y	E
Each Additional Day	\$33.00	\$34.00		Y	E
Other Reports on Application	\$185.00	\$190.00	Per hour	Y	E

Other Engineering Support Services

Drafting/Design Work (Includes Plans, 3 Copies, Stationery, etc)	\$185.00	\$190.00	Per hour	Y	E
Survey Work (Includes Chainman, Vehicle, Pegs, etc)	\$310.00	\$320.00	Per hour	Y	E
NHVR Application Complex Route Assessment (Assessments Taking up to 4 Hours/Less than 100km Round Trip)	\$255.00	\$265.00	Per assessment	Y	E
NHVR Additional Charge (Assessments over 4 Hours)	\$51.00	\$53.00	Per hour	Y	E
NHVR Additional Mileage Charge (Over 100km Round Trip)		\$0.68 per km over 100km plus the plant fee of \$22.00 per hour.		Y	E
NHVR Application Tier 3 Bridge Assessment Quotation Fee	\$515.00	\$530.00	Per assessment	Y	E
Urban Tree Planting Application and Inspection (Includes All Inspections)	\$185.00	\$190.00	Per application	Y	E

continued on next page ...

Page 58 of 67

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Cat.
------	----------------------------------	----------------------------------	------	-----	-----------------

Other Engineering Support Services [continued]

Public Gates and Bypass (Cattle Grids) Permit Application Fee Including Advertising	\$310.00	\$320.00	Per application	N	C
Public Road Lease Application Including Advertising	\$245.00	\$255.00	Per application	Y	C

Engineering Works**Private Property Access**

Council requires all development applications to be assessed for suitable long term access to properties.

Refer to Council's information sheet and specification for the construction of vehicular accessways for full details of accessway requirements (in particular insurance requirements for contractor constructed works).

Bonds - Crossings and Driveway Apron	\$1,000.00	\$1,000.00	Each	N	A
Bonds - Layback (Integral With Kerb and Gutter)	\$1,000.00	\$1,000.00	Each	N	A
Bonds - Dish (Isolated From Kerb and Gutter)	\$1,000.00	\$1,000.00	Each	N	A
Bonds - Pipe (to 450mm Diameter Including Headwalls) – Gravel O/Lay No Seal	\$1,000.00	\$1,000.00	Each	N	A
Bonds - Light Duty Aprons – Single Domestic	\$1,000.00	\$1,000.00	Each	N	A
Bonds - Heavy Duty Apron – Commercial, Industrial, Multiple Domestic Units	\$1,000.00	\$1,000.00	Each	N	A
Other Cases and Non Standard Crossings	By individual assessment			N	A
Crossing and Driveway Apron Construction by Council	See private works			Y	E

Contract Works – Accessway Inspection Fees

Issue of Levels	See private works		Per issue	Y	E
Inspection Prior to Concrete Pour and Final Inspection (2 of)	\$170.00	\$175.00	Per inspection	N	A
Inspection on Completion of Work for Pipe Crossings	\$170.00	\$175.00	Per inspection	N	A
Additional Inspection if Required	\$170.00	\$175.00	Per inspection	N	A
Due to failure of work, or a re-visit if works not ready at the arranged time.					
Inspection of Works With no Approval for First Installation	\$205.00	\$212.00	Per inspection	N	A
Inspection of Works With no Approval for Additional Installations	\$205.00	\$212.00	Per inspection	N	A

Restoration of Road Openings

Road/Footpath Restoration Fees	Price on application			Y	E
Road Pavement – Asphaltic Concrete	Price on application			Y	E
Road Pavement – Cement Concrete	Price on application			Y	E
Road Pavement – Bitumen	Price on application			Y	E
Road Pavement – Gravel	Price on application			Y	E
Footpaths/Driveways – Asphaltic or Cement Concrete	Price on application			Y	E
Footpaths/Driveways – Bitumen	Price on application			Y	E
Footpaths/Driveways – Gravel or Natural	Price on application			Y	E
Other – Kerb and Gutter	Price on application			Y	E

continued on next page ...

Page 59 of 67

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Cat.
------	----------------------------------	----------------------------------	------	-----	-----------------

Restoration of Road Openings [continued]

Other – Kerb Only		Price on application		Y	E
Other – Gutter Only		Price on application		Y	E
Other – Dish Crossing (Intersection)		Price on application		Y	E

Road Footpath Opening Fees

Stormwater Connection	\$80.00	\$85.00	Per opening	Y	A
Road Opening	\$155.00	\$160.00	Per opening	Y	A

Fleet Management**Plant Operations**

All items of plant have a hire charge of which the details are contained within Council's plant list maintained by the Organisation Services Directorate.

The Director Organisational Services has the authority to vary rates in specific circumstances.

Items of plant not listed are priced on application.

All rates are also inclusive of labour.

All Council plant must be hired with a Council operator.

Plant Rates – Private Works

Where site access is restricted – price on application.

Large Gravel Haul Trucks		POA	Per hour	Y	D
Large Gravel Haul Trucks + Dogs		POA	Per hour	Y	D
Tractor and Slasher		POA	Per hour	Y	D
Ride on Mower		POA	Per hour	Y	D
Grader		POA	Per hour	Y	D
Backhoe		POA	Per hour	Y	D
Prime Mover Plant No. 156 and Low Loader Plant No. 186	\$220.00	\$220.00	Per hour	Y	D
Prime Mover Plant No. 156 and Side Tipping Trailer Plant No. 181	\$220.00	\$220.00	Per hour	Y	D
Erection of Street Banner – Casino and Evans Head		POA	Per pole	Y	D

Cemeteries**Public Cemeteries****Cemeteries – Burial**

Reservation Fee	\$1,090.00	\$1,125.00	Per plot	Y	A
New Plot (Without Reservation)	\$1,090.00	\$1,125.00	Per plot	Y	A

continued on next page ...

Page 60 of 67

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Cat.
Cemeteries – Burial [continued]					
Burial Fee	\$2,210.00	\$2,280.00	Per burial	Y	A
Perpetual Maintenance Fee (Burials – Once per Grave)	\$800.00	\$825.00	Per plot	Y	A
Interment of Infants – Casket < 1.3m (Excluding West St and Woodburn)	\$370.00	\$380.00	Per burial	Y	A
Additional Charge – Burial After 4pm Weekdays	\$390.00	\$400.00	Per hour	Y	A
Burial Fee – Weekends (New Grave)	\$3,400.00	\$3,500.00	Per burial	Y	A
Burial Fee – Public Holidays	\$4,030.00	\$4,150.00	Per burial	Y	A
Burial of Ashes Into Grave	\$260.00	\$270.00	Per hour	Y	A
Exhumation – Attendance/Supervision	\$200.00	\$205.00	Per hour	Y	A
Perpetual Maintenance Fee – Infant Interments	\$145.00	\$150.00	Per plot	Y	A
Memorial Plaque Placement/Headstones	\$260.00	\$270.00	Per placement	Y	A
Cemeteries - Columbarium Walls					
Old Small Niches (Walls) – Reservations Only	\$260.00	\$270.00	Per interment	Y	A
Existing Reserve – No Fee Paid	\$370.00	\$380.00	Per interment	Y	A
New Large Niches (Walls) – Reservation Including Placement – Top Row	\$1,400.00	\$1,445.00	Per interment	Y	A
New Large Niches (Walls) – Reservation Including Placement – 2nd Row	\$1,160.00	\$1,195.00	Per interment	Y	A
New Large Niches (Walls) – Reservation Including Placement – 3rd Row	\$780.00	\$805.00	Per interment	Y	A
New Large Niches (Walls) – Reservation Including Placement – 4th Row	\$460.00	\$475.00	Per interment	Y	A
All Niche Walls Perpetual Maintenance	\$200.00	\$205.00	Per interment	Y	A
Placement of Memorial Plaque – on Closed Niche Walls (No Ashes)	\$260.00	\$270.00	Per interment	Y	A
Cemeteries – Memorial Gardens					
Reservation of Plot – Memorial Garden	\$500.00	\$515.00	Per plot	Y	A
Internment of Ashes – Walls, Graves and Memorial Gardens	\$280.00	\$290.00	Per interment	Y	A
Rock Supply and Placement	\$96.00	\$100.00	Per plot	Y	A
Scatter of Ashes – Memorial Gardens	\$80.00	\$85.00	Per plot	Y	A
Perpetual Maintenance – Memorial Gardens	\$290.00	\$300.00	Per plot	Y	A
Cemeteries – Other					
Private Cemetery Approval and Inspection for approved/ registered private cemetery	\$370.00	\$670.00	Per approval	N	A
Bond - Private Cemetery - Burial Approval and Inspections - Non registered private cemetery Refundable Bond	\$0.00	\$5,000.00	Per approval	N	A
Search of Cemetery Register	\$96.00	\$100.00	Per hour or part thereof	N	A
Copies of Cemetery Register	\$5.60	\$6.00	Each	N	A
Ash Urn for Old Niche Walls – Small Container	\$11.00	\$11.00	Each	Y	A

continued on next page ...

Page 61 of 67

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Cat.
------	----------------------------------	----------------------------------	------	-----	-----------------

Cemeteries – Other [continued]

Transfer of Licence Burial	\$25.00	\$25.00	Per transfer	N	A
Crosses and Emblems	Price on application			Y	A
Portable Live Stream Unit	\$0.00	\$75.00	Per service	Y	A

Waste Management

Council reserves the right to negotiate with individual persons or organisations where there is a commercial benefit to Council. For instance, specific charges may be negotiated for bulk sales of waste product.

Weighbridge Charges (Sites With Operational Weighbridges)**General Wastes – Construction/Demolition, Commercial/Industrial and Domestic Mixed Waste (Excluding Green, Co-Mingled Recyclables or Extraordinary Wastes)**

General Wastes – Construction/Demolition, Commercial/Industrial and Domestic Mixed Waste	\$340.00	\$360.00	Per tonne	Y	E
Excludes green, co-mingled recyclables or extraordinary wastes. Minimum charge \$15.					

Segregated Concrete and Masonry (Bricks, Tiles etc) - No Asbestos Contamination

Uncontaminated (Nammoona Only)	\$190.00	\$250.00	Per tonne	Y	E
No plastics, timber plasterboard etc.					
Minimum charge \$12.					

Recyclables (Excluding Green Waste) 100% Customer sorted (CDS/Paper and cardboard/Steel cans)

Subsidised by Council

Recyclables	\$0.00	\$20.00	Per tonne	Y	E
Excluding green waste.					
100% customer sorted (container deposit scheme/paper and cardboard/steel cans/containers, glass jars and bottles).					
Subsidised by Council.					

Co-Mingled Recycling – Not Sorted

Co-Mingled Recycling - Not Sorted	\$230.00	\$240.00	Per tonne	Y	E
Minimum charge \$12.					

Green Waste/Vegetation

Green Waste/Vegetation	\$110.00	\$115.00	Per tonne	Y	E
Minimum charge \$12.					

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Cat.
------	----------------------------------	----------------------------------	------	-----	-----------------

Extraordinary Wastes (accepted at Nammoona Facility Only) - Booking Necessary

Extraordinary Wastes (Accepted at Nammoona Facility Only) Asbestos, Asbestos Contaminated Materials	\$340.00	\$360.00	Per tonne	Y	E
Minimum charge \$15.					
Contaminated Soil (Must be Certified)	By arrangement only			Y	E
Bio-Solids	\$340.00	\$360.00	Per tonne	Y	E
Minimum charge \$15.					
Handling Charge (Including Plant Hire) - Applies to all Extraordinary Wastes	\$180.00	\$190.00	Per hour	Y	E

Animal Carcasses (Accepted at Nammoona Facility Only)

Animal Carcasses (Accepted at Nammoona Facility Only)	\$340.00	\$360.00	Per tonne	Y	E
Minimum Charge \$15					

Vehicle Charges (Sites Without Operational Weighbridges)

Please note Council's waste facilities without weighbridges will have charges applied based on vehicle type or carcass category.

General Wastes – Construction/Demolition, Commercial/Industrial and Domestic Mixed Waste (Excludes Green, Co-Mingled Recyclables or Extraordinary Wastes)**Small Loads and Trailers**

1 x 240 Litre MGB or Less	\$19.00	\$20.00	Per load	Y	E
1 x 360 Litre MGB	\$28.00	\$30.00	Per load	Y	E
Station Wagons, Car Sedans	\$31.00	\$32.00	Per load	Y	E
Van, Utility, Box Trailer up to and Including 7 x 5 with Waste Depth of 1.0m or Less	\$66.00	\$68.00	Per load	Y	E

Where the waste depth in any trailer or utility exceeds 1.0m in height, the trailer or utility will be charged as the next largest size (where applicable). For large trailers or utilities that exceed that height the load will incur the charge for the smallest truck size. The waste depth will be measured from the bottom of the tray/floor to the highest part of the waste. All trailer measurements are in feet.

Medium Trailer or Utility Greater Than 7 x 5 and up to and Including 8 x 5 with Waste Depth 1.0m or Less	\$102.00	\$110.00	Per load	Y	E
--	----------	----------	----------	---	---

Where the waste depth in any trailer or utility exceeds 1.0m in height, the trailer or utility will be charged as the next largest size (where applicable). For large trailers or utilities that exceed that height the load will incur the charge for the smallest truck size. The waste depth will be measured from the bottom of the tray/floor to the highest part of the waste. All trailer measurements are in feet.

Large Trailer or Utility Greater Than 8 x 5 with Waste Depth 1.0m or Less	\$160.00	\$170.00	Per load	Y	E
---	----------	----------	----------	---	---

Where the waste depth in any trailer or utility exceeds 1.0m in height, the trailer or utility will be charged as the next largest size (where applicable). For large trailers or utilities that exceed that height the load will incur the charge for the smallest truck size. The waste depth will be measured from the bottom of the tray/floor to the highest part of the waste. All trailer measurements are in feet.

Open Trucks

Single Rear Axle, 2 Rear Wheels (or 4 Small)	\$188.00	\$200.00	Per load	Y	E
Single Rear Axle, 4 Normal Sized Rear Wheels	\$370.00	\$390.00	Per load	Y	E
Tandem Rear Axle (Bogie Drive)	\$1,850.00	\$1,910.00	Per load	Y	E

continued on next page ...

Page 63 of 67

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Cat.
------	----------------------------------	----------------------------------	------	-----	-----------------

Open Trucks *[continued]*

Twin Steer With Twin Rear Axles	\$3,080.00	\$3,180.00	Per load	Y	E
Tipping Semi-Trailer	\$3,700.00	\$3,820.00	Per load	Y	E

Enclosed Trucks/Compactors

Single Steer With Single Rear Axle	\$930.00	\$960.00	Per load	Y	E
Single Steer With Tandem Rear Axle	\$1,840.00	\$1,900.00	Per load	Y	E
Twin Steer With Tandem Rear Axle	\$2,925.00	\$3,020.00	Per load	Y	E

Other Large Vehicles

Other Large Vehicles	By arrangement only			Y	E
----------------------	---------------------	--	--	---	---

Green Waste (Vegetation)

Minimum Charge \$12

Small Loads and Trailers

1 x 240 Litre MGB or Less	\$12.80	\$13.00	Per load	Y	E
1 x 360 Litre MGB	\$13.80	\$16.00	Per load	Y	E
Station Wagons, Car Sedans	\$16.00	\$17.00	Per load	Y	E
Van, Utility or Box Trailer up to and Including 7 x 5 With Waste Depth 1.0m or Less	\$19.00	\$22.00	Per load	Y	E

Where the waste depth in any trailer or utility exceeds 1.0m in height, the trailer or utility will be charged as the next largest size (where applicable). For large trailers or utilities that exceed that height the load will incur the charge for the smallest truck size. The waste depth will be measured from the bottom of the tray/floor to the highest part of the waste. All trailer measurements are in feet.

Medium Trailer or Utility Greater Than 7 x 5 and up to and Including 8 x 5 With Waste Depth 1.0m or Less	\$32.00	\$33.00	Per load	Y	E
--	---------	---------	----------	---	---

Where the waste depth in any trailer or utility exceeds 1.0m in height, the trailer or utility will be charged as the next largest size (where applicable). For large trailers or utilities that exceed that height the load will incur the charge for the smallest truck size. The waste depth will be measured from the bottom of the tray/floor to the highest part of the waste. All trailer measurements are in feet.

Large Trailer or Utility Greater Than 8 x 5 With Waste Depth 1.0m or Less	\$47.00	\$48.00	Per load	Y	E
---	---------	---------	----------	---	---

Where the waste depth in any trailer or utility exceeds 1.0m in height, the trailer or utility will be charged as the next largest size (where applicable). For large trailers or utilities that exceed that height the load will incur the charge for the smallest truck size. The waste depth will be measured from the bottom of the tray/floor to the highest part of the waste. All trailer measurements are in feet.

Open Trucks

Single Rear Axle, 2 Rear Wheels (or 4 Small)	\$70.00	\$72.00	Per load	Y	E
Single Rear Axle, 4 Normal Sized Rear Wheels	\$140.00	\$145.00	Per load	Y	E
Tandem Rear Axle (Bogie Drive)	\$700.00	\$720.00	Per load	Y	E
Twin Steer With Twin Rear Axles	\$1,160.00	\$1,200.00	Per load	Y	E
Tipping Semi-Trailer	\$1,390.00	\$1,440.00	Per load	Y	E

Enclosed Trucks/Compactors

Single Steer With Single Rear Axle	\$350.00	\$360.00	Per load	Y	E
------------------------------------	----------	----------	----------	---	---

continued on next page ...

Page 64 of 67

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Cat.
------	----------------------------------	----------------------------------	------	-----	-----------------

Enclosed Trucks/Compactors *[continued]*

Single Steer With Tandem Rear Axle	\$700.00	\$720.00	Per load	Y	E
Twin Steer With Tandem Rear Axle	\$1,100.00	\$1,130.00	Per load	Y	E

Other Large Vehicles

Other Large Vehicles	By arrangement only			Y	E
----------------------	---------------------	--	--	---	---

Co-Mingled Recycling – Not Sorted

Minimum charge \$12

Small Loads and Trailers

1 x 240 Litre MGB or Less	\$12.80	\$14.00	Per load	Y	E
1 x 360 Litre MGB	\$18.00	\$20.00	Per load	Y	E
Station Wagons, Car Sedans	\$19.10	\$22.00	Per load	Y	E
Van, Utility or Box Trailer up to and Including 7 x 5 With Waste Depth 1.0m or Less	\$41.20	\$45.00	Per load	Y	E
Medium Trailer or Utility Greater Than 7 x 5 and up to and Including 8 x 5 With Waste Depth 1.0m or Less	\$64.90	\$70.00	Per load	Y	E
Large Trailer or Utility Greater Than 8 x 5 With Waste Depth 1.0m or Less	\$102.00	\$110.00	Per load	Y	E

Open Trucks

Single Rear Axle, 2 Rear Wheels (or 4 Small)	\$120.00	\$130.00	Per load	Y	E
Single Rear Axle, 4 Normal Sized Rear Wheels	\$237.00	\$250.00	Per load	Y	E
Tandem Rear Axle (Bogie Drive)	\$1,185.00	\$1,230.00	Per load	Y	E
Twin Steer With Twin Rear Axles	\$1,960.00	\$2,020.00	Per load	Y	E
Tipping Semi-Trailer	\$2,360.00	\$2,440.00	Per load	Y	E

Enclosed Trucks/Compactors

Single Steer With Single Rear Axle	\$587.00	\$610.00	Per load	Y	E
Single Steer With Tandem Rear Axle	\$1,170.00	\$1,210.00	Per load	Y	E
Twin Steer With Tandem Rear Axle	\$1,860.00	\$1,920.00	Per load	Y	E

Other Large Vehicles

Other Large Vehicles	By arrangement only			Y	E
----------------------	---------------------	--	--	---	---

Animals (Nammoona Only)

Small Sized (Cats and Dogs etc)	\$12.80	\$14.00	Per animal	Y	E
Medium Sized (Sheep, Calf, Foal etc)	\$40.00	\$41.95	Per animal	Y	E
Large Sized (Grown Cattle, Horses etc)	\$115.00	\$120.00	Per animal	Y	E

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Cat.
------	----------------------------------	----------------------------------	------	-----	-----------------

Other Recyclables**Refrigerators, Freezers and Air Conditioners**

Any Size, Certified Degassed (Must Have Certificate)	\$0.00	\$0.00	Per item	Y	E
Any Size, Not Degassed	\$29.00	\$30.00	Per item	Y	E

Tyres (With or Without Rims)

Car and Light Truck Tyres to 16 Inch	\$7.10	\$7.50	Per tyre	Y	E
Light Truck Tyres Greater than 16 Inch up to 17.5 Inch	\$14.80	\$16.00	Per tyre	Y	E
Other Truck > 17.5 Inch (Not Super Single)	\$32.00	\$35.00	Per tyre	Y	E
Other Truck > 17.5 Inch (Super Single)	\$57.00	\$60.00	Per tyre	Y	E
Tractor, Grader, Heavy Equipment by Arrangement	By arrangement only			Y	E

Clean Soil/Excavated Material

Clean Soil/Excavated Material	By arrangement only			Y	E
-------------------------------	---------------------	--	--	---	---

Products for Sale**Wheelie Bins (RVC Commercial Customers Only)**

120 Litre Garbage Bin (complete) – Delivered	\$96.00	\$98.90	Per bin	Y	E
120 Litre Garbage Bin – Lid	\$13.80	\$14.20	Per lid	Y	E
240 Litre Garbage Bin (Complete) – Delivered	\$108.00	\$111.25	Per bin	Y	E
240 Litre Garbage Bin – Lid	\$16.00	\$16.45	Per lid	Y	E
120, 240 Litre Garbage Bin – Wheel	\$10.60	\$10.90	Per wheel	Y	E
360 Litre Garbage Bin (Complete) – Delivered	\$165.00	\$169.95	Per bin	Y	E
360 Litre Garbage Bin – Lid	\$18.00	\$18.55	Per lid	Y	E
360 Litre Garbage Bin – Wheel	\$13.80	\$14.20	Per wheel	Y	E
360 Litre Garbage Bin "Swap" for 240 Litres	\$60.00	\$61.80	Per bin	Y	E
Recycling bin (yellow lid) only.					
120, 240 and 360 Litre Garbage Bin – Axle	\$9.10	\$9.35	Per axle	Y	E
120, 240 and 360 Litre Garbage Bin – Hinge Pin	\$1.06	\$1.10	Per hinge pin	Y	E

Garden Mulch

Garden Mulch Per Cubic Metres (Up to 10 Cubic Metres)	\$19.00	\$25.00	Per cubic metre	Y	E
Garden Mulch up to 6 x 4 Trailer	\$16.00	\$20.00	Per trailer	Y	E
Garden Mulch (Bulk Load Over 10 Cubic Metres)	By arrangement only		Per cubic metre	Y	E

Other Products

Compost (Bagged)	\$0.00	\$16.00	Per Bag	Y	E
Sale of Water from Standpipe (Nammoona only)	\$6.40	\$6.90	Per kL	N	E
Bulk Water Sales Administration Fee (> 5,000 litres)	\$32.00	\$35.00	Per load	Y	E

continued on next page ...

Page 66 of 67

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Cat.
------	----------------------------------	----------------------------------	------	-----	-----------------

Other Products [continued]

Waste Merchandise – When Available Keep cups, Boomerang Bags		Price on application	Per item	Y	E
---	--	----------------------	----------	---	---

Kitchen Organic Caddy Liners

Caddy Liners (52 Bag Roll)	\$6.80	\$7.00	Per roll	Y	E
----------------------------	--------	--------	----------	---	---

Asbestos Management Items

Subsidised by Council

Asbestos Sample Test Kits		Free of charge	Per test kit	Y	E
Asbestos Disposal Kits (Not Including Disposal Costs)	\$80.00	\$75.00	Pet kit	Y	E

Other Services**Assisting Charitable Organisations**

Approved Charitable Organisations		No charge up to \$280 per month		Y	E
-----------------------------------	--	---------------------------------	--	---	---

Document Shredding

Up to 240 Litre Bin	\$60.00	\$65.00	Per bin	Y	E
Larger Size Delivered by Customer	\$237.00	\$260.00	Per m3	Y	E
240L Bin Hire	\$6.10	\$6.50	Per bin	Y	E
Delivery and Pick Up Bins (per 15 Bins)	\$55.00	\$60.00	Per delivery	Y	E

Administration Charges

Copy of Docket	\$21.60	\$22.50	Per docket	Y	E
Monthly Account Report	\$21.60	\$22.50	Per report	Y	E
Street/park MGB Collection	\$7.60	\$7.90	Per lift	Y	E

Waste Plant Hire Fees

Hook Lift Truck Including Bin Supply and Operator	\$169.00	\$180.00	Per hour	Y	E
Side Lift Garbage Truck Including Operator	\$197.00	\$210.00	Per hour	Y	E
Waste Handling Charge (Plant & Labour)	\$180.00	\$200.00	Per hour	Y	E

CASINO AUCTIONEERS ASSOCIATION
INCORPORATED (CAAI)

PO BOX 350 CASINO NSW 2470

ABN: 55940282599

Mr Bradley Willis

NRLX Operations Manager

Mr Vaughan Macdonald

General Manager

Richmond Valley Council

Locked Mail Bag 10

Casino NSW 2470

ALL BREEDS BULL & FEMALE SALE

IMPENDING CHANGES EFFECTIVE 1st JULY 2022

At a meeting of Casino Auctioneers Association Incorporated (CAAI) held at NRLX on 22nd May 2022 your letter was tabled showing the draft 2022/2023 Revenue Policy that is relevant to the Casino All Breeds Sale.

All the dot points with fee increases were discussed. Dot point 4 Agent Business Usage Fee Bull & Stud Sales proposed 2022/23 0.3% of Sale Price.

The Agents Business Usage Fee at the commencement of 2020-2023 Agents Permit was listed as \$2.10 per head, in July 2021 it increased to \$2.20 an increase of 0.10c per head, realistic. However, in the proposal of draft Revenue Policy 2022/2023 it is propose to be 0.3% of the Sale Price.

This increase is totally unacceptable, and I have been advised by CAAI to notify you of such as this was a motion carried by CAAI.

The proposed increase is highlighted by looking at Stud Sale prices:

\$ 5,000.00 per head @ 0.3% is \$15.00 compared to \$2.20 an **increase of 581%**

\$7,500.00 per head @ 0.3% is \$22.50 compared to \$2.20 an **increase of 922%**

\$10,000.00 per head @ 0.3% is \$30.00 compared to \$2.20 an **increase of 1263%**

\$15,000.00 per head @ 0.3% is \$45.00 compared to \$2.20 an **increase of 1,945%**.

Thus, as the sale price increases so to does the percentage increase.

This is a massive increase from \$2.20 per head and is unacceptable.

Please note that CAAI will not accept any percentage of sale Price increase on any sale.

Best regards,

T R Shephard

Trevor R Shephard

Public Officer, Secretary/Treasurer
Casino Auctioneers Association Incorporated

3rd June 2022

WORKFORCE PLAN

Richmond Valley Council



June 2022 - June 2025

Richmond Valley Council
acknowledge the Traditional Owners
of Country throughout Australia and
recognise the continuing connection
to lands, waters, skies, and
communities.

We pay our respect to Aboriginal
and Torres Strait Islander cultures,
and to Elders both past, present and
emerging.

Contents for workforce plan

1	Overview	4
1.1	Scope and scale of the workforce plan	4
1.2	Alignment with other plans	4
1.3	Data and information sources	4
2	Where are we now?	5
2.1	The current external context	5
2.2	Skills Priority List	11
2.3	Richmond Valley Local Government Area Statistics (ABS)	12
2.4	Inside Richmond Valley Council	12
2.5	Our workforce metrics	14
2.5.1	Employment of Aboriginal and Torres Strait Islander People	16
2.5.2	The Youth Employment Strategy	17
2.5.3	WOMEN IN THE WORKPLACE	19
2.5.4	Try-a-Trade Program	20
2.5.5	Health, Safety & Wellbeing and Workers Compensation	21
2.6	Strategic documents and service provision	23
2.6.1	Workforce analysis	23
2.7	Overall summary	23
3	Where might we be in the future?	24
3.1	The forecast external context	24
3.2	What Our Future Employees Want	25
3.3	Overall Summary	29
4	Where are the gaps?	30
4.1	The Gaps	30
4.1.1	Key Roles with Current Recruitment Challenges	31
4.1.2	Skills REQUIRED	32
4.1.3	Our Culture	33
4.1.4	Summary of Staff Feedback	36
4.2	The risk of not addressing the gaps	37
4.3	Priorities	37
4.4	Overall summary	37
5	Strategies to address the gaps	38
5.1	Strategy Components	39
5.2	Implementation plan	40
5.3	Monitoring	40
5.4	Evaluation of the success of the workforce plan	40

1 OVERVIEW

Richmond Valley Council's Workforce Plan aims to source and retain the best talent for all roles within Council, to deliver exceptional services for a growing community. This is done through providing a modern and innovative approach to employment underpinned by a person-centred culture of safety and wellbeing alongside investing in the development of our people.

1.1 Scope and scale of the workforce plan

The 2022 Workforce Plan analyses and considers the future of business in a post COVID-19 and the recent flooding event that devastated our region.

Expert advice has been factored in as has the current state of skillsets in Australia, NSW, and Richmond Valley.

Best practice operating models are considered and contextualised within the Richmond Valley organisational and regional environments.

A selection of current and former staff have been surveyed as has the greater Leadership team.

1.2 Alignment with other plans

The Workforce Plan is designed to complement Richmond Valley Councils three-year 'Rebuilding the Richmond Valley' Delivery Plan. The Workforce Plan has been developed by People & Culture. Many of the initiatives will be planned, implemented, and continuously improved by People & Culture.

1.3 Data and information sources

Statistical information throughout this document is sourced from the Australian Bureau of Statistics and internal human resource metrics and reporting, alongside qualitative data sourced from staff through surveys and workshops.

The workforce plan has scoped the future business environment as predicted by leading business research organisations: PWC, McKinsey, Forbes, Deloitte.

Further information has been source from the:

- National Skills Commission of Australia
- Australian Governments Investment Infrastructure website
- Royal Melbourne Institute of Technology (RMIT)
- Australian Press
- 2021 Set the Standard report



2 WHERE ARE WE NOW?

2.1 The current external context

IT'S A VUCA WORLD: **Natural Disasters & COVID-19**

In 2017 the Northern Rivers saw rains that resulted in a massive flood destroying much of the region. The drought in 2018-2019 devastated many people, properties and animals within the region, this was swiftly followed by the unprecedented fires of 2019-2020 resulting in the burning 42% of the Richmond Valley LGA. Recovery work is still underway for many townships within the community. In 2019 the region would flood again - although not as devastating as those in 2017.

All these natural disasters, occurred in quick succession, unprecedented climatic and environmental events that the region had never experienced before. The townships, communities, first responders, volunteers and staff members were all in this together as we bear witness to these unusual natural events. Out of hardship, devastation came a community that sticks together and has shown great resilience and adaptability.

Richmond Valley Council, our staff and our community came together for each extraordinary event and supported each other in a variety of capacities to rebuild the community, to keep on keeping on

and to recover stronger and more prepared for the next challenge.

This display of resilience was to be challenged once again with another global crisis about to unfold: the COVID-19 Pandemic. The COVID-19 pandemic forced business across the country to adapt and adapt quickly. Operating models were reviewed by Council leaders to ensure that all our services had plans to carry out essential services should an outbreak occur.

Field staff had to ensure they used single vehicles, wore masks, worked with differing people whilst showing leadership to the community. Their ability to adapt was not unnoticed as the local police command commented that Council staff were always adhering to the Public Health Order of the time.

Office staff were to work from home, utilise technologies, stay connected and self-manage their performance. Leaders adapted exponentially as they quickly learned how to manage remote teams. All of this was achievable in record time with Council's IT team already implementing the required technologies and the People & Culture team designing multiple procedures and support documentation for staff and leaders.



2022 Flooding Event

As the risks of the COVID-19 pandemic became less disruptive in early 2022 staff began to return to a normality: people were vaccinated and were allowed to return to Council's officers. Yet, not long after business and schools reopened Richmond Valley and the entire Northern Rivers were again presented with another test of resilience; as the biggest flood the region has seen devastated people's homes, businesses, farms, families, schools, machinery, cars, animals and life as we had known it. Richmond Valley for many weeks, staff were trapped and again took leadership roles within their isolated population.

Many worked very long hours doing traffic control, securing assets like poles and infrastructure that presented immediate danger, locating and disposing off the many animals that were victims to the rushing waters. The event was traumatic for many on all differing levels and contexts. But. As usual the Richmond Valley team sprang to action, to support the community they are part of and care deeply for.

The role of Council workers as first responders to the disaster cannot be

forgotten or go unnoticed: *we lead by example, we are community focussed and we take responsibility.*

All of these events in the past five years has taught us how to adapt and adapt quickly. The organisation is accustomed to the volatile and uncertain external environment, the scope of impact is complex, and it is certain that the onset of local and global events are not predictable and often ambiguous.

Many staff members worked tirelessly immediately after the waters subsided, many had spent time rescuing community members at the height of the crisis, by physically getting on boats and saving lives of people and animals and scouring Facebook to coordinate rescues and seeing that loved ones are safe. Council staff stepped up, many worked in roles they had never done before with the intent of making the area safer, cleaner and showing the community that *we are in this together.* Waters didn't fully subside in the Richmond Valley for many weeks, staff were trapped and again took leadership roles within their isolated population.



The impacts of the floods are still being uncovered, one thing that cannot be ignored is the emotional, mental, and financial impacts staff and the greater community are currently being challenged with.

VUCA is the new norm for the people of the Northern Rivers.

Volatility

Changes occur much more often than before and require continuous analysis and evaluation.

Uncertainty

We are not able to unambiguously predict and prioritise factors that may influence the situation

Complexity

The number of factors determining the development process increase significantly or become unknown

Ambiguity

Information is difficult to interpret unequivocally. Past experience is not applicable to explain new events.

VUCA is an acronym meaning; volatility, uncertainty, complexity, and ambiguity, first coined by the military it was adopted in business around the time of the digital explosion. In today's working world VUCA is a given. Richmond Valley has adapted to a vast array of challenges over the past four years, all being volatile, uncertain, complex, and ambiguous.



Richmond Valley Council as an organisation, has been and, is well positioned to operate and adapt through hardship and bounce back more resilient and more prepared. Throughout the pandemic and floods many people within our region lost their jobs. Councils had to review operations and let staff go to survive. This was not Richmond Valley Council's story. Through good financial management, strategic organisational design, and a focus on an adaptable and supportive working culture, cuts to services and jobs were not required nor considered. Staff were adaptable, essential services continued and our financial position was and still is intact.

Post COVID-19 and 2022 Floods

Working life has greatly changed since the onset of the global COVID-19 pandemic. Life (professionally and personally), as the world has known, changed dramatically. Overseas travel halted, cross-country travel halted, face-to-face interactions in industry and education were replaced with digital video conferencing. The change in business and operations was done swiftly with workforces, such as Richmond Valley Council rapidly facilitating a remote workforce, remote leadership and remote collaboration.

The COVID-19 pandemic has changed the business environment, employee expectations and availability of a skilled workforce as an estimated 500,000 workers left Australia to return to their homeland¹.

The major flooding and absolute devastation is unique to our area and has further put strain on the employment sector, lack of housing was an issue prior to the floods, now it is diabolical. As

government agencies work to support our community to get housing, others wanting to live and work in the Northern Rivers are unable to relocate due to no houses and/or extremely high rent. This greatly affects Richmond Valley Council's ability to attract and offer employment to skilled professionals out of the area to help in rebuilding our beautiful community.

In addition, the war between Russia and Ukraine has made living expenses higher, as a regional community with little public transport petrol is imperative, this further puts a financial strain on the local community.

A Worker's Market

Australia is in an increasing area of concern in relation to current and future skills shortages. Targeted skilled migration programs have come to a halt as persons were unable to move freely from country to country or even, at times, state to state. There is more demand than supply giving local Australian workers more options and higher wages.

The Australian business market has been greatly affected by this with multiple organisations competing for a limited pool of talent. This has put greater power in the hands of the employee to selectively decipher exactly what they are looking for professionally. It is an employee's market and 'the great resignation'² has already ensued as people consider their work-life balance, cultural offerings by business and alignment with their career goals and work conditions.

¹ <https://www.sbs.com.au/news/parliamentary-report-warns-of-persistent-skill-shortages-as-half-a-million->

[migrants-leave-australia/1563e33a-812a-4dd6-84b2-3103146d838a](https://www.sbs.com.au/news/parliamentary-report-warns-of-persistent-skill-shortages-as-half-a-million-migrants-leave-australia/1563e33a-812a-4dd6-84b2-3103146d838a)

² <https://hbr.org/2021/09/who-is-driving-the-great-resignation>



Massive Federal Funding for Infrastructure Pre-Flood

In June 2020 the Australian Government announced a \$1.5 billion infrastructure stimulus package:

- \$1 billion in funding for shovel ready projects that can commence within 6 months.
- \$500 million for Targeted Road Safety Works delivered by states and territories that can be completed within 12 months.

This funding forms part of the 10-year infrastructure pipeline and complements the Government's commitment of \$1.5 billion for local road and community infrastructure projects to be delivered by local governments. In an already strained pool of talent, regional organisations will compete to get the workers to carry out these project - spanning from labourers to engineers.³

Additional Disaster Recovery Funding in Negotiation & Secured

Federal: \$100,000,000 estimated request for road repairs

Federal: \$50,000,000 estimated request for water and sewer repairs

State: Local Government Recovery Grants totalling approx. \$3,370,000

^{3 3} https://investment.infrastructure.gov.au/infrastructure_investment/infrastructure_investment_response_covid-19/

2.2 Skills Priority List

The National Skills Commission released the Skills Priority Occupation List⁴ in June 2021, the 25-page document tables a skills priority list, detailing occupations that have a current national skills shortage and a prediction of future demand incorporating federal investment and changing working environments. Skills shortages are identified in professional, trades and plant operation capacities.



Of the 59 occupations declared as a national shortage, nine are key roles at RVC. Of the 87 occupations with a moderate future demand, 12 are key roles within RVC.

Current and Strong Future Shortages

1. Corporate Services Managers
2. Accountants
3. Civil Engineers
4. Surveyors
5. Regional Planners
6. Electricians
7. ICT Security Specialist
8. Arborists
9. Landscape Gardeners

Current and Moderate Future Shortages

1. Project Manager
2. Motor Mechanic (General)
3. Diesel Motor Mechanic
4. Small Engine Mechanic
5. Fitter-Welder
6. Fitter and Turner
7. Plumber
8. Earthmoving Plant Operator (General)
9. Backhoe, Excavator Operator

⁴ https://www.nationalskillscommission.gov.au/sites/default/files/2021-06/Skills%20Priority%20List%20Occupation%20List_0.pdf

2.3 Richmond Valley Local Government Area Statistics (ABS)



2.4 Inside Richmond Valley Council

Over the past six years Council has made concerted effort to diversify the workforce through strategic intention. The ageing workforce was the focal point for Council in 2015 and the Youth Employment Strategy (YES) was implemented receiving industry recognition including winning the **Large Employer of the Year in 2015** through NSW Training.

In 2018 gender diversity, inclusivity, affirmative action and a focus on women in the organisation alongside a strong Employee Value Proposition resulted in

winning **Outstanding Employer of Choice in 2019** through the NSW Business Chamber.

Two areas of focus for both Richmond Valley has been attracting and retaining a younger workforce and developing women as leaders. This has successfully been achieved through the Youth Employment Strategy (YES) and Women in the Workplace funding.

Both initiatives have been successful with statistical data quantifying the increased headcount of both a younger and woman-led workforce



Our values

- INTEGRITY
- PASSION

Our behaviours

- WE LEAD THE WAY
- WE TAKE RESPONSIBILITY
- WE DO WHAT WE SAY
- WE EMBRACE CHANGE
- WE ARE COMMUNITY FOCUSED
- WE ARE IN THIS TOGETHER

 **Richmond Valley Council**



2.5 Our workforce metrics

Richmond Valley Council employs around 300 staff on permanent, casual, and contractual capacities. Our workforce is diverse in skillset, age, tenure, gender, remuneration, experience, socio-economic status, and education. Women make up 33.7% of the workforce, with 4% working in the field. Good strides have been made in 2020 as 38% of new starters were women compared to 27% in 2018

Women	33.7%	Predominantly work within the office, women make up 3% of the outdoor staff.
Men	66.3%	Men hold 144/155 positions of the outdoor workforce
Aboriginal People	7.2%	This is a high proportion compared with national statistics.
English Second Language	2%	In Richmond Valley LGA 90.5% of people only speak English at home.
60+ (Baby Boomers)	15%	<i>Height of Knowledge</i> (born 1946 - 1964)
42-60 years (Generation X)	39.4%	<i>'Peak' of their Careers</i> (born 1965-1980)
Under 42 (Gen Y and Gen Z)	45.6%	<i>Career Building</i> Gen Y (also called millennials born post 1980) Gen Z (born 1997-2012)

Awards & Recognition

2022	Current: School-Based Trainee of the Year Trainee at the library
2021	Best Tap Water in Australia Casino Water Treatment Plant
2021	Expert panellist Psychological injuries & industrial relations.
2021	Finalist: Trainee of the Year Trainee within Waste
2020	Winner: Trainee of the Year Trainee within Stores
2019	Outstanding Employer of Choice (Northern) NSW Business Chamber
2019	Featured Case Study: Women & Leadership Improving Gender Equality
2015	Large Employer of the Year NSW Training Awards



2.5.1 EMPLOYMENT OF ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLE

According to the 2016 Census, the local population of Aboriginal and Torres Strait Islander Peoples is 7.02% within the Richmond Valley Local Government Area.



Further work is required to attract and retain Aboriginal and Torres Strait Islander people, alongside creating a culturally appropriate working environment. The majority of staff that identify as an Aboriginal or Torres Strait Islander Person are under 25 years of age, comprising of 68% of indigenous employment.



Four staff members attend St Mary's School to talk to indigenous youth about possibilities during National Sorry Day. The first three people from the left gained employment through our YES program, Sam Walker(right) is Council's Aboriginal Liason Officer,



Page 16 of 41

2.5.2 THE YOUTH EMPLOYMENT STRATEGY



Each year Council recruits a new intake of trainees to be part of our YES program. The YES program offers cadetships, traineeships and apprenticeships to our local young people. The program has been running since 2015 and to date we have had 100 local young people work with us to learn new skills and contribute to the Richmond Valley story. We are very proud of our YES program and its track record of providing opportunities for young people through professional cadetships, school-based traineeships, and full-time traineeships and apprenticeships. We are incredibly proud to continue to offer on-the-job training and experience delivered in partnership with our local schools, university and TAFE NSW.

Many students have enjoyed a week of work experience, learning about what it is like to work before they leave school. Others have completed school-based traineeships, full time traineeships, scholarships and apprenticeships with the support of expert mentoring and technical guidance.

<p>22 YES participants now full-time employees</p> <p>27% WOMEN</p>	<p>6 studying or studied funded Bachelor's Degree</p> <p>67% WOMEN</p>	<p>19 people currently enrolled in YES Program</p> <p>47% WOMEN</p>
---	--	---

46% of staff are GenY/GenZ
 in 2015 GenY/GenZ were 24% of the workforce





2.5.3 WOMEN IN THE WORKPLACE

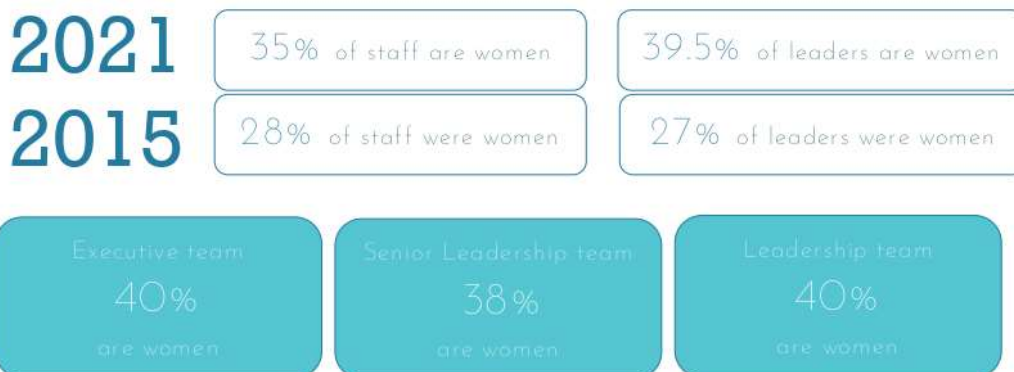
Multiple programs have been developed to bridge the gap, Richmond Valley Council committed to the *100 Days of Change* campaign promoted by Women and Leadership Australia, of all the businesses and organisations that signed up to the movement, Richmond Valley Council was asked to be part of the Annual Report on the program.

Focussed initiatives included:

- Women in the Workplace
- Try-a-Trade
- Family & Domestic Violence policy, procedures and training

Council has made real strides in closing both the gender and age gap and providing real opportunity based on merit and potential across the board. More women are on the payroll than ever before!

Less formally but very consciously there has been a focus on identifying women as leaders within the Senior Leadership team. Council has made some good statistical outcomes in employing and promoting women. This has proven to be very successful with Council's three tiers of leadership groups improving women's presence at the decision-making table.



Excellent Results

2.5.4 TRY-A-TRADE PROGRAM



Richmond Valley Council's first Try-a-Trade program commenced in 2018, with grant funding from the NSW Government. The aim is to entice more women into Local Government in all capacities. RVC gave ten students an opportunity to work in non-traditional roles. To establish the program, Council's People & Culture team liaised with NSW TAFE to provide General Construction Induction (White Card). Once the participants had completed their white card, Council supplied the students with Personal Protective Equipment (PPE) including work boots and hi-vis clothing and provided work experience opportunities in various trades.

THE AIM IS TO GET MORE WOMEN IN THE REGION EMPLOYED!



Funding for this program has been sourced from the NSW State Government programs:

1. Women in the Workplace (2018)
2. Investing in Women grants (2019-2020)
3. Women into Trades (2021-2022)

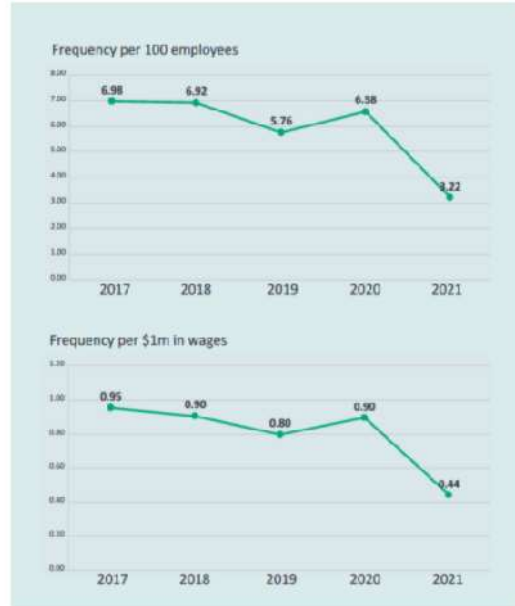
Four years later in 2022, the funded program continues targeting women (out of school) to consider and experience a career in trades. The 2022 program commenced in June.

2.5.5 HEALTH, SAFETY & WELLBEING AND WORKERS COMPENSATION

As psychological claims increase across the country, Richmond Valley has successfully mitigated claims over the last 24 months with early interventions.

Council focuses on the psychosocial factors of the individual and works at assisting in these areas this can include offering counselling, one-on-one meetings and exercising empathy and problem solving for the individual. This has proven to be extremely successful and places Richmond Valley Council as an industry leader.

The new Safety Management System is completely online and supported by VAULT. VAULT is a real-time incident, observation, and investigation platform accessible to all staff via tablets - it has truly revolutionised safety reporting and safety awareness at Council.



Council has achieved record statistics with 2020-21 showing the lowest Lost Time Injury ever recorded at Council.



Richmond Valley’s Manager People & Culture was asked by our insurer; StateCover to speak on a panel at the bi-yearly conference in Sydney in 2021. The panel included LGNSW senior IR lawyer, StateCover’s senior WC lawyer, Safework and a psychologist all discussing how to Manage Complex Industrial Relations and Psychological Claims to a large audience at the Sydney Convention Centre.





*Everyone at Council has
made a culture of safety and
wellbeing a top priority.*

2.6 Strategic documents and service provision

As Richmond Valley enters a recovery period for business and housing development, the Workforce Plan aims to have create an environment that attracts the best minds and engaged workforce. The aim is to source people that are experts in their field, who have the luxury of picking and choosing where they work.

2.6.1 WORKFORCE ANALYSIS

To support individuals, organisations need to be communicating the skills that will be important in the future and give employees both the tools and the responsibilities to acquire these⁵

There are multiple factors that affect workforce supply particularly in a rural setting. The pandemic has greatly hindered Richmond Valley Council as it has become even more challenging to get staff at all levels. Many roles have been advertised for months at a time, wages have been increased to compete with surrounding Councils and the market.

Advertising is often extended to metropolitan publication due to not being able source the required skillsets in the Northern Rivers.

With the amount of funding that Council has received for capital works projects, and the future of Casino being declared a Jobs Precinct, not to mention that amount of work that all Council's will undertake as we repair our region - the market will become even more competitive.

2.7 Overall summary

Richmond Valley Council has made great strides in facilitating an inclusive and diverse workforce as evidenced in this section. Employment and promotion of women has increased, and younger local people now hold a large percentile of roles within Council successfully bridging the gap of the traditional ageing workforce of Local Government. Local people are employed, gaining qualifications and giving back ten-fold to the community.

We are in a very competitive market, crucial roles were challenging to fill prior to the pandemic and post the onset of the pandemic, this has now escalated as we all recover from the devastation of our natural environment. Finding the required skillsets and best minds must be a central focus when developing a new modernised Employee Value Proposition.

⁵ <https://www2.deloitte.com/content/dam/Deloitte/uk/Documents/human-capital/deloitte-uk-human-capital-trends-2018.pdf>

3 WHERE MIGHT WE BE IN THE FUTURE?

3.1 The forecast external context

A Post COVID-19 Workforce

- A continued surge in digital customer service and digital interaction
- Workers want to change how they work
- Workers want more out of work, to feel valued, to contribute to organisational success and to be acknowledged as individuals with goals and aspirations not just 'resources.'

It will take time for the full impact of the pandemic [and floods] to come into focus, but one thing is clear: hybrid work is here to stay.⁶

Address Australia's Skills Gaps: Enable the Untapped Labour Force

Having the right workers with the right skills in the right jobs is also identified as a challenge for government and business. Identifying and redeploying existing staff into differing roles will be a standard operating model. Existing staff have the benefit of knowing the organisational infrastructure and culture. Better development programs to facilitate new opportunity can pay off in multiple ways: increased organisational growth, and employee engagement.⁷

Organisations will need to prioritise reskilling and upskilling to attract and retain the talent they need to make their businesses grow. Those that do will not only boost the motivation of their existing workers, but will gain the attention of the brightest new recruits and position themselves to emerge from the pandemic not just where they were, but in a stronger, better position to move forward.⁸

⁶ <https://www.mckinsey.com/featured-insights/diversity-and-inclusion/women-in-the-workplace>

⁷ <https://www2.deloitte.com/uk/en/pages/human-capital/articles/introduction-human-capital-trends.html>

⁸ <https://hbr.org/2021/05/what-your-future-employees-want-most>

3.2 What Our Future Employees Want

Lifestyle and Diversity

In a competitive market it is vital to understand what workers across the globe are seeking after experiencing working from remote locations and adapting personal and organisational operating models 2020 and 2021.

Harvard Business Review⁹ notes the following:

- Employees overwhelmingly expect flexible options.
- Employees want to re-imagine how productivity is measured.
- Employees want to work in a diverse team.

76% of the workers polled believe that employees will be more likely to prioritise lifestyle (family and personal interests) over proximity to work, and will

pursue jobs in locations where they can focus on both – even if it means taking a pay cut.

Richmond Valley is now competing with businesses that offer remote working, enabling those that seek a sea/country change to obtain their ‘city’ employment and corporate jobs whilst living in regional and rural settings.

HBR recommends organisational leaders to:

- See the forest through the trees.
- Recruit from a broader lens considering those that have semi-retired and job sharing.
- Prioritise learning and development.

Women are more likely than men to have their competence questioned and their authority undermined, and women of colour and other women with traditionally marginalised identities are especially likely to face disrespectful and “othering” behaviour.¹⁰

⁹ <https://hbr.org/2021/05/what-your-future-employees-want-most>

¹⁰ <https://www.mckinsey.com/featured-insights/diversity-and-inclusion/women-in-the-workplace>

The New Working Environment

The Fair Work Commission has begun discourse around flexibility in the workforce seeking out variations to modern award terms that address remote or hybrid working.

Monitor & Manage Work Output

Forbes¹¹ notes employee monitoring will be replaced with performance monitoring. Rather than ensuring employees are clocking on at certain times and having breaks at certain times, business will ensure that performance is monitored through clear KPIs, success metrics, and goals. It is predicted that forms of 'spying' on a remote workforce will be regulated by law.

In the new environment leaders will be accountable for the work coming out of their teams rather than monitoring the presence of their people in the office.

Trust will also be an important factor, trusting that your team is empowered and engaged enough to take on the

responsibility of a greater autonomous and remote working environment.

Inclusivity & Workplace Conduct

Governments at all levels are reviewing their policies and workplace culture in relation to the treatment of women in the workplace with a major focus on sexual harassment, casual sexism and bias. Businesses across the world are adopting inclusive practices and training within their organisations, signing up to various initiatives to pro-actively close the gaps of discrimination.

Language is how we communicate and connect; our society has ingrained language that privileges straight males over others. Women are often referred to as girls, stripping women of expertise, authority and the unconscious ability to contribute on an equal playing field.

Gender identification and sexual diversity is also a key narrative when it comes to diversity and inclusion, particularly with the new workforce being Generation Z.

Employees want diversity within their teams, differing ideas, perspectives, and experience to get the best outcomes for the organisation.

¹¹ <https://www.forbes.com/sites/christinecomaford/2021/02/13/the-future-of-work-in-7-simple-steps-with-infographics/?sh=3f3bd29f335a>



The Human Experience

Forbes¹² predicts that business will focus on seeing people as humans rather than resources and will assist in facilitating growth personally and professionally with a focus on physical, mental, emotional and financial health.

The Human Experience over the Employee Experience is also endorsed by the NSW Government and Safe Work as industry prepares to focus on psychosocial influences to culture and personnel.

**To position themselves to win in the future,
companies will need to meet employees
where they are.¹³**

Sustain Mental Health Support

PWC and Beyond Blue's research: Mental Wealth¹⁴ suggests Australian companies can reap \$2.30 for every \$1 spent on workplace mental health strategies.

McKinsey, Forbes predict that mental health diagnosis will be less stigmatised and there will be an openness, acceptance and compassion towards those with ADHD, OCD and Bipolar.

Overall personal wellbeing and integration of personal and professional life will be a major part of People Strategy.

¹² <https://www.forbes.com/sites/christinecomaford/2021/02/13/the-future-of-work-in-7-simple-steps-with-infographics/?sh=3f3bd29f335a>

¹³ <https://hbr.org/2021/05/what-your-future-employees-want-most>

¹⁴ <https://www.pwc.com.au/agendas/mental-wealth.html>

3.3 Overall Summary

COVID-19 propelled business across the globe to quickly adapt to a remote workforce and many people have been working from home or as a hybrid model for well over 18 months. Businesses found they could still function with a dispersed workforce and employees have enjoyed the new working environment. Technology use increased, people were productive and working remotely is not just for tech companies anymore, all workers in all industries have a desire to search for employment options that suit their new normal.

Continual digital upskilling and ongoing coaching will be the norm for all staff including those working on the tools.

Skills shortages are already greatly impacting Richmond Valley with many key roles within the organisation difficult to recruit for. A considered strategic approach to obtain, retain and redevelop skillsets will be imperative to continue to function as a high-performing organisation that meets community expectations.

Inclusivity and diversity continue to be a key focus for not only business but for employees with a central focus on closing the gender gap, considering intersectionality and overhauling everyday sexism and racism through use of language and engagement.

With the diversification of business leaders and different ways of approaching organisational success the Human Experience will override the Employee Experience.

Seeking to understand the 'why' of a person's behaviour and working towards assisting the individual with both professional and personal issues will see the end to draconian black and white performance management. This will include greater understanding of mental health and flexing the workplace to facilitate programs focussed on whole person wellbeing.

Staff will be seen and expect to be treated as an individual with individual needs and requirements to suit their unique circumstances rather than a one shoe fits all approach.

4 WHERE ARE THE GAPS?

The Future Business World

1. There is a skills shortage
2. Employees will expect to be able to work from home and have flexible hours/days
3. A hybrid of working and wellbeing will be part of workplace relations
4. Business cannot rely on other institutions to educate and skill workforce
5. Surge in digital literacy for all kinds of roles
6. Surge in customer expectations in relation to doing most things online
7. Consistent skilling and reskilling into digital changes for all the workforce
8. Business will facilitate personal / professional growth; psychosocial will be the norm
9. Employee monitoring will be replaced by performance monitoring
10. Mental health diagnosis will no longer carry stigma
11. Investments in mental health will see \$2.30 return on each \$1 spent
12. Personal Wellbeing will be a main factor of our Employment Value Proposition

4.1 The Gaps

To be competitive in this new market Council will need to consider our Employee Value Proposition and the overall culture and operating rhythm of our organisation. Over the past two years there has been a limited pool of qualified local people to fill roles within the organisation.

Facilitating and embracing change is imperative to organisational success.

It is understood other organisations in our region are also looking at changing the way employees work. However, none have the EVP that is proposed within this document.

Council is not immune to the Great Resignation that is already taking place across the globe, as workers review what is important to them in relation to work and their lifestyle. Now is the time to think outside the box, take risks, shake things up and once again be one of the 'firsts' in innovation as it applies to staff and how we conduct business.

4.1.1 KEY ROLES WITH CURRENT RECRUITMENT CHALLENGES

There are numerous roles that have been challenging to fill over the past two years and beyond, this stems from those working in the field to professional specialised technical roles. The roles listed below have been advertised multiple times and/or are still vacant.

Role	Analysis
Building Inspectors & Development	Building Inspectors Development Assessors are very difficult to source and retain. The Northern Rivers is a highly competitive area not only with neighbouring Councils but private industry. As the area further develops it is expected that Building Inspectors will demand high dollars and be very challenging to secure.
Compliance Officers	Compliance Officer roles have also been difficult to attract, with two roles receiving three applications. The role works with the public and a focus on mental health and debriefing is imperative for retention.
Coordinators	Coordinators in all advertised roles have been difficult to fill and have all been advertised multiple times. This includes Economic Development, Roads and Drainage, Fleet Procurement, Environment and Regulatory Services, and Building Services.
Managers	Recruiting externally for Managers with demonstrated innovation and a great leadership style has been very challenging. Often readvertising roles many times and engaging organisations to assist in finding the best talent for Richmond Valley Council's needs.
Skilled Trades People	Mechanics and Welders/Fabricators. Recruiting for these roles has always been a challenge. Council reviewed the wages and compared to our surrounding Council's, as a result an increase was made. The increase is still not competitive with the private market and there is a great shortage of welders/fabricators in the Northern Rivers.
Engineers	Engineers are an imperative at Richmond Valley and work in diverse teams including the Assets team and Infrastructure Services. Qualified engineers are a challenge to recruit and at time of writing, three roles are to be filled with two being senior roles.
Open Spaces Staff	The Skills Priority List already has landscapers and arborists as a skills shortage and Council has been unable to recruit externally for leadership roles. Leading Hand Parks, Operations Overseers and Horticultural roles have been advertised multiple times.
Water Sewer Staff	Attracting Water Sewer staff has always been challenging with leadership roles empty for long periods of time. Treatment Plant Operations are not trained effectively in NSW and limits the amount of qualified people. Richmond Valley had to think outside the box to develop our own into leadership positions however this method is not sustainable.

4.1.2 SKILLS REQUIRED

Digital Literacy

Improving, upskilling, and reskilling in digital literacy is fundamental across the board for all staff.

A number of field staff are challenged to use computers and digital information. Although great software has been implemented by the IT team, due to workloads, training and documentation of requirements has fallen short. This limits the workforce in understanding the full utilisation using digital cloud-based content management and communication systems.

Leadership & Performance Management

Council has had a central focus on strengthening leadership over the last term. Council has defined a formal leadership team consisting of: Executive, Management (senior leaders) and Coordinators (leaders).

Performance Management is a skill set that requires continuous improvement. From giving basic feedback to communicating and leading a dispersed team, succession planning and individual development plans.

Diversity and Inclusivity

Application of Equal Employment Opportunity requires embedding in the organisation to limit preconceived assumptions and bias specifically relating to race, age, and gender. Further inclusive language can further improve, language that is exclusive to various demographics within the organisation still occurs.

Formal Education & Specialist Trades

Specialist skills requiring formal education including Bachelor's Degrees and training are challenging to recruit not only locally, but throughout the state of NSW.

Council has played a fantastic role in recruiting school leavers and offering opportunity and subsequent education. The YES program has seen many young people obtain an education, work experience at Council and often permanent employment as demonstrated by our age demographic percentiles within the workforce. This will continue, RVC will educate our community so they can become the professionals and skilled workers of tomorrow, ultimately adding to the economic health of the region.



Page 32 of 41

4.1.3 OUR CULTURE

What are our people saying?

Almost all respondents reported that they love the people they work with and enjoy the work they do.

Feedback from Field Staff Survey

For the leadership team:



On opportunities and learning new skills:

More training and job rotation
More opportunities to move to another department

On performance feedback:



Council's Leadership Team Observations and Aspirations

- Empower leaders to make their own decisions and take responsibility
- Be honest and don't hide mistakes
- Be supportive to leaders who are transitioning into the roles
- Be more inclusive of women and those with disabilities
- Take ownership and actively work together
- Anticipate changes and decisions and how this impacts people
- Embrace Change
- Have true flexibility at work
- Be inclusive
- Be accountable
- Focus on individual development goals



Council's leadership team discussing culture at Richmond Valley

The 'old' culture was worded as: fear driven, anxiety ridden, siloed and a culture of blame.

The current culture was described as having good engagement, honest conversations, improvement in communication, better reputation, adaptable, agile and flexible.

Council Leaders noted they felt more respected and are developing better relationships across the organisation.

Valuable Feedback

There have been some strong themes in exit interviews from former staff that point towards the 'new' working environment. In all exit interviews, no one said they had been subject to bullying, harassment, or sexual harassment.

Common improvement themes from the exit interviews that can greatly inform our strategy moving forward are:

- More opportunities
- More professional development
- More resources
- More working flexibility



A culture of learning and change is going to keep a business dynamic and relevant in the ever-changing world we live in.

People & Culture Observations

Over the past couple of years Council has been challenged to get staff at all levels but particularly the best minds in professional fields. It is common for Council to find a great candidate, offer a role, yet it is declined due to another offer coming in for the candidate, P&C has been asking for feedback and the following themes emerged:

- Better pay
- Closer to where I live
- More RDOs
- Greater flexibility
- Development Opportunities

Thinking 'outside the box' and accommodating the needs and wants of the highly skilled workforce is paramount to deliver excellent and high-quality services for our community - built on the expertise of staff.

It must be noted that it is not only professional roles that are challenging to fill, many skilled staff in the field are also difficult to retain and again are challenged to find accommodation to move their families to the Northern Rivers.

4.1.4 SUMMARY OF STAFF FEEDBACK

Strong themes are woven from all the feedback given from workers, leaders and staff who have left the organisation. A greater focus is needed on:

1. **Professional Development**, training staff in different roles. Equal training opportunities. This feedback from staff is also supported by the research of the demands of the future workforce.
2. **Flexibility**, true flexibility is desired by current and former staff. Again, this is supported by the research as the number one priority of the professional workforce.
3. **Inclusivity**: inclusivity for women in the organisation, people with disabilities including those that are not apparent to the naked eye e.g. mental health or a physical ailment. Inclusivity of all staff e.g. greater connection between field and office staff.
4. **Trust, accountability, and responsibility** are also key words throughout all the surveyed staff. Staff would like to be empowered and trusted to make decisions without repercussions i.e. staff have permission to fail and learn from their error through feedback and continuous improvement.
5. **Communication, feedback and building relationships** as the leadership team strengthens a focus on performance management will continue to develop a culture of trust and support for all staff.



4.2 The risk of not addressing the gaps

Workers are in demand, with the lack of international workers coming into the country obtaining highly skilled professionals is currently a challenge and has been since 2019.

The floods have also greatly hindered the ability to secure talent both inside and outside the region.

Traditional ways of doing work in Local Government and in business in general will no longer serve Richmond Valley. New ways of engaging people, working, offering development, and creating an inclusive 'employee-centred' culture must be top of mind in order to get and KEEP the best minds.

Without a central focus on developing our own with clear professional development pathways both horizontal and vertical alongside being person-centred we may find we are unable to source workers at all levels.

4.3 Priorities

The following strategies aim to circumvent the challenges Richmond Valley faces whilst encompassing the needs and wants of our people.

1. Employment & Development Strategy
2. Employee Value Proposition Strategy
3. Culture of Wellbeing Strategy
4. Digital Workforce Strategy

4.4 Overall summary

The themes throughout this analysis are very clear for future, existing and past employees. Staff enjoy working at Richmond Valley, however there is always opportunity to be even better. Investing in people both financially through training and with time through personal engagement.

Diversity, inclusion and wellbeing are also themes that Richmond Valley can continue to make even better.

Staff strategy and succession planning conducted by each Manager will greatly strengthen the skill capability. Cross-skilling and further opportunities for staff to understand differing roles will also ensure that Council is prepared should external talent not be sourced.

It is important to both develop our own into their chosen career goals, however an organisation must attract external talent to get new, innovative ideas and differing ways of seeing and doing business.

It is an exciting time for organisational design and operations and the business world has been flung into a new way of doing business.

5 STRATEGIES TO ADDRESS THE GAPS



5.1 Strategy Components

Four strategic documents to underpin the Workforce Plan

1. Employment and Development Strategy
2. Employee Value Proposition Strategy
3. Culture of Wellbeing Strategy
4. Digital Workforce Strategy

Strategy	Initiative
Employment & Development Strategy	Develop programs to improve reach
	Increase indigenous employment and retention
	Succession Planning
	Fully flexible and hybrid working environment
	Implement eLearning
	Develop a leadership framework
	Develop Performance Management at Council
	Develop 24-month Leadership Program to engage and empower staff to get the best outcomes
	Develop and implement mentoring program Include Aboriginal Liaison Officer
Employee Value Proposition Strategy	Fully flexible and Hybrid Working Environment
	Continually review EVP on website include all the advantageous of Working at Richmond Valley
	Diversity, Inclusion and Accessibility
	Implement cultural linguistics that promote inclusion and limit exclusion through language
	Training in recruitment and EEO principles
	Actively branding as ‘experts’ in our fields that promoted Council’s expertise in the external environment, advertise on website
	Two yearly staff get-togethers
	Internal Initiatives that boost moral
Implement a reward and recognition program	
	Fully flexible and hybrid working environment

Culture of Wellbeing Strategy	Continue to promote a 'Safety-First-Culture'
	Focus on Mental Health awareness and education in the workplace to mitigate physical and mental injury
	Health Monitoring
	Yearly Safety and Wellbeing Campaigns
	Accessibility for senior staff to work at depots for closer contact
	Ongoing initiatives supporting \$1 investment to \$2.30 ROI
Digital Workforce	Digitise People & Culture for efficiencies: <ul style="list-style-type: none"> ▪ Onboarding ▪ First 90 Days ▪ LMS
	Compliance delivered via LMS
	Utilise our systems to their fullest potential with supporting documentation
	Work closely with IT to appropriately train new systems to staff and write supporting documentation
	Have technology accessible to field staff
	Organisation wide TNA on digital systems

5.2 Implementation plan

Implementation plans will be developed upon approval of the Workforce Plan.

The Delivery Plan of three-years will umbrella each initiative with the yearly operational plans dividing up actions to be implemented, monitored and completed each financial year.

5.3 Monitoring

Initiatives will be placed in Council's reporting system and reported on to Council each quarter.

5.4 Evaluation of the success of the workforce plan

Periodically People & Culture will collate data: both quantitative and qualitative to evaluate the success of the strategies.





Concise Investment Report Pack

Richmond Valley Council

1 May 2022 to 31 May 2022



Contents

1. Portfolio Valuation As At 31 May 2022
2. Portfolio Valuation By Categories As At 31 May 2022
3. Investment Revenue Received For 1 May 2022 to 31 May 2022
4. Comparison of Investment Revenue Earned to Original Budget and Investment Portfolio by Month 2021 - 2022 YTD
5. Environmentally Sustainable Investment Performance Report for the Period Ending 31 May 2022 Relative To 30 April 2022



1. Portfolio Valuation As At 31 May 2022

Fixed Interest Security	Security Rating	ISIN	Face Value Original	Face Value Current	Market Value	% Total Value	Running Yield	Weighted Running Yield
At Call Deposit								
CBA Business Online Saver Acct RVC At	S&P ST A1+		8,335,000.00	8,335,000.00	8,335,000.00	10.78%	0.25%	
CBA General Fund Bk Acct RVC At Call	S&P ST A1+		3,425,809.70	3,425,809.70	3,425,809.70	4.43%	0.00%	
CBA Trust Acct RVC At Call	S&P ST A1+		87,050.17	87,050.17	87,050.17	0.11%	0.00%	
MACQ 940323454 At Call	Moodys A2		10,005,260.28	10,005,260.28	10,005,260.28	12.93%	0.55%	
NAB Business Cheque Acct RVC At Call	S&P ST A1+		25.45	25.45	25.45	0.00%	0.00%	
			21,853,145.60	21,853,145.60	21,853,145.60	28.25%		0.12%
Floating Rate Note								
Auswide 0.9 06 Nov 2023 FRN	Moodys	AU3FN0057352	750,000.00	750,000.00	750,000.00	0.97%	1.82%	
Auswide 0.6 22 Mar 2024 FRN	Moodys	AU3FN0059317	1,500,000.00	1,500,000.00	1,500,000.00	1.94%	0.78%	
MACQ 0.48 09 Dec 2025 FRN	Moodys A2	AU3FN0057709	1,000,390.00	1,000,390.00	1,000,390.00	1.29%	0.63%	
MYS 0.65 16 Jun 2025 FRN	Moodys	AU3FN0061024	1,500,000.00	1,500,000.00	1,500,000.00	1.94%	0.80%	
			4,750,390.00	4,750,390.00	4,750,390.00	6.14%		0.17%
Fixed Rate Bond								
NTTC 1.1 15 Dec 2025 - Issued 10 September 2021 - Richmond Council Fixed	Moodys Aa3		2,000,000.00	2,000,000.00	2,000,000.00	2.59%	1.10%	
			2,000,000.00	2,000,000.00	2,000,000.00	2.59%		0.03%
Unit Trust								
NSWTC Long Term Growth Fund UT			3,000,000.00	3,000,000.00	2,905,845.31	3.76%		
NSWTC Medium Term Growth Fund UT			11,005,029.35	1,005,029.35	11,841,535.43	15.31%		
			14,005,029.35	4,005,029.35	14,747,380.74	19.07%		-2.00%



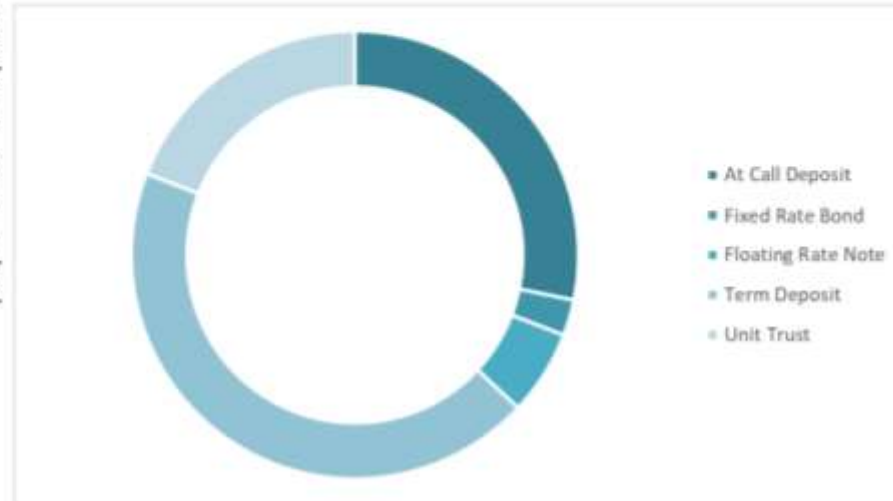
1. Portfolio Valuation As At 31 May 2022

Term Deposit							
AMP 1 11 Jul 2022 180DAY TD	S&P ST A2	2,000,000.00	2,000,000.00	2,000,000.00	2.59%	1.00%	
AUBANK 1 20 Jul 2022 90DAY TD	S&P ST A2	2,000,000.00	2,000,000.00	2,000,000.00	2.59%	1.00%	
AUBANK 2.25 11 Nov 2022 184DAY TD	S&P ST A2	2,000,000.00	2,000,000.00	2,000,000.00	2.59%	2.25%	
Auswide 0.7 30 Aug 2022 180DAY TD	Moodys ST	1,000,000.00	1,000,000.00	1,000,000.00	1.29%	0.70%	
Auswide 1.85 31 Aug 2022 92DAY TD	Moodys ST	2,000,000.00	2,000,000.00	2,000,000.00	2.59%	1.85%	
CCU 0.9 16 Jun 2022 92DAY TD	Unrated ST	2,000,000.00	2,000,000.00	2,000,000.00	2.59%	0.90%	
CCU 1.65 29 Aug 2022 91DAY TD	Unrated ST	1,000,000.00	1,000,000.00	1,000,000.00	1.29%	1.65%	
CACU 1.65 22 Aug 2022 91DAY TD	Unrated ST	1,000,000.00	1,000,000.00	1,000,000.00	1.29%	1.65%	
CACU 1.65 22 Aug 2022 91DAY TD	Unrated ST	1,000,000.00	1,000,000.00	1,000,000.00	1.29%	1.65%	
CACU 2.35 17 Nov 2022 184DAY TD	Unrated ST	1,000,000.00	1,000,000.00	1,000,000.00	1.29%	2.35%	
JUDO 0.8 02 Jun 2022 90DAY TD	S&P ST A3	1,000,000.00	1,000,000.00	1,000,000.00	1.29%	0.80%	
JUDO 0.8 09 Jun 2022 90DAY TD	S&P ST A3	1,000,000.00	1,000,000.00	1,000,000.00	1.29%	0.80%	
JUDO 1.05 26 Jul 2022 90DAY TD	S&P ST A3	1,000,000.00	1,000,000.00	1,000,000.00	1.29%	1.05%	
JUDO 0.8 09 Aug 2022 180DAY TD	S&P ST A3	1,000,000.00	1,000,000.00	1,000,000.00	1.29%	0.80%	
JUDO 0.8 01 Sep 2022 365DAY TD	S&P ST A3	1,000,000.00	1,000,000.00	1,000,000.00	1.29%	0.80%	
JUDO 0.85 05 Sep 2022 181DAY TD	S&P ST A3	1,000,000.00	1,000,000.00	1,000,000.00	1.29%	0.85%	
JUDO 2.35 08 Nov 2022 180DAY TD	S&P ST A3	2,000,000.00	2,000,000.00	2,000,000.00	2.59%	2.35%	
ME Bank 1 27 Jul 2022 90DAY TD	Moodys ST	2,000,000.00	2,000,000.00	2,000,000.00	2.59%	1.00%	
ME Bank 0.6 29 Aug 2022 182DAY TD	Moodys ST	2,000,000.00	2,000,000.00	2,000,000.00	2.59%	0.60%	
ME Bank 0.6 30 Aug 2022 180DAY TD	Moodys ST	1,000,000.00	1,000,000.00	1,000,000.00	1.29%	0.60%	
ME Bank 0.75 12 Sep 2022 182DAY TD	Moodys ST	1,000,000.00	1,000,000.00	1,000,000.00	1.29%	0.75%	
ME Bank 1.75 24 Oct 2022 180DAY TD	Moodys ST	1,000,000.00	1,000,000.00	1,000,000.00	1.29%	1.75%	
MYS 2.5 28 Nov 2022 182DAY TD	Moodys ST	1,000,000.00	1,000,000.00	1,000,000.00	1.29%	2.50%	
SCC 0.9 21 Jun 2022 90DAY TD	Unrated ST	1,000,000.00	1,000,000.00	1,000,000.00	1.29%	0.90%	
SCC 1.8 29 Aug 2022 91DAY TD	Unrated ST	1,000,000.00	1,000,000.00	1,000,000.00	1.29%	1.80%	
Westpac 0.99 26 Sep 2022 182DAY TD	S&P ST A1+	1,000,000.00	1,000,000.00	1,000,000.00	1.29%	0.99%	
		34,000,000.00	34,000,000.00	34,000,000.00	43.96%	0.56%	
Portfolio Total		76,608,564.95	66,608,564.95	77,350,916.34	100%	-1.12%	



2. Portfolio Valuation By Categories As At 31 May 2022

Security Type	Market Value	% Total Value
Fixed Rate Bond	2,000,000.00	2.59%
At Call Deposit	21,853,145.60	28.25%
Term Deposit	34,000,000.00	43.96%
Floating Rate Note	4,750,390.00	6.14%
Unit Trust	14,747,380.74	19.07%
Portfolio Total	77,350,916.34	100.00%





2. Portfolio Valuation By Categories As At 31 May 2022

Issuer	Market Value	% Total Value	Market Value by issuer
AMP Bank Ltd	2,000,000.00	2.59%	
Australian Unity Bank	4,000,000.00	5.17%	
Auswide Bank Limited	5,250,000.00	6.79%	
Coastline Credit Union Ltd	3,000,000.00	3.88%	
Commonwealth Bank of Australia Ltd	11,847,859.87	15.32%	
Illawarra Credit Union Ltd	3,000,000.00	3.88%	
Judo Bank	8,000,000.00	10.34%	
Macquarie Bank	11,005,650.28	14.23%	
Members Equity Bank Ltd	7,000,000.00	9.05%	
MyState Bank Ltd	2,500,000.00	3.23%	
National Australia Bank Ltd	25.45	0.00%	
Northern Territory Treasury Corporation	2,000,000.00	2.59%	
NSW Treasury Corporation	14,747,380.74	19.07%	
Southern Cross CU	2,000,000.00	2.59%	
Westpac Banking Corporation Ltd	1,000,000.00	1.29%	
Portfolio Total	77,350,916.34	100.00%	

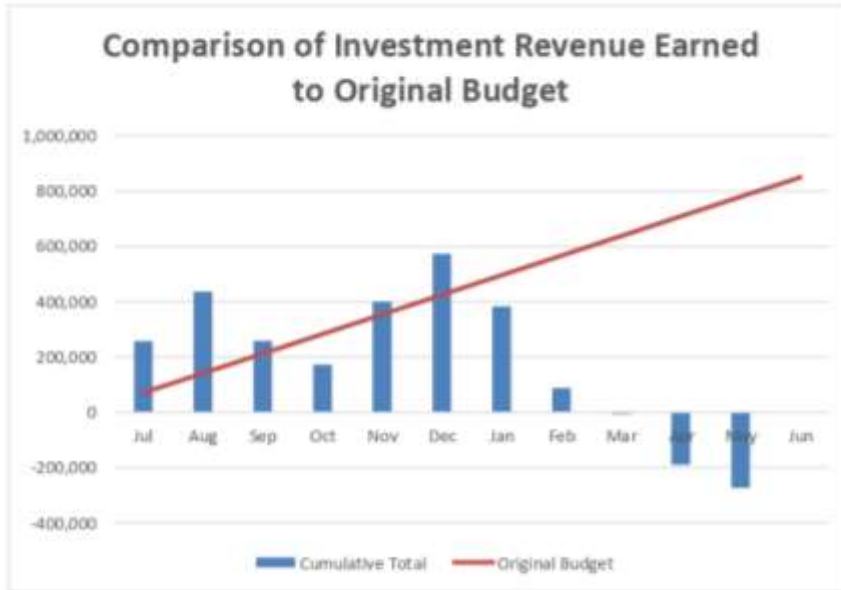




3. Investment Revenue Received For 1 May 2022 to 31 May 2022

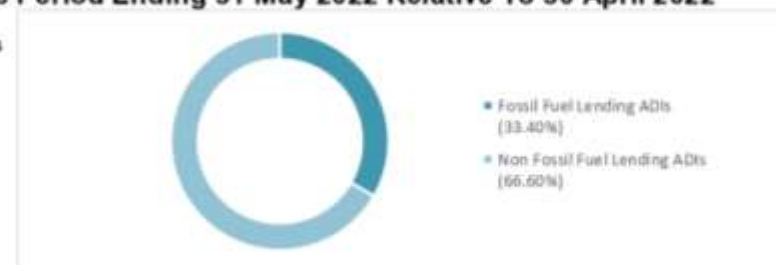
Security	Issuer	Settlement Date	Face Value (Basis of Interest Calculation)	Consideration Notional	Income Type
Auswide 0.9 06 Nov 2023 FRN	Auswide Bank Limited	6 May 2022	750,000.00	1,753.97	Security Coupon Interest
CACU 0.7 23 May 2022 90DAY TD	Illawarra Credit Union Ltd	23 May 2022	1,000,000.00	1,726.03	Security Coupon Interest
CACU 0.7 23 May 2022 90DAY TD	Illawarra Credit Union Ltd	23 May 2022	1,000,000.00	1,726.03	Security Coupon Interest
CCU 0.8 30 May 2022 90DAY TD	Coastline Credit Union Ltd	30 May 2022	1,000,000.00	1,972.60	Security Coupon Interest
JUDO 0.8 30 May 2022 91DAY TD	Judo Bank	30 May 2022	1,000,000.00	1,994.52	Security Coupon Interest
JUDO 0.8 30 May 2022 91DAY TD	Judo Bank	30 May 2022	1,000,000.00	1,994.52	Security Coupon Interest
CCU 0.8 31 May 2022 90DAY TD	Coastline Credit Union Ltd	31 May 2022	1,000,000.00	1,972.60	Security Coupon Interest
SYD 0.7 31 May 2022 90DAY TD	Bank of Sydney Ltd	31 May 2022	1,000,000.00	1,726.03	Security Coupon Interest
Other		31 May 2022		3,829.12	Bank Interest
Other		31 May 2022		5,260.28	Bank Interest
				23,955.70	
Medium Term Growth Fund	NSW Treasury Corporation			(100,847.89)	
Long Term Growth Fund	NSW Treasury Corporation			(28,560.64)	
				(129,408.53)	
TOTAL				(105,452.83)	

4. Comparison of Investment Revenue Earned to Original Budget and Investment Portfolio by Month 2021 - 2022 YTD



5. Environmentally Sustainable Investment Performance Report for the Period Ending 31 May 2022 Relative To 30 April 2022

Portfolio Summary by Fossil Fuel Lending ADIs					Fossil Fuel vs Non Fossil Fuel Lending ADI
ADI Lending Status	% Total	Current Period	% Total	Prior Period	
Fossil Fuel Lending ADIs					
AMP Bank Ltd	2.6%	2,000,000.00	2.8%	2,000,000.00	
Commonwealth Bank of Australia Ltd	15.3%	11,847,859.87	14.0%	9,885,993.69	
Macquarie Bank	14.2%	11,005,650.28	15.6%	11,005,157.02	
National Australia Bank Ltd	0.0%	25.45	0.0%	25.45	
Westpac Banking Corporation Ltd	1.3%	1,000,000.00	1.4%	1,000,000.00	
	33.4%	25,853,535.60	33.9%	23,891,176.16	
Non Fossil Fuel Lending ADIs					
Australian Unity Bank	5.2%	4,000,000.00	2.8%	2,000,000.00	
Auswide Bank Limited	6.8%	5,250,000.00	4.6%	3,250,000.00	
Bank of Sydney Ltd	0.0%	0.00	1.4%	1,000,000.00	
Coastline Credit Union Ltd	3.9%	3,000,000.00	5.7%	4,000,000.00	
Illawarra Credit Union Ltd	3.9%	3,000,000.00	2.8%	2,000,000.00	
Judo Bank	10.3%	8,000,000.00	11.3%	8,000,000.00	
Members Equity Bank Ltd	9.0%	7,000,000.00	9.9%	7,000,000.00	
MyState Bank Ltd	3.2%	2,500,000.00	2.1%	1,500,000.00	
Northern Territory Treasury	2.6%	2,000,000.00	2.8%	2,000,000.00	
NSW Treasury Corporation	19.1%	14,747,380.74	21.1%	14,876,788.27	
Southern Cross CU	2.6%	2,000,000.00	1.4%	1,000,000.00	
	66.6%	51,497,380.74	66.1%	46,626,788.27	
Total Portfolio		77,350,916.34		70,517,964.43	



All amounts shown in the table and charts are Current Face Values.

The above percentages are relative to the portfolio total and may be affected by rounding.

A fossil fuel lending ADI appearing in the non-fossil fuel related table will indicate that the portfolio contains a "green bond" issued by that ADI.



Disclaimer:

Laminar Capital Pty Ltd ABN 33 134 784 740 (AFSL 476686), its officers, employees, agents and associates ("Associates") from time to time hold interests in securities of, or earn brokerage, fees and other benefits from, corporations or investment vehicles referred to in documents provided to clients. All information contained herein is confidential and proprietary to Laminar Capital and, accordingly, this material is not to be reproduced in whole or in part or used for any purpose except as authorised by Laminar Capital. It is to be treated as strictly confidential and not disclosed directly or indirectly to any other person, firm or entity.

Distribution of this information to anyone other than the original recipient and that party's advisers is unauthorised. Any reproduction of these materials, in whole or in part, or the divulgence of any of its contents, without the prior consent of Laminar Capital is prohibited. Any securities recommendation or comments (including an opinion) contained in this document is general advice only and does not take into account your personal objectives, financial situation or needs. Laminar Capital is not acting in a fiduciary capacity. Recommendations or statements of opinion expressed may change without notice. You should not act on a recommendation or statement of opinion without first considering the appropriateness of the general advice to your personal circumstances or consulting your investment advisor to determine whether the recommendation or statement of opinion is appropriate for your investment objectives, financial situation or needs.

Laminar Capital believes that the information contained in this document is accurate when issued. Laminar Capital does not warrant that the information contained herein is accurate, reliable, complete or up-to-date, and, to the fullest extent permitted by law, disclaims all liability of Laminar Capital and its Associates for any loss or damage suffered by any person by reason of the use by that person of, or their reliance on, any information contained in this document or any error or defect in this document, whether arising from the negligence of Laminar Capital or its Associates or otherwise. No action should be taken on the basis of or in reliance on the information, opinions or conclusions contained in this document.

Laminar Capital acts as principal when we buy and sell fixed interest securities in the secondary markets. The yield that we quote to you incorporates any margin that we may receive. The margin is the difference between the price at which we, as principal, buy the security and the price at which we sell the security to you. Laminar Capital may also receive placement fees from Issuers for distributing securities on their behalf.

This document is not, and is not intended to be, an offer or invitation for subscription or sale, or a recommendation, with respect to any securities, nor is it to form the basis of any contract or commitment. This document does not purport to identify the nature of the specific market or other risks associated with these products. Before entering into any transaction in relation to the products, the investor should ensure that it fully understands the terms of the products and the transaction, relevant risk factors, the nature and extent of the investor's risk of loss and the nature of the contractual relationship into which the investor is entering. Prior to investing in these products, an investor should determine, based on its own independent review and such professional advice as it deems appropriate, the economic risks and merits, the legal, tax accounting characteristics and risk, and the consequences of an investment in them. This is not a substantive commentary or analysis by Laminar Capital and has not been prepared as a research product or comments by a research analyst.

LAMINAR CAPITAL PTY LTD
ACN 134 784 740
WWW.LAMINARCAPITAL.COM.AU

MELBOURNE OFFICE: LEVEL 5 RIALTO NORTH, 525 COLLINS STREET, MELBOURNE, VIC 3000 T 61 3 9001 6990 F 61 3 9001 6933
SYDNEY OFFICE: LEVEL 18 ANGEL PLACE, 123 PITT STREET, SYDNEY NSW, 2000 T 61 2 8094 1230
BRISBANE OFFICE: LEVEL 15 CENTRAL PLAZA 1, 345 QUEEN STREET, BRISBANE QLD, 4000 T 61 7 3123 5370

Local Government Remuneration Tribunal	Annual Report and Determination
---	------------------------------------

*Annual report and determination under sections
239 and 241 of the Local Government Act 1993*

**20 April
2022**

[NSW Remuneration Tribunals website](#)

Local Government Remuneration Tribunal

Contents

Executive Summary	2
Section 1 Introduction	3
Section 2 2021 Determination	3
Section 3 2022 Review	3
Process	3
Categorisation	4
Conclusion	7
Section 4 2022 Determinations	8
Determination No. 1 - Allocation of councils into each of the categories as per section 239 of the LG Act effective from 1 July 2022	8
Table 1: General Purpose Councils - Metropolitan	8
Table 2: General Purpose Councils - Non-Metropolitan	9
Table 3: County Councils	10
Determination No. 2 - Fees for Councillors and Mayors as per section 241 of the LG Act effective from 1 July 2022	11
Table 4: Fees for General Purpose and County Councils	11
Appendices	12
Appendix 1 Criteria that apply to categories	12

Local Government Remuneration Tribunal

Executive Summary

The *Local Government Act 1993* (LG Act) requires the Local Government Remuneration Tribunal ("the Tribunal") to report to the Minister for Local Government by 1 May each year on its determination of categories of councils and the maximum and minimum amounts of fees to be paid to mayors, councillors, and chairpersons and members of county councils.

Categories

The Tribunal found the allocation of councils into the current categories appropriate. Criteria for each category is published in Appendix 1. These categories have not changed further to the extensive review undertaken as part of the 2020 review.

Fees

The Tribunal determined a 2 per cent per annum increase in the minimum and maximum fees applicable to each category.

Local Government Remuneration Tribunal

Section 1 Introduction

1. Section 239 of the LG Act provides that the Tribunal determine the categories of councils and mayoral offices and to place each council and mayoral office into one of those categories.
2. Section 241 of the LG Act provides that the Tribunal determine the maximum and minimum amount of fees to be paid to mayors and councillors of councils, as well as chairpersons and members of county councils for each of the categories determined under section 239.
3. Section 242A(1) of the LG Act, requires the Tribunal to give effect to the same policies on increases in remuneration as those of the Industrial Relations Commission.
4. The Tribunal can also determine that a council can be placed in another existing or new category with a higher range of fees without breaching the Government's Wages Policy as per section 242A (3) of the LG Act.
5. The Tribunal's determinations take effect from 1 July each year.

Section 2 2021 Determination

6. The Tribunal received 18 submissions which included 9 requests for re-categorisation. At the time of making its determination, the Tribunal had available to it the Australian Bureau of Statistics 25 March 2020 population data for FY2018-19. The Tribunal noted the requirement of section 239 of the LG Act that it must determine categories for councils and mayoral offices at least once every 3 years. It noted that the Tribunal had conducted an extensive review in 2020 and decided that the categories would next be considered in 2023.
7. The Tribunal found that the current categories and allocation of councils to these categories remained appropriate. The Tribunal's finding had regard to the 2020 review, the current category model and criteria and the evidence put forward in the received submissions.
8. In regard to fees, the Tribunal determined a 2 per cent per annum increase in the minimum and maximum fees applicable to each category.

Section 3 2022 Review

Process

9. In 2020, the categories of general purpose councils were determined as follows:

Metropolitan	Non-Metropolitan
<ul style="list-style-type: none"> • Principal CBD • Major CBD • Metropolitan Large • Metropolitan Medium • Metropolitan Small 	<ul style="list-style-type: none"> • Major Regional City • Major Strategic Area • Regional Strategic Area • Regional Centre • Regional Rural

Local Government Remuneration Tribunal

	<ul style="list-style-type: none"> • Rural
--	---

10. The Tribunal wrote to all mayors or general managers and LGNSW on 14 October 2021 to advise of the commencement of the 2021 review and invited submissions regarding recategorisation, fees and other general matters. The Tribunal's correspondence advised that an extensive review of categories was undertaken in 2020 and, as this was only legislatively required every three years, consideration would be next be given in 2023. The correspondence further advised that submissions requesting to be moved into a different category as part of the 2022 review would require a strong case supported by evidence that substantiates that the criteria for the requested category is met.
11. Seven submissions were received from individual councils and one submission was received from LGNSW. The Tribunal noted that several of the submissions had not been endorsed by their respective councils. The Tribunal also met with the President, Chief Executive and Senior Manager of LGNSW.
12. The Tribunal discussed the submissions at length with the Assessors.
13. The Tribunal acknowledged previous and ongoing difficulties imposed by COVID19 and natural disasters on councils.
14. The Tribunal also acknowledged submissions from councils in regional and remote locations that raised unique challenges, such as travel and connectivity, experienced by mayors and councillors in those areas.
15. A summary of the matters raised in the received submissions and the Tribunal's consideration of those matters is outlined below.

Categorisation

16. Five council submissions requested recategorisation. Three of these requests sought the creation new categories.

Metropolitan Large Councils

17. Penrith City Council acknowledged that categories were not being reviewed until 2023. However, the Council reiterated their previous year's position and contended that their claim for the creation of a new category of "Metropolitan Large – Growth Centre" continues to be enhanced through their leading role in the Western Sydney City Deal. Council's submission further stated that the participation in the Deal demonstrated the exponential growth that will occur in the Penrith Local Government Area.
18. Blacktown City Council requested the creation of a new category "Metropolitan Large – Growth Area". Council stated that the current criteria for "Metropolitan Large" does not reflect the Council's size, rate of growth and economic influence.

Council based its argument for a new category on the following grounds:

- Significant population growth. Current estimated population of 403,000 with an expected population of 640,000 in 2041.
- Blacktown being critical to the success of the Greater Sydney Region Plan while also being part of the fastest growing district for the next 20 years.
- 4th largest economy in NSW – as of 30 June 2020, Gross Regional Product (GRP) was \$21.98 billion, comparatively City of Parramatta was \$31.36 billion.
- Undertaking of several transformational projects to increase economy and services. Examples include the redesign of Riverstone Town Centre, Australian Catholic University establishment of an interim campus for up to 700 undergrads

Local Government Remuneration Tribunal

with a permanent campus to open by 2024, the \$1 billion Blacktown Brain and Spinal Institute proposal and Blacktown International Sports Park Masterplan to provide a first-class multi-sport venue.

- Expansion in provision of services such as childcare, aquatic and leisure centres.
- Diversity of population.

Non-Metropolitan Major Regional City Councils

19. Newcastle Council requested clarification regarding City of Newcastle's status as either Metropolitan or Regional, noting that while City of Newcastle is classified as a "Major Regional City", the Newcastle Local Government Area is often exempt from both regional and metropolitan grant funding due to inconsistencies in classification. Council sought review on the following grounds:

- Size of council area 187km² (in comparison of Parramatta Council 84km²).
- Physical terrain.
- Population and distribution of population.
- Nature and volume of business dealt with by Council.
- Nature and extent of development of City of Newcastle.
- Diversity of communities served.
- Regional, national and international significance of City of Newcastle.
- Transport hubs.
- Regional services including health, education, smart city services and public administration.
- Cultural and sporting facilities.
- Matters that the Tribunal consider relevant

Regional Centre

20. Tweed Shire Council requested to be reclassified as a "Regional Strategic Area" on the following grounds:

- Proximity to the Gold Coast City and Brisbane.
- Proximity to Sydney via the Gold Coast airport.
- Tweed being the major population and city centre for the Northern Rivers Joint Organisation.
- Tweed being the largest employer and strongest growth area in the Northern Rivers.

Non-Metropolitan Rural Councils

21. Murrumbidgee Council requested recategorisation to "Regional Rural" as they are a product of the merger of the former Jerilderie Shire Council and the former Murrumbidgee Shire Council. Council also suggested that the criteria for "Regional Rural" is amended to:

- Councils categorised as Regional Rural will typically have a minimum residential population of 20,000 or can demonstrate one of the following features...."
 - the product of the 2016 amalgamation where two or more Rural classified Local Governments Areas merged.

Findings - categorisation

22. The Tribunal assessed each Council's submission and found that the current categories and allocation of councils to these categories remained appropriate. The Tribunal's findings had regard to the 2020 review, the current category model and

Local Government Remuneration Tribunal

criteria and the evidence put forward in the received submissions.

23. Having regard to the requirements of sections 239 and 240 of the LG Act, the Tribunal did not find that any council's submission was strong enough for a change in category or for the creation of a new category.
24. The Tribunal did note, however, that some councils may have a better case for recategorisation at the next major review of categories in 2023.
25. The Tribunal was of the view that the 2023 determination and review of categories as required by s239 (1) of the LG Act will see more requests from councils for recategorisation and possible determination of new categories. The Tribunal and Assessors may benefit from visits to meet regional organisations of councils and direct opportunities for input from Mayors and general managers in this regard.

Fees

26. In determining the maximum and minimum fees payable in each of the categories, the Tribunal is required by section 242A of the LG Act, to give effect to the same policies on increases in remuneration as those that the Industrial Relations Commission is required to give effect to under section 146C of the *Industrial Relations Act 1996* (IR Act), when making or varying awards or orders relating to the conditions of employment of public sector employees.
27. Pursuant to section 146C(1)(a) of the IR Act, the current government policy on wages is expressed in the Industrial Relations (Public Sector Conditions of Employment) Regulation 2014 (IR Reg.). The IR Reg. provides that public sector wages cannot increase by more than 2.5 per cent per annum. The Tribunal therefore has the discretion to determine an increase of up to 2.5 per cent per annum.
28. Submissions that addressed fees sought an increase of a maximum of 2.5 per cent per annum or greater. These submissions raised issues such as comparative remuneration, cost of living and increasing workloads. One submission also suggested that higher fees are required to attract a higher standard of candidates to council roles.
29. The LGNSW submission contained 3 parts. The first part of the submission supported an increase of 2.5 per cent per annum in remuneration, but further argued that the maximum increase is inadequate and does not address the historical undervaluation of work performed by mayors and councillors, and the substantial expansion of their responsibilities and accountability in recently years. LGNSW used the following economic indexes and wage data in support of their argument:
 - Consumer price index (CPI)
 - National and state wages cases
 - Wage increases under the *Local Government (State) Award 2020*.
30. The second part of LGNSW's submission addressed inequity and impacts of low remuneration. It was supported by the research paper "Councillor perspectives on the (in)adequacy of remuneration in NSW local government: Impacts on well-being, diversity and quality of representation" (the "ANU Paper"), written by Associate Professor Jakimow of the Australian National University. A key finding of the ANU Paper was that "current remuneration levels are perceived as inadequately reflecting the extent and nature of council work." The finding was derived from the undertaking of

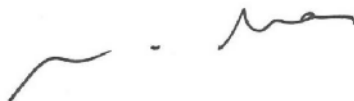
Local Government Remuneration Tribunal

a survey of councillors and mayors. The paper suggests that there is a disconnect between workload and remuneration and this was identified as the most frequent argument for increasing the current rate.

31. The third and final part of LGNSW's submission compared the minimum and maximum rates of NSW mayor and councillor remuneration to the remuneration of directors and chairpersons of comparable government bodies and not-for-profits, mayors and councillors in Queensland and members of the NSW Parliament. The submission contended that NSW mayor and councillor remuneration is below that of their counterparts.
32. Following the most recent review by the Independent Pricing and Regulatory Tribunal (IPART) the amount that councils will be able to increase the revenue they can collect from rates will depend on their level of population growth. IPART has set a 2022-23 rate peg for each council, ranging from 0.7 to 5.0 per cent. IPART's rate peg takes into account the annual change in the Local Government Cost Index, which measures the average costs faced by NSW councils, in addition to a population factor based on each council's population growth.
33. Employees under the *Local Government (State) Award 2020* will receive a 2 per cent per annum increase in rates of pay from the first full pay period to commence on or after 1 July 2022.
34. The Tribunal has determined a 2 per cent per annum increase in the minimum and maximum fees applicable to each category.

Conclusion

35. The Tribunal's determinations have been made with the assistance of Assessors Ms Kylie Yates and Ms Melanie Hawyes.
36. It is the expectation of the Tribunal that in the future all submissions have council endorsement.
37. Determination 1 outlines the allocation of councils into each of the categories as per section 239 of the LG Act.
38. Determination 2 outlines the maximum and minimum fees paid to councillors and mayors and members and chairpersons of county councils as per section 241 of the LG Act.



Viv May PSM

Local Government Remuneration Tribunal

Dated: 20 April 2022

Local Government Remuneration Tribunal

Section 4 2021 Determinations

Determination No. 1 - Allocation of councils into each of the categories as per section 239 of the LG Act effective from 1 July 2021

Table 1: General Purpose Councils - Metropolitan

Principal CBD (1)	Major CBD (1)
Sydney	Parramatta

Metropolitan Large (12)	Metropolitan Medium (8)
Bayside	Campbelltown
Blacktown	Camden
Canterbury-Bankstown	Georges River
Cumberland	Hornsby
Fairfield	Ku-ring-gai
Inner West	North Sydney
Liverpool	Randwick
Northern Beaches	Willoughby
Penrith	
Ryde	
Sutherland	
The Hills	

Metropolitan Small (8)
Burwood
Canada Bay
Hunters Hill
Lane Cove
Mosman
Strathfield
Waverley
Woollahra

Local Government Remuneration Tribunal

Table 2: General Purpose Councils - Non-Metropolitan

Major Regional City (2)	Major Strategic Area (1)	Regional Strategic Area (1)
Newcastle	Central Coast	Lake Macquarie
Wollongong		

Regional Centre (24)		Regional Rural (13)	
Albury	Mid-Coast	Bega	
Armidale	Orange	Broken Hill	
Ballina	Port Macquarie-Hastings	Byron	
Bathurst	Port Stephens	Eurobodalla	
Blue Mountains	Queanbeyan-Palerang	Goulburn Mulwaree	
Cessnock	Shellharbour	Griffith	
Clarence Valley	Shoalhaven	Kempsey	
Coffs Harbour	Tamworth	Kiama	
Dubbo	Tweed	Lithgow	
Hawkesbury	Wagga Wagga	Mid-Western	
Lismore	Wingecarribee	Richmond Valley Council	
Maitland	Wollondilly	Singleton	
		Snowy Monaro	

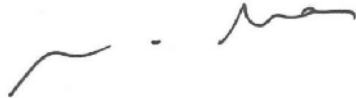
Rural (57)			
Balranald	Cootamundra-Gundagai	Junee	Oberon
Bellingen	Cowra	Kyogle	Parkes
Berrigan	Dungog	Lachlan	Snowy Valleys
Bland	Edward River	Leeton	Temora
Blayney	Federation	Liverpool Plains	Tenterfield
Bogan	Forbes	Lockhart	Upper Hunter
Bourke	Gilgandra	Moree Plains	Upper Lachlan
Brewarrina	Glen Innes Severn	Murray River	Uralla
Cabonne	Greater Hume	Murrumbidgee	Walcha
Carrathool	Gunnedah	Muswellbrook	Walgett
Central Darling	Gwydir	Nambucca	Warren
Cobar	Hay	Narrabri	Warrumbungle
Coolamon	Hilltops	Narrandera	Weddin
Coonamble	Inverell	Narromine	Wentworth

Local Government Remuneration Tribunal

Rural (57)	
	Yass

Table 3: County Councils

Water (4)	Other (6)
Central Tablelands	Castlereagh-Macquarie
Goldenfields Water	Central Murray
Riverina Water	Hawkesbury River
Rous	New England Tablelands
	Upper Hunter
	Upper Macquarie



Viv May PSM

Local Government Remuneration Tribunal

Dated: 20 April 2022

Local Government Remuneration Tribunal

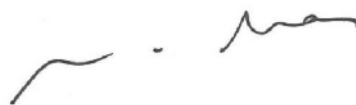
Determination No. 2 - Fees for Councillors and Mayors as per section 241 of the LG Act effective from 1 July 2022

The annual fees to be paid in each of the categories to Councillors, Mayors, Members and Chairpersons of County Councils effective on and from 1 July 2022 as per section 241 of the *Local Government Act 1993* are determined as follows:

Table 4: Fees for General Purpose and County Councils

Category		Councillor/Member Annual Fee (\$) effective 1 July 2022		Mayor/Chairperson Additional Fee* (\$) effective 1 July 2022	
		Minimum	Maximum	Minimum	Maximum
General Purpose Councils - Metropolitan	Principal CBD	28,750	42,170	175,930	231,500
	Major CBD	19,180	35,520	40,740	114,770
	Metropolitan Large	19,180	31,640	40,740	92,180
	Metropolitan Medium	14,380	26,840	30,550	71,300
	Metropolitan Small	9,560	21,100	20,370	46,010
General Purpose Councils - Non-Metropolitan	Major Regional City	19,180	33,330	40,740	103,840
	Major Strategic Area	19,180	33,330	40,740	103,840
	Regional Strategic Area	19,180	31,640	40,740	92,180
	Regional Centre	14,380	25,310	29,920	62,510
	Regional Rural	9,560	21,100	20,370	46,040
	Rural	9,560	12,650	10,180	27,600
County Councils	Water	1,900	10,550	4,080	17,330
	Other	1,900	6,300	4,080	11,510

*This fee must be paid in addition to the fee paid to the Mayor/Chairperson as a Councillor/Member (s.249(2)).



Viv May PSM

Local Government Remuneration Tribunal

Dated: 20 April 2021

Local Government Remuneration Tribunal

Appendices

Appendix 1 Criteria that apply to categories

Principal CBD

The Council of the City of Sydney (the City of Sydney) is the principal central business district (CBD) in the Sydney Metropolitan area. The City of Sydney is home to Sydney's primary commercial office district with the largest concentration of businesses and retailers in Sydney. The City of Sydney's sphere of economic influence is the greatest of any local government area in Australia.

The CBD is also host to some of the city's most significant transport infrastructure including Central Station, Circular Quay and International Overseas Passenger Terminal. Sydney is recognised globally with its iconic harbour setting and the City of Sydney is host to the city's historical, cultural and ceremonial precincts. The City of Sydney attracts significant visitor numbers and is home to 60 per cent of metropolitan Sydney's hotels.

The role of Lord Mayor of the City of Sydney has significant prominence reflecting the CBD's importance as home to the country's major business centres and public facilities of state and national importance. The Lord Mayor's responsibilities in developing and maintaining relationships with stakeholders, including other councils, state and federal governments, community and business groups, and the media are considered greater than other mayoral roles in NSW.

Major CBD

The Council of the City of Parramatta (City of Parramatta) is the economic capital of Greater Western Sydney and the geographic and demographic centre of Greater Sydney. Parramatta is the second largest economy in NSW (after Sydney CBD) and the sixth largest in Australia.

As a secondary CBD to metropolitan Sydney the Parramatta local government area is a major provider of business and government services with a significant number of organisations relocating their head offices to Parramatta. Public administration and safety have been a growth sector for Parramatta as the State Government has promoted a policy of moving government agencies westward to support economic development beyond the Sydney CBD.

The City of Parramatta provides a broad range of regional services across the Sydney Metropolitan area with a significant transport hub and hospital and educational facilities. The City of Parramatta is home to the Westmead Health and Medical Research precinct which represents the largest concentration of hospital and health services in Australia, servicing Western Sydney and providing other specialised services for the rest of NSW.

The City of Parramatta is also home to a significant number of cultural and sporting facilities (including Sydney Olympic Park) which draw significant domestic and international visitors to the region.

Local Government Remuneration Tribunal

Metropolitan Large

Councils categorised as Metropolitan Large will typically have a minimum residential population of 200,000.

Councils may also be categorised as Metropolitan Large if their residential population combined with their non-resident working population exceeds 200,000. To satisfy this criteria the non-resident working population must exceed 50,000.

Other features may include:

- total operating revenue exceeding \$200M per annum
- the provision of significant regional services to greater Sydney including, but not limited to, major education, health, retail, sports, other recreation and cultural facilities
- significant industrial, commercial and residential centres and development corridors
- high population growth.

Councils categorised as Metropolitan Large will have a sphere of economic influence and provide regional services considered to be greater than those of other metropolitan councils.

Metropolitan Medium

Councils categorised as Metropolitan Medium will typically have a minimum residential population of 100,000.

Councils may also be categorised as Metropolitan Medium if their residential population combined with their non-resident working population exceeds 100,000. To satisfy this criteria the non-resident working population must exceed 50,000

Other features may include:

- total operating revenue exceeding \$100M per annum
- services to greater Sydney including, but not limited to, major education, health, retail, sports, other recreation and cultural facilities
- industrial, commercial and residential centres and development corridors
- high population growth.

The sphere of economic influence, the scale of council operations and the extent of regional servicing would be below that of Metropolitan Large councils.

Local Government Remuneration Tribunal

Metropolitan Small

Councils categorised as Metropolitan Small will typically have a residential population less than 100,000.

Other features which distinguish them from other metropolitan councils include:

- total operating revenue less than \$150M per annum.

While these councils may include some of the facilities and characteristics of both Metropolitan Large and Metropolitan Medium councils the overall sphere of economic influence, the scale of council operations and the extent of regional servicing would be below that of Metropolitan Medium councils.

Major Regional City

Newcastle City Council and Wollongong City Councils are categorised as Major Regional City. These councils:

- are metropolitan in nature with major residential, commercial and industrial areas
- typically host government departments, major tertiary education and health facilities and incorporate high density commercial and residential development
- provide a full range of higher order services and activities along with arts, culture, recreation, sporting and entertainment facilities to service the wider community and broader region
- have significant transport and freight infrastructure servicing international markets, the capital city and regional areas
- have significant natural and man-made assets to support diverse economic activity, trade and future investment
- typically contain ventures which have a broader State and national focus which impact upon the operations of the council.

Major Strategic Area

Councils categorised as Major Strategic Area will have a minimum population of 300,000.

Other features may include:

- health services, tertiary education services and major regional airports which service the surrounding and wider regional community
- a full range of high-order services including business, office and retail uses with arts, culture, recreation and entertainment centres
- total operating revenue exceeding \$250M per annum
- significant visitor numbers to established tourism ventures and major events that attract state and national attention
- a proximity to Sydney which generates economic opportunities.

Currently, only Central Coast Council meets the criteria to be categorised as a Major Strategic Area. Its population, predicted population growth, and scale of the Council's operations warrant that it be differentiated from other non-metropolitan councils. Central Coast Council is also a

Local Government Remuneration Tribunal

significant contributor to the regional economy associated with proximity to and connections with Sydney and the Hunter Region.

Regional Strategic Area

Councils categorised as Regional Strategic Area are differentiated from councils in the Regional Centre category on the basis of their significant population and will typically have a residential population above 200,000.

Other features may include:

- health services, tertiary education services and major regional airports which service the surrounding and wider regional community
- a full range of high-order services including business, office and retail uses with arts, culture, recreation and entertainment centres
- total operating revenue exceeding \$250M per annum
- significant visitor numbers to established tourism ventures and major events that attract state and national attention
- a proximity to Sydney which generates economic opportunities.

Currently, only Lake Macquarie Council meets the criteria to be categorised as a Regional Strategic Area. Its population and overall scale of council operations will be greater than Regional Centre councils.

Regional Centre

Councils categorised as Regional Centre will typically have a minimum residential population of 40,000.

Other features may include:

- a large city or town providing a significant proportion of the region's housing and employment
- health services, tertiary education services and major regional airports which service the surrounding and wider regional community
- a full range of high-order services including business, office and retail uses with arts, culture, recreation and entertainment centres
- total operating revenue exceeding \$100M per annum
- the highest rates of population growth in regional NSW
- significant visitor numbers to established tourism ventures and major events that attract state and national attention
- a proximity to Sydney which generates economic opportunities.

Councils in the category of Regional Centre are often considered the geographic centre of the region providing services to their immediate and wider catchment communities.

Local Government Remuneration Tribunal

Regional Rural

Councils categorised as Regional Rural will typically have a minimum residential population of 20,000.

Other features may include:

- a large urban population existing alongside a traditional farming sector, and are surrounded by smaller towns and villages
- health services, tertiary education services and regional airports which service a regional community
- a broad range of industries including agricultural, educational, health, professional, government and retail services
- large visitor numbers to established tourism ventures and events.

Councils in the category of Regional Rural provide a degree of regional servicing below that of a Regional Centre.

Rural

Councils categorised as Rural will typically have a residential population less than 20,000.

Other features may include:

- one or two significant townships combined with a considerable dispersed population spread over a large area and a long distance from a major regional centre
- a limited range of services, facilities and employment opportunities compared to Regional Rural councils
- local economies based on agricultural/resource industries.

County Councils - Water

County councils that provide water and/or sewerage functions with a joint approach in planning and installing large water reticulation and sewerage systems.

County Councils - Other

County councils that administer, control and eradicate declared noxious weeds as a specified Local Control Authority under the *Biosecurity Act 2015*.





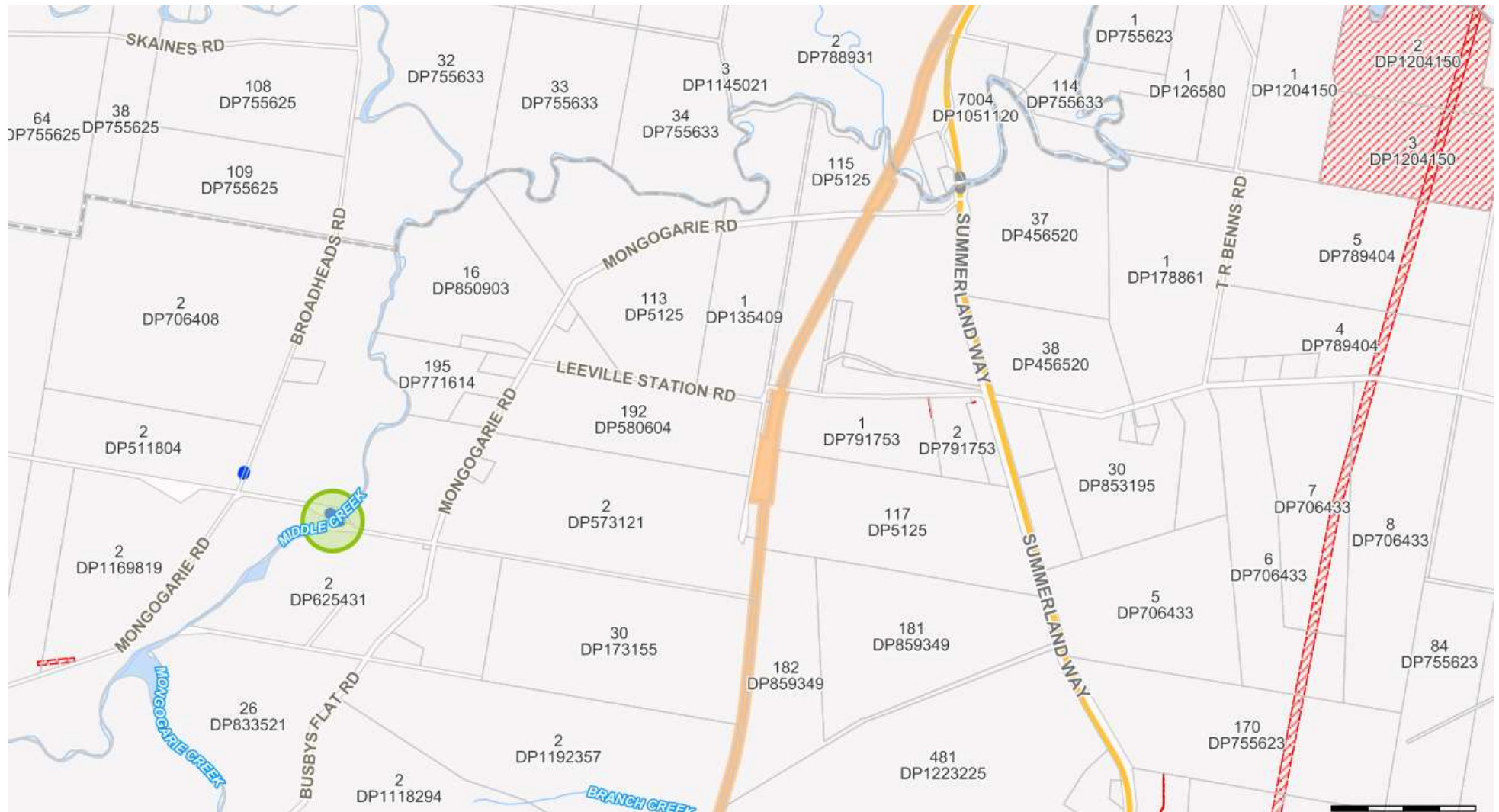






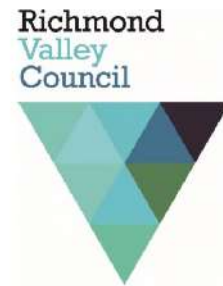






Council Policy

Policy Title:	Lease of Road Reserve
Policy Number:	11.12
Focus Area:	CS2 Great Support
Responsibility:	Asset Planning
Meeting Adopted:	Date of Council Meeting – Resolution Number



OBJECTIVE

This policy aims to present clear and precise information for leases within a road reserve.

The primary function of a dedicated road reserve is to provide the free right of passageway of the public on foot, in a vehicle, or otherwise over a strip of land set aside and classified as a public road. A lease can only be issued over a public road after consideration that is not being used by the public.

This policy supports the business process for leasing of road reserves which are under Council's authority ensuring adhering to legislative requirements whilst specifying responsibilities (including maintenance, replacement etc) to limit potential liability for Council. This includes the provision for recording structures and identifying lawful occupations within Council's road reserves.

POLICY

Council is the Roads Authority for all Council public roads within the Richmond Valley Council Local Government Area. This authority excludes Crown Roads, roads controlled by Transport for NSW (TfNSW) and any roads that have been declared under an alternative responsible authority.

From time to time Council receives requests from adjoining property owners to lease an area of the road reserve adjacent to their property or advice is received from within Council of a possible encroachment onto the road reserve.

Council's ownership of local roads accompanied by Council's legislative obligations necessitates the development of a policy to grant and manage the various occupations of the road reserve. Structures and occupations will be managed by a lease pursuant to Sections 107, 138, 139, 142 and 153-157 of the *Roads Act 1993*.

A lease provides income to Council through rental payments and all costs incurred by Council such as advertising, administration cost and legal fees are to be paid by the applicant.

General Principals

- A lease can only be considered where the applicant is the owner or lessee of land adjoining the public road.
- Recommendations of approval to progress/refusal are at Council's discretion.

Richmond Valley Council - CPOL11.12 – Lease of Road Reserve

Adopted: Date

Page 1 of 4

- In recommending approval of a lease consideration will be given to its:
 - Extent and/or type of occupation and lease area occupied,
 - Potential effect on public access including pedestrian and/or vehicular access,
 - Potential to generate a financial risk (e.g. maintenance, replacement etc) or public liability risk for Council,
 - Alienation of public space, and
 - Safety risk.
- Nothing within this policy or referred to in associated documentation confers upon the applicant exclusive rights of title of that part of the road reserve.
- Applications must be made pursuant to Section 138 of the *Roads Act 1993* to seek permission to allow minor encroachments/constructions within Council's road reserve.
- No structures shall be erected on the road reserve unless approved by Council.
- All structures must be of a nature that can be demolished or removed if so required.
- All cost relating to demolition or removal of structures shall be borne by the applicant.
- Applicants must obtain all necessary approvals prior to undertaking any construction within the road reserve. The cost of any such approvals is to be borne by the applicant.
- Council and any other public utility/authority retain the right to undertake work within the consented area. Council is not liable to make good any damage to the consented area.
- Any other direction of Council, pursuant to the *Local Government Act 1993* and the *Roads Act 1993*, or contained within Council's documentation, must be complied with.

Road Reserve Leases

- Applications for lease of a road reserve are to be made pursuant to Sections 107, 138, 139, 142 and 153-157 of the *Roads Act 1993*.
- An application fee (including advertising fee) is payable. The amount of such fee is as per the current Revenue Policy.
- Applications must include sufficient details to allow assessment. This must include location sketches, plans, engineering details and certification, details of approvals for the work (Development Application or Construction Certificate) etc.
- Council must give notice prior to granting a lease. Such notice must:
 - be published in a local newspaper,
 - be served on the owner of each parcel of land adjoining the length of public road concerned,
 - Identify the public road concerned,
 - State that any person is entitled to make a submission to Council,
 - Indicate that submissions are to be in writing and will be accepted within 28 days of publication of the notice. Anonymous submissions will not be considered.
- An assessment regarding the suitability for a proposed lease will be undertaken by Council staff with a review of the principles outlined within this policy and any submissions received during the notice period.
- The General Manager and delegated staff have authority pursuant to Sections 377 and 378 of the *Local Government Act 1993* to negotiate and enter into any form of Lease, Licence, Memorandum of Understanding for the use of land or assets including Council

road reserves unless the matter has been requested to be dealt with by Council for a formal determination.

- The applicant will be notified in writing on the final determination of the lease approval/refusal.
- The term of any lease, must not exceed five (5) years other than in accordance with Section 157(1)(b) of the *Roads Act 1993*.
- If granted and in addition to the application fee, a yearly fee will be determined (at market value) for use of the road reserve for the term of the lease which is to be paid annually in advance. Yearly invoices will be raised at the beginning of each term by Council for payment by the applicant.
- If granted and prior to any use, it is the responsibility of the applicant to provide a current Certificate of Currency for Public Liability with a minimum value of \$20 million. Richmond Valley Council is to be listed as an interested party on the Certificate. Upon renewal an updated Certificate is to be forwarded to Council during the term of the lease.
- A lease confers exclusive use to the lessee of the defined area (subject to the *Roads Act 1993*).
- Council reserves the right to terminate the lease, at its absolute discretion, at any stage during the lease period.

EXCLUSIONS

This policy does not apply to:

- Any occupation, encroachments, or constructions on road reserves not under Council's authority including Crown Roads, freeways, state forests, national parks etc.
- Temporary structures approved as part of the Development Application process e.g. hoardings, site sheds, temporary fencing etc.
- Approvals for use of the road for food or drinking premises including furniture and dining provisions.
- Encroachment/constructions under State or Federal Legislation. Examples include – driveway accesses and associated structures (e.g. retaining walls created to support the driveway) pursuant to the *Roads Act 1993*, post boxes (Australia Post) and power poles/cables (Essential Energy), telecommunications cables/infrastructure pursuant to Commonwealth Telecommunications Legislation (NBN, Optus, Telstra etc), service mains (AGL, sewerage, water etc).

DEFINITIONS

Minor encroachments/constructions	This relates to areas that encroach onto or construction upon a Council road reserve. A minor encroachment/construction may include, but is not limited to: garden bed, minor building overhang, retaining wall, path, steps, rail etc.
--	---

Deed of Agreement	Formal document which provides consent for an encroachment/construction to remain in the road reserve under certain conditions. This consent does not confer exclusive use of the area of encroachment/construction.
--------------------------	--

Road Reserve Lease	A formal lease up to a maximum five (5) year term between Council and an adjoining owner to exclusively lease an area of road reserve. May include, but not limited to: carports, hardstand areas, landscaped areas, garages, fence or any other temporary structure that can be easily demolished or removed to the satisfaction of Council at the end of tenure.
---------------------------	--

REFERENCES

1. Council Procedure No 11.13 – Lease of Road Reserve.
2. Fact Sheet – Lease of Road Reserve.
3. *Local Government Act 1993*.
4. *Roads Act 1993*.

REVIEW

This policy will be reviewed by Council at the time of any relevant legislative changes, compliance requirements or at least every four (4) years.

Version Number	Date	Reason / Comments
1	Date	New policy

Council Policy



Policy Title:	Naming of Roads and Bridges
Policy Number:	11.14
Focus Area:	CS2 Great Support
Responsibility:	Asset Planning
Meeting Adopted:	Date of Council Meeting – Resolution Number

OBJECTIVE

Council is the authority responsible for property addressing within the Richmond Valley Local Government area (LGA). This policy defines Council's legislative requirements, standards and requirements for naming and renaming roads.

Road naming is a component of an address that forms the identification of a property. Clarity in identification is imperative for residents for emergency services, service delivery, mail identification and connection and supply of utility services.

Council is the owner, and responsible for the maintenance of bridges that form part of a public road. The principles of bridge naming will follow the same overall guidelines as naming roads. A bridge name does not form part of a property address however naming provides clear locational identification for emergency and disaster response with a benefit to first responders, the public and the overall community.

The objective of this policy is to provide to Council staff and the community a consistent overview of the importance of the requirements and provide guidance when considering proposed names or the renaming of roads and bridges. The policy will also provide an understanding of how road and bridge naming will assist the community, Council, emergency services and mapping services when locating properties/facilities.

POLICY

This policy formalises Council's requirements regarding the naming of roads and bridges for which Council is the managing Authority in accordance with the below legislations and guidelines:

NSW Address Policy and User Manual	The policy and user manual provide a complete overview of the principles, procedures and processes relating to road naming and addressing. The manual outlines what to consider when proposing a road name including rules and standards that must be applied.
Geographical Names Board of NSW (GNB)	The Geographical Names Board is the authority for geographical names in NSW and operates under the <i>Geographical Names Act 1966</i> .

Richmond Valley Council – CPOL11.14 – Naming of Roads and Bridges

Adopted: Date

Page 1 of 3

Roads Act 1993	NSW Legislation that provides the framework and authority for roads within NSW. Specifically, Section 162 provides the authority for the naming of public roads and Section 163 provides for the keeping of records by the managing authority (Council).
Roads (General) Regulation 2018	Part 2 Division 1 Clause 7 defines the procedure requirements for naming roads.

Road Naming Reference Documents

- Road names are required to meet the standards within the NSW Address Policy and User Manual as published by The Geographical Names Board of NSW.
- Bridge naming should follow the general principles of the NSW Address Policy and User Manual as published by The Geographical Names Board of NSW.

Name Considerations

Council promotes gender diversity and consideration of our multicultural and Indigenous heritage in the selection of names. Where suitable names relating to roads and bridges should consider:

- Persons who have significantly contributed to the heritage of the Richmond Valley.
- Local history themes.
- Local flora or fauna.
- Names of early settlers or war service persons.
- Significant landmarks.

Council will consider and adhere to the below when selecting names:

- Road/Bridge names will not be offensive, racist, derogatory or demeaning.
- Road/Bridge names will not be misspelt. Particularly, the spelling of a person's name to ensure the validation by reference to a primary source.
- Commercial and business names will not be used, particularly where the name can be construed to be promoting the business. However, business names no longer in use with a significant heritage to the Richmond Valley are suitable.
- Road types are not to be used as a road name e.g. Court Road or Bypass Street.
- Only one name should be used for commemorative naming e.g. given name or surname.

Aboriginal names are also supported and shall be in a local language chosen in consultation with the Local Aboriginal Land Council and/or relevant Aboriginal community.

All road and bridge naming requests are to be made in writing to Council for consideration and review, with reference to be given to the history and origin of the name and any supporting information. Any proposed name that does not comply with the NSW Address Policy and User Manual will not be supported by Council.

DEFINITIONS

Managing Authority	Road naming is legislated under the <i>Roads Act 1993</i> . This Act empowers the authority in charge of the road with the rights to name it. Council is the authority responsible for roads dedicated as public roads. For the purposes of Crown Roads, the GNB advises that Local Government (with jurisdiction over the area in which the road is located) is responsible for endorsing the authoritative road name and ensuring it is approved by the GNB and gazette.
LGA	Local Government Area.
GNB	Geographical Names Board of NSW.
Transport for NSW (TfNSW) road names.	TfNSW naming of roads is only undertaken for the purposes of administration. TfNSW assigned road names are not considered to be the official names for the purposes of addressing unless they have been approved by the Local Government, endorsed by the GNB and gazetted.
Public Road	Public Road is any road that is opened, dedicated or declared to be a public road, whether under the <i>Roads Act 1993</i> or any other Act.

REFERENCES

1. Australian Standards AS1742.5-1997 and AS4590-2006
2. Geographical Names Board of NSW (GNB)
3. Naming of Roads and Bridges Procedure
4. NSW Address Policy and User Manual
5. *Local Government Act 1993*
6. *Roads Act 1993*
7. Roads (General) Regulation 2018
8. *Crown Land Management Act 2016*
9. *Geographical Names Act 1966*

REVIEW

This policy will be reviewed by Council at the time of any relevant legislative changes, compliance requirements or at least every four years.

Version Number	Date	Reason / Comments
1	Date	New policy

Council Policy

Policy Title:	Permanent Road Closures
Policy Number:	11.15
Focus Area:	PP2: Getting Around
Responsibility:	Asset Planning
Meeting Adopted:	Date of Council Meeting – Resolution Number



OBJECTIVE

The objective of this policy is to ensure a consistent approach is taken with the permanent closure of part or all of a public road in which Council is the Roads Authority.

This policy will outline Council's responsibility and legislative requirements when considering road closure applications. The policy will also provide to the community an understanding of the application process and the required considerations for Council to determine a road closure application.

SCOPE

This policy applies to any request made by the public for the permanent closure of any Council public road within the Richmond Valley Council Local Government Area. Council is not responsible for the closure of roads not under its authority, including crown roads and major roads controlled by Transport for NSW (TfNSW).

POLICY

Council may propose the closure of a Council public road in accordance with Section 38A of the *Roads Act 1993* where:

- The road is not reasonably required as a road for public use (present or future needs).
- The road is not required to provide continuity for an existing road network.
- If the road provides a means of vehicular access to particular land, another public road provides lawful and reasonably practicable vehicular access to that land.

Applicants requesting a road closure are required to complete the 'Road Closure Application' form located on Council's webpage. The completed form is to be submitted to Council along with any additional information as required, the required application fee is to be paid upon submission in order for the application to be accepted, refer to Council's Revenue Policy for current fees and charges.

Council will undertake relevant public and community consultation including notifying affected and adjoining landholders in accordance with Section 38B of the *Roads Act 1993*.

- Council is unable to approve the closing of a Council public road where a notifiable authority has objected.
- The final decision to close a public Council road is the responsibility of Council by formal resolution.

- Upon closure the rights of passage and access is extinguished.
- The land comprising of former road where no construction/formation or maintenance has ever taken place becomes vested in the Crown as crown land.

All costs associated with the process to close a public road are payable by the applicant.

DEFINITIONS

Roads Authority	A person or body that is, by or under the <i>Roads Act 1993</i> , declared to be a roads authority and, in relation to a particular public road, means the roads authority for that road.
Adjoining Council Public Road	Includes abutting. Means a public road for which a Council is the roads authority.
Non-council public road	Means a public road other than a Council public road.
Notifiable Authority	In relation to a Council public road, means each of the following: <ul style="list-style-type: none"> a) A network operator within the meaning of the <i>Electricity Supply Act 1995</i> for a transmission system or distribution system for an area that includes the whole or part of the road. b) A network operator within the meaning of the Gas Supply Act 1996 for a distribution pipeline or distribution system for an area that includes the whole or part of the road. c) The Secretary of the Department of Planning and Environment. d) The Secretary of the Department of Industry. e) Transport for NSW. <ul style="list-style-type: none"> I. Sydney Metro. f) The State Transit Authority. g) The Commissioner of Fire and Rescue NSW. h) The Commissioner of the NSW Rural Fire Service. i) Any other person (or class of persons) prescribed by the regulations.

REFERENCES

1. *Local Government Act 1993*.
2. *Roads Act 1993*.
3. Roads (General) Regulation 2018.
4. *Crown Land Management Act 2016*.

REVIEW

This policy will be reviewed by Council at the time of any relevant legislative changes, compliance requirements or at least every four years.

Version Number	Date	Reason / Comments
1	Date	New policy



Richmond Park

Draft Plan of Management (2022)

Prepared by Projects and Business
Development Directorate
June 2022

Contents

Glossary of Terms.....	4
Key information	6
Introduction	7
European history of Richmond Park	8
Purpose of the plan of management.....	11
Process of preparing this plan of management.....	11
Change and review of plan of management	13
Community consultation	13
Land description.....	14
Land comprising the habitat of endangered species or threatened species	15
Land containing significant natural features.....	15
Basis of management	16
Categorisation of the land.....	16
Guidelines for management of community land.....	16
Core objectives of community land	17
Restrictions on management of Crown land	18
Restrictions on management of declared wildlife refuge.....	19
Councils strategic objectives and priorities	19
Existing Use.....	21
Physical environment	21
Current use of the land	21
Land Improvements.....	22
Current leases and licences	22
Development and use	23
Key issues.....	23
Development and Use	24
Permissible uses / future uses.....	24
Action plan	26
Express authorisation of leases and licences and other estates	30

Appendices	32
Appendix A1 – Maps	32
Appendix A2 – Deposited and Portion Plans	38
Appendix A3 – Plan of Management Legislative Framework	43
Appendix A4 – Aboriginal interests in Crown land	51
Appendix A5 – List of existing assets	52
Appendix A6 – Management Plan Jabiru Geneebeinga Wetlands.....	60

GLOSSARY OF TERMS

CLM Act	<i>Crown Land Management Act 2016</i>
Community Land	Land that is set aside for community use, such as neighbourhood parks and sportsgrounds.
Crown Land	Land reserves that are set aside on behalf of the community for a wide range of public purposes. This land is owned by The State of New South Wales (known as Crown).
Crown Land Manager (CLM)	A Crown land manager (CLM) is responsible for the care, control and management of appointed Crown reserves on behalf of the people of NSW.
Land Category	Community land as defined by the <i>Local Government Act 1993</i> , has additional categorisations which includes natural area, sportsground, park, area of cultural significance, and general community use. Natural Areas are further categorised into bushland, wetlands, escarpment, watercourse and foreshore.
Land Classification	There are two classifications for public land as defined in the <i>Local Government Act 1993</i> . These are “community” or “operational”.
LG Act	<i>Local Government Act 1993</i>
LG Regulation	<i>Local Government (General) Regulation 2021</i>
LGA	Local Government Area
Operational Land	Land that serves a commercial or operational function (e.g. offices, works depot, car park, sewage pump station, etc), or land that is being retained for commercial or strategic reasons.
PoM	Plan of Management
RVC	Richmond Valley Council
Richmond Valley Made 2030 Community Strategic Plan	The Community Strategic Plan (CSP) sits at the top of Council’s planning framework and influences all the activities for the future of the local area. This plan identifies the community’s main priorities and aspirations for the future and has established broad strategies for achieving these goals.

	https://richmondvalley.nsw.gov.au/wp-content/uploads/2018/09/Richmond-Valley-Made-2030-Community-Strategic-Plan-Adopted-by-Council-on-27-June-2017.3.pdf
Richmond Valley Council Resourcing Strategy 2015-2025	<p>The Resourcing Strategy focuses on the resources (time, money, assets and people) to achieve the goals of the CSP. The Resourcing Strategy consists of the Long Term Financial Plan, Organisational Development Plan, and Asset Management Plan.</p> <p>https://richmondvalley.nsw.gov.au/wp-content/uploads/2018/09/220198_Resourcing_Strategy_2015-2025.pdf</p>

KEY INFORMATION

This Plan of Management (PoM) has been prepared by Richmond Valley Council to provide direction as to the use and management of 'Richmond Park' classified as 'community land' in accordance with Section 3.23 of the *Crown Land Management Act 2016* and Section 36 of the *Local Government Act 1993*.

The PoM outlines the current condition and use, the way the land will be used into the future and provides the framework for Council to follow in relation to the express authorisation of leases and licence on the land.

Crown Reserve	Dedication 540048 for Public Recreation, (Gazetted 20 February 1874) Reserve 89614 for Promotion of the Study and the Preservation of Native Flora and Fauna, (Gazetted 10 October 1975)
Land Owner	Crown
Crown Land Manager	Richmond Valley Council
Applicable Land	Lot 7021 DP 1059188, Part Lots 237 - 240 DP 755727
Land Area	60.3 ha
Interim Land Category	General Community Use & Natural Area - Wetland
Proposed Land Category	General Community Use & Natural Area - Wetland
Date of Adoption	[TBC]



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.

INTRODUCTION

Richmond Park is a significant community facility located in the regional town of Casino within the Richmond Valley Council Local Government Area (LGA).

The Richmond Valley Council LGA extends from the coastline at Evans Head to the foothills of the Great Dividing Range to the west interspersed with State forests, national parks and nature reserves. The largest town is Casino centrally located between a series of other regional towns including Lismore, Ballina and Grafton (Figure 2). Richmond Valley Council LGA area includes smaller surrounding communities including Broadwater, Coraki, Evans Head, New Italy, Woodburn and Rappville with an estimated Resident Population (ERP) at 2019 was 23,465 (source .idCommunity/Richmond Valley Council). Richmond Valley is accessible by rail, coach, and road from a variety of cities and centres. Airports are located at Ballina, Coolangatta and Brisbane.

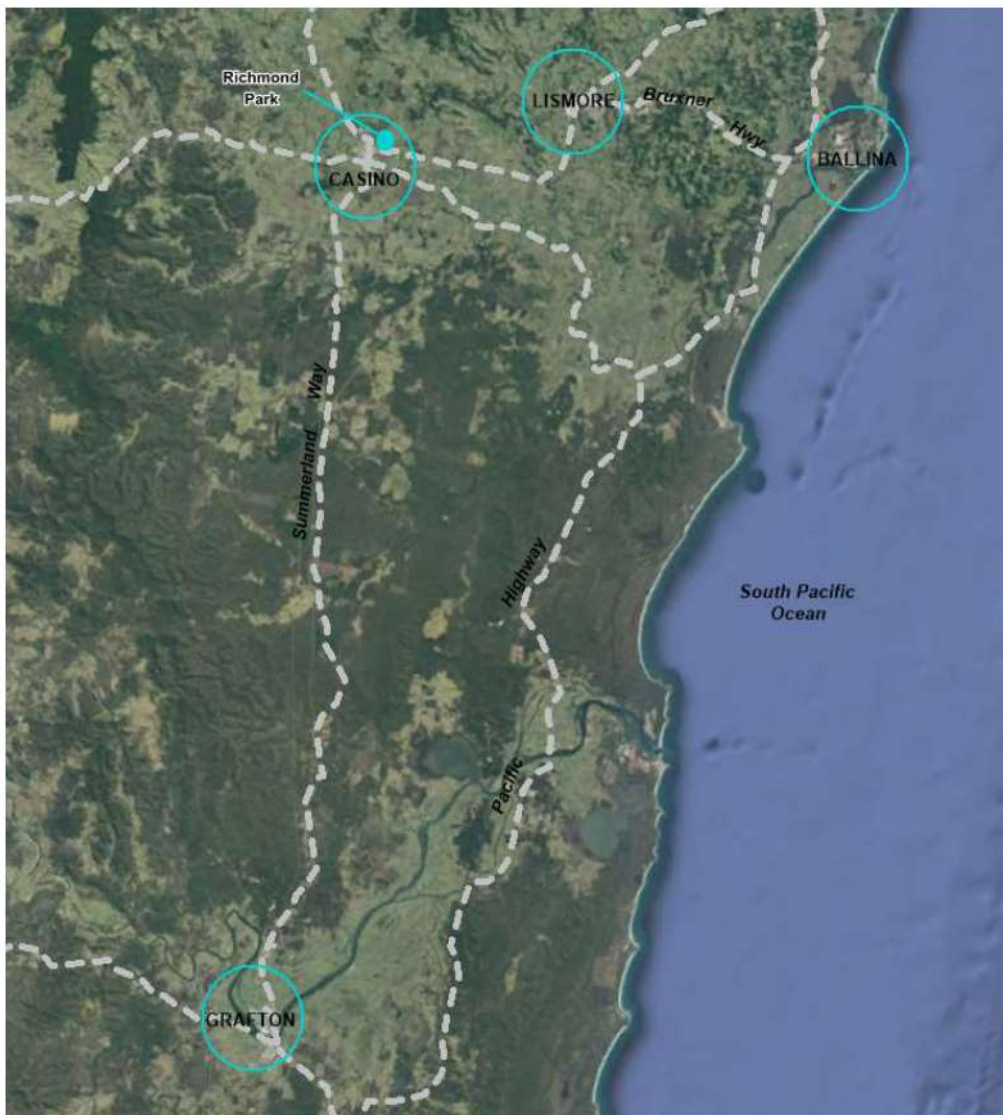


Figure 2: Site Location – Regional Context

Casino is a thriving rural township surrounding the banks of the Richmond River and relies heavily on primary industries including cattle and timber. It is central to many amazing World Heritage listed national parks collectively known as the 'Gondwana Rainforests of Australia' and is home to the people of the Bundjalung nation. Summerland Way, links Casino to South East Queensland in the North and Grafton in the South, being an alternative route to the Pacific Highway.

Richmond Park is located in the north eastern outer perimeter of the Casino township. It is bounded by Queensland Road, West Street and the Casino/Murwillumbah Railway line, (Figure 3 & 4).



Figure 3: Site location – Context of Richmond Park within Casino

European history of Richmond Park

The name 'Richmond Park' has a long historical identification to this land. The reserve name dates to references in government gazettes published in 10 December 1898. The name was not formally gazetted until 30 April 1971 by The Geographical Names Board of New South Wales.

The original part of Richmond Park being Crown Land was reserved for public recreation on 20th February 1874.

The Casino-Kyogle railway line resumed the whole southern frontage of the Richmond Park with approximately 20 acres of land in 1901. This includes the land for the public building where the railway station museum building resides.

The Legislative Assembly of Parliament published 2 July 1887, that the recreation reserve known as Richmond Park had not been vested in the Casino Municipal Council preserving this land as a state owned public reserve. This reserve was common land with number of trustees responsible for the management, and control of the reserve.

In 1907 the trustees surrendered the deeds to Richmond Park and Casino Municipal Council was appointed trustee. It was reported in Council minutes that it was not deemed necessary to issue a fresh deed and Register-Generals Department would only forward the notification of transfer if required. Richmond Park was formally vested in trustee to The Municipality of Casino published in gazette on 28 July 1950 for the management of the reserve.

Figure 5 and 6 acknowledges Councils historical contribution towards maintaining and improving Richmond Park with the recognition of the importance on this reserve to the community.



Figure 4: Site location - Richmond Park

Richmond Park.

THANKS to the energy of our local Council, this park is becoming a real beauty spot, and so it should as it is one of Casino's prettiest grounds. The shed there has been painted and done up, and large number of beautiful shade trees planted. When they grow up this park will present a beautiful appearance, and be an ideal place to spend a few leisure hours in. The other recreation ground, Carrington Park, is also an ideal pleasure resort. Indeed Casino can boast of two very beautiful grounds, which with a little attention would be the envy of many country towns.

Figure 5: The Richmond River Express and Kyogle Advertiser, 10 November 1908

BEAUTIFUL RICHMOND PARK.

The drainage work at the swamp in Richmond Park has proved so effective that the water has now almost all run away. When the swamp is cleared of dead timber and totally drained Richmond Park will become even more beautiful than it is to-day. Casino is indeed fortunate in having such a recreation reserve. The people should fight to have it retained always as a reserve.

Figure 6: Casino and Kyogle Courier 3 January 1923

The Casino Municipal Council was able to collect rates for the land being under agistment for cattle and horses. The identified land was considered very low-lying heavily inundated country (mainly swamp) with a small piece of high land in a corner of two portions. The land was identified unsuitable for subdivision for urban expansion, nor a need for dairy to assist the town milk supply, *Casino and Kyogle Courier 21 January 1928*.

Works were considered for damming the lagoon in the far corner of the park to save water from being drained under the swamp drainage scheme. Richmond Park and adjoining camping reserve was proclaimed reserve for wild game in 1907.

The land forms part of larger scale North Casino drainage where 6205 acres of works undertaken during 1907-1908 at a cost of 5000 pounds expended in a sinking fund over 28 years to improve drainage of North Casino with the outfall being located at the long lagoon, Casino Temporary Common. Richmond Park joins with the main southern drain near portion 196, parish of North Casino. This was identified as a significant project at this time as it opened-up the expansion of land previously inundated by floodwaters within North Casino.

The Casino 'Links' golf course located at Richmond Park was approved by Casino Municipal Council on 7 November 1905.

The Casino Golf Club has been actively involved in the management of the reserve since the opening of the golf course. They have partnered and rallied Council for upgrades, drainage works, fencing, and construction of facility buildings. The Golf Club contributed significant funds, (at times the whole revenue) towards the construction and maintenance of the course.

Crown Lands approved under support from Casino Municipal Council an area of land to provide construction of a new golf clubhouse facilities. This area was revoked from the reserve in 1963 and further extensions acquiring additional land revoked in 1967. The Casino Golf Club was able to purchase this land as freehold title to which the current golf club restaurant, bar, and clubhouse remains.

The whole of Casino Municipality was proclaimed a bird sanctuary in 1927 to prevent people from shooting birds in parks specifically after various complaints regarding the shooting and removal of birds from Richmond Park.

Reserve 89614 for promotion of the study and the preservation of native flora and fauna was gazetted 10 October 1975 and became an addition to Richmond Park. This crown land was previously reserved for camping and water supply in 1898, revoked in September 1975. The Council of the Municipality of Casino was appointed trustee on 27 February 1987.

The Casino Municipality Council as trustees for Richmond Park applied to the National Parks and Wildlife Services in 1986 for part of the property to be proclaimed a wildlife refuge. This area was recognised as especially important as it contains seasonal freshwater swamps and meadows which offer refuge to rare and endangered birds such as the Jabiru, Japanese Snipe and Golden-headed Cisticola.

National Parks and Wildlife proclaimed via government gazette 15 January 1993 a total area of 34.63 ha to be known as "Richmond Park Wildlife Refuge". This land extends over both Crown Reserve D540048 and R89614.

The Jabiru Geneebeinga Wetlands forms part of the Richmond Park Wildlife Refuge area. This is a natural habitat providing sanctuary for native birds and other wildlife.

Richmond Park was redeveloped in 1988 in a bicentennial project which provided recreational facilities for the local community and visitors. The pond construction provided stormwater detention and treatment prior to water entering adjoining the natural wetland and additional habitat particularly for native animals and birdlife.

The Pacific Coast Railway Society utilises the Richmond Park for a mini-railway which opened in October 1993. They conduct train rides winding through the wetlands to the old

Casino Station Museum at a return trip of 3.6km. This facility is run totally by volunteers with proceeds put back into the maintenance of the railway, rent, and rates.

A greyhound-slipping track was developed on the western boundary of the golf course in 1996. This provided a dedicated area for training greyhounds which is used regularly. This area is managed and maintained by the Golf Club.

Richmond Valley Council has identified an opportunity to upgrade the wetlands to support and preserve the habitat primarily for native bird species as well as offering a viewing platform and amphitheatre. While more than 130 species of native, local and migratory birds utilise the site, over the years its condition has deteriorated with weed incursion and declining resources for maintenance. Improved habitat, wetlands and facilities could become an exciting draw card for birdwatchers and visitors who enjoy the outdoors.

Purpose of the plan of management

The *Local Government Act 1993* (LG Act) requires a plan of management (PoM) to be prepared for all public land that is classified as 'community land' under that Act.

The *Crown Land Management Act 2016* (the CLM Act) authorises local councils (council managers) appointed to manage dedicated or reserved Crown land to manage that land as if it were public land under the *Local Government Act 1993* (LG Act). Richmond Valley Council is developing this PoM in accordance with the CLM Act and LG Act.

The purpose of this PoM is to:

- ensure compliance with the *Local Government Act 1993* and the *Crown Land Management Act 2016*
- contribute to the council's broader strategic goals and vision as set out in Richmond Valley Made 2030 Community Strategic Plan.
- provide clarity in the future development, use and management of the community land
- provide a guide to the revitalisation and management of Richmond Park to protect and showcase the special natural and recreational assets.
- ensure consistent management that supports a unified approach to meeting the varied needs of the community into the future.

Further information about the legislative context of Crown Reserve PoMs can be found in **Appendix A3** of this document.

Process of preparing this plan of management

The CLM Act, which came into effect in 2018 requires that Councils produce a PoM for Crown Land under management of Council. Council has a responsibility to manage crown land with the same legal framework as the LG Act.

Council received direction on 15 January 2020 from Department of Planning, Industry and Environment – Crown Lands as delegate of the Minister for Water, Property and Housing the initial categorisation of Richmond Park. This included the assigned category 'General Community Use' and directed category of 'Natural Area'.

Further information can be found in **Appendix A1** for plans of categorisation.

Figure 7 illustrates the process undertaken by the council in preparing this PoM.

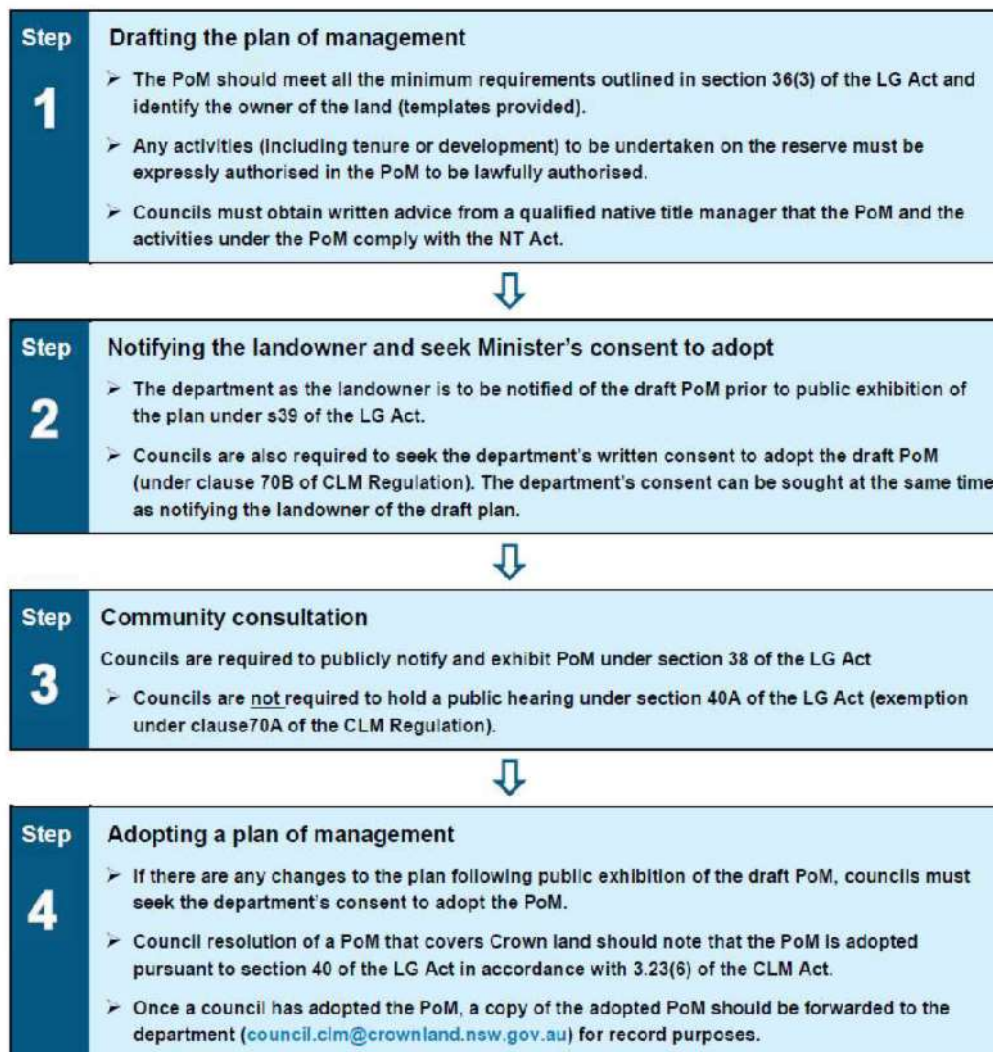


Figure 7: process for preparing a PoM for council managed Crown Reserves.

Change and review of plan of management

This PoM will require regular review to continue to align with community values and changing community needs, and to reflect changes in council priorities. Council has determined that it will review the PoM within 10 years of its adoption. However, the performance of this PoM may be reviewed within this period to ensure that Richmond Park is being managed in accordance with the PoM and is well maintained and provides a safe environment for public enjoyment.

Community consultation

Richmond Valley Council believes in open and accountable governance. We are passionate about the future of the region; harmonising the needs of the community, stakeholders and policy directions from State and Commonwealth governments is key to achieving balanced decision making.

Richmond Valley Council will apply the following principles for community engagement and communications.

- Partnership and respect - We seek to partner with our community and key stakeholders and will engage respectfully at all times.
- Accessibility - We will provide access to information that is both easily obtained and understood.
- Right to be informed - Our stakeholders have a right to be informed about Richmond Valley Council decisions that affect them.
- Proportionate - We will involve the community to participate in decisions in a way which is proportionate to the significance or impact of an activity on them.
- Transparency - Richmond Valley Council will make decisions in an open and transparent way and provide stakeholders with reasons for decisions, including how views have been taken into account.

This PoM was developed in conjunction with site user groups and stakeholders.

This PoM was placed on public exhibition from [XX/XX/XXXX to XX/XX/XXXX], in accordance with the requirements of section 38 of the *Local Government Act 1993*. A total of [XX] submissions were received. Council considered these submissions before adopting the PoM.

In accordance with section 39 of the *Local Government Act 1993*, prior to being placed on public exhibition, the draft PoM was referred to the NSW Department of Planning and Environment – Crown Lands, as representative of the state of NSW, which is the owner of the Reserve. Council has included in the plan any provisions that have been required by the NSW Department of Planning and Environment – Crown Lands.

[NOTE: THIS SECTION TO BE UPDATED.]

LAND DESCRIPTION

This PoM covers Richmond Park which consists of two (2) crown reserves. The Crown Reserve information is detailed in Table 1. The land is owned by the Crown and is managed by Richmond Valley Council as Crown Land Manager under the *Crown Land Management Act 2016*.

Richmond Park is located in the north eastern outer perimeter of the Casino township. It is bounded by Queensland Road, West Street and the Casino/Murwillumbah Railway line.

The reserve currently includes the following facilities: Casino Golf Course, Greyhound slipping track, Casino Mini Rail & Museum, Jabiru Geneebeinga Wetlands and Richmond Park Wildlife Refuge.

Additional information showing the reserves and the categorisation can be found in **Appendix A1**.

Table 1: information about reserves covered by this plan of management.

Reserve Number	D540048
Reserve Gazette Date	20 February 1874
Reserve purpose	Public Recreation
Land parcel/s	Lot 7021 DP 1059188
Area (Ha)	46.2 ha (approximately area only)
LEP zoning	RE1 – Public Recreation C2 – Environmental Conservation
Assigned category/categories	General Community Use / Natural Area - Wetland
Reserve Number	R89614
Reserve Gazette Date	10 October 1975
Reserve purpose	Promotion of the Study and the Preservation of Native Flora and Fauna
Land parcel/s	Part Lots 237 - 240 DP 755727
Area (Ha)	14.1 ha (approximately area only)
LEP zoning	RU1 – Primary Production C2 – Environmental Conservation
Assigned category/categories	Natural Area - Wetland

This PoM is specific to the land mentioned in Table 1. Contact the Council or refer to the Council's website for information about other public land not listed above.

Land comprising the habitat of endangered species or threatened species

Richmond Park does not contain any community land declared critical habitat of endangered species as per Section 36A LG Act.

Richmond Park does not contain any community land affected by an abatement plan as per Section 36B LG Act.

Richmond Valley Council has developed a Management Plan for the Jabiru Geneebinga Wetlands. The Jabiru Geneebinga Wetlands is located on Richmond Park and part of the Richmond Park Wildlife Refuge. A preliminary environmental assessment on the wetlands ponds was completed by Arbor Ecological in March 2020. The management plan supports the values and objectives of the PoM and focuses on maintaining and improving the ecological, hydrological, recreational and educational values whilst maintaining and improving the biodiversity values. The management plan includes a preliminary list of native and exotic flora and fauna species identified on the site, refer to **Appendix A6**.

Note that only a preliminary environmental assessment has been completed, there is currently a lack of comprehensive surveyed information on existing flora and fauna for the site. It is expected that additional species will be recorded following a more detailed survey of the site which may include the possibility of comprising habitat of endangered or threatened species.

Land containing significant natural features

In accordance with Section 36C of the LG Act, no historical records were able to be located identifying any formal resolution by Council to declare the site to contain a known natural, geological, geomorphological, scenic or other feature that is considered by the council to warrant protection or special management considerations.

Casino Municipal Council however applied in 1986 to National Parks and Wildlife Service (NPWS) for part of Richmond Park to form part of a Wildlife Refuge. Councils application was to ensure the long-term continuity and viability as a support system for various waterfowl species.

National Parks and Wildlife proclaimed via government gazette 15 January 1993 a total area of 34.63 ha to be known as "Richmond Park Wildlife Refuge". This land extends over both Crown Reserve D540048 and R89614.

At that time of proclamation, it was recognised that the area contained seasonal freshwater swamps and meadows which offer refuge to rare and endangered birds such as the Jabiru, Japanese Snipe and Golden-headed Cisticola. It was important to conserve wildlife for scientific, educational and recreational values for the benefit of future generations.

More recent sightings of endangered birds sighted with the Wildlife Refuge include the Magpie Goose, Freckled Duck, Blue-billed Duck, Comb-crested Jacana, Curlew Sandpiper, Black Bittern, Spotted Harrier, Black Falcon, Glossy Black-cockatoo, Osprey, White-bellied Sea-eagle, Little Lorikeet, Grey-crowned Babbler or Dusky Woodswallow, all of which are scheduled under NSW legislation.

This area of the Richmond Park Wetland Refuge contains the management area known as 'Jabiru Geneebinga Wetlands'. See **Appendix A1** for areas of Richmond Park Wildlife Refuge and the Jabiru Geneebinga Wetlands.

The PoM has been developed with the intent to ensure the provisions of Section 36C LG Act apply.

BASIS OF MANAGEMENT

Richmond Valley Council intends to manage its community land to meet:

- assigned categorisation of community land
- the LG Act guidelines and core objectives for community land
- restrictions on management of Crown land community land
- the council's strategic objectives and priorities
- development and use of the land outlined in Section 6 of the LG Act.

Categorisation of the land

All community land is required to be categorised as one or more of the following categories. Where the land is owned by the Crown, the category assigned should align with the purpose for which the land is dedicated or reserved.

The LG Act defines five categories of community land:

- **Park** – for areas primarily used for passive recreation.
- **Sportsground** – for areas where the primary use is for active recreation involving organised sports or the playing of outdoor games.
- **General community use** – for all areas where the primary purpose relates to public recreation and the physical, cultural, social, and intellectual welfare or development of members of the public. This includes venues such as community halls, scout and guide halls, and libraries.
- **Cultural significance** – for areas with Aboriginal, aesthetic, archaeological, historical, technical, research or social significance.
- **Natural area** – for all areas that play an important role in the area's ecology. This category is further subdivided into bushland, escarpment, foreshore, watercourse and wetland categories.

The categorisation of Richmond Park is **General Community Use**, and **Natural Area – Wetland** (See maps of areas in **Appendix A1**).

This PoM categorises the Reserve for the first time.

Guidelines for management of community land

The management of community land is governed by the categorisation of the land, its purpose, and the core objectives of the relevant category of community land. Council may then apply more specific management objectives to community land, though these must be compatible with the core objectives for the land.

The guidelines for categorisation of community land are set out in the Local Government (General) Regulation 2021. The core objectives for each category are set out in the LG Act. The guidelines and core objectives for the General Community Use and Natural Area categories are set out in the relevant category sections of this plan of management.

Community land is valued for its important role in the social, intellectual, spiritual and physical enrichment of residents, workers, and visitors to the Richmond Valley Council area.

The intrinsic value of community land is also recognised, as is the important role this land plays in biodiversity conservation and ecosystem function.

Richmond Valley Council encourages a wide range of uses of community land and intends to facilitate uses which increase the activation of its land and intends to permit encourage a broad range of appropriate activities, where appropriate.

Core objectives of community land

Local Government Community Land Categories

Richmond Park contains two categories of community land which have different management objectives under the LG Act. (See maps of areas in **Appendix A1**).

The golf course, miniature railway, greyhound slipping-track is categorised as general community use. General community use land is defined in clause 106 of the LG (General) Regulation as land that may be made available for use for any purpose for which community land may be used, and does not satisfy the definition of natural area, sportsground, park or area of cultural significance.

The core objectives for community land categorised as **General Community Use**, as outlined in Section 36I of the LG Act, are to:

- promote, encourage and provide for the use of the land
- provide facilities on the land, to meet the current and future needs of the local community and of the wider public:
 - (a) in relation to public recreation and the physical, cultural, social and intellectual welfare or development of individual members of the public, and
 - (b) in relation to purposes for which a lease, licence or other estate may be granted in respect of the land (other than the provision of public utilities and works associated with or ancillary to public utilities).

Richmond Park Wildlife Refuge which forms part of Richmond Park is categorised as Natural Area – Wetland. Natural areas are defined in clause 102 of the LG Regulation as land possessing a significant feature that would be sufficient to further categorise the land as bushland, wetland, escarpment, watercourse or foreshore.

The core objectives for **Natural Areas**, as outlined in Section 36E of the LG Act, are to:

- conserve biodiversity and maintain ecosystem function in respect of the land, or the feature or habitat in respect of which the land is categorised as a natural area
- maintain the land, or that feature or habitat, in its natural state and setting
- provide for the restoration and regeneration of the land
- provide for community use of and access to the land in such a manner as will minimise and mitigate any disturbance caused by human intrusion
- assist in and facilitate the implementation of any provisions restricting the use and management of the land that are set out in the *Biodiversity Conservation Act 2016* or the *Fisheries Management Act 1994*.

Wetlands are defined in clause 108 of the LG (General) Regulation as marshes, mangroves, backwaters, billabongs, swamps, sedge lands, wet meadows or wet heathlands that form a waterbody.

The core objectives for **Wetlands**, as outlined in Section 36K of the LG Act, are to:

- protect the biodiversity and ecological values of wetlands, particularly their hydrological environment (including water quality and water flow), flora, fauna and habitat value
- restore and regenerate degraded wetlands
- facilitate community education in relation to wetlands, and community use of wetlands, without compromising the ecological values of wetlands.

Richmond Valley Local Environmental Plan 2012 (LEP)

The *Richmond Valley Local Environmental Plan 2012* (LEP) is a statutory instrument prepared in accordance with the *Environmental Planning and Assessment Act 1979* to set out development objectives and consent requirements. The LEP provides statutory regulations for type of development that would be permitted with consent and identifies prohibited development for each separate zone. This provides an additional layer of land use control.

Richmond Park has been zoned RE1 – Public Recreation, C2 – Environmental Conservation, and RU1 – Primary Production. The area zoned RU1 – Primary Production includes land identified as part of the declared Wildlife Refuge, future LEP amendments should consider the whole of the Wildlife Refuge to be zoned C2 – Environmental Conservation. This would align the zoning objectives to the intended reserve purpose, land use and declared area. Land Zoning maps for each area are shown in **Appendix A1**.

The objectives of the **RE1 – Public Recreation** zoning are:

- To enable land to be used for public open space or recreational purposes.
- To provide a range of recreational settings and activities and compatible land uses.
- To protect and enhance the natural environment for recreational purposes.

The objectives of the **C2 – Environmental Conservation** zoning are:

- To protect, manage and restore areas of high ecological, scientific, cultural or aesthetic values.
- To prevent development that could destroy, damage or otherwise have an adverse effect on those values.

The objectives of the **RU1 – Primary Production** zoning are:

- To encourage sustainable primary industry production by maintaining and enhancing the natural resource base.
- To encourage diversity in primary industry enterprises and systems appropriate for the area.
- To minimise the fragmentation and alienation of resource lands.
- To minimise conflict between land uses within this zone and land uses within adjoining zones.
- To ensure that development does not unreasonably increase the demand for public services or public facilities.

Restrictions on management of Crown land

Council is the Crown land manager of the Crown reserves described in this plan of management in accordance with the legislation and conditions imposed by the minister administering the *Crown Land Management Act 2016*. The use of the land described in this plan of management must:

- be consistent with the purpose for which the land was dedicated or reserved
- consider native title rights and interests and be consistent with the provisions of the Commonwealth *Native Title Act 1993*
- consider the inchoate interests of Aboriginal people where an undetermined Aboriginal Land Claim exists
- consider and not be in conflict with any interests and rights granted under the *Crown Land Management Act 2016*
- consider any interests held on title.

Restrictions on management of declared wildlife refuge

Part of Richmond Park was established as a Wildlife Refuge under Section 68 of the *National Parks and Wildlife Act 1976* (NPWS Act). The purpose of the land must be used for:

- preserving, conserving, propagating and studying wildlife,
- conserving and studying natural environments, and
- creating simulated natural environments.

The scheme of operation is limited due to period that this became in existence which centres on protection of existing seasonal freshwater swamps and meadows by using fencing to exclude stock.

The NPWS Act and the *Biodiversity Conservation Act 2016* provide restrictions upon the development and use of the land to ensure consistency with the terms of the wildlife refuge agreement.

This PoM considers the purpose and scheme of operation when defining the management actions for the Refuge.

Councils strategic objectives and priorities

Richmond Valley Council's operating mandate is highlighted in a 10-year Community Strategic Plan – Richmond Valley Made 2030 (CSP). This forms the strategic direction reflected on the input received from the community as part of the Community Strategic Planning processes. The CSP outlines Councils high level priorities and feeds into the associated Delivery Program and Operational Plans which guide the day to day activities for Councils staff. The Vision and Mission statements and the community priorities are highlighted below which provide further context to the relationship of Richmond Park site.

VISION STATEMENT

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.

MISSION STATEMENT

To protect and improve the quality of life for our community, and for future generations.

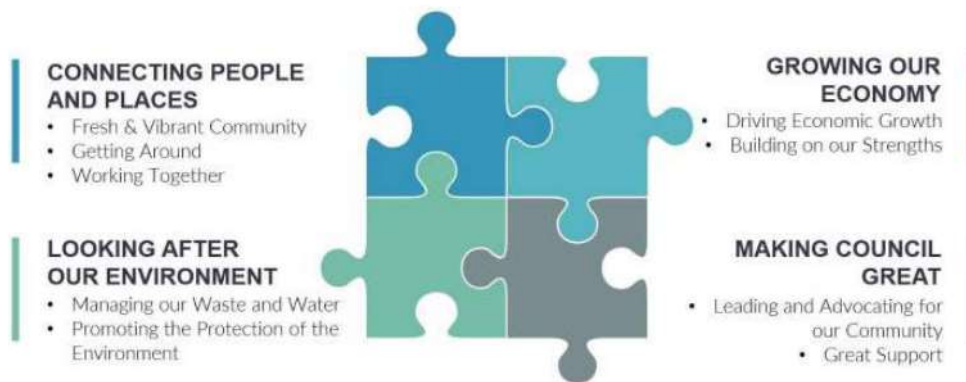


Figure 8: Community Priorities and Objectives

The CSP identifies the investment in open spaces building civic pride whilst promoting the protection of the environment. This includes providing and maintaining key amenities which service the needs of the Richmond Valley’s diverse community.

The upgrade of the Jabiru Geneebeinga Wetlands is identified as a facilitated signature project within the CSP (see Figure 9). The wetlands are identified as needing renewal with the opportunity to become an important regional tourist destination within the local government area.

This PoM will provide the legislated framework for Council to facilitate the existing and future use, management and improvements to Richmond Park including any upgrades to the Jabiru Geneebeinga Wetlands.



Upgrade of the Jabiru Geneebeinga Wetlands

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

is developing a project in conjunction with Southern Cross University to utilise the land they currently use for grazing to expand the Wetlands and provide improved processes for effluent management, to enhance the existing wetlands. Improved habitat, wetlands and facilities could become an exciting drawcard for birdwatchers and visitors who enjoy the outdoors.

Figure 9: Richmond Valley Made 2030, Community Strategic Plan, (CSP) p14.

EXISTING USE

Council is responsible for a broad range of public land, including land owned by Council and Crown Land under its management control. Council manages this public land through in-house delivery teams that undertake general maintenance and improvements over time.

Council operates an asset management framework to meet legislative and regulatory requirements. Council operates through an integrated planning and reporting framework which plan for funding priorities and service levels in consultation with the community while preserving local identify and ensuring a more sustainable future.

Councils Resourcing Strategy incorporates Asset Management Plans defines the day to day activities that drive strategic goals. This focuses on priorities, funding, built assets, including building, structures and public land. The current and future assets at Richmond Park are subject to this management regime.

Physical environment

The land within Richmond Park categorised as **general community use** has been built to provide a recreational golf course facility for the community. The physical terrain has been utilised and enhanced with constructed water features, pathways, and tree plantings as part of the aesthetic and sporting challenge of the course.

The land within Richmond Park categorised as **natural area – wetland** is located on the Richmond River floodplain in northeast NSW being the largest coastal floodplain on the NSW coast, forming part of the larger scale stormwater catchment for the surrounding urban developed areas. This land was redeveloped in 1988 creating storage ponds and providing habitat for wildlife refuge, particularly for koalas and birdlife. Some recreational facilities exist at the site including pathway, picnic shelters, seats and toilet facilities with the remaining wetland consisting of very low-lying heavily inundated land (mainly swamp).

The floodplain soils are classed as Vertosols (Morrand D., Senior Scientist; Land and Soil Assessment, Environment, Energy and Science; NSW Department of Planning, Industry and Environment; Pers. Comm., 03/11/20). Vertisol soils, often referred to as cracking expansive or reactive clays. These are clay soils with shrink-swell properties that exhibit strong cracking when dry. The surface is often a light clay (greater than 35% clay) and the subsoil usually ranges from a light to medium heavy clay (CSIRO 2016).

Current use of the land

The land within Richmond Park categorised as **general community use** contains the Casino Golf Course, miniature railway, and Greyhound slipping track. The Casino Golf Course has been operating on this site since 1905. The miniature railway opened in 1993 and the greyhound slipping track has been utilising this site since 1996. These business entities operate under a current licence for the use and maintenance of the facilities at a fee payable to Council.

Whilst the miniature railway land has been identified as forming part of the Richmond Park Wildlife Refuge declared area this land includes built structures and facilitates a lease which is not consistent with the core objectives of being categorised natural area. These facilities complement the natural features and wetland through providing access for the community to observe the natural features whilst mitigating disturbance caused by human intrusion.

The land within Richmond Park categorised as **natural area – wetland** contains the Jabiru Geneebeinga Wetlands redeveloped in 1988, and the declared Richmond Park Wildlife Refuge.

The adjoining land to the south is owned/managed by Australian Rail Track Corporation (ARTC) to the Old Casino Railway Station Precinct. Transport for NSW ownership extends

from the Old Casino Railway Station Precinct being the railway corridor. The Old Casino Railway Station is identified in the LEP as being declared State Heritage under the *Heritage Act 1977*. The Old Casino Railway Station connects to the mini-railway routes and forms part of the lease to Pacific Coast Railway Society Incorporated.

The Northern Rivers Rail Trail is currently in development being 130km of disused rail corridor between Casino and Murwillumbah. This corridor is being converted into a modern cycle and walking trail through the region's spectacular landscapes. The starting point of the rail trail is at the site of the Old Casino Railway Station directly adjoining southern boundary of Richmond Park.

The adjoining western land is existing developed residential land and the West Street Cemetery.

The adjoining land to the north is rural primary production and environmental protection zone. This land is currently used for stock grazing. The environmental protection zone is an extension of the landscape of the wetlands area connecting to Richmond Park.

The adjoining land to the east is Crown Land, managed by the Minister of Crown Lands.

There is an incomplete Aboriginal Land Claim over the whole of Richmond Park and adjoining Crown Land, (4522) - Casino Boolangle Local Aboriginal Land Council.

Land to the north, along Barling Street is identified in the Casino Urban Settlement Strategy for future urban land release.

Land Improvements

At the time of adoption of this PoM, there are a number of buildings and assets on the site. A comprehensive list of the existing assets, condition, photographs and respective location is provided in **Appendix A5**.

Current leases and licences

At the time of adoption of the PoM, the site is used by the following organisations under a short term licence included in Table 2 below.

Table 2: Existing Lease and Licence Holders (as at February 2022)

Type	Licensee	Term	Dates
Short Term Licence	Casino Golf Club Ltd	1 year	01.01.2022 – 31.12.2022
Short Term Licence	Casino Golf Club Slipping Track (* See Note)	1 year	01.01.2022 – 31.12.2022
Short Term Licence	Pacific Coast Railway Society Inc	1 year	01.11.2021 – 31.10.2022

Note: The Casino Golf Club Slipping track is a sublet short term licence under the primary short term licence of the Casino Golf Club, and not a separate licence.

(see **Appendix A1** for more information on the area licenced).

DEVELOPMENT AND USE

Richmond Park is particularly valuable to the community for a number of reasons. The core values which make this place important to the community are highlighted below.

<p>Social and Economic Values</p> 	<p>Richmond Park provides the only golfing course facilities within Casino. This facility with adjoining site generates direct employment, and the visitors to its events provide economic stimulus throughout the town. The miniature railway and the wetland attract tourism highlighting the diverse landscape as well as being a great source of pride to the community.</p>
<p>Sporting Values</p> 	<p>Richmond park with adjoining land provides the opportunity for an 18-hole game of golf located on the outskirts of the township of Casino. This facility provides a stimulating mental challenge combined with a healthy walk in pleasant surroundings for residents and visitors.</p>
<p>Natural, Historical and Environmental Values</p> 	<p>Richmond Park provides the opportunity for the community to experience the rich environmental biodiversity of the wetlands. This provides educational opportunities to the natural and cultural landscape. The miniature railway delivers a winding ride through the Jabiru Geneebeinga to its destination showcasing the historical heritage of the old railway buildings.</p>

Objectives for the future development of the site is based on these values, and consistent with the core objectives of the land categorisation and zoning. These include:

- To increase attractiveness and useability of the site through higher quality facilities, amenities, and access arrangements.
- To recognise opportunities and key constraints to the development and use of the site.

These objectives apply to the site, over and above those Core Objectives that apply to land categorised as General Community Use and Natural Area – Wetlands.

Key issues

Based upon consultation with relevant stakeholders associated with the site over the past several years, there are a number of known needs and desires that have been identified. In brief these include:

- Improving golf course condition including during adverse weather events (drought, flood)
- Infrastructure maintenance, repairs or replacement.

- Improve irrigation, water storage, flow capacity.
- Provide a stable outlet for wastewater from Richmond Dairies
- Improved processes for stormwater management (pollution and high nutrients)
- pond siltation and shallowing
- exotic weed infestation
- abundance Broad-leaved Paperbark

Development and Use

The use of community land is subject to the regulatory provisions of the *Environmental Planning and Assessment Act 1979* and any relevant environmental planning instruments and planning policies that may apply to the land.

Any land use or development on community land must be permissible on the land as development permitted with or without consent, complying development or exempt development.

The land identified as **general community use** is authorised for the use of the land associated with the operations of a golf course, miniature railway and greyhound slipping track. Improvements associated with the existing infrastructure and facilities are authorised subject to relevant legislation regarding development and consent requirements.

The exclusive occupation of the land and associated facilities by the Casino Golf Club, and miniature railway are through a valid executed lease agreement.

The land identified as **natural areas – wetlands** authorises the use of the lands for

- biodiversity conservation
- protection of wetland values
- management of wetland
- restoration and rehabilitation
- community access and education.

Future development of this site is to be determined in a future Master Plan which incorporates an environmental ecological study providing the foundation of future protection of the site to meet the core objectives of the reserve.

Permissible uses / future uses

General Community Use

The general types of uses which may occur on community land categorised as General Community Use, and the forms of development generally associated with those uses, are set out in detail in Table 3. The facilities on community land may change over time, reflecting the needs of the community.

Table 3: Permissible use and development of community land categorised as General Community Use by council or the community.

Purpose/Use	Development to facilitate uses
Providing a location for, and supporting, the gathering of groups for a range of social, sporting, cultural or recreational purposes.	Development for the purposes of social, community, cultural and recreational activities, such as sporting or social events. Development includes: <ul style="list-style-type: none"> • Development for the purpose of conducting

Purpose/Use	Development to facilitate uses
<p>Providing multi-purpose buildings (for example, administration buildings and centres) with specialised community uses such as:</p> <ul style="list-style-type: none"> Active and passive recreational and sporting activities compatible with the nature of the particular land and any relevant facilities Commercial uses associated with sports Facilities or miniature railway facilities casual or informal recreation meetings (including for social, sporting, recreational, educational or cultural purposes) functions, performances (film and stage), concerts, including all musical genres exhibitions, fairs, parades and markets workshops leisure or training classes educational centres, information and resource centres entertainment facilities water storage and irrigation facilities 	<p>and facilitating organised sport (both amateur and professional) of the golfing course,</p> <ul style="list-style-type: none"> provision of buildings or other amenity areas to facilitate use and enjoyment by the community development (particularly within buildings) for the purposes of addressing the needs of a particular group (for example, sporting, a stage) landscaping and finishes, improving access, amenity and the visual character of the general community area Visitor facilities: toilets, picnic tables, BBQs, sheltered seating areas, lighting, low-impact carparks, amphitheatre, refreshment kiosk (but not restaurants). water-saving initiatives such as irrigation energy-saving initiatives such as solar lights and solar panels car parking and loading areas advertising structures and signage (such as A-frames and banners) that: <ul style="list-style-type: none"> relate to approved uses/activities are discreet and temporary are approved by the council locational, directional and regulatory signage.

Natural Area – Wetland

The future development and use of the site is initially required to undertake an environmental assessment providing detailed information to the biodiversity values of the site. This information will be key to feeding into a proposed master plan developed with the community and relevant stakeholders for the site. The masterplan is a dynamic long-term community plan that identifies, priorities, and set goals and targets based upon analysis, recommendations, proposals based up the facility land use and core objectives. The Master Plan is to incorporate the legislative requirements, and core objectives of the community land as outlined within this PoM.

The general types of uses which may occur on community land categorised as Natural Area – Wetland, and the forms of development generally associated with those uses, are set out in detail in Table 4. The facilities on community land may change over time, reflecting the needs of the community.

Table 4: Permissible use and development of community land categorised as Natural Area – Wetland by council or the community.

Purpose/Use	Development to facilitate uses
<ul style="list-style-type: none"> Preservation of the council's natural heritage including the identified endangered ecological communities 	<ul style="list-style-type: none"> Visitor facilities: toilets, picnic tables, BBQs, sheltered seating areas, lighting, low-impact carparks, amphitheatre. Low-impact walking trails and boardwalks.

Purpose/Use	Development to facilitate uses
<ul style="list-style-type: none"> • Preservation of biological diversity and habitat • Providing a location for relaxation and passive informal recreation • Environmental and scientific study • Regenerative works requiring ecological restoration activities associated with protection of flora and fauna 	<ul style="list-style-type: none"> • Interpretive signage, information kiosks • Water-saving initiatives such as rain gardens, swales and sediment traps • Energy-saving initiatives such as solar lights and solar panels • Bridges, observation platforms, jetties • Work sheds or storage sheds required in connection with the maintenance of the land • Information and educational facilities • Temporary erection or use of any building or structure necessary to enable a filming project to be carried out • Locational, directional and regulatory signage

Action plan

This section provides an ongoing management framework for the implementation of this PoM. This framework is identified through the "action plan", which includes the requirements of the LG Act.

Section 36 of the LG Act requires that a PoM for community land details:

- objectives and performance targets for the land
- the means by which the council proposes to achieve these objectives and performance targets
- the manner in which the council proposes to assess its performance in achieving the objectives and performance targets.

Table 5 sets out these requirements for community land categorised as General Community Use.

Table 6 sets out these requirements for community land categorised as Natural Area – Wetland.

Table 5: Objectives and performance targets, means of achieving them and assessing achievement for community land categorised as General Community Use

Management Issues	s.36(3)(b) Objectives and Performance Targets	s.36(3)(c) Means of achievement of objectives	s.36(3)(d) Manner of assessment of performance
Management of user group leases and licences	User groups activities occur within the context of site user agreements with Council providing long term management	Council will ensure that use of the site is conducted in accordance with appropriate user agreements	Management of user group leases and licences

Management Issues	s.36(3)(b) Objectives and Performance Targets	s.36(3)(c) Means of achievement of objectives	s.36(3)(d) Manner of assessment of performance
Impact of reserve on the neighbouring natural areas.	To manage facility so as to maintain the ecological values of surrounding natural areas.	Identify sensitive natural areas adjacent to the reserve. Determine management requirements and development constraints for the protection of those natural areas. Implement necessary management practices and development constraints.	Number of sites where environmental requirements determined. Percentage of environmental requirements implemented. Key environmental indicators for natural areas.
Fire management	To minimise impact of fires on adjoining residential properties and enable access for firefighting personnel.	Minimise the fire risk to private properties adjacent to natural areas by maintaining fire trails/fire breaks (the extent as specified by RFS) where a fire hazard has been identified.	Vegetation and green waste is managed by lessee in accordance with Council and RFS bushfire requirements.
Invasive noxious or exotic flora and fauna	To minimise the spread of exotic vegetation.	Identify and control noxious or exotic flora and fauna in natural areas.	Noxious or exotic flora and fauna are controlled.
Vandalism and security.	Identify opportunities in partnership with lessee to reduce vandalism of the Reserve	Review existing facilities to identify opportunities to increase security.	Number of vandalism incidents reported.

Table 6: Objectives and performance targets, means of achieving them and assessing achievement for community land categorised as Natural Area – Wetland.

Management Issues	s.36(3)(b) Objectives and Performance Targets	s.36(3)(c) Means of achievement of objectives	s.36(3)(d) Manner of assessment of performance
Ecological understanding of the wetland site.	Ensure the site is managed ensuring the ecological values of the natural areas.	Undertake ecological assessment of the site. Where high value environments are identified, appropriate mechanisms are put in place to protect and enhance these environments	Environmental assessment is undertaken prior to use of natural areas in accordance with relevant legislation. Environmental management plans are in place for recognised areas of high environmental value.
Provide framework for the future of Richmond Park Wildlife Refuge.	Develop Master Plan for the Richmond Park Wildlife Refuge. Master Plan to develop pathway to: Identify area of facility improvements for maintenance repairs or replacement. Consider future expansion of the wetlands area. Improve water storage and flow capacity. Improve process for stormwater management.	Involve all stakeholders and the general community in the planning processes for developing a Master Plan.	Master Plan has been adopted for implementation consistent with the community legislative requirements.
Regional and Government Partnerships	Develop community and regional partnerships to aid in the management of the Wildlife Refuge. Identify funding opportunities for biodiversity improvements of the wetlands.	Identify funding opportunities thorough partnerships with other government authorities and grant applications. Undertake feasibility study and provide for funding through Corporate Planning process.	Funding is obtained for delivery of items identified in the Master Plan.

Management Issues	s.36(3)(b) Objectives and Performance Targets	s.36(3)(c) Means of achievement of objectives	s.36(3)(d) Manner of assessment of performance
Participation of community user groups.	<p>User groups activities occur within the context of site user agreements with Council.</p> <p>To increase community participation in conservation and restoration.</p> <p>To undertake effective community education campaigns and workshops.</p>	<p>Council will ensure that use of the site is conducted in accordance with appropriate user agreements</p> <p>Council, in conjunction with respective user groups and relevant legislation, will determine the appropriate user agreements to be utilised.</p> <p>Council environmental education team.</p>	<p>Regular site users are captured within a user agreement, either with Council or another identified site user under subsequent agreements</p> <p>Legislative requirements are met.</p> <p>Number of people attending workshops and environmental events organised by Council.</p>
The potential for Aboriginal heritage sites to be located on lands which have been previously unsurveyed.	Investigate prior to disturbance of natural ground surface.	Undertake archaeological surveys as required.	Number of archaeological surveys carried out prior to development.
Poor water quality from the urban areas.	Improved water quality.	Continued development and implementation of programs such as water quality monitoring, the wastewater strategy, and stormwater plans.	<p>Improved water quality and health of wetlands.</p> <p>Number of fines and notices issued under the Protection of the Environment Operations Act 1997.</p>
Invasive noxious or exotic flora and fauna	To minimise the spread of exotic vegetation.	Identify and control noxious or exotic flora and fauna in natural areas in partnership with Rous County Council.	Noxious or exotic flora and fauna are controlled.
Vandalism, arson and the illegal dumping of rubbish.	Discourage illegal activity by use of signage and fines.	Provide community land infrastructure which, by design, minimises the potential for loss due to vandalism or theft.	Overall reduction in vandalism and theft expenditure due to higher quality, vandal resistant materials and fixtures specified and funded for new replacement infrastructure works.

Management Issues	s.36(3)(b) Objectives and Performance Targets	s.36(3)(c) Means of achievement of objectives	s.36(3)(d) Manner of assessment of performance
Promote community awareness by education concerning the impacts of such events.	Allocation of resources and funding through the corporate planning process.	Number of fines allocated.	Promote community awareness by education concerning the impacts of such events.

Express authorisation of leases and licences and other estates

Under section 46(1)(b) of the LG Act, leases, licences and other estates formalise the use of community land. A lease, licence or other estate may be granted to organisations and persons, community groups, sports clubs and associations, non-government organisations, charities, community welfare services, non-profit organisations and government authorities.

The lease or licence must be for uses consistent with the reserve purpose(s), the assigned categorisation and zoning of the land, be in the best interests of the community as a whole, and enable, wherever possible, shared use of community land.

Any lease or licence proposal will be individually assessed and considered, including the community benefit, compatibility with this PoM and the capacity of the community land itself and the local area to support the activity.

A lease is normally issued where exclusive control of all or part of an area by a user is proposed. In all other instances a licence or short-term licence or hire agreement will be issued.

Leases and licences authorised by the plan of management

This plan of management **expressly authorises** the issue of leases, licences and other estates over the land covered by the plan of management, provided that:

- the purpose is consistent with the purpose for which it was dedicated or reserved
- the purpose is consistent with the core objectives for the category of the land
- the lease, licence or other estate is for a permitted purpose listed in the *Local Government Act 1993* or the *Local Government (General) Regulation 2021*.
- the issue of the lease, licence or other estate and the provisions of the lease, licence or other estate can be validated by the provisions of the *Native Title Act 1993* (Cth)
- where the land is subject to a claim under the *Aboriginal Land Rights Act 1983* the issue of any lease, licence or other estate will not prevent the land from being transferred in the event the claim is granted
- the lease, licence or other estate is granted and notified in accordance with the provisions of the *Local Government Act 1993* or the *Local Government (General) Regulation 2021*.
- the issue of the lease, licence or other estate will not materially harm the use of the land for any of the purposes for which it was dedicated or reserved.
- Council invites tenders for any lease or license for terms exceeding 5 years to a body that is not a non-profit organisation in accordance with section 55 *Local Government Act 1993*.

This PoM authorises Council to enter into the most appropriate management arrangement to facilitate the long-term use and improvement of Richmond Park which support facility improvements for a community benefit over community land.

Tables in the relevant category sections of this PoM further identify the purposes for which leases and licences may be issued over the reserves identified in this PoM.

Short-term licences

Short-term licences and bookings may be used to allow the council to program different uses of community land at different times, allowing the best overall use.

Short-term licences are authorised for the purpose of:

- (a) the playing of a musical instrument, or singing, for fee or reward
- (b) engaging in a trade or business
- (c) the playing of a lawful game or sport
- (d) the delivery of a public address
- (e) commercial photographic sessions
- (f) picnics and private celebrations such as weddings and family gatherings
- (g) filming sessions

Fees for short-term casual bookings will be charged in accordance with the council's adopted fees and charges at the time.

Native title and Aboriginal land rights considerations in relation to leases, licences and other estates

When planning to grant a lease or licence on Crown reserves, the council must comply with the requirements of the Commonwealth *Native Title Act 1993* (NT Act) and have regard for any existing claims made on the land under the NSW *Aboriginal Land Rights Act 1983*.

It is the role of the council's engaged or employed native title manager to provide written advice in certain circumstances to advise if the proposed activities and dealings are valid under the NT Act (see **Appendix A3** for more information).

APPENDICES

Appendix A1 – Maps



Figure A1-1: Richmond Park



Figure A1-2: Crown Reserve Details



Figure A1-3: Land Categorisation – ‘General Community Use’ and ‘Natural Area’ – ‘Wetland’



Figure A1-4: Existing Infrastructure and land improvements location



Figure A1-5: Richmond Park Wildlife Refuge



Figure A1-6: Management Area - Jabiru Geneebeinga Wetlands and Natural Wetlands.



Figure A1-7: Short Term Licence – Casino Golf Club / Greyhound slipping track



Figure A1-8: Short Term Licence – Pacific Coast Railway Society Inc for the Casino Miniature Railway

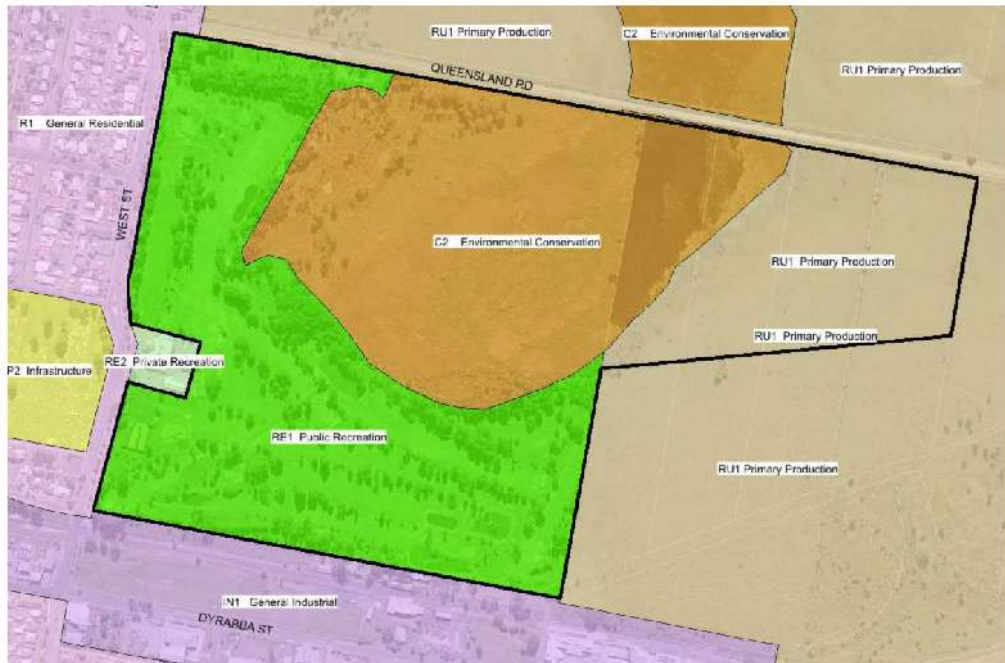


Figure A1-9: Land Zoning – Richmond Valley Local Environmental Plan 2012



Figure A1-10: Heritage – Richmond Valley Local Environmental Plan 2012

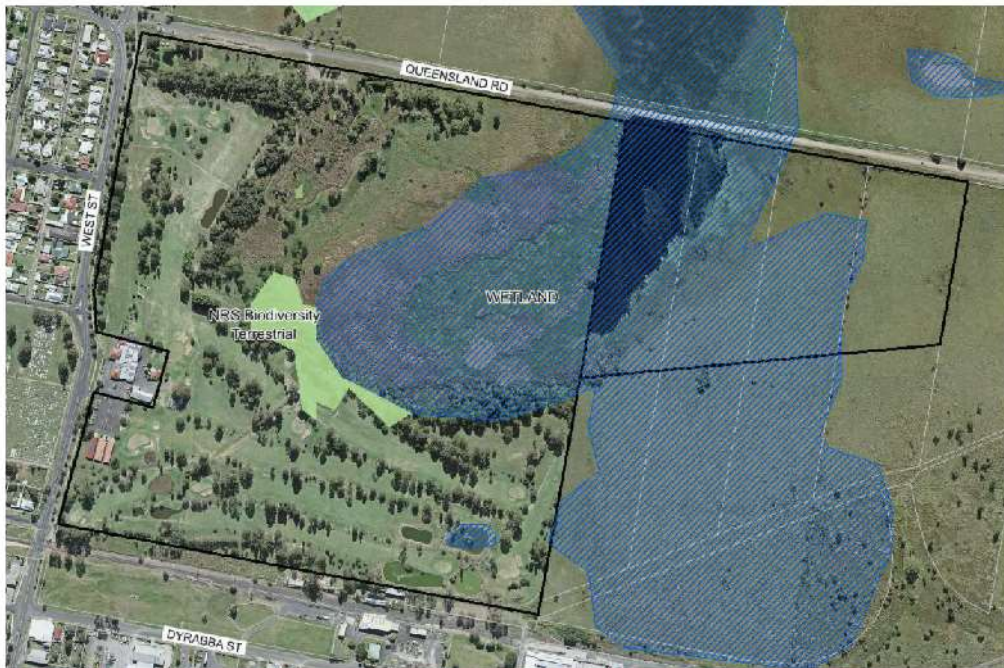


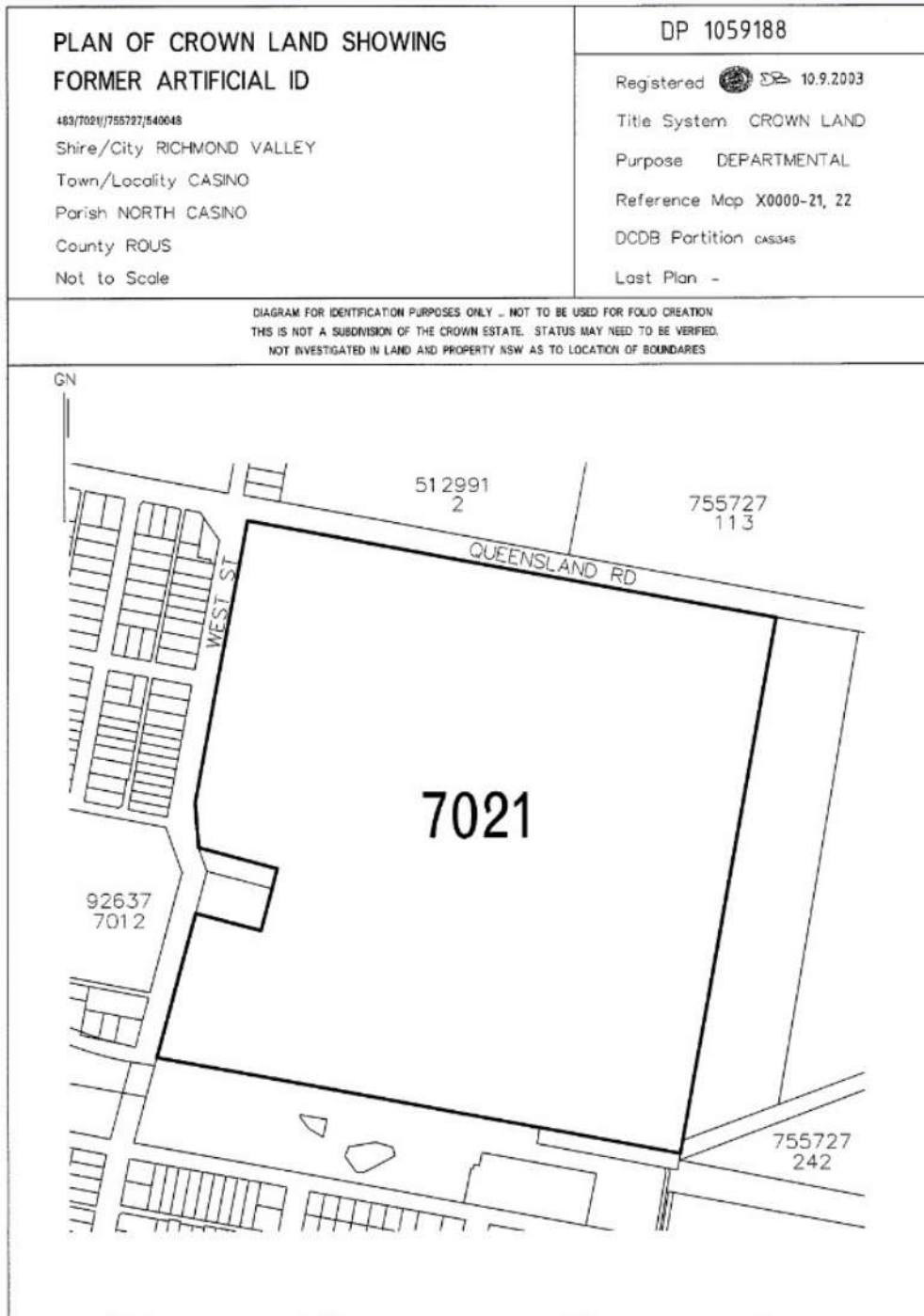
Figure A1-11: Natural Resource – Richmond Valley Local Environmental Plan 2012



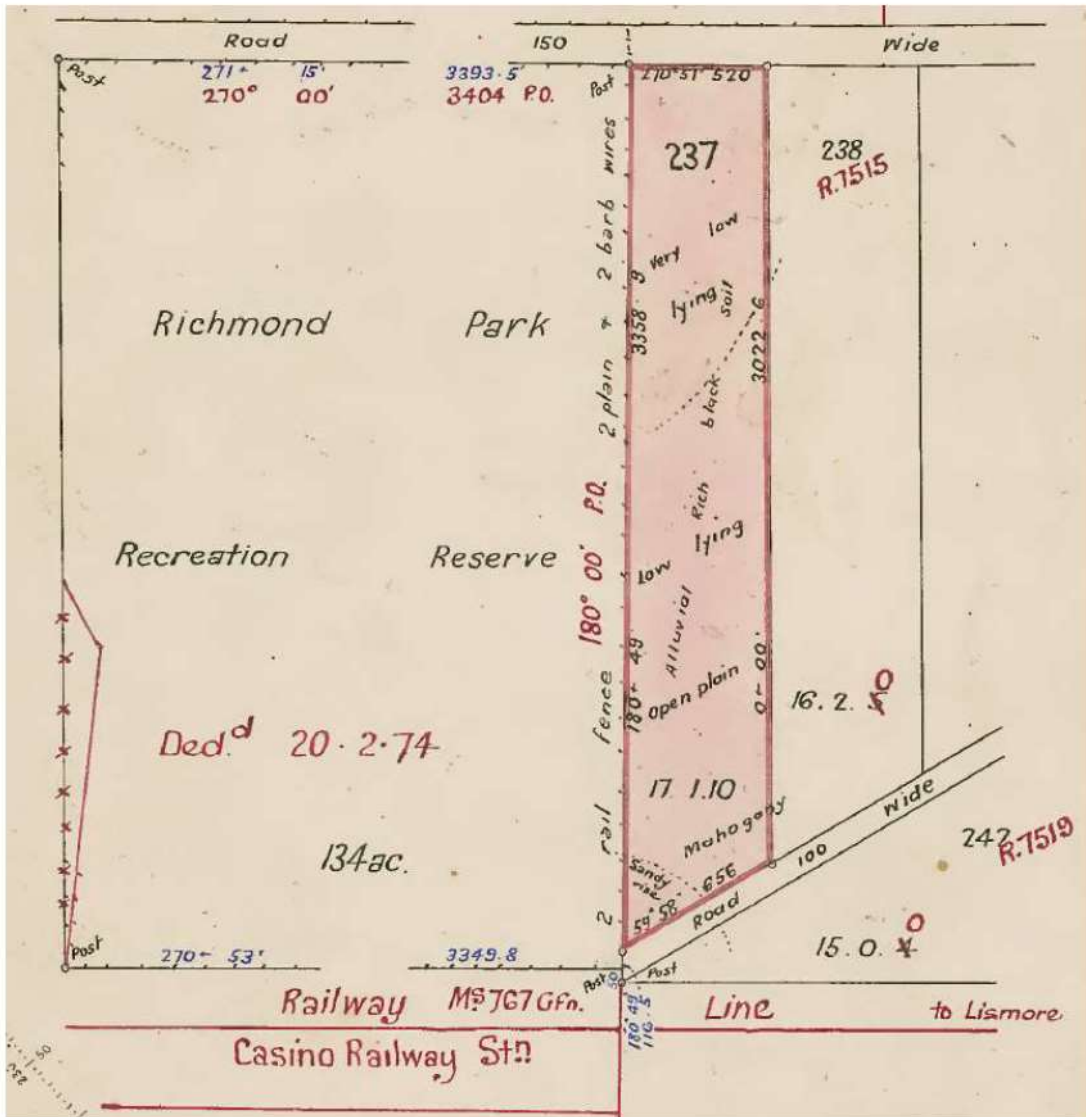
Figure A1-12: Bushfire Prone Land 2015

Appendix A2 – Deposited and Portion Plans

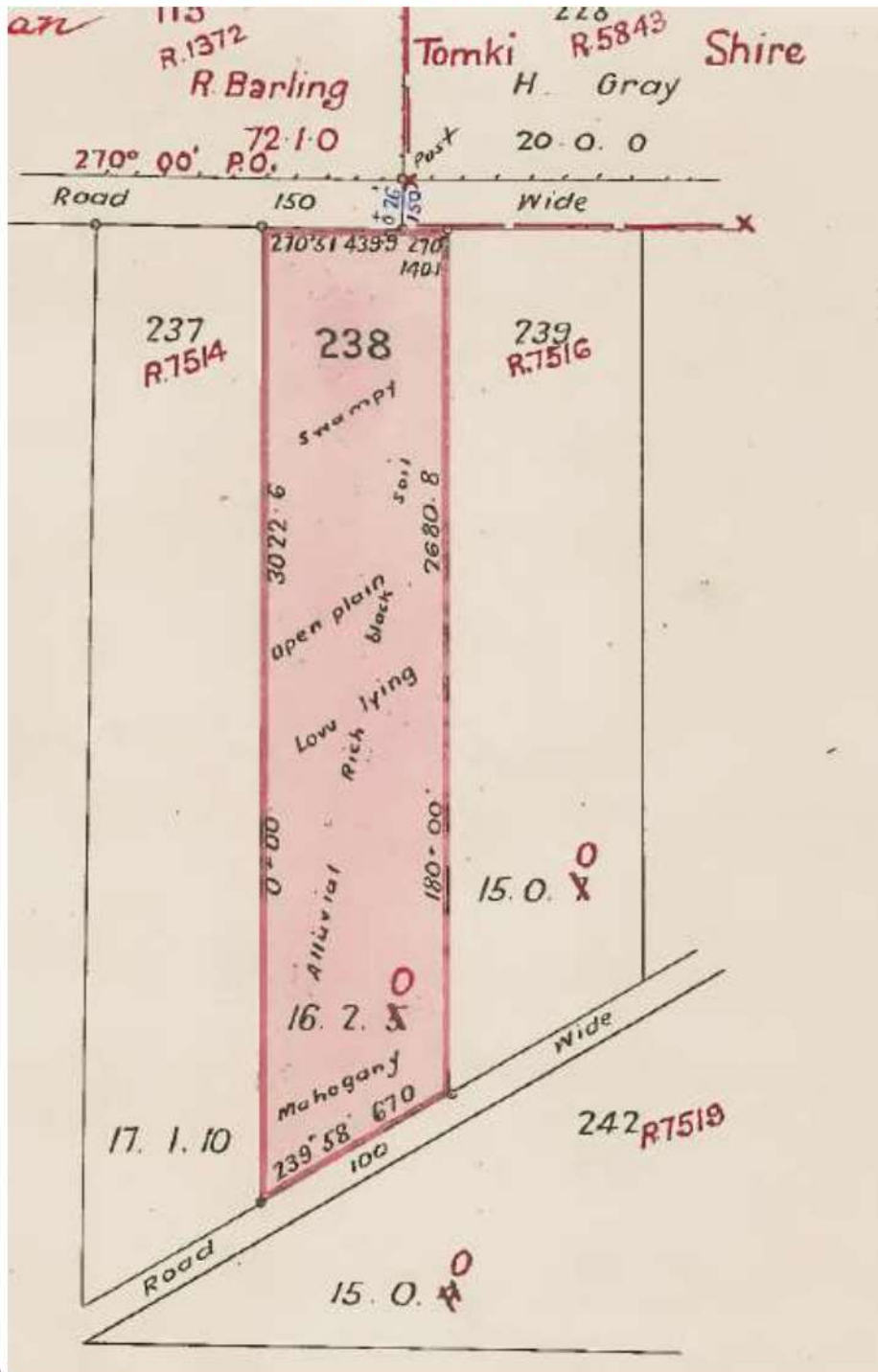
DP1059188



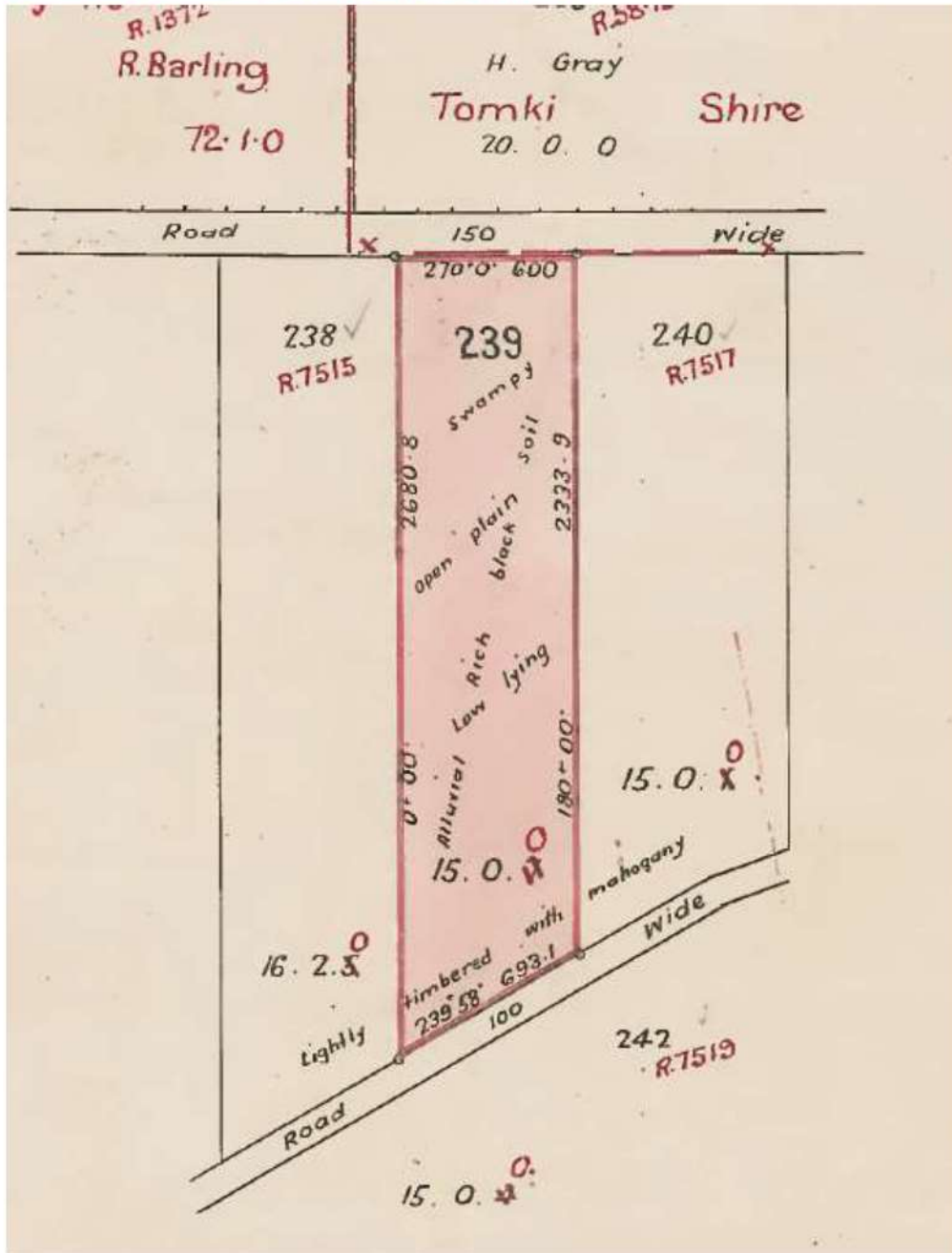
Certificate of Title for Portion 237 (CP7514-1759)



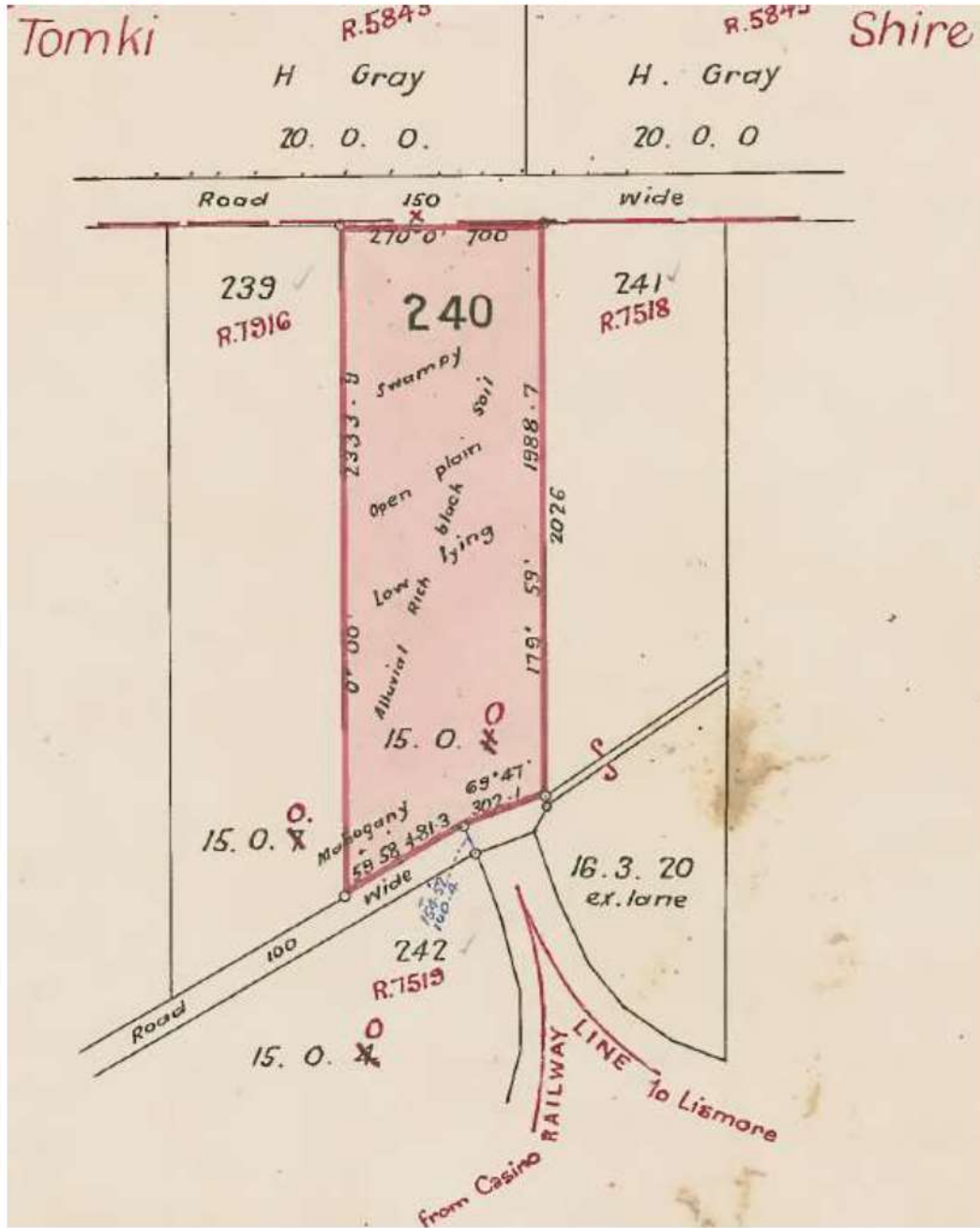
Certificate of Title of Portion 238 (CP7515-1759)



Certificate of Title of Portion 239 (CP7516-1759)



Certificate of Title of Portion 240 (CP7517-1759)



Appendix A3 – Plan of Management Legislative Framework

The primary legislation that impacts on how community land is managed or used is briefly described below. You can find further information regarding these acts at www.legislation.nsw.gov.au.

Local Government Act 1993

Section 35 of the *Local Government Act 1993* (LG Act) provides that community land can only be **used** in accordance with:

- the plan of management applying to that area of community land, and
- any law permitting the use of the land for a specified purpose or otherwise regulating the use of the land, and
- the provisions of Division 2 of Chapter 6 of the Act.

Section 36 of the Act provides that a plan of management for community land must identify the following:

- a) the category of the land,
- b) the objectives and performance **targets** of the plan with respect to the land,
- c) the means by which the council proposes to **achieve** the plan's objectives and performance targets,
- d) the manner in which the council proposes to **assess its performance** with respect to the plan's objectives and performance targets,

and may require the prior approval of the council to the carrying out of any specified activity on the land.

A plan of management that applies to just one area of community land:

- a) must include a description of:
 - (i) the condition of the land, and of any buildings or other improvements on the land, as at the date of adoption of the plan of management, and
 - (ii) the use of the land and any such buildings or improvements as at that date, and
- b) must:
 - (i) specify the purposes for which the land, and any such buildings or improvements, will be permitted to be used, and
 - (ii) specify the purposes for which any further development of the land will be permitted, whether under lease or licence or otherwise, and
 - (iii) describe the scale and intensity of any such permitted use or development.

Land is to be categorised as one or more of the following:

- a) a natural area
- b) a sportsground
- c) a park
- d) an area of cultural significance
- e) general community use.

Land that is categorised as a natural area is to be further categorised as one or more of the following:

- a) bushland
- b) wetland
- c) escarpment
- d) watercourse
- e) foreshore
- f) a category prescribed by the regulations.

Additionally, under section 36 of the LG Act, a site-specific PoM must be made for land declared:

- as critical habitat, or directly affected by a threat abatement plan or a recovery plan under threatened species laws (sections 36A(2) and 36B(3))
- by council to contain significant natural features (section 36C(2))
- by council to be of cultural significance (section 36D(2)).

Classification of public land

The LG Act requires classification of public land into either 'community' or 'operational' land (Section 26). The classification is generally made for council-owned public land by the council's Local Environmental Plan (LEP) or in some circumstances by a resolution of the council (Section 27).

Crown reserves managed by council as Crown land manager have been classified as community land upon commencement of the *Crown Land Management Act 2016* (CLM Act). Councils may manage these Crown reserves as operational land if written consent is obtained from the minister administering the CLM Act.

Classification of land has a direct effect on the council's ability to dispose of or alienate land by sale, leasing, licensing or some other means. Under the LG Act, community land must not be sold (except for scheduled purposes), exchanged or otherwise disposed of by the council, and the land must be used and managed in accordance with an adopted PoM. In addition, community land is subject to strict controls relating to leases and licences (sections 45 and 46) of the LG Act.

By comparison, no such restrictions apply to operational land that is owned by councils. For example, operational land can be sold, disposed, exchanged or leased including exclusive use over the land, unencumbered by the requirements which control the use and management of community land. Crown reserves managed by council as operational land may generally be dealt with as other operational land but may not be sold or otherwise disposed of without the written consent of the minister administering the CLM Act.

Operational land would usually include land held as a temporary asset or an investment, land which facilitates the council carrying out its functions or land which may not be open to the general public (for example, a works depot).

The classification or reclassification of council-owned public land will generally be achieved by a Local Environmental Plan (LEP) or by a resolution of council in accordance with sections 31, 32 and 33 of the LG Act. If land is not classified by resolution within a three-month period from acquisition it automatically becomes community land, regardless of whether it satisfies the objectives for community land as outlined in the LG Act.

For Crown land, Council cannot reclassify community land as operational land without consent of the minister administering the CLM Act.

Crown Land Management Act 2016

Crown reserves are land set aside on behalf of the community for a wide range of public purposes, including environmental and heritage protection, recreation and sport, open space, community halls, special events and government services.

Crown land is governed by the CLM Act, which provides a framework for the state government, local councils and members of the community to work together to provide care, control and management of Crown reserves.

Under the CLM Act, as Council Crown land managers, councils manage Crown land as if it were public land under the LG Act. However, it must still be managed in accordance with the purpose of the land and cannot be used for an activity incompatible with its purpose – for

example, Crown land assigned the purpose of 'environmental protection' cannot be used in a way that compromises its environmental integrity.

Councils must also manage Crown land in accordance with the objects and principles of Crown land management outlined in the CLM Act. The objects and principles are the key values that guide Crown land management to benefit the community and to ensure that Crown land is managed for sustainable, multiple uses.

Principles of Crown land management

- Environmental protection principles are to be observed in the management and administration of Crown land.
- The natural resources of Crown land (including water, soil, flora, fauna and scenic quality) will be conserved wherever possible.
- Public use and enjoyment of appropriate Crown land are to be encouraged.
- Where appropriate, multiple uses of Crown land should be encouraged.
- Where appropriate, Crown land should be used and managed in such a way that both the land and its resources are sustained.
- Crown land is to be occupied, used, sold, leased, licensed or otherwise dealt with in the best interests of the state of NSW, consistent with the above principles.

Crown land management compliance

In addition to management and use of Crown reserves that is aligned with the reserve purpose(s), there are other influences over council management of Crown reserves. For example, Crown land managers may have conditions attached to any appointment instruments, or councils may have to comply with specific or general Crown land management rules that may be published in the NSW Government Gazette. Councils must also comply with any Crown land regulations that may be made.

Native Title Act 1993

The Commonwealth *Native Title Act 1993* (NT Act) recognises and protects native title rights and interests. The objects of the NT Act are to:

- provide for the recognition and protection of native title
- establish ways in which future dealings affecting native title may proceed and to set standards for those dealings
- establish a mechanism for determining claims to native title
- provide for, or permit, the validation of past acts invalidated because of the existence of native title.

The NT Act may affect use of Crown land, particularly development and granting of tenure.

Specifically, the CLM Act makes it mandatory for council to engage or employ a native title manager. This role provides advice to council as to how the council's dealings and activities on Crown land can be valid or not valid in accordance with the NT Act.

Council must obtain the written advice from an accredited native title manager that Council complies with any applicable provisions of the native title legislation when:

- a) granting leases, licences, permits, forestry rights, easements or rights of way over the land
- b) mortgaging the land or allowing it to be mortgaged
- c) imposing, requiring or agreeing to covenants, conditions or other restrictions on use (or removing or releasing, or agreeing to remove or release, covenants, conditions or other restrictions on use) in connection with dealings involving the land

- d) approving (or submitting for approval) a plan of management for the land that authorises or permits any of the kinds of dealings referred to in (a), (b) or (c).

Council plans and policies relating to this plan of management

Council has developed plans and policies that are concerned to some extent with the management of community land. These documents have been considered when preparing this PoM.

The following is a list of documents that have a direct association with this PoM:

Richmond Valley Made 2030 – Community Strategic Plan

Being Councils overarching guiding strategic document over the next 10 years. This CSP provides the vision for the local government area. This plan targets increased community satisfaction and the availability of recreation and sporting facilities. The upgrade of the Jabiru Geneebeinga Wetlands is recognised as a facilitated signature project.

Richmond Valley Council Local Strategic Planning Statement – 2020 Vision

Council’s 20-year vision for town planning priorities and strategic direction to address planning and development issues of importance to a vibrant and sustainable future. The LSPS has a number of priority areas and actions directly associated with delivery of local infrastructure; provision of clean and well-maintained public recreational and sporting facilities; promotion of active and healthy lifestyle; work in partnership with stakeholders to improve the environment; and investigate opportunities to expand nature-based and cultural tourism experiences.

Destination Management Plan 2021-2025 Richmond Valley Council developed a tourism strategy which highlights the need for tourism and events activities – particularly within the Casino area. This Plan highlights the need for the Jabiru Geneebeinga Wetlands needing attention which potentially impacts upon tourism in the Richmond Valley.



Other state and Commonwealth legislation

NSW state legislation

Environmental Planning and Assessment Act 1979

The *Environmental Planning and Assessment Act 1979* (EP&A Act) provides the framework for planning and development across NSW and guides environmental planning instruments which provide a basis for development control.

The EP&A Act ensures that effects on the natural environment, along with social and economic factors, are considered by the council when granting approval for or undertaking works, developments or activities.

This Act is also the enabling legislation for planning policies which may have a direct influence on open space management. On a state-wide level there are State Environmental Planning Policies (SEPPs). On a regional level there are Regional Environmental Plans (REPs). On a local level there are Local Environmental Plans (LEPs) as well as Development Control Plans (DCPs).

Aboriginal Land Rights Act 1983

The *Aboriginal Land Rights Act 1983* (ALR Act) is important legislation that recognises the rights of Aboriginal peoples in NSW. It recognises the need of Aboriginal peoples for land and acknowledges that land for Aboriginal people in the past was progressively reduced without compensation. Crown land meeting certain criteria may be granted to an Aboriginal Land Council. This Act may affect dealings with Crown land that is potentially claimable.

National Parks and Wildlife Act 1974

Statutory responsibilities on the council arising from this Act specifically relate to the protection of sites of pre- and post-European contact archaeological significance. This Act may affect community land categorised as cultural significance, natural area or park.

This Act includes additional requirements for the land identified as a Wildlife Refuge.

Threatened Species Conservation Act 1995

This has been repealed and superseded by the *Biodiversity Conservation Act 2016*. However, references to the former legislation remain in the LG Act and are therefore retained in this document.

Biodiversity Conservation Act 2016

Note: This Act repealed several pieces of legislation including the *Native Vegetation Act 2003*, *Threatened Species Conservation Act 1995*, the *Nature Conservation Trust Act 2001*, and the animal and plant provisions of the *National Parks and Wildlife Act 1974*.

This Act covers conservation of threatened species, populations and ecological communities, the protection of native flora and fauna. This Act primarily relates to community land categorised as natural area. However, other categories may also be affected.

This Act covers the requirements for Wildlife Refuge agreements and the responsibility upon Council for the management of this land subject to the proclaimed area.

The *Threatened Species Conservation Act 1995* has been repealed and superseded by the *Biodiversity Conservation Act 2016*. However, references to the former legislation remain in the LG Act and are therefore retained in this guideline.

DPIE's Energy, Environment and Science division advises that recovery plans and threat abatement plans made under the *Threatened Species Conservation Act 1995* were repealed

on the commencement of the *Biodiversity Conservation Act* in 2017. These plans have not been preserved by any savings and transitional arrangement under the Biodiversity Conservation Act or LG Act, meaning pre-existing plans have no legal effect.

For this reason, requirements relating to recovery plans and threat abatement plans for local councils preparing plans of management under section 36B of the LG Act are now redundant. Councils will be advised if future amendments are made to the LG Act to enable these mechanisms.

Certain weeds are also declared noxious under this Act, which prescribes categories to which the weeds are assigned, and these control categories identify the course of action which needs to be carried out on the weeds. A weed may be declared noxious in part or all of the state.

Fisheries Management Act 1994

The *Fisheries Management Act 1994* (FM Act) includes provisions for the management of state fisheries, including the conservation of fish habitats, threatened species, populations and ecological communities of fish and marine vegetation and management of the riparian zone, waterways and threatened marine/freshwater aquatic species. This relates to community land categorised as natural area (foreshore, watercourse or wetland).

Where an area of community land is declared to be critical habitat, or if that area is affected by a recovery plan or threat abatement plan under Part 7A of the FM Act, a site-specific plan of management will need to be undertaken.

Rural Fires Act 1997

This Act contains provisions for bushfire risk management and the establishment of a Bushfire Management Committee. It also includes direction on development in bushfire prone lands.

Water Management Act 2000

This Act is based on the concept of ecologically sustainable development, and its objective is to provide for the sustainable and integrated management of the water sources of the state for the benefit of both present and future generations. The Act recognises:

- the fundamental health of our rivers and groundwater systems and associated wetlands, floodplains, estuaries has to be protected
- the management of water must be integrated with other natural resources such as vegetation, native fauna, soils and land
- to be properly effective, water management must be a shared responsibility between the government and the community
- water management decisions must involve consideration of environmental, social, economic, cultural and heritage aspects
- social and economic benefits to the state will result from the sustainable and efficient use of water.

Heritage Act 1977

This Act contains provisions for the conservation of items of heritage and may relate to community land categorised as cultural significance or natural area.

Commonwealth legislation

Environmental Protection and Biodiversity Conservation Act 1999

This Act enables the Australian Government to join with the states and territories in providing a national scheme of environment and heritage protection and biodiversity conservation. It incorporates threatened species on a national level and with relevance to Matters of National Environmental Significance.

Telecommunications Act 1997

This Act provides for telecommunication facilities being permitted on community land without authorisation in a PoM.

State Environmental Planning Policies

State Environmental Planning Policy (Infrastructure) 2007

This planning policy lists development allowed with consent or without consent on community land.

State Environmental Planning Policy (Vegetation in Non-Rural Areas) 2017

This policy deals with clearing of native vegetation in urban areas and land zoned for environmental protection.

State Environmental Planning Policy (Exempt and Complying Development Codes) 2008

This policy deal with development is 'exempt', meaning that no approval is required from Council under the Environmental Planning and Assessment Act 1979 (EPA Act). 'Complying' development is a fast track process for straightforward development proposals.

State Environmental Planning Policy (Primary Production and Rural Development) 2019

This policy simplifies the NSW planning system by consolidating, updating and repealing provisions in five former agriculture-themed SEPPs. It supports NSW's agricultural sector focusing on primary production with appropriate levels of assessments for areas within sensitive locations.

Other relevant legislation, policies and plans

Aboriginal Land Rights Act 1983

Biodiversity Conservation Act 2016

Biosecurity Act 2015

Catchment Management Authorities Act 2003

Companion Animals Act 1998

Disability Discrimination Act 1992

Environmental Planning and Assessment Act 1979

Environmental Protection and Biodiversity Conservation Act 1999 (Cth)

Fisheries Management Act 1994

Greyhound Racing Act 2017

Heritage Act 1977

Local Land Services Act 2013

Operations Act 1997

DRAFT Richmond Park Plan of Management

Page | 49

Pesticides Act 1999
Protection of the Environment Operations Act 1997
Retail Leases Act 1994
Rural Fires Act 1997
Soil Conservation Act 1938
Telecommunications Act 1997 (Cth)
Water Management Act 2000
NSW Invasive Species Plan 2018-2021
National Local Government Biodiversity Strategy
NSW Biodiversity Strategy
Australian Natural Heritage Charter

Appendix A4 – Aboriginal interests in Crown land

Crown land has significant spiritual, social, cultural and economic importance to the Aboriginal peoples of NSW. The CLM Act recognises and supports Aboriginal rights, interests and involvement in Crown land.

The management of Crown land can be impacted by the *Native Title Act 1993* (Cth) and the *Aboriginal Land Rights Act 1983* (NSW).

Native Title

Native title describes the rights and interests that Aboriginal and Torres Strait Islander people have in land and waters according to their traditional law and customs. Native title is governed by the Commonwealth *Native Title Act 1993* (NT Act).

Native title does not transfer the land to the native title holder, but recognises the right to land and water, by providing access to the land and if applicable, compensation for any loss, diminution, impairment or other effect of the act on their native title rights and interests.

All Crown land in NSW can be subject to a native title claim under the NT Act. A native title claim does not generally affect Crown land where native title has been extinguished or it is considered excluded land.

When preparing a PoM, Council is required to employ or engage a qualified native title manager to provide advice and validate acts (developments and tenures) over the reserve, in line with the NT Act. The most effective way to validate acts under the NT Act is to ensure all activities align with the reserve purpose.

If native title rights are found to exist on Crown land, council Crown land managers may be liable to pay compensation for acts that impact on native title rights and interests. This compensation liability arises for local councils whether or not the act was validated under the NT Act.

For further information about native title and the future acts framework see the [Crown lands website](#).

Aboriginal Land Rights

The *Aboriginal Land Rights Act 1983* (ALR Act) seeks to compensate Aboriginal peoples for past dispossession, dislocation and removal of land in NSW (who may or may not also be native title holders).

Aboriginal land claims may be placed on any Crown land in NSW. The Department of Planning, Industry and Environment is responsible for investigating claims as defined in the ALR Act. If a claim is established, the land is transferred to the Aboriginal Land Council as freehold land.

At the time of preparing this plan of management, there is an incomplete Aboriginal Land Claim over the whole of Richmond Park and adjoining Crown Land, (4522) - Casino Boolangle Local Aboriginal Land Council. Council has considered the claim(s) in development of this plan of management.

Appendix A5 – List of existing assets

The Richmond Park existing infrastructure, land improvements and assets are identified and shown in Figure A5:1. The plan corresponds with the assets identified in Table A5:1 are identified in the subsequent plan by asset number (#).



Figure A5:1 - Existing Assets Locations

Table A5:1 Existing infrastructure assets/land improvements for each reserve, including condition, and additional details.

#	Description	Condition	Reserve	Comments
1	Mini Railway Building	3	General Community Use	Weatherboard cladding with metal roofing.
2	Entrance fencing	2 - 3.5	General Community Use & Natural Area (Wetland)	Timber post & rail fencing (2) located at the entrance to the mini rail shows some signs of wear & tear. The balance of the entrance/front fencing (3.5) consists of post & rail with 4 strand barb wire, and timber posts.
3	Signage	2	General Community Use	Timber post and sign (2) constructed of timber.

#	Description	Condition	Reserve	Comments
4	Toilet Block	2.5 - 3	General Community Use	Stone and weatherboard cladding structural shell (3), basin broken and need of repair. Metal roofing (2.5) Septic waste water treatment system (3) connected to the toilet facilities consists of concrete underground chamber.
5	Parking Area	2.5	Natural Area (Wetland)	Carparking area (2.5) is unsealed pavement with gravel surface.
6	Shelter, Seats & footbridge	2.5	General Community Use	Shelter structures (2.5) constructed of timber posts, metal roofing on concrete slab. Pedestrian footbridge (2.5) constructed of timber planks and handrails.
7	Tables & seats.	2.5	Natural Area (Wetland)	Timber seating (2.5) constructed on concrete slab.
8	Viewing Platform	2.5	Natural Area (Wetland)	Viewing Platform (2.5) consists of 2.54m x 2.8m CCA desk with 1mH handrails. A 3.1m ramp of timber construction adjoins the viewing platform.
9	Viewing Platform	2-4	Natural Area (Wetland)	The earthworks (2) being a 3m high mound constructed for the observation platform. The viewing platform (4) is constructed of timber deck with metal roof. Surrounding retaining walls (4) and associated landscaping is constructed of timber CCA log walls and is in poor condition.
10	Garden Bed – Retaining Wall	1	General Community Use	Gardens, retaining wall, structures located at each hole on the golf course.
11	Carpark	1.5	General Community Use	Bitumen sealed car park servicing the golf course
12	Storage Golf Cart Sheds	1	General Community Use	3 x large storage shed utilised for storage of golf carts. Constructed of colourbond walls and roofing.
13	Golf & Cricket practice nets	3	General Community Use	Golf and cricket practice nets, constructed with chain wire, gal steel mesh and fabric netting.

#	Description	Condition	Reserve	Comments
14	Pathways	1.5	General Community Use	Pathways between and linking each golf holes are constructed of majority gravel 90%, and a small number being asphalt 10%. These have been constructed to assist players to navigate the course.
15	Foot bridge & Water Pump Station	3.5	General Community Use	Concrete bridge over stormwater drainage connecting to entrance of the dam. Bridge foundation affected by stormwater causing slipping. Water pump station constructed of brick walls and metal roofing. Brickwork showing signs of deterioration with foundation compromised from soil erosion.
16	Mini-Railway	1.5	General Community Use & Natural Area (Wetland)	Railway track length of 1.8km dual gauge, annually engineered to ensure compliance and safety. Min-Railway assets under ownership of Pacific Coast Railway Society Inc encumbered by loan to Richmond Valley Council
17	Greyhound slipping track	3	General Community Use	Fenced strip of grass enclosed in 1.8m chain wire fence, 1 barb wire. Starting box of metal construction, at total length of 340m.
18	Boundary Fencing	2.5	General Community Use	Boundary fencing consists of timber posts with 4 strand barb wire, showing signs of wear and tear. A 1.8m timber post and wire mesh fence is constructed for protection of the mini rail.
19	Boundary Fencing	3	Natural Area (Wetland)	Boundary fencing consists of timber posts with 4 strand barb wire, showing signs of wear and tear, contained within the swamp, affected by flood waters.
20	Artificial wetland/stormwater treatment basins	N/A Non-depreciating asset.	Natural Area (Wetland)	Major earthmoving works to construct artificial wetlands as stormwater treatment basins.

Condition rating is based on 1-5 scale. 1 representing assets in near new condition and 5 representing those that have failed or are on the verge of failure. These ratings were assessed as part of asset re-valuation purposes inspected and condition rated in January 2020. It is noted that no structural and detailed examination of any infrastructure have been completed and assessment is visual only.









#13 - Golf & Cricket practice nets

#14 - Pathways

#14 - Pathways

#14 - Pathways

#14 - Pathways

#14 - Pathways



Appendix A6 – Management Plan Jabiru Geneebeinga Wetlands.



Jabiru Geneebeinga Wetlands Casino North Eastern NSW Draft Management Plan (2022)

Prepared by Richmond Valley Council

June 2022

Table of Contents

1	INTRODUCTION	1
1.1	Aim.....	5
1.2	Objectives	5
1.3	Key Stakeholders	6
1.4	Other Stakeholders.....	6
1.5	Consultation	7
1.6	Wetland values	7
2	THE NATURAL ENVIRONMENT	7
2.1	Flora.....	8
2.2	Fauna	10
3	MANAGEMENT ISSUES AND ACTIVITIES.....	13
3.1	High nutrient and pollution loads in stormwater.....	13
3.2	Pond siltation and shallowing	13
3.3	Maintenance and improvement of biodiversity values	14
3.4	Exotic weed infestations.....	14
3.5	Increasing abundance of Broad-leaved Paperbark	15
3.6	Loss of bird habitat from grass removal.....	16
3.7	Infrastructure maintenance and improvements.....	16
3.8	Vandalism and rubbish dumping.....	17
3.9	Limited funding availability	17
3.10	Impacts of Climate Change	17
3.11	Volunteers working in the Wetlands (WHS)	17
4	MANAGEMENT ACTIVITIES IMPLEMENTATION.....	18
4.1	Environmental Weed Control.....	24
4.2	Planting Methods Guideline.....	24
5	MANAGEMENT PLAN REVIEW AND UPDATE.....	25
6	FUTURE PLANS FOR JABIRU GENEEBEINGA WETLAND.....	25

7 REFERENCES	26
APPENDIX 1. NATURALLY OCCURRING NATIVE PLANT SPECIES.....	28
APPENDIX 2. EXOTIC PLANT SPECIES	30
APPENDIX 3. FAUNA SPECIES RECORDS	33
APPENDIX 4. THREATENED FAUNA SPECIES RECORDS IN THE LOCALITY	38
APPENDIX 5. BEST PRACTICE GUIDELINE FOR GRASSLAND MECHANICAL AND CHEMICAL CONTROL.....	40

DRAFT

1 INTRODUCTION

The management plan area for the Jabiru Geneebeinga Wetlands is located on part of Lot 7021 DP 1059188 owned by Crown Lands and managed by Richmond Valley Council. The site forms part of D540048 dedicated for public recreation gazetted 20 February 1874 as shown in Figure 1, 2 & 3.

This document focuses specifically the area identified as the current management area of Jabiru Geneebeinga Wetlands as shown in Figure 1. Future expansion of Jabiru Geneebeinga Wetlands with the existing adjoining wetlands within Richmond Park Wildlife Refuge (see Figure 4 and 7) is to be considered through the future development and of a site Master Plan and managed in accordance with the Plan of Management.



Figure 1: Current Management Area of Jabiru Geneebeinga Wetlands

The site is broadly known as Richmond Park managed by Richmond Valley Council as show in Figure 2 & 3, incorporates D540048 dedicated for public recreation gazetted 20 February 1874, and R89614 reserved for promotion of the study and the preservation of native flora and fauna gazetted 10 October 1975. This land includes the parcels including Lot 7021 DP 1059188 and part Lots 237-240 DP755727.



Figure 2. Richmond Park managed by Richmond Valley Council.



Figure 3: Crown Reserve Details



Figure 4: Richmond Park Wildlife Refuge, Proclaimed 15 January 1993

The Casino Municipality Council as trustees for Richmond Park applied to the National Parks and Wildlife Services in 1986 for part of the property to be proclaimed a wildlife refuge. This area was recognised as especially important as it contains seasonal freshwater swamps and meadows which offer refuge to rare and endangered birds such as the Jabiru, Japanese Snipe and Golden-headed Cisticola.

National Parks and Wildlife proclaimed via government gazette 15 January 1993 a total area of 34.63 ha to be known as "Richmond Park Wildlife Refuge" as shown in Figure 4.

The Jabiru Geneebeinga Wetlands forms of the Richmond Park Wildlife Refuge area. This is a natural habitat providing sanctuary for native birds and other wildlife. Jabiru Geneebeinga Wetlands was the subject of a master plan drawing prepared by Mick Thorman in 1987 for development of the site, refer to Figure 5.

Richmond Park was redeveloped in 1988 in a bicentennial project which provided recreational facilities for the local community and visitors. The pond construction adjoining existing wetlands and plantings to enhance and provide a wildlife refuge providing habitat particularly for native animals and birdlife.

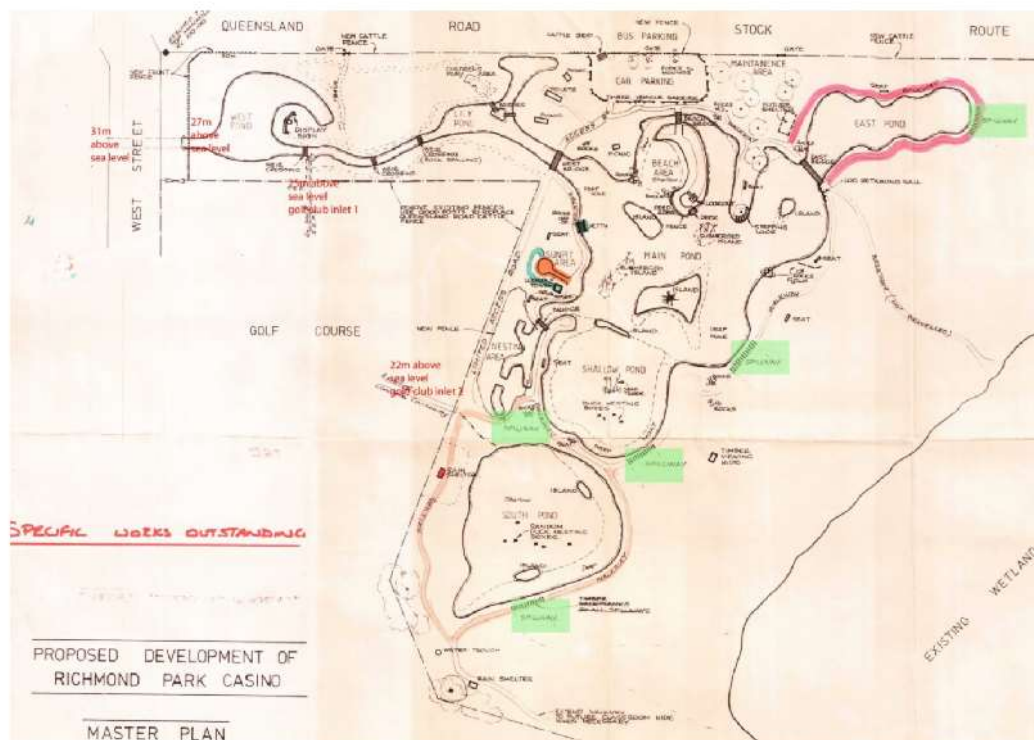


Figure 5. Master plan drawing for Richmond Park prepared by Mick Thorman in 1987

In line with provisions of the NSW *Crown Land Management Act 2016* Richmond Valley Council is required to develop Plans of Management for Crown reserves that they manage on behalf of their communities. Development of these plans of management is separate to this management planning process which focuses on operational management of Jabiru Geneebeinga Wetlands, i.e. part of D540048 (purpose: public recreation) being part lot 7021 DP 1059188, refer to Figure 1.

Richmond Valley Council commissioned preparation of this plan to meet organisational requirements following draft plans prepared for the wetland by Chapman (1995), the Jabiru Geneebeinga Wetlands Restoration Group and Southern Cross Geoscience (2020), and management planning studies by Lovell (2019) and Jesser (2018).



Figure 6. Constructed ponds and surrounding current management area

1.1 Aim

To guide works and activities by Richmond Valley Council and other stakeholders at Jabiru Geneebeinga Wetlands to maintain and improve ecological, hydrological, recreational and educational values and functions.

1.2 Objectives

- To promote community visitation and use
- To maintain and improve Jabiru biodiversity values
- To control exotic weeds which displace native plant species
- To undertake plantings of locally-occurring native species
- To maintain and improve infrastructure for the benefit of site users
- To promote management partnerships and source funds to implement priority activities
- To promote educational use and research for improved understanding of wetland processes and functions

1.3 Key Stakeholders

- Richmond Valley Council as land manager
- NSW Department of Planning, Industry and Environment, Crown Lands as landowner of Jabiru Geneebeinga Wetlands and adjoining lands

1.4 Other Stakeholders

- Jabiru Geneebeinga Wetlands Restoration Group with members who voluntarily work to rehabilitate the wetlands
- Casino Boolangle Local Aboriginal Land Council and Galibal People within the Bundjalung Nation who are traditional owners of the land and have a cultural attachment to it having contributed to its design and construction. A registered Aboriginal Land Claim has been registered by the traditional owners over land which includes Jabiru Geneebeinga Wetlands
- Southern Cross University (SCU)
- NSW Biodiversity Conservation Trust
- Casino Mini Rail, a volunteer group which operate trains from Jabiru Geneebeinga Wetlands on weekends as part of a tourist operation
- Casino Golf Club which adjoins Jabiru Geneebeinga Wetlands as part of the same Crown Land lot
- Adjoining private landholders
- Rous County Council is the regional weed biosecurity authority which monitors an Alligator Weed infestation located to the northeast of the Main Pond
- Corrective Services NSW which conducts coordinated site maintenance activities
- Site users including local birdwatching individuals and groups that take a keen interest in birdlife at the wetland and visit periodically, e.g. Brunswick Valley Birdwatchers and Byron Bird Buddies
- The Border Ranges - Richmond Valley Landcare Network (BRRVLN). An incorporated non-profit alliance of community based Landcare, farming and natural resource management groups. BRRVLN supports and works with groups for effective natural resource stewardship (potential future stakeholder)
- Richmond Landcare Inc., acts as an umbrella and lobby group for regional Landcare and natural resource management groups, provides information on natural resource management issues, provides environmental training and educational opportunities (potential future stakeholder).

1.5 Consultation

Consultation is recognised as being essential for the success of this plan. All stakeholders are to be invited to make submissions on draft/s of this plan. Importantly, continued consultation in decision-making around site improvements is essential with traditional owners of the land, i.e. the Casino Boolangle Local Aboriginal Land Council and Galibal People within the Bundjalung Nation.

1.6 Wetland values

Wetlands are areas of land that are wet by surface water or groundwater, or both, for long enough periods that the plants and animals in them are adapted to, and depend on, moist conditions for at least part of their lifecycle. They include areas that are inundated cyclically, intermittently or permanently with fresh, brackish or saline water, which is generally still or slow moving. Many wetlands are ephemeral, i.e. they are not always wet. Ephemeral wetlands occur on many riverine systems where temporary flood retention leads to significant flood supported ecosystems (DECCW 2010).

Wetlands are among the most valuable and productive ecosystems in the world. They are significant for their ecological, hydrological, social and economic values. Functioning wetlands can be a critical part of the environment as they support a high level of biological productivity and diversity, provide habitat for flora and fauna including rare and threatened communities and species, maintain local and regional hydrological regimes, remove nutrients and pollutants, act as stores for rain, sediment and flood waters and support human activities and values (DEC 2008).

Jesser (2018) and Lovell (2019) provide comprehensive literature reviews of wetland values and environmental services with a focus on Jabiru Geneebeinga Wetlands.

2 THE NATURAL ENVIRONMENT

Jabiru Geneebeinga Wetlands are located on the Richmond River floodplain in northeast NSW which is the largest coastal floodplain on the NSW coast. Floodplains are dynamic environments and the wetland is subject to periodic flooding and periods of drought which cause dramatic variations in water levels. Floodplains are generally rich in biodiversity and the wetland site supports a range of flora and fauna which can be expected to vary over time in line with climate conditions.

Casino experiences an average annual rainfall of 1098mm with the highest mean rainfall concentrated mostly over the warmer months between December and March and lowest mean rainfall between July and September (BoM 2020).

Floodplain soils at Jabiru Geneebeinga Wetlands are classed as Vertosols (Morrand D., Senior Scientist; Land and Soil Assessment, Environment, Energy and Science; NSW Department of Planning, Industry and Environment; Pers. Comm., 03/11/20). Vertisol soils, often referred to as cracking, expansive or reactive clays. These are clay soils with shrink-swell properties that exhibit strong cracking when dry. The surface soil is often a light clay (greater than 35% clay) and the subsoil usually ranges from a light medium to heavy clay (CSIRO 2016).

2.1 Flora

Vegetation within ponds is influenced by factors such as pond size, nutrient levels and waterlogging frequency, duration and depth. Species abundances within ponds are likely to vary over time in response to varying water levels associated with varying rainfall and stormwater inflow.

A range of herbaceous freshwater wetland waterplants occur within ponds, refer to Appendices 1 and 2 which list naturally occurring native and exotic plant species recorded on site and indications of relative cover and abundance.

Broad-leaved Cumbungi (*Typha orientalis*) and emergent sedges, rushes and knotweeds dominate pond edges and relatively shallow areas. Free floating, e.g. Red Azolla (*Azolla pinnata*) and rooted (attached) floating waterplants, e.g. Water Snowflake (*Nymphoides indica*) dominate relatively deep ponded areas. Mostly dry areas surrounding ponds are dominated by grassland with a range of native and exotic grass species suited to varying levels of inundation. There are currently insufficient resources available for the control of the aquatic weed species Glush Weed and Parrots Feather which are considered to be naturalised in ponds. A survey of submerged aquatic plants within ponds has not been conducted.

The aquatic vegetation community within ponds is considered to be suitably located within the floodplain landscape and have the structural and floristic integrity to be described as the NSW listed Endangered Ecological Community (EEC) Freshwater Wetlands on Coastal Floodplains of the NSW North Coast, Sydney Basin and South East Corner bioregions, hereafter referred to as Freshwater Wetlands EEC, (NSW DPIE 2019). Naturally-occurring native species recorded within and verging ponds that are consistent with Freshwater Wetlands EEC include Broad-leaved Cumbungi (*Typha orientalis*), Jointed Twig-rush (*Baumea articulata*), Common Spikerush (*Eleocharis acuta*), Tassel Sedge (*Carex fascicularis*), Hairy Knotweed (*Pericaria attenuata*), Slender Knotweed (*Pericaria decipiens*), Water Primrose (*Ludwigia peploides subsp. montevidensis*), Water Snowflake (*Nymphoides indica*) and Red Azolla (*Azolla pinnata*).

Note that only a preliminary vegetation assessment has been done of ponds. More Freshwater Wetlands EEC species will be recorded following more detailed survey within ponds.

The NSW Scientific Committee confirmed that the constructed nature of the ponds does not exclude their plant communities from the Freshwater Wetland EEC. NSW DPIE (2019) note that 'Artificial wetlands created on previously dry land specifically for purposes such as sewerage treatment, stormwater management and farm production, are not regarded as part of this community'.

Much of the vegetation community verging ponds is similarly considered to be suitably located within the floodplain landscape and have the structural and floristic integrity to be described as the NSW listed EEC Swamp Sclerophyll Forest on Coastal Floodplains of the NSW North Coast, Sydney Basin and South East Corner bioregions, hereafter referred to as Swamp Sclerophyll Forest EEC, (NSW DPIE 2019b). Swamp Sclerophyll Forest EEC often fringes floodplain lagoons or wetlands with semi-permanent standing water.

Naturally-occurring native species recorded adjoining ponds that are consistent with Swamp Sclerophyll Forest EEC include Swamp Mahogany (*Eucalyptus robusta*), Black She-oak (*Allocasuarina littoralis*), Swamp Oak (*Casuarina glauca*), Narrow-leaved Paperbark (*Melaleuca linariifolia*), Broad-leaved Paperbark (*Melaleuca quinquenervia*), Prickly-leaved Paperbark (*Melaleuca styphelioides*), Common Silkpod (*Parsonsia straminea*), Jointed Twig-rush (*Baumea articulata*), Soft Bracken (*Calochlaena dubia*), Coffee Bush (*Breynia oblongifolia*) and Indian Pennywort (*Centella asiatica*). Note that only a preliminary vegetation assessment has been undertaken and there is likely to be more Swamp Sclerophyll Forest EEC species recorded following more detailed site survey.

Scattered environmental weeds occur throughout Jabiru Geneebeinga Wetlands both within constructed ponds (e.g. Groundsel Bush and Chinese Tallow Tree) and surrounding areas including on vegetated pond excavation spoil mounds (e.g. Asparagus and Passionfruit species). Any weed control within ponds by volunteers is proposed to be conducted in line with a Work Health and Safety (WHS) Plan to be prepared due to potential hazards of working in inundated areas.

A list of exotic plant species recorded on site, indications of relative cover abundance, weed status and control priorities are outlined in Appendix 2. North Coast Regional Strategic Weed Management Plan 2017-2022 (North Coast Local Land Services, 2017) identifies regional priority weeds of risk and outlines recommended responses to achieve desirable weed management outcomes in line with NSW Biosecurity Act 2015 following repeal of the Noxious Weeds Act 1993. Supporting detailed information regarding specific weeds is provided on the NSW Department of Primary Industries WeedWise website. Where

relevant, priority weeds and associated responses are noted in Appendix 2 in line with North Coast Local Land Services (2017).

2.2 Fauna

The wetland site was established as a wildlife refuge and supports a range of fauna. Shallow ponds with dense stands of Broad-leaved Cumbungi and land islands provide potential fauna foraging, roosting, nesting and sheltering habitats. Bird species records from the wetland by Brunswick Valley Birdwatchers between 2011 and 2017 are listed in Appendix 3. Continued interest in birdlife use and occupation are expected to see bird records updated by Brunswick Valley Birdwatchers (J. Lyons, Pers. Comm. 16/11/20).

The site supports a diversity of micro-invertebrates and macro-invertebrates within ponds and in vegetation verging ponds. The Eastern Snake-necked Turtle occupy pond environments and a range of snakes have been observed at the wetlands.

A number of threatened fauna species have been recorded at the site and in surrounding areas as per Bionet Atlas of NSW Wildlife threatened species records (Appendix 4). Threatened bird species include Black-necked Stork, Comb-crested Jacana, Freckled Duck, Blue-billed Duck and Magpie Goose. Threatened mammal species include the Koala and the Grey-headed Flying-fox.

Koala plantings to provide food resources for koalas was integral to redevelopment of the wetlands in 1988 as part of the bicentennial project. No koala scats were observed near the bases of preferred koala food tree species during October 2020 site inspections, although recent community sightings of koalas at the wetlands have been reported.

Threatened Grey-headed Flying-fox recorded in the locality roost in Richmond River riverine vegetation 2km to the south of the wetland. The species is considered likely to feed on flowering eucalypts and Broad-leaved Paperbark within the wetland, at least from time to time.

A single hollow-bearing dead tree with no obvious signs of fauna occupation was observed in the northeast portion of the site adjoining the East Pond. Fauna species that use and occupy the site and their habitat management would be informed by fauna surveys which may include formal scat searches (e.g. Koala), nocturnal spotlighting mammal surveys, diurnal tadpole and fish (including Mosquito Fish) surveys within ponds and nocturnal amphibian surveys in association with summer rainfall. Fauna surveys may follow or be guided by Survey Techniques for Citizen Scientists (Cleary et al, 2015).



Figure 7 – Existing Jabiru Geneebeinga Wetlands and Natural Wetland Area.

*Draft Management Plan
Jabiru Geneebeinga Wetlands*

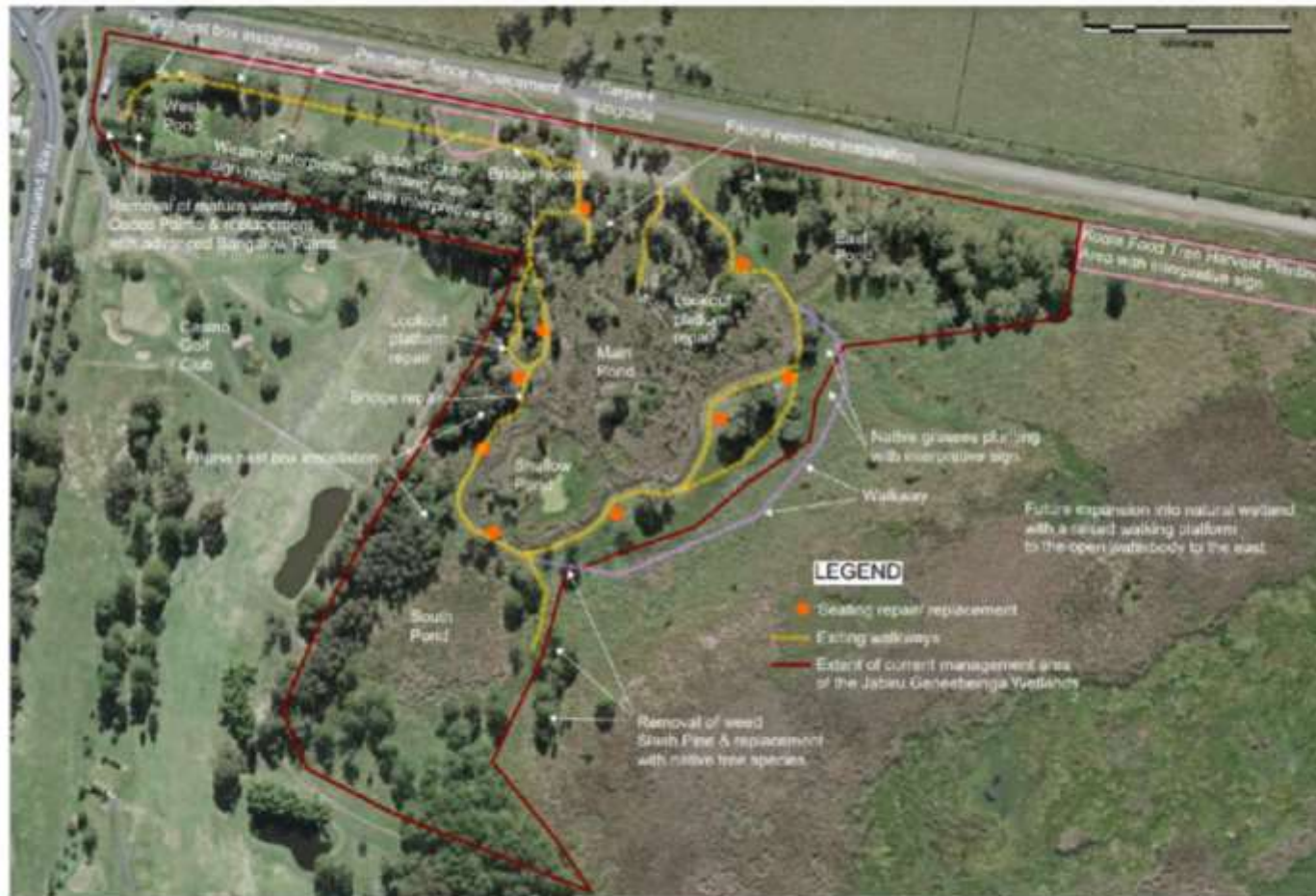


Figure 8. Proposed current and future works subject to funding availability and prioritisation

Draft Management Plan
Jabiru Geneebeinga Wetlands

3 MANAGEMENT ISSUES AND ACTIVITIES

3.1 High nutrient and pollution loads in stormwater

The wetland is fed by stormwater runoff from urban areas, the adjoining golf course and land managed by the Northern Co-operative Meat Company. The stormwater inflow locations to the wetland site are shown in Figure 6. High nutrient loads cause algal blooms and eutrophication resulting in oxygen depletion of water in ponds after the bacterial degradation of algae in ponds. An algal bloom was evident in mid October 2020 in the West Pond which receives stormwater runoff from the urban area to the west.

Water quality monitoring was undertaken at the site between 2017 and 2020. Jesser (2018) found elevated levels of nitrogen, phosphorus and faecal coliforms in ponds. Lovell (2019) advocates for any upgrades to include pollutant traps and other Water Sensitive Urban Design measures for stormwater management.

Council budget funding and external funding will continue to be sought for Water Sensitive Urban Design (WSUD) measures and pollutant traps as part of upgrades of stormwater infrastructure flowing to the site.

3.2 Pond siltation and shallowing

Stormwater flowing to Jabiru Geneebeinga Wetlands from urban areas, the golf course and land managed by the Northern Co-operative Meat Company contributes to pond sediment loads. Concern has been raised that pond shallowing has reduced habitat values for the Jabiru (Black-necked Stork) and Black Swan. The extent of siltation and shallowing in ponds and potential ecological impacts of pond excavation are however unclear.

Funds have been sourced from a successful funding application to control weeds, mechanically excavate ponds and replant native species. Environmental impact mitigation measures were prepared by Arbor Ecological (2020) to assist with proposed mechanical excavation of sediments and weeds within ponds as part of a successful funding application. However, the proposed mechanical excavation works were not approved by Council due to the ecological sensitivity of pond environments and potential ecological impacts.

Chapman (1995, pers. comm.) noted a substantial decline in bird species and their habitats associated with mechanical dredging of sediments, weeds and reeds in 1995.

A precautionary approach is proposed future sediment excavation with any benefits weighed up against the loss of native fauna habitats. This issue has been identified as a priority research matter requiring further information.

3.3 Maintenance and improvement of biodiversity values

Construction of ponds and plantings has created conditions suitable for a diverse range of flora and fauna, particularly birdlife. Preliminary lists of native and exotic flora and fauna species are included in Appendices 1, 2 and 3. It is anticipated that these lists will be added to over time, particularly as there is currently a lack of comprehensive information on fauna habitat use and occupation which can be expected to vary over time in line with changing conditions at the wetland.

The following activities are proposed to address maintenance and improvement of biodiversity values:

- Conduct fauna surveys which may include formal koala scat searches, nocturnal spotlighting mammal surveys, diurnal tadpole and fish (including Mosquito Fish) surveys within ponds and nocturnal amphibian surveys in association with summer rainfall. Fauna surveys may follow or be guided by Survey Techniques for Citizen Scientists (Cleary et al, 2015)
- Source, install and monitor suitable fauna nest boxes in prominent strategic locations targeting locally-occurring hollow-dependant bird species (including ducks) and arboreal mammals such as possums and gliders, refer to Figure 8
- Continued control of priority weeds (see below)
- Volunteers will gain approval from Council's Coordinator-Open Spaces in regard to any tree removal
- Liaise with traditional owners of the land, i.e. Galibal People within the Bundjalung Nation, to develop a bush tucker planting area
- Continue to conduct endemic native plantings and infill plantings in strategic locations
- Expand koala habitat plantings at the wetland and establish a koala food tree harvest planting area in association with Friends of the Koala (FoK) in open areas adjoining the north eastern site boundary, refer to Figure 8
-

3.4 Exotic weed infestations

Numerous weeds persist at Jabiru Geneebeinga Wetlands in varying levels of abundance and cover, refer to Appendix 2. Some weed species are considered to be naturalised since their control is not practical with available resources, particularly pond weeds. Weed control continues to be undertaken volunteers at the site. Control priorities are identified in Appendix 2.

A funding application to the NSW Government was submitted in mid October 2020 for control of Chinese Tallow, Coral Tree, Climbing Asparagus, and Groundsel Bush at Jabiru Geneebeinga

Wetlands and adjoining land. Due to safety hazards, professional weed control is proposed of weeds such as Chinese Tallow, Groundsel Bush and Lantana in relatively inaccessible areas within ponded areas.

A noxious Alligator Weed infestation located to the northeast of the Main Pond is monitored and periodically controlled by Rous County Council, the regional weed biosecurity authority, particularly during Summer and Autumn active growth periods.

The following activities are proposed to address exotic weed infestations:

- Source chemical-use training for volunteers applying herbicides for best practice weed control
- Contract a professional bush regenerator to work with volunteers in best practice weed control methods
- Continue to liaise with Rous County Council over the Alligator Weed infestation and its control in the Main Pond
- Continued control of priority weeds

3.5 Increasing abundance of Broad-leaved Paperbark

The locally-occurring wetland species Broad-leaved Paperbark (*Melaleuca quinquenervia*) is opportunistically encroaching into shallow inundated areas of the Main Pond and potentially reducing plant diversity by displacing reeds and rushes. Concern has been raised that Broad-leaved Paperbark transpire large amounts of water from the ponds and trap sediment causing the ponds to become dryer and shallower than they would otherwise be.

Broad-leaved Paperbark supply a rich source of nectar and pollen, particularly for native birds, bees, butterflies and mammals including the locally-occurring threatened Grey-headed Flying-fox. The food source is especially valuable over the winter period when nectar and pollen food resources may be scarce. Broad-leaved Paperbark is also recognised as a koala food tree species.

The following activities are proposed to address the increasing abundance of Broad-leaved Paperbark:

- Identify and map locations in the Main Pond where Broad-leaved Paperbark are excessively reproducing and dominating plant cover
- Prepare and communicate a method guideline for staged removal of only young sapling Broad-leaved Paperbark, i.e. not semi-mature and mature trees
- Remove young sapling Broad-leaved Paperbark in line with the guideline and photo monitor (before and after photos) any obvious changes in vegetation cover. Works are planned to follow removal of Chinese Tallow, Groundsel Bush and Lantana in the Main Pond

There is currently a lack of comprehensive information on fauna habitat use and occupation of Jabiru Geneebeinga Wetlands. A precautionary approach is proposed, and any benefits of mature Broad-leaved Paperbark removal need to be weighed up against the loss of native fauna habitats. This issue has been identified as a priority research matter requiring further information.

3.6 Loss of bird habitat from grass removal

Native and exotic grasses provide food and shelter resources for birds such as finches (e.g., Plum-headed Finch, Red-browed Finch, Chestnut-breasted Mannikin and Double-barred Finch) rails and crakes (e.g. Buff-banded Rail, Lewin's Rail and Spotless Crake), and herons and bitterns (e.g. Little Bittern and White-faced Heron).

A best practice guideline for mechanical and chemical grass control (i.e. grassland mowing, brush-cutting/ whipper-snipping and herbicide spraying) has been prepared (refer to Appendix 5) for Council maintenance staff and volunteers working at the wetland to promote bird habitat by retaining native and exotic grasses adjacent to ponds. Allowing for a 500mm (50Cm) grass buffer around the ponds will act as a barrier to cane toads gaining entry to the ponds.

3.7 Infrastructure maintenance and improvements

Much of the infrastructure at the wetland requires maintenance, repair or replacement to improve visitor experiences. This includes timber bird-viewing platforms, bird-hides, seating, shelters/ picnic areas and bridges. Figure 5 and Lovel (2019) show the locations of wetland infrastructure from the 1988 Richmond Park redevelopment bicentennial project.

Development of new infrastructure at Jabiru Geneebeinga Wetlands is limited by available funding and provisions of the *Aboriginal Land Rights Act 1983* following a registered Aboriginal Land Claim over land which includes Jabiru Geneebeinga Wetlands.

Activities proposed to address infrastructure maintenance and improvements are as follows:

- Prioritise and cost maintenance and repairs to existing infrastructure
- Council maintenance budget reviewed, and priority infrastructure items included for funding
- Continued maintenance, repairs and replacement to existing infrastructure, refer to Figure 8
- External funding opportunities identified, and funding applications prepared and submitted for priority infrastructure improvements
- Develop a proposal with costings for interpretive signage of site values and natural features including sign installation

- Review visitor safety around ponds including signage

Richmond Valley Council continues to conduct routine maintenance at Jabiru Geneebeinga Wetlands by way of grass mowing, removal of rubbish and debris, carpark maintenance and servicing of toilets.

3.8 Vandalism and rubbish dumping

Vandalism and illegal fires have degraded timber structures and other infrastructure assets. Rubbish dumping continues to be a maintenance issue for Council and the dumping of garden waste contributes to the introduction and spread of garden escapee exotic weeds.

Effective signage and community education initiatives has potential to greatly reduce vandalism and rubbish dumping. It is proposed that signage and community education opportunities and initiatives be reviewed by Council to reduce vandalism and rubbish dumping.

3.9 Limited funding availability

Available funds are limited for site maintenance and improvements such as infrastructure repairs and weed control within ponds and for bulky weeds such as mature Cocos Palms. Partnered and supported funding applications between stakeholders has potential to substantially progress plan objectives and priority activities in these regards.

3.10 Impacts of Climate Change

Increasingly extreme weather events are expected to bring more severe temperatures, droughts and floods in the future in association with climate change. Vegetation communities and fauna habitats are likely to be altered as a consequence.

Vegetation communities throughout the region have recently experienced two years of below average rainfall which have impacted pond water levels and habitat conditions at the wetland. While managers need to be mindful of climate change impacts, planning for climate change is beyond the scope of this plan.

3.11 Volunteers working in the Wetlands (WHS)

Council will induct suitable individuals and groups working in the wetlands. It will be the responsibility of the group coordinators/leaders to ensure all volunteers have been inducted prior to commencing work within the wetland area.

Risk assessments are to be conducted by group coordinators/leaders being responsible to communicate WHS requirements and risks to volunteers working in the wetland on any given day.

Group coordinators/leaders are to ensure volunteers have the appropriate chemical use training prior to the use and the handling of any chemicals.

Appropriate personal protection equipment (PPE) shall be worn by all volunteers. It is the responsibility of the group coordinators/leaders to supervise PPE in accordance with Councils WHS policies and procedures.

4 MANAGEMENT ACTIVITIES IMPLEMENTATION

Table 1 outlines management activities along with priorities and indications of timeframes and performance criteria. Richmond Valley Council is primarily responsible for implementation of management activities in partnership with stakeholders. Implementation of several activities is subject to funding availability as indicated.

Table 1. Implementation of management activities

Objective/s	Management Activity	Priority & Timeframe	Performance Criteria
To promote community visitation and use	Review visitor safety around ponds including signage	High	Visitor safety around ponds reviewed and safety measures implemented
To maintain and improve infrastructure for the benefit of site users	Council maintenance budget reviewed and priority infrastructure items included for funding	High Annually	Priority infrastructure maintenance funds secured within Council's budget
	Continued maintenance and repairs to existing infrastructure, refer to Figure 8	High Ongoing	Existing infrastructure maintained and repaired in line with priorities, Council's budget and funding availability
	External funding opportunities identified and funding applications prepared and submitted for priority infrastructure improvements	High Ongoing	Funding applications prepared and submitted for priority infrastructure improvements External funds sourced and priority projects implemented
	Develop a proposal with costings for interpretive signage of site values and natural features including sign installation	Medium 18 months (proposal) 2 years (installation)	Proposal prepared Interpretive signage installed subject to funding availability
	Prioritise and cost maintenance and repairs to existing infrastructure	Medium 6 months	Priority infrastructure maintenance and repairs identified and costed
	Review signage and community education initiatives and opportunities to reduce vandalism and rubbish dumping	Medium Ongoing	Problematic vandalism and rubbish dumping reduced

Objective/s	Management Activity	Priority & Timeframe	Performance Criteria
To maintain and improve biodiversity values	Develop and communicate a Work Health and Safety (WHS) Plan for volunteers working at the wetlands	High 6 months	Work Health and Safety (WHS) Plan developed and communicated for volunteers working at the wetlands
	Volunteers to liaise with Council's Coordinator-Open Spaces in regard to any tree removal at the wetlands	Medium Ongoing	Tree removal at the wetlands only to occur in liaison with Council's Coordinator-Open Spaces
	Conduct fauna surveys which may include formal koala scat searches, nocturnal spotlighting mammal surveys, diurnal tadpole and fish (including Mosquito Fish) surveys within ponds and nocturnal amphibian surveys in association with summer rainfall	Medium 1 year	Fauna surveys conducted to inform management activities
	Remove young sapling Broad-leaved Paperbark in line with the guideline and photo monitor (before and after photos) impacts following removal of Chinese Tallow, Groundsel Bush and Lantana in the Main Pond	Medium 2 years Ongoing	Sapling Broad-leaved Paperbark removed in line with the guideline and photo monitoring conducted

Objective/s	Management Activity	Priority & Timeframe	Performance Criteria
	Identify and map locations in the Main Pond where Broad-leaved Paperbark are excessively reproducing and dominating plant cover	Medium 1 year	Problematic Broad-leaved Paperbark areas identified and mapped
	Prepare and communicate a method guideline for staged removal of only young sapling Broad-leaved Paperbark, i.e. not semi-mature and mature trees	Medium 1 year	Method guideline prepared and communicated for staged removal of encroaching sapling Broad-leaved Paperbark
	Continue to conduct endemic native plantings and infill plantings in strategic locations	Medium 2 years Ongoing	Endemic native plantings and infill plantings established in line with Planting Methods Guideline below
	Source, install and monitor suitable fauna nest boxes in prominent strategic locations targeting locally-occurring hollow-dependant bird species (including ducks) and arboreal mammals such as possums and gliders	Low 2 years	Suitable fauna nest boxes installed in prominent strategic locations at Jabiru Geneebeinga Wetlands subject to funding availability
To control exotic weeds which displace native plant species	Source chemical-use training for volunteers applying herbicides for best practice weed control	High 6 months	Volunteer workers applying herbicides appropriately trained in safe chemical use subject to funding availability

Objective/s	Management Activity	Priority & Timeframe	Performance Criteria
To maintain and improve biodiversity values	Contract a professional bush regenerator/s to work with volunteers in best practice weed control methods	Medium 1 year	Professional bush regenerator/s to work with volunteers in best practice weed control methods subject to funding availability
	Continue to liaise with Rous County Council over the Alligator Weed infestation and its control in the Main Pond	Medium Ongoing	Alligator Weed continues to be controlled and infestation is reduced or eliminated
	Continued control of priority weeds in the wetland	Medium Ongoing	Problematic weeds continue to be controlled and infestations reduced in line with control priorities
To establish plantings of locally-occurring native species	Liaise with traditional owners of the land, i.e. Galibal People within the Bundjalung Nation, to develop a bush tucker planting area	Low 2 to 3 years	Bush tucker planting area established in suitable location subject to funding availability
	Establish a Koala Food Tree Harvest planting area in association with Friends of the Koala (FoK) in open area adjoining the northern site boundary, refer to Figure 8	Low 2 to 3 years	Koala Food Tree Harvest planting area established in open area adjoining the northern site boundary
	Continue to conduct endemic native plantings and infill plantings in strategic locations	Medium 2 years Ongoing	Endemic native plantings and infill plantings established in line with Planting Methods Guideline below
To promote educational use and research for improved understanding of wetland processes and functions	Develop priority research projects in partnership with Southern Cross University and SCU students	Medium Ongoing	Research partnership projects with educational facilities such as Southern Cross University

Objective/s	Management Activity	Priority & Timeframe	Performance Criteria
	Develop a proposal with costings for interpretive signage of site values including installation	Medium 18 months (proposal) 2 years (installation)	Proposal prepared Interpretive signage installed
To promote management partnerships and source funds to implement priority activities	External funding opportunities to implement priority activities identified and funding applications prepared	High Ongoing	Funding applications prepared and submitted for priority activities. External funds sourced and priority projects implemented
	Expression of interest advertised for local environmental groups and community groups to be involved in the future care of the wetland	Medium 1 year	Volunteers working at the site remain informed of relevant Natural Resource Management issues and practices
	Annually review implementation of management activities and new and changing priorities	Medium Annually Ongoing	Activity implementation and outcomes highlighted and new and changing priorities identified

4.1 Environmental Weed Control

- Weed control is to continue in line with best practice methods detailed in CRC for Australian Weed Management (2005), BSRLG (2019) and DPI (2018), and undertaken by or under the supervision of appropriately trained and experienced personnel
- Only glyphosate that is registered for aquatic situations is to be used for weed control,
- Any use of herbicides within and directly adjoining ponds should be supervised by persons trained in safe chemical use and herbicides used should be formulated for use around waterways, e.g. Roundup® Bioactive™ or Weedmaster® Duo™ which contain surfactant of low toxicity for aquatic fauna such as fish, tadpoles and daphnids.
- Volunteer workers conducting weed control are encouraged to undertake chemical use training as a minimum
- Volunteer workers are encouraged to work with professional bush regenerator/s in line with Work Health and Safety measures where funds have been secured to contract professional bush regenerator/s to undertake weed control works, e.g. within ponds

4.2 Planting Methods Guideline

Planting methods of native species endemic to the local area are to follow Best Management Practices as recommended in relevant parts of Section 5 Rainforest Restoration Planting in BSRLG (2019). The following planting management guidelines are proposed:

Site preparation including spot-spraying around planting holes with glyphosate herbicide. Use of tree guards should be considered for protection against any problematic browsing fauna

Sourcing planting stock. Tubestock is to be sourced where practical from nurseries in the Casino district (or adjoining areas) growing local provenance nursery stock. High quality tubestock should be used between 50mm diameter x 125mm deep and 100mm diameter x 140mm deep, depending on local nursery availability

Planting, water crystals and fertiliser. Planting holes should be approximately twice as large as the pot. Plants should be placed approximately 1cm below the natural soil surface and back-filled leaving a rim of soil formed around the plant to allow water to be retained. Saturated water crystals and slow release fertiliser with a NPK ratio in the order of 1:1:1 are recommended to be added to planting holes at the recommended rate to promote early root growth. Fertiliser should not be added to species sensitive to fertiliser, e.g. Proteaceae and wattle species.

Watering & mulching – Water should be applied liberally following planting and during dry periods until the plant becomes established and is actively growing. Baled straw, tea-tree mulch or weathered forest/ chipper mulch which is free of weed and grass seed is recommended be used around all plantings at a thickness of up to 150mm and kept free from the planting stem

Maintenance, Monitoring and Evaluation, and Adaptive Management. Supplementary watering; weed and grass control; and follow-up mulching and fertilising is recommended as required to support healthy plant growth and development. Regular inspections are recommended for any animal grazing of plantings or diseased and dead plantings which should be replaced as required.

5 MANAGEMENT PLAN REVIEW AND UPDATE

This management plan is intended to be periodically reviewed and updated as required so that it continues to remain current and meet management needs. Reviews and updates may be triggered by new information coming to hand and changing management issues and priority activities. An annual review is proposed of activities achieved and any new and changed plans for activities and priorities. This will inform requirements for management plan updates.

6 FUTURE PLANS FOR JABIRU GENEEBEINGA WETLAND

A full design of the future plans for the Jabiru Geneebeinga Wetland is proposed to be captured within a site masterplan in consultation with the community and relevant stakeholders. Future plans for the Jabiru Geneebeinga wetland management area shown in Figure 7 and 8 which include proposals such as but not limited to:-

- Jabiru Geneebeinga Wetland to incorporate the management responsibility of the natural wetland currently adjacent to the existing area.
- Koala food tree harvest area
- Fence replacement along Queensland Rd
- Bush tucker planting areas
- Interpretive signage
- A new walkway with native grass plantings
- Viewing platform
- Installation or repair of new seating, platforms and hides
- Nest box installation
- Removal of exotic vegetation i.e. coccus palms and pines trees
- Car park upgrade
- Repair of Jabiru Geneebeinga wetland sign

These future plans and activities will be reliant on sufficient funding being available via grant successful applications. In regards to Richmond Park Wildlife Refuge, future plans for this area will need further consideration but it represents an opportunity to expand environmental works to the benefit of flora and fauna species in the area. The generation of a master plan for the refuge would be part of these considerations to allow for funding and expansions to be applied for.

7 REFERENCES

- Arbor Ecological, 2020, *Environmental Impact Mitigation Measures for Pond Excavations*, Jabiru Geneebeinga Wetlands, Casino
- Bureau of Meteorology (BoM), 2020, *Climate statistics for Australian locations*, accessed 05/11/20, www.bom.gov.au/
- Big Scrub Rainforest Landcare Group (BSRLG) 2019, *Subtropical Rainforest Restoration – A practical manual and data source for Landcare groups, land managers and rainforest regenerators*, 3rd Ed., Big Scrub Rainforest Landcare Group, Mullumbimby NSW.
- Chapman R. 1995, *Draft management plan for Jabiru Geneebeinga Wetlands Casino Northern New South Wales*. Undergraduate Integrated Project report, unpublished; School of Environment, Science and Engineering; Southern Cross University, Lismore.
- Cleary G, Ortac G, Proft K, Law M, 2015, *Survey Techniques for Citizen Scientists*, National Parks Association of NSW (NPA), NPA Publications Pty Ltd, NSW.
- Cooperative Research Centre (CRC) for Australian Weed Management, 2005, *Herbicides: guidelines for use in and around water*, Ref: 01/2005/gl
- CSIRO, 2016, *The Australian Soil Classification*, 2nd Ed., CSIRO Publishing, Victoria.
- Western Australian Department of Environment and Conservation, 2008, *Guidelines checklist for preparing a wetland management plan*, Western Australian Department of Environment and Conservation, Perth.
- Jabiru Geneebeinga Wetlands Group and Southern Cross Geoscience, 2020, *Draft Plan of Management for the Maintenance and Rehabilitation Works: Jabiru Geneebeinga Wetlands Casino North Eastern NSW*, unpublished, September 2020
- Jesser E. 2018, *A baseline study on the aquatic health of Jabiru Geneebeinga Wetlands and management recommendations*. Undergraduate Integrated Project report, unpublished; School of Environment, Science and Engineering; Southern Cross University, Lismore.
- Lovell S. 2019, *Jabiru Geneebeinga Wetlands: Optimising a degraded constructed wetland for public utility*. Undergraduate Integrated Project report, unpublished; School of Environment, Science and Engineering; Southern Cross University, Lismore.
- NSW Department of Environment, Climate Change and Water (DECCW), 2010, *NSW Wetlands Policy*, March 2010, DECCW Sydney NSW.

NSW Department of Planning, Industry and Environment (DPIE), 2019, *Freshwater Wetlands on Coastal Floodplains of the NSW North Coast, Sydney Basin and South East Corner bioregions – endangered ecological community listing*, NSW Scientific Committee - final determination, page last updated 27/05/19, accessed 20/10/20, www.environment.nsw.gov.au/

NSW Department of Planning, Industry and Environment (DPIE), 2019b, *Swamp Sclerophyll Forest on Coastal Floodplains of the NSW North Coast, Sydney Basin and South East Corner bioregions – endangered ecological community listing*, NSW Scientific Committee - final determination, page last updated 27/05/19, accessed 20/10/20, www.environment.nsw.gov.au/

NSW Department of Primary Industries (DPI) 2018, *NSW Weed Control Handbook, A guide to weed control in non-crop, aquatic and bushland situations*, 7th Ed., Department of Primary Industries.

APPENDIX 1. NATURALLY OCCURRING NATIVE PLANT SPECIES

Scientific Name	Common Name	Cover Abundance ¹	Observations & Comments
Native Trees, Shrubs & Palms			
<i>Allocasuarina littoralis</i>	Black She-oak	2	
<i>Alphitonia excelsa</i>	Red Ash	3	
<i>Callistemon viminalis</i>	Weeping Bottlebrush	2	Planted and naturally occurring
<i>Casuarina glauca</i>	Swamp Oak	2	
<i>Breynia oblongifolia</i>	Coffee Bush	1	
<i>Centella asiatica</i>	Indian Pennywort	2	
<i>Cupaniopsis anacardioides</i>	Tuckeroo	4	
<i>Eucalyptus microcorys</i>	Tallowwood	1	Preferred koala food tree species; no koala scats detected near base
<i>Eucalyptus robusta</i>	Swamp Mahogany	3	Preferred koala food tree species; no koala scats detected near base
<i>Eucalyptus siderophloia</i>	Grey Ironbark	3	Preferred koala food tree species; no koala scats detected near base
<i>Eucalyptus tereticornis</i>	Forest Red Gum	3	Preferred koala food tree species; no koala scats detected near base
<i>Ficus watkinsiana</i>	Watkin's Fig	1	Juvenile trees near north-eastern carpark; may have been planted
<i>Hymenosporum flavum</i>	Native Frangipani	1	Trees near north-eastern carpark; may have been planted
<i>Jagera pseudorhus</i>	Foambark Tree	1	
<i>Macaranga tanarius</i>	Macaranga	1	
<i>Melaleuca linariifolia</i>	Snow-in-Summer, Narrow-leaved Paperbark	1	
<i>Melaleuca quinquenervia</i>	Broad-leaved Paperbark	5	Increasing abundance within and bordering constructed ponds

Scientific Name	Common Name	Cover Abundance ¹	Observations & Comments
<i>Melaleuca styphelioides</i>	Prickly-leaved Paperbark	1	
<i>Melia azedarach</i>	White Cedar	1	Northeast portion
Native Forbs, Sedges, Rushes, Grasses, Ferns, Vines, Mistletoes & Aquatic Plants			
<i>Alternanthera denticulata</i>	Lesser Joyweed	1	
<i>Amyema congener</i>	Variable Mistletoe	2	
<i>Amyema sp.</i>	A Mistletoe	2	
<i>Alternanthera denticulata</i>	Lesser Joyweed	2	
<i>Azolla pinnata</i>	Red Azolla	5	
<i>Baumea articulata</i>	Jointed Twig-rush	3	Mostly in northeast portion
<i>Bothriochloa decipiens</i>	Pitted Bluegrass	3	
<i>Calochlaena dubia</i>	Common Ground-Fern, Soft Bracken	1	
<i>Carex fascicularis</i>	Tassel Sedge	3	
<i>Cassytha glabella</i>	Slender Devil's Twine	2	Mostly in southeast portion
<i>Centella asiatica</i>	Indian Pennywort	4	
<i>Chloris truncata</i>	Windmill Grass	1	
<i>Commelina cyanea</i>	Blue Commelina/ Native Wandering Jew	3	
<i>Cyperus difformis</i>	Dirty Dora	1	
<i>Cyperus exaltatus</i>	Giant Sedge	2	
<i>Cyperus polystachyos</i>	Bunchy Sedge	1	
<i>Einadia hastata</i>	Berry Saltbush	3	
<i>Eleocharis acuta</i>	Common Spikerush	2	
<i>Eriochloa procera</i>	Spring Grass	2	
<i>Juncus mollis</i>	A Rush	1	In ponds
<i>Juncus usitatus</i>	Common Rush	2	In ponds and drainage lines
<i>Lachnagrostis filiformis</i>	Blowngrass	2	
<i>Lobelia purpurascens</i>	Whiteroot	1	
<i>Ludwigia octovalvis</i>	Willow Primrose	2	
<i>Ludwigia peploides subsp. montevidensis</i>	Water Primrose	4	In ponds and drainage lines
<i>Microlaena stipoides</i>	Weeping Grass	2	
<i>Nymphoides indica</i>	Water Snowflake	2	In ponds
<i>Panicum decompositum</i>	Native Millet	2	
<i>Parsonsia straminea</i>	Common Silkpod	3	
<i>Persicaria attenuata</i>	Hairy Knotweed	3	In ponds and drainage lines
<i>Persicaria decipiens</i>	Slender Knotweed	3	In ponds

Scientific Name	Common Name	Cover Abundance ¹	Observations & Comments
<i>Platycerium bifurcatum</i>	Elkhorn Fern	1	Epiphytic on Black She-Oak
<i>Ricciocarpus natans</i>	Liverwort	2	
<i>Rumex brownii</i>	Swamp Dock	2	
<i>Typha orientalis</i>	Broad-leaved Cumbungi	5	In ponds

Table Key

¹ **Cover abundance** assessment is indicative only and based on a modified version of the Braun-Blanquet scale (Poore 1955) using a five-point scale to express the relative abundance and/ or cover of plants for comparative purposes where 1 = < 3% (i.e. one or two individuals, very rare or very low cover); 2 = 4% to 15%; 3 = 16% to 30%; 4 = 31% to 45%; 5 = > 45% (i.e. common, abundant or high cover).

APPENDIX 2. EXOTIC PLANT SPECIES

Scientific Name	Common Name	Cover Abundance ¹	Control Priority ²	Observations & Comments
Exotic Trees, Shrubs & Palms				
^c <i>Baccharis halimifolia</i>	Groundsel Bush	2	High	Mostly in pond identified as <i>Shallow Pond</i>
^c <i>Cestrum parqui</i>	Green Cestrum	1	High	Eastern portion/ edge
^{NQ} <i>Corymbia torelliana</i>	Cadaghi	1	Low	Planted shade tree in the northwest corner near mini rail station; does not appear to be spreading; consider long-term replacement with native endemic ornamental shade species
^{AP} <i>Duranta erecta</i>	Duranta	1	Medium	Several mature planted shrubs in the northwest corner near mini rail station; spreading; consider replacement with native endemic ornamental species
<i>Jacaranda mimosifolia</i>	Jacaranda	1	Low	Single planted tree near toilets; does not appear to be spreading; consider long-term replacement with native endemic ornamental species
^{APS W} <i>Lantana camara</i>	Lantana	2	High	
<i>Morus alba</i>	White Mulberry	1	Low	
^{AP} <i>Murraya paniculata</i>	Murraya/ Mock Orange	2	High	Northwest corner near mini rail station; spreading

Scientific Name	Common Name	Cover Abundance ¹	Control Priority ²	Observations & Comments
<i>AP Ochna serrulata</i>	Ochna/ Mickey Mouse Plant	1	Medium	
<i>AP Pinus elliotii</i>	Slash Pine	2	Medium	Trees to be removed in south-eastern portion; large infestation in the natural wetland to the southeast
<i>Senna pendula</i>	Cassia	2	Medium	
<i>Solanum mauritanum</i>	Wild Tobacco Bush	1	Low	
<i>AP Syagrus romanzoffiana</i>	Cocos Palm	2	Low	Several mature planted palms in the northwest corner near mini rail station; spreading; consider replacement with native endemic ornamental species
<i>C Triadica sebifera</i>	Chinese Tallow Tree	2	High	Eastern portion; large infestation in wetland to the east
Exotic Forbs, Sedges, Grasses, Vines & Aquatic Plants				
<i>Ageratum houstonianum</i>	Blue Billygoat Weed	1	Medium	Mostly in northwest portion
<i>CS Alternanthera philoxeroides</i>	Alligator Weed	1	High	Isolated infestation in northeast of pond identified as <i>Main Pond</i> ; FNCW to continue monitoring and treating this infestation
<i>Ambrosia artemisiifolia</i>	Annual Ragweed	4	Low	Annual
<i>APS Anredera cordifolia</i>	Madeira Vine	1	High	Isolated infestation northwest of South Pond
<i>Apium leptophyllum</i>	Wild Celery	3	N	
<i>AP Asparagus aethiopicus</i>	Ground Asparagus	1	Medium	Mostly in northwest portion
<i>AP Asparagus africanus</i>	Climbing Asparagus	3	High	Mostly in northwest portion
<i>Bidens pilosa</i>	Cobbler's Pegs, Farmer's Friend	4	Low	Annual
<i>Canna indica</i>	Canna Lily	1	Medium	Northwest corner in urban stormwater inlet; spreading locally
<i>Cirsium vulgare</i>	Spear Thistle	2	Low	Annual; mainly in northwest portion
<i>Chloris gayana</i>	Rhodes Grass	4	N	Naturalised; not practical to control; soil stabilising

Scientific Name	Common Name	Cover Abundance ¹	Control Priority ²	Observations & Comments
<i>Conyza bonariensis</i>	Flaxleaf Fleabane	3	Low	Annual
<i>Crassocephalum crepidioides</i>	Thickhead	2	Low	Annual
<i>Cyperus brevifolius</i>	Mullumbimby Couch	1	Low	
<i>Cyperus eragrostis</i>	Umbrella Sedge	1	Low	
<i>Euphorbia sp.</i>	A Spurge	2	Low	
^c <i>Hygrophila costata</i>	Glush Weed	5	N	Naturalised; not currently practical to control with available resources
<i>Hyparrhenia hirta</i>	Coolatai Grass	2	N	
<i>Hypochaeris radicata</i>	Cat's Ear/ Flatweed	2	N	
^c <i>Ipomoea alba</i>	White Morning Glory/ Moonflower	1	High	Northeast; isolated
<i>Lepidium sp.</i>	A Peppergrass	2	N	Naturalised; growing within grass clumps
^{AP} <i>Myriophyllum aquaticum</i>	Parrots Feather	2	N	Infestations in northeast of Main Pond and South Pond. Not currently practical to control with available resources
<i>Paspalum urvillei</i>	Vasey Grass	2	Low	
^{AP} <i>Passiflora suberosa</i>	Corky Passionflower	2	Medium	
^{AP} <i>Passiflora subpeltata</i>	White Passionflower	1	Medium	
<i>Setaria pumila</i>	Pale Pigeon Grass	1	N	Naturalised; soil stabilising
<i>Setaria sphacelata</i>	South African Pigeon Grass	2	N	Naturalised; soil stabilising
<i>Sida rhombifolia</i>	Paddy's Lucerne	2	Low	
<i>Solanum nigrum</i>	Black-berry Nightshade	1	Medium	
^{AP} <i>Solanum seaforthianum</i>	Climbing Nightshade	2	Medium	
<i>Tradescantia zebrina</i>	Purple Wandering Jew	3	Medium	
<i>Trifolium repens</i>	White Clover	3	N	Naturalised; growing within grass clumps
<i>Verbena bonariensis</i>	Purpletop	2	Low	

Table Key

¹ **Cover abundance** assessment is indicative only and based on a modified version of the Braun-Blanquet scale (Poore 1955) using a five-point scale to express the relative abundance and/ or cover of plants for comparative purposes where 1 = < 3% (i.e. one or two individuals, very rare or very low cover); 2 = 4% to 15%; 3 = 16% to 30%; 4 = 31% to 45%; 5 = > 45% (i.e. common, abundant or high cover).

² **Control Priority** (High, Medium and Low) based on factors such as invasiveness, toxicity and control practicability.

N refers to naturalised on the site and not currently desirable to control or practical to control with available resources.

NQ Weed species endemic to North Queensland.

W Weeds of National Significance (WoNS) are the most problematic plant species in Australia as determined by the federal government.

AP Asset Protection Weed Management Category: These species are a high priority for asset protection. Many are actively managed under a number of current programs, or are commercial species with a manageable biosecurity risk. It is not feasible to contain or eradicate these species, however minimising their impacts is reasonably practical (North Coast Local Land Services, 2017).

APS Asset Protection – State Weed Management Category: State level determined priority weeds. A person must not move, import into the State or sell. Regional Strategic Response where required (North Coast Local Land Services, 2017).

C Contain Weed Management Category: These weeds are widely distributed in parts of the region. While broad scale elimination is not practical, minimisation of the biosecurity risk posed by these weeds is reasonably practical. The plant or parts of the plant are not traded, carried, grown or released into the environment. Land managers reduce impacts from the plant on priority assets (North Coast Local Land Services, 2017).

CS Contain– State Weed Management Category: State level determined priority weeds. These weeds are widely distributed in some parts of the state. While broad scale elimination is not practical, minimisation of the biosecurity risk posed by these weeds is reasonably practical (North Coast Local Land Services, 2017).

WA Watch Weed Management Category: These species have been identified as having a potential biosecurity risk to the region. However, they have not been subjected to a weed risk assessment due to a lack of appropriate information (North Coast Local Land Services, 2017).

APPENDIX 3. FAUNA SPECIES RECORDS

Scientific Name	Common Name	Observations & Comments
Amphibians		
<i>Bufo marinus</i>	Cane Toad	Pest species
<i>Limnodynastes peronii</i>	Brown-striped Frog	
<i>Litoria caerulea</i>	Green Tree Frog	
<i>Litoria fallax</i>	Eastern Dwarf Tree Frog	
<i>Litoria peronii</i>	Peron's Tree Frog	
Reptiles		
<i>Chelodina longicollis</i>	Eastern Snake-necked Turtle	
<i>Dendrelaphis punctulate</i>	Green Tree Snake	
<i>Intellagama lesueurii</i>	Eastern Water Dragon	
<i>Morelia spilota</i>	Carpet Python	
<i>Notechis scutatus</i>	Tiger Snake	
<i>Pseudechis porphyriacus</i>	Red-bellied Black Snake	
<i>Pseudonaja textilis</i>	Eastern Brown Snake	

Mammals		
<i>Phascolarctos cinereus</i>	Koala	Two sightings of a koala on the site in recent months
<i>Wallabia bicolor</i>	Swamp Wallaby	
Birds		
<i>Dendrocygna arcuata</i>	Wandering Whistling Duck	
<i>Pelecanus conspicillatus</i>	Australian Pelican	
<i>Taeniopygia bichenovii</i>	Double-barred Finch	

Birdlife records, Brunswick Valley Birdwatchers, 2011 - 2014

Species List

Species	Scientific Name	Family
Magpie Goose	Anseranas semipalmata	Goose, Ducks & Swans
Pink-eared Duck	Malacorhynchus membranaceus	Goose, Ducks & Swans
Black Swan	Cygnus atratus	Goose, Ducks & Swans
Hardhead	Aythya australis	Goose, Ducks & Swans
Pacific Black Duck	Anas superciliosa	Goose, Ducks & Swans
Grey Teal	Anas gracilis	Goose, Ducks & Swans
Chestnut Teal	Anas castanea	Goose, Ducks & Swans
Musk Duck	Biziura lobata	Goose, Ducks & Swans
Australian Wood Duck	Chenonetta jubata	Goose, Ducks & Swans
Brown Quail	Coturnix ypsilophora	Mound-Builders & Quail
Australasian Grebe	Tachybaptus novachollandiae	Grebes
Spotted Dove	Streptopella chinensis	Pigeons & Doves
Crested Pigeon	Ocyphaps lophotes	Pigeons & Doves
Peaceful Dove	Geopelia striata	Pigeons & Doves
Bar-shouldered Dove	Geopelia humeralis	Pigeons & Doves
Pheasant Coucal	Centropus phasianinus	Cuckoos
Horsfield's Bronze-Cuckoo	Chrysococcyx basalis	Cuckoos
Shining Bronze-Cuckoo	Chalcites lucidus	Cuckoos
Little Bronze-Cuckoo	Chalcites minutillus	Cuckoos
Fan-tailed Cuckoo	Cacomantis flabelliformis	Cuckoos
Buff-banded Rail	Gallirallus philippensis	Crakes, Rails & Swampheens
Purple Swampheens	Porphyrio porphyrio	Crakes, Rails & Swampheens
Dusky Moorhen	Gallinula tenebrosa	Crakes, Rails & Swampheens
Eurasian Coot	Fulica atra	Crakes, Rails & Swampheens
Black-winged Stilt	Himantopus himantopus	Shorebirds
Black-fronted Dotterel	Euseyornis melanops	Shorebirds
Banded Lapwing	Vanellus tricolor	Shorebirds
Masked Lapwing	Vanellus miles	Shorebirds
Red-kneed Dotterel	Erythrogonys cinctus	Shorebirds

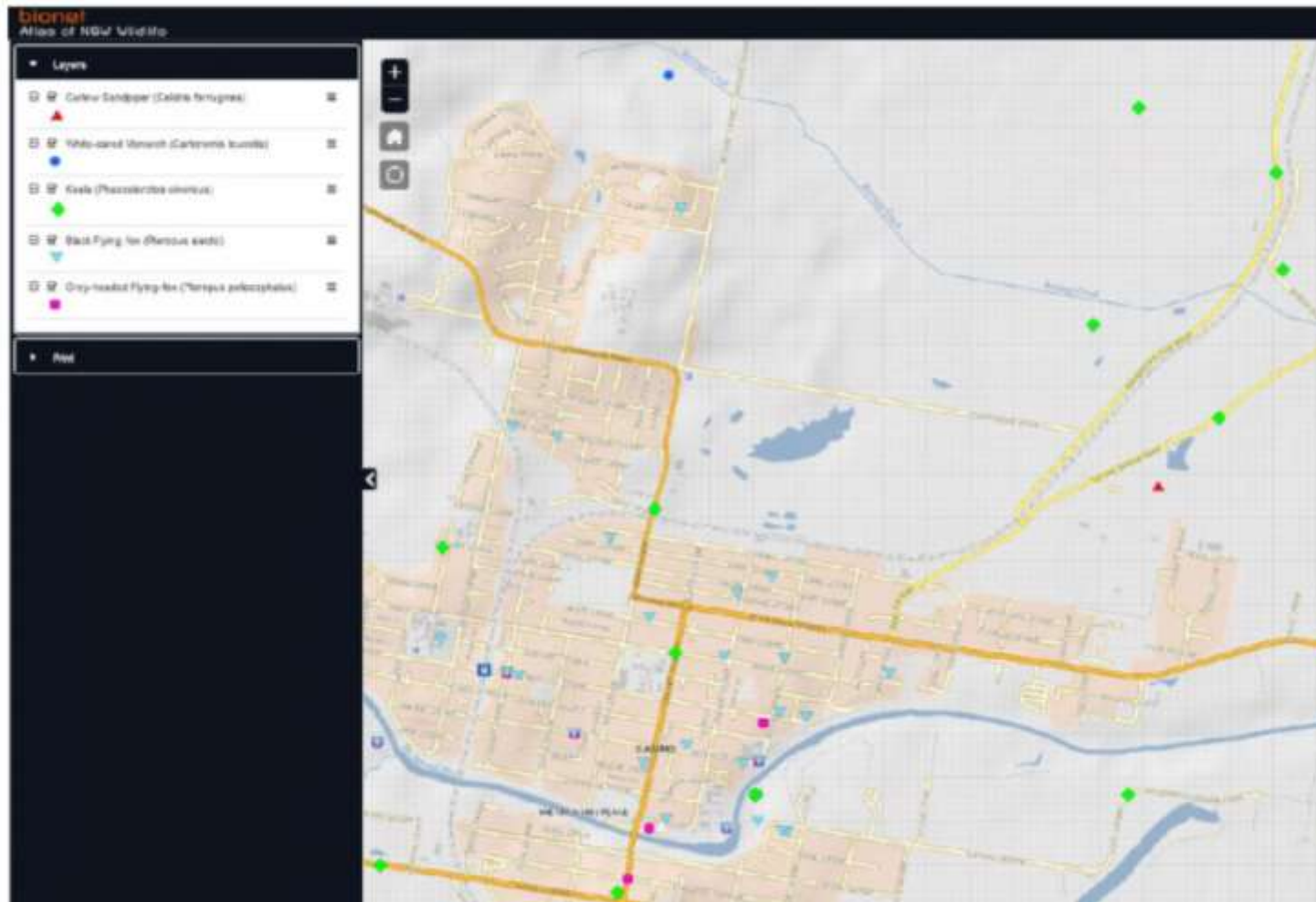
Australian Painted Snipe	Rostratula australis	Shorebirds
Comb-crested Jacana	Irediparra gallinacea	Shorebirds
Sharp-tailed Sandpiper	Calidris acuminata	shorebirds
Latham's Snipe	Calidris hardwickii	shorebirds
Whiskered Tern	Childonias hybridus	Gulls and Terns
Australian Pelican	Pelecanus conspicillatus	Heron,Ibis,Spoonbills & Allies
Nankeen Night Heron	Nycticorax caledonicus	Heron,Ibis,Spoonbills & Allies
Cattle Egret	Ardea ibis	Heron,Ibis,Spoonbills & Allies
White-necked Heron	Ardea pacifica	Heron,Ibis,Spoonbills & Allies
Eastern Great Egret	Ardea modesta	Heron,Ibis,Spoonbills & Allies
Intermediate Egret	Ardea intermedia	Heron,Ibis,Spoonbills & Allies
White-faced Heron	Egretta novaehollandiae	Heron,Ibis,Spoonbills & Allies
Little Egret	Egretta garzetta	Heron,Ibis,Spoonbills & Allies
Australian White Ibis	Threskiornis molucca	Heron,Ibis,Spoonbills & Allies
Straw-necked Ibis	Threskiornis spinicollis	Heron,Ibis,Spoonbills & Allies
Royal Spoonbill	Platalea regia	Heron,Ibis,Spoonbills & Allies
Glossy Ibis	Plegadis falcinellus	Heron,Ibis,Spoonbills & Allies
Little Pied Cormorant	Microcarbo melanoleucos	Cormorants
Great Cormorant	Phalacrocorax carbo	Cormorants
Little Black Cormorant	Phalacrocorax sulcirostris	Cormorants
Pied Cormorant	Pied Cormorant	Cormorants
Australasian Darter	Anhinga novaehollandiae	Cormorants
Black-shouldered Kite	Elanus axillaris	Eagles,Kites & Goshawks
Pacific Baza	Aviceda subcristata	Eagles,Kites & Goshawks
Little Eagle	Hieraaetus morphnoides	Eagles,Kites & Goshawks
Swamp Harrier	Circus approximans	Eagles,Kites & Goshawks
Spotted Harrier	Circus assimilis	Eagles,Kites & Goshawks
Brown Goshawk	Accipiter fasciatus	Eagles,Kites & Goshawks
Collard Sparrowhawk	Accipiter cirrocephalus	Eagles,Kites & Goshawks
White-bellied Sea Eagle	Haliaeetus leucogaster	Eagles,Kites & Goshawks
Whistling Kite	Haliastur sphenurus	Eagles,Kites & Goshawks
Brahminy Kite	Haliastur indus	Eagles,Kites & Goshawks
Southern Boobook	Ninox novaeseelandiae	Owls
Rainbow Bee-eater	Merops ornatus	Kingfishers,Roller & Bee-eater
Dollarbird	Eurystomus orientalis	Kingfishers,Roller & Bee-eater
Forest Kingfisher	Todiramphus macleayii	Kingfishers,Roller & Bee-eater
Sacred Kingfisher	Todiramphus sanctus	Kingfishers,Roller & Bee-eater
Laughing Kookaburra	Dacelo novaeguineae	Kingfishers,Roller & Bee-eater
Nankeen Kestrel	Falco cenchroides	Falcons
Australian Hobby	Falco longipennis	Falcons
Brown Falcon	Falco berigora	Falcons
Galah	Eolophus roseicapillus	Cockatoos and Parrots
Little Corella	Cacatua sanguinea	Cockatoos and Parrots
Sulphur-crested Cockatoo	Cactua galerita	Cockatoos and Parrots
Australian King Parrot	Alisterus scapularis	Cockatoos and Parrots

Eastern Rosella	Platycercus eximius	Cockatoos and Parrots
Rainbow Lorikeet	Trichoglossus haematodus	Cockatoos and Parrots
Scaly-breasted Lorikeet	Trichoglossus chlorolepidotus	Cockatoos and Parrots
Vanegated Fairy-wren	Malurus lamerti	Fairy-Wrens
Superb Fairy-wren	Malurus cyaneus	Fairy-Wrens
Red-backed Fairy wren	Malurus melanocephalus	Fairy-Wrens
Scarlet Honeyeater	Myzomela sanguinolenta	Honeyeaters
Striped Honeyeater	Plectorhyncha lanceolata	Honeyeaters
Noisy Friarbird	Philemon corniculatus	Honeyeaters
Little Friarbird	Philemon citreogularis	Honeyeaters
Brown Honeyeater	Licmera indistincta	Honeyeaters
Blue-faced Honeyeater	Entomyzon cyanotis	Honeyeaters
White-throated Honeyeater	Melithreptus albobularis	Honeyeaters
Lewin's Honeyeater	Meliphaga lewinii	Honeyeaters
Yellow-faced Honeyeater	Lichenostomus chrysops	Honeyeaters
Noisy Miner	Manorina melanocephala	Honeyeaters
Striated Pardalote	Pardalotus striatus	Pardalotes, Thornbills & Greygone
White-throated Greygone	Greygone albobularis	Pardalotes, Thornbills & Greygone
Yellow-rumped Thornbill	Acanthiza chrysorrhoa	Pardalotes, Thornbills & Greygone
Yellow Thornbill	Acanthiza nana	Pardalotes, Thornbills & Greygone
Brown Thornbill	Acanthiza pusilla	Pardalotes, Thornbills & Greygone
Grey-crowned Babbler	Pomatostomus temporalis	Babblers, Cuckoo-shrikes & Trillers
Black-faced Cuckoo-shrike	Coracina novaehollandiae	Babblers, Cuckoo-shrikes & Trillers
Cicadabird	Coracina tenuirostris	Babblers, Cuckoo-shrikes & Trillers
White-winged Triller	Lalage sueurii	Babblers, Cuckoo-shrikes & Trillers
Rufous Whistler	Pachycephala rufiventris	Whistlers, Shrike-thrushes & Allies
Golden Whistler	Pachycephala pectoralis	Whistlers, Shrike-thrushes & Allies
Eastern Whipbird	Psophodes olivaceus	Whipbirds
Australasian Figbird	Sphecotheres vieilloti	Orioles & Figbirds
Olive-backed Oriole	Oriolus sagittatus	Orioles & Figbirds
Pied Currawong	Strepera graculina	Woodswallow, Currawong, Butcherbird & Magpie
Australian Magpie	Cracticus tibicen	Woodswallow, Currawong, Butcherbird & Magpie
Pied Butcherbird	Cracticus nigrogularis	Woodswallow, Currawong, Butcherbird & Magpie
Grey Butcherbird	Cracticus torquatus	Woodswallow, Currawong, Butcherbird & Magpie
White-breasted Woodswallow	Artamus leucorhynchus	Woodswallow, Currawong, Butcherbird & Magpie
Spangled Drongo	Dicrurus bracteatus	Drongos
Willy Wagtail	Rhipidura leucophrys	Fantail
Grey Fantail	Rhipidura albiscapa	Fantail
Torresian Crow	Corvus orru	Crows
Restless Flycatcher	Myiagra inquieta	Monarchs & Flycatcher
Magpie-lark	Grallina cyanoleuca	Monarchs & Flycatcher

Mistletoebird	Dicaeum hirundinaceum	Flowerpecker
Chestnut-breasted Mannikin	Lonchura castaneothorax	Weaver Finches
Red-browed Finch	Neochmia temporalis	Weaver Finches
House Sparrow	Passe domesticus	Weaver Finches
Golden-headed Cisticola	Cisticola exilis	Cisticolas
Rufous Songlark	Cinclorhamphus mathewsi	Grassbirds & Reed-warblers
Tawny Grassbird	Megalurus timoriensis	Grassbirds & Reed-warblers
Little Grassbird	Megalurus gramineus	Grassbirds & Reed-warblers
Australian Reed-Warbler	Acrocephalus australis	Grassbirds & Reed-warblers
Fairy Martin	Petrochelidon ariel	Swallows & Martins
Tree Martin	Petrochelidon nigricans	Swallows & Martins
Welcome Swallow	Hirundo neoxina	Swallows & Martins
Silvereye	Zosterops lateralis	Tree Babblers
Common Starling	Sturnus vulgaris	Starlings
Common Myna	Sturnus tristis	Starlings

APPENDIX 4. THREATENED FAUNA SPECIES RECORDS IN THE LOCALITY





Draft Management Plan
Jabiru Geneebeinga Wetlands

APPENDIX 5. BEST PRACTICE GUIDELINE FOR GRASSLAND MECHANICAL AND CHEMICAL CONTROL

Richmond Valley Council outdoor staff regularly mow and brush-cut grassland along paths and public recreation areas at the Jabiru Geneebeinga Wetlands. Volunteers work to control weeds at the wetlands including herbicide spraying and brush-cutting/ whipper-snipping of grasses.

Native and exotic grasses grow abundantly and provide food and shelter resources for birds at the Wetlands such as finches (e.g., Plum-headed Finch, Red-browed Finch, Chestnut-breasted Mannikin and Double-barred Finch); rails and crakes (e.g. Buff-banded Rail, Lewin's Rail and Spotless Crake); and herons and bitterns (e.g. Little Bittern and White-faced Heron). The grassy area between ponds and access pathways provides excellent food and shelter resources for birdlife as a buffer between densely vegetated pond edges and open grassy pathways.

This best practice guideline has been prepared in liaison with Council staff and volunteer workers and following a review of maintenance works undertaken around pond edges.

The aims of this guideline are as follows:

- To review grass mowing, whipper snipping and herbicide spraying at the site, including on land sloping from walking tracks toward pond edges
- To retain and promote grass development and growth in strategic locations, particularly adjacent to ponds, as bird food and shelter resources
- To maintain pedestrian walkways and access around the site
- To manage fire and snake hazards balanced against promoting grass growth in identified priority areas

This guideline is to be communicated to all Council maintenance staff and volunteers working at the wetland to help retain and promote grasses (native and exotic) in strategic locations for bird habitat.

Best practice grassland management measures adjacent to ponds are as follows:

- Grasses are to be retained and not mowed, brush-cut/ whipper-snipped or herbicide sprayed within 50 cm of the top of pond banks, refer to Plates. This will allow grasses to mature, set seed and provide valuable bird habitat in the areas directly adjoining ponds
- Any use of herbicides within and directly adjoining ponds should be supervised by persons trained in safe chemical use and herbicides used should be formulated for use around waterways, e.g. Roundup® Bioactive™ or Weedmaster® Duo™ which contain surfactant of low toxicity for aquatic fauna such as fish, tadpoles and daphnids

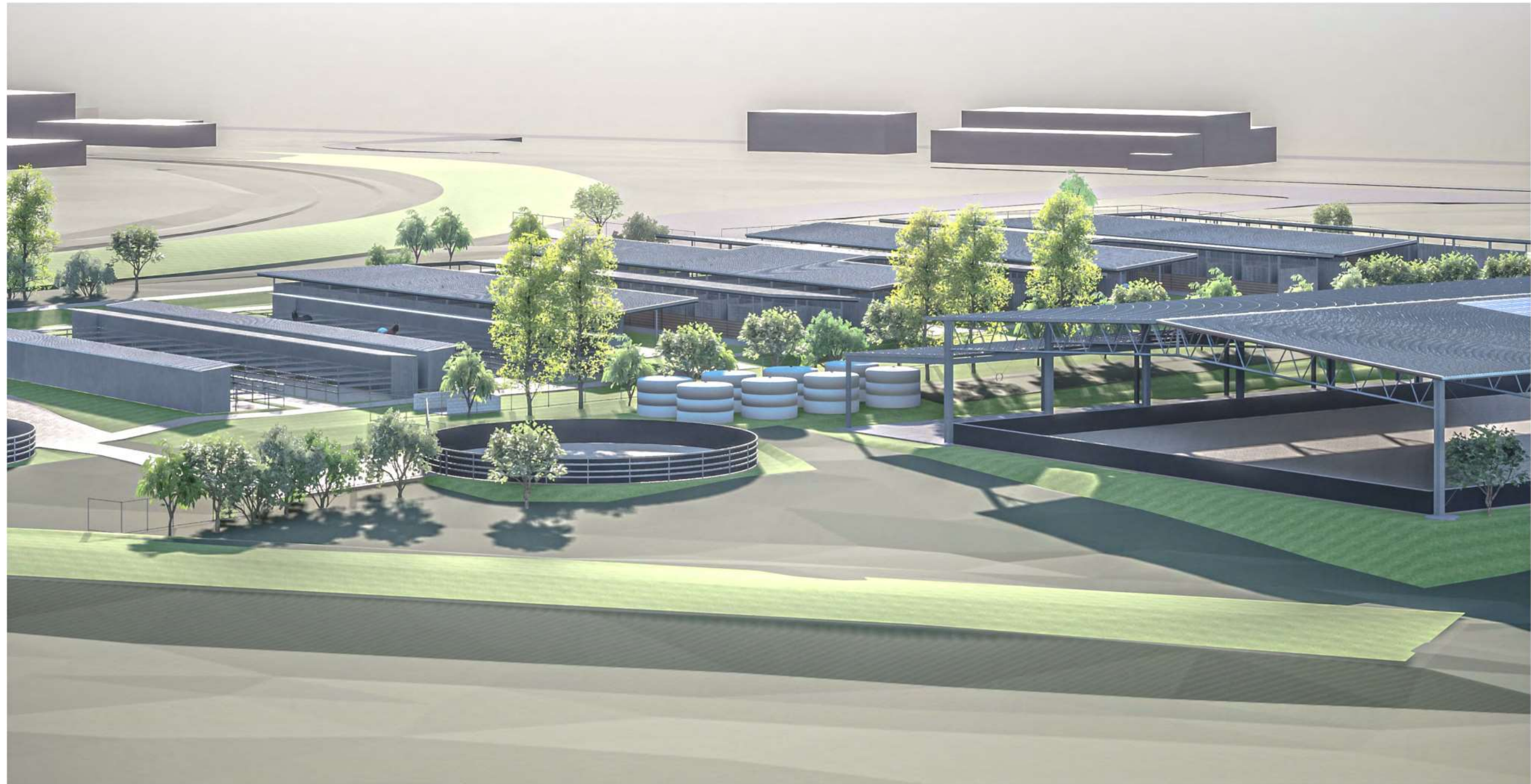
Plates

	
<p>Plate 1. Adequate unmown grass buffer retained on the right hand side adjoining the main pond</p>	<p>Plate 2. Poor practice of whipper-snipping grasses adjoining the main pond</p>

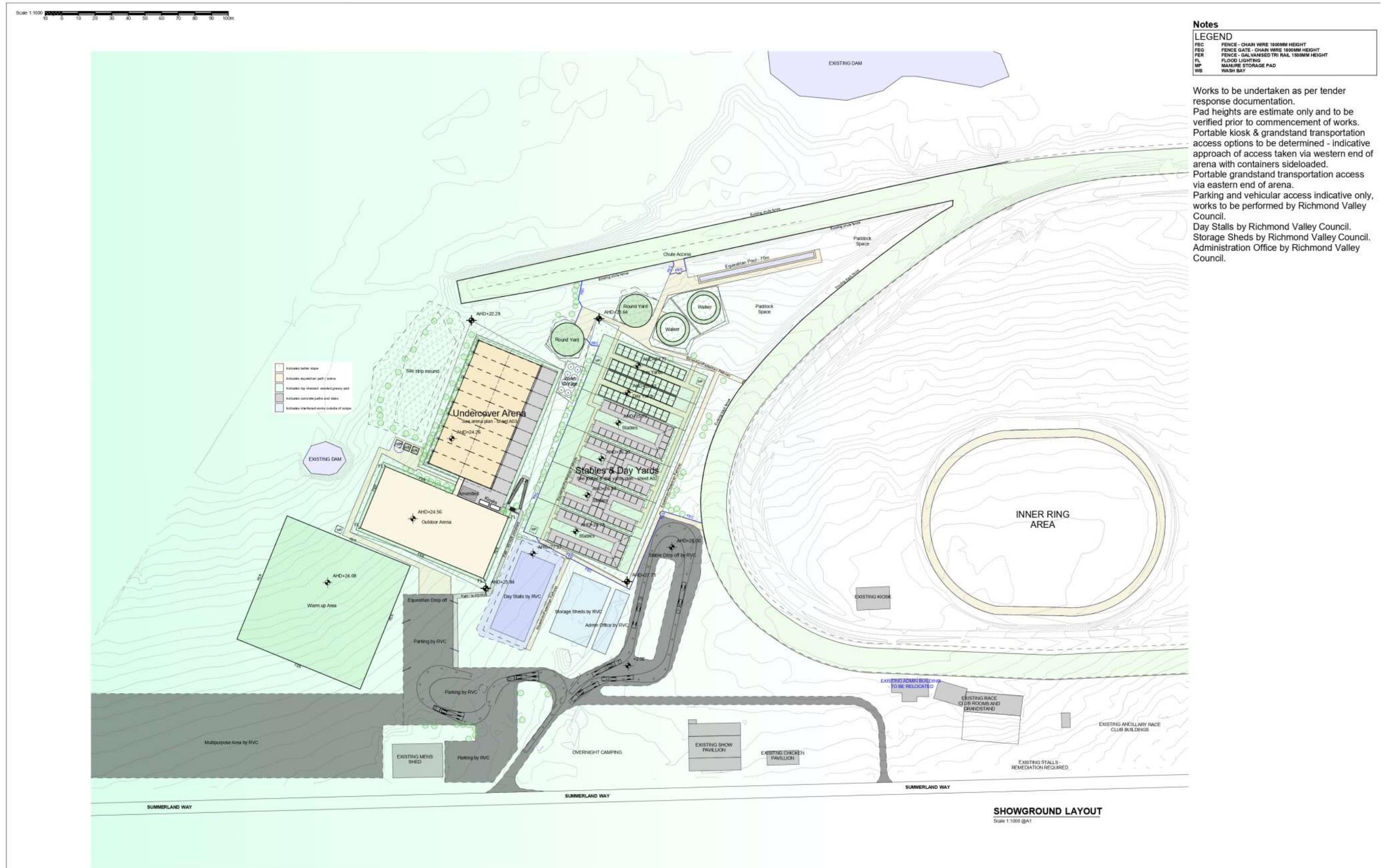
8 November 2021

TENDER RESPONSE
AGS COMMERCIAL

SHEET No.	DRAWING TITLE	ISSUE	DATE	SHEET SIZE (mm)
A00	COVER SHEET	TE2	08/11/2021 13:17	841 / 594
A01	SITE MASTER PLAN	TE2	08/11/2021 13:17	841 / 594
A02	STABLES	TE2	08/11/2021 13:17	841 / 594
A03	INDOOR AND OUTDOOR ARENA	TE2	08/11/2021 13:17	841 / 594
A04	MASTER PLAN PERSPECTIVE	TE2	08/11/2021 13:17	841 / 594
A05	CUT FILL BREAKDOWN	TE2	08/11/2021 13:17	420 / 297
A06	SUNLIGHT / GLARE ANALYSIS OPTION A	TE2	08/11/2021 13:17	420 / 297
A07	SUNLIGHT / GLARE ANALYSIS OPTION B	TE2	08/11/2021 13:17	420 / 297
A08	SUNLIGHT / GLARE ANALYSIS OPTION C	TE2	08/11/2021 13:17	420 / 297
A09	SUNLIGHT / GLARE ANALYSIS OPTION D	TE2	08/11/2021 13:17	420 / 297



CASINO SHOWGROUND UPGRADE
10095 SUMMERLAND WAY CASINO NSW 2470

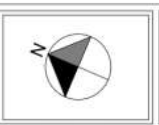


SHOWGROUND LAYOUT
Scale 1:1000 @A1

AGS Commercial Pty Ltd
172 Casino Street South Urmore
PO Box 480 Urmore NSW 2480
phone 02 4422 37 45
fax 02 4421 94 55
www.agscommercial.net.au

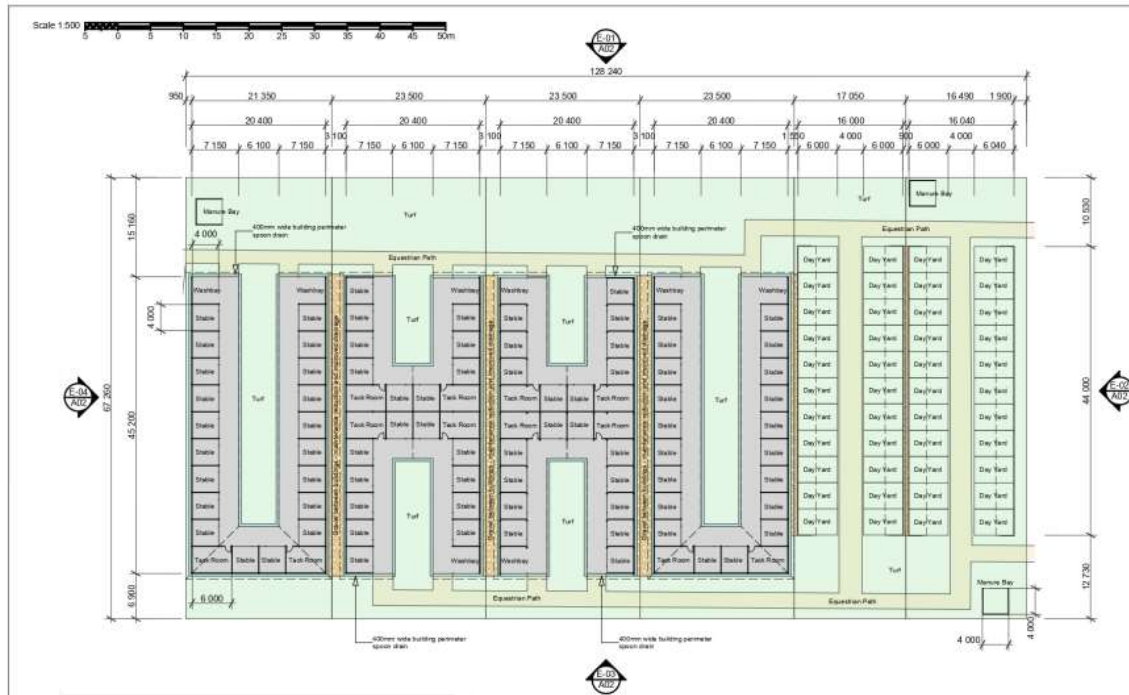
No.	Description	Date	No.	Description	Date
TE1	TENDER ISSUE	14/09/2021			
TE2	TENDER ISSUE	08/11/2021			

Notes:
Written dimensions shall be used in preference to scaled dimensions.
All dimensions and ground lines to be verified onsite and locate all underground services relative to the proposed works prior to construction.
Discrepancies shall be referred to the Building Designer before construction.
Concept, design & drawings copyright of AGS Commercial.



TENDER SUBMISSION
RICHMOND VALLEY COUNCIL
CASINO SHOWGROUND UPGRADE
10095 SUMMERLAND WAY CASINO NSW 2470
72-DP755627

SITE MASTER PLAN		A01	Scale: 1:1000	© Copyright
Project number	C099			
Date	08/11/2021			
Drawn by	MP			
Checked by	SB, CW			

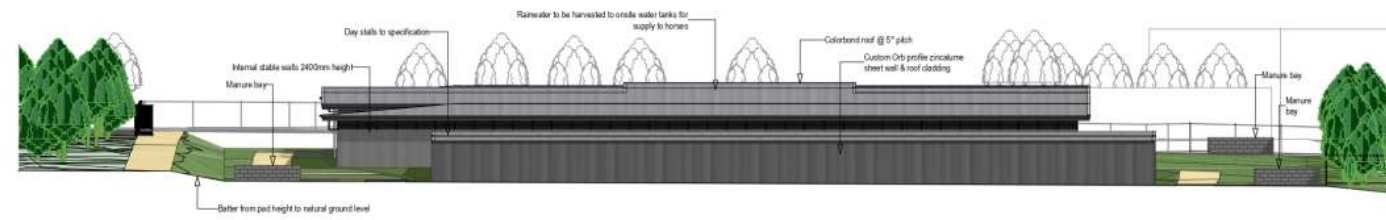


STABLES & DAY YARDS

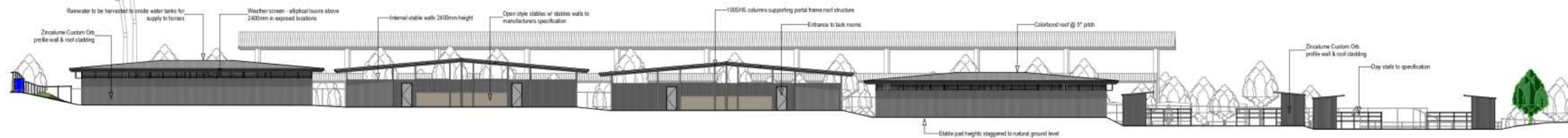
Scale 1:500 @A1



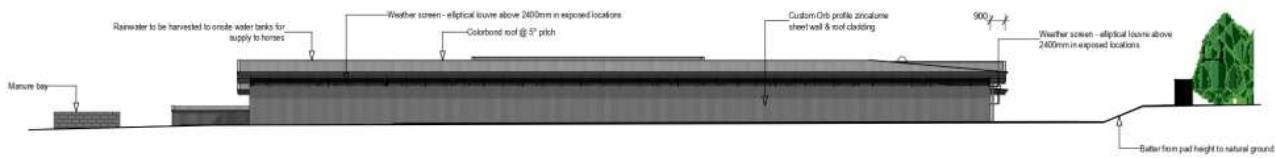
E-01 STABLES NORTH ELEVATION
Scale 1:200 @A1



E-02 STABLES EAST ELEVATION
Scale 1:200 @A1



E-03 STABLES SOUTH ELEVATION
Scale 1:200 @A1



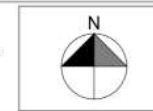
E-04 STABLES WEST ELEVATION
Scale 1:200 @A1

Scale 1:200

AGS Commercial Pty Ltd
172 Casino Street South Lismore
PO Box 480 Lismore NSW 2480
phone 02 4422 37 45
fax 02 4421 94 55
www.agscommercial.net.au

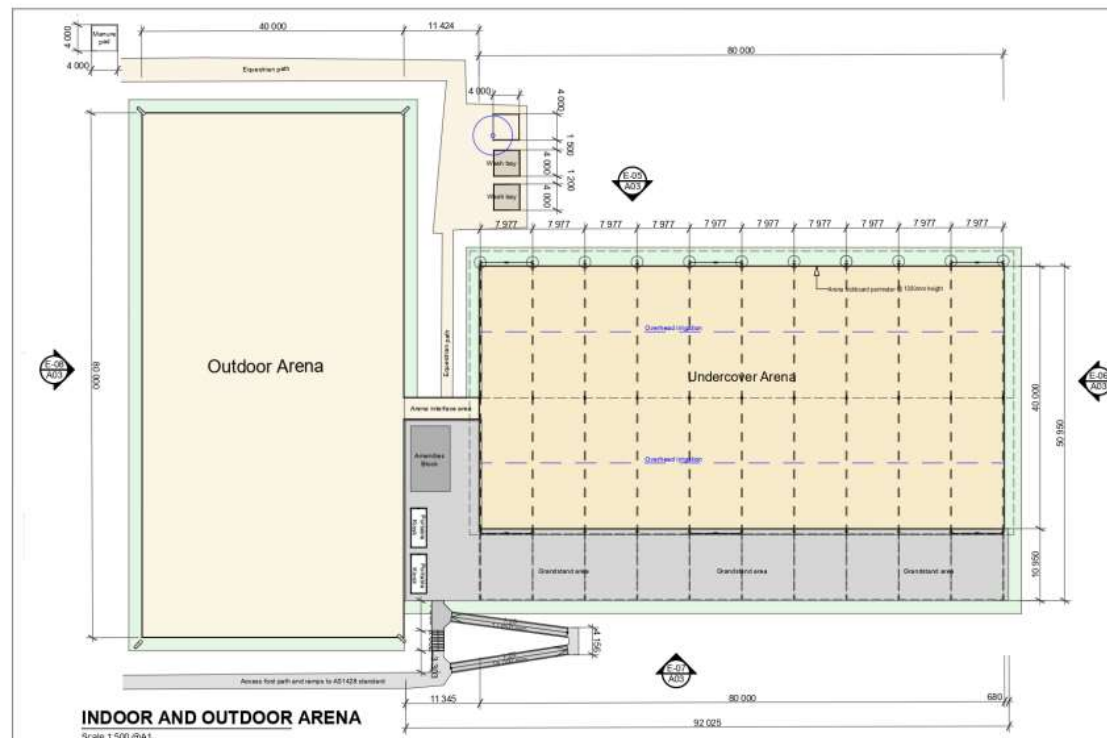
No.	Description	Date	No.	Description	Date
1	TENDER ISSUE	08/11/2021			

Notes:
Written dimensions shall be used in preference to scaled dimensions.
All dimensions and ground lines to be verified onsite and locate all underground services relative to the proposed works prior to construction.
Discrepancies shall be referred to the Building Designer before construction.
Concept, design & drawings copyright of AGS Commercial.



TENDER SUBMISSION
RICHMOND VALLEY COUNCIL
CASINO SHOWGROUND UPGRADE
10095 SUMMERLAND WAY CASINO NSW 2470
72-DP755627

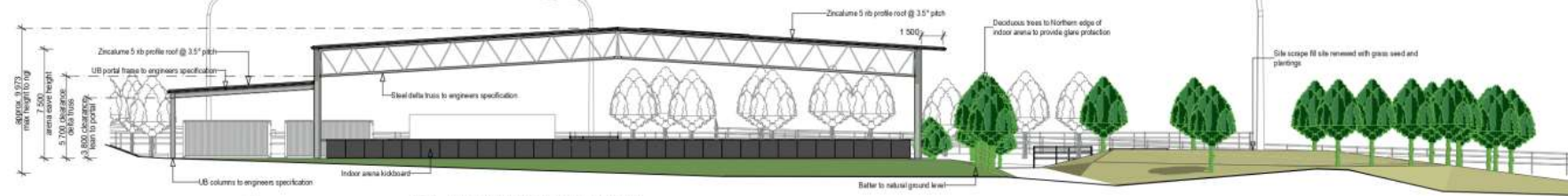
STABLES		A02
Project number	C099	
Date	08/11/2021	
Drawn by	MP	
Checked by	SB, CW	
Scale:	1:200, 1:500	



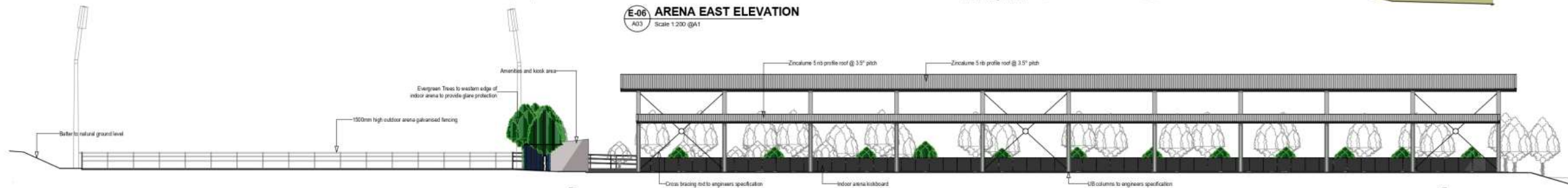
INDOOR AND OUTDOOR ARENA
Scale 1:500 @A1



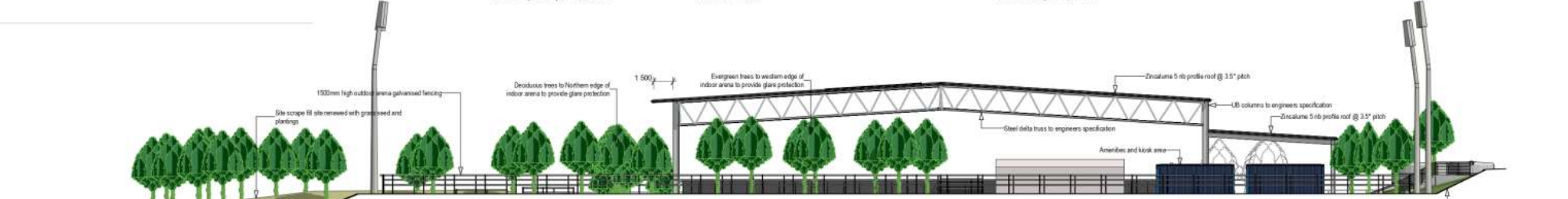
E-05 ARENA NORTH ELEVATION
Scale 1:200 @A1



E-06 ARENA EAST ELEVATION
Scale 1:200 @A1



E-07 ARENA SOUTH ELEVATION
Scale 1:200 @A1

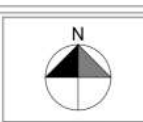


E-08 ARENA WEST ELEVATION
Scale 1:200 @A1

AGS Commercial Pty Ltd
172 Casino Street South Lismore
PO Box 480 Lismore NSW 2480
phone 02 4422 37 45
fax 02 4421 94 55
www.agscommercial.net.au

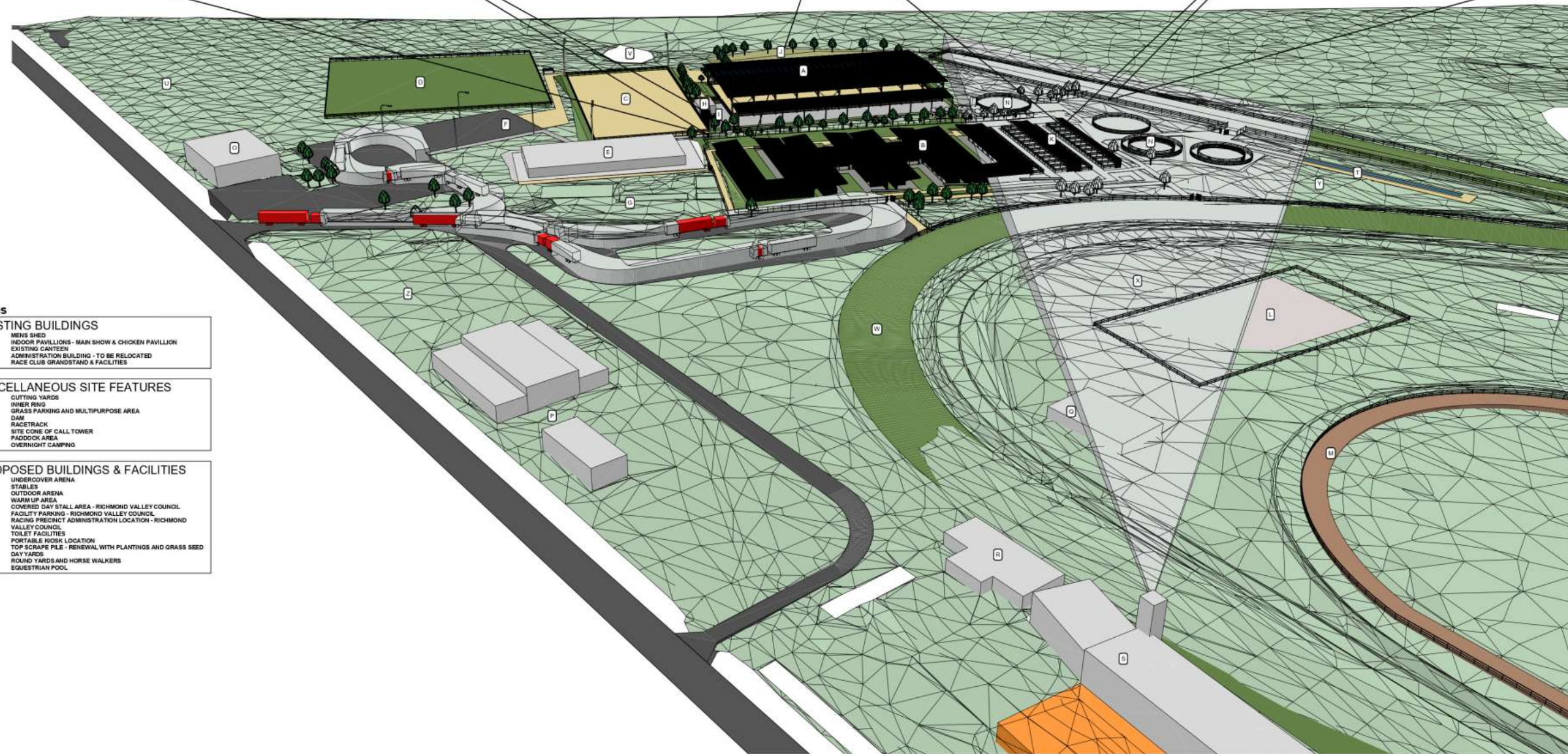
No.	Description	Date	No.	Description	Date
1	TENDER ISSUE	08/11/2021			

Notes:
Written dimensions shall be used in preference to scaled dimensions.
All dimensions and ground lines to be verified onsite and locate all underground services relative to the proposed works prior to construction.
Discrepancies shall be referred to the Building Designer before construction.
Concept, design & drawings copyright of AGS Commercial.



TENDER SUBMISSION
RICHMOND VALLEY COUNCIL
CASINO SHOWGROUND UPGRADE
10095 SUMMERLAND WAY CASINO NSW 2470
72-DP755627

INDOOR AND OUTDOOR ARENA	
Project number	C099
Date	08/11/2021
Drawn by	MP
Checked by	SB, CW
Scale	1:500, 1:200
A03	
© Copyright	



Notes

EXISTING BUILDINGS

- O MENS SHED
- P MEADOR PAVILLIONS - MAN SHOW & CHICKEN PAVILLION
- Q EXISTING CANTINEEN
- R ADMINISTRATION BUILDING - TO BE RELOCATED
- S RACE CLUB GRANDSTAND & FACILITIES

MISCELLANEOUS SITE FEATURES

- L CUTTING YARDS
- M INNER RING
- U GRASS PARKING AND MULTIPURPOSE AREA
- V DAM
- W RACETRACK
- X SITE CONE OF CALL TOWER
- Y Paddock Area
- Z OVERNIGHT CAMPING

PROPOSED BUILDINGS & FACILITIES

- A UNDERCOVER ARENA
- B STABLES
- C OUTDOOR ARENA
- D WARM UP AREA
- E COVERED DAY STALL AREA - RICHMOND VALLEY COUNCIL
- F FACILITY PARKING - RICHMOND VALLEY COUNCIL
- G RACING PNECHCT ADMINISTRATION LOCATION - RICHMOND VALLEY COUNCIL
- H TOILET FACILITIES
- I PORTABLE RISK LOCATION
- J TOP SCRAPE PILE - RENEWAL WITH PLANTINGS AND GRASS SEED
- K DAY YARDS
- M RIDING YARDS AND HORSE WALKERS
- T EQUESTRIAN POOL



AGS Commercial Pty Ltd
 172 Casino Street South Usmore
 PO Box 480 Usmore NSW 2480
 phone 02 6622 37 45
 fax 02 6621 94 55
 www.agscommercial.net.au

No.	Description	Date	No.	Description	Date
TE1	TENDER ISSUE	14/09/2021			
TE2	TENDER ISSUE	08/11/2021			

Notes:
 Written dimensions shall be used in preference to scaled dimensions.
 All dimensions and ground lines to be verified onsite and locate all underground services relative to the proposed works prior to construction.
 Discrepancies shall be referred to the Building Designer before construction.
 Concept, design & drawings copyright of AGS Commercial.

TENDER SUBMISSION
 RICHMOND VALLEY COUNCIL
CASINO SHOWGROUND UPGRADE
 10095 SUMMERLAND WAY CASINO NSW 2470
 72-DP755627

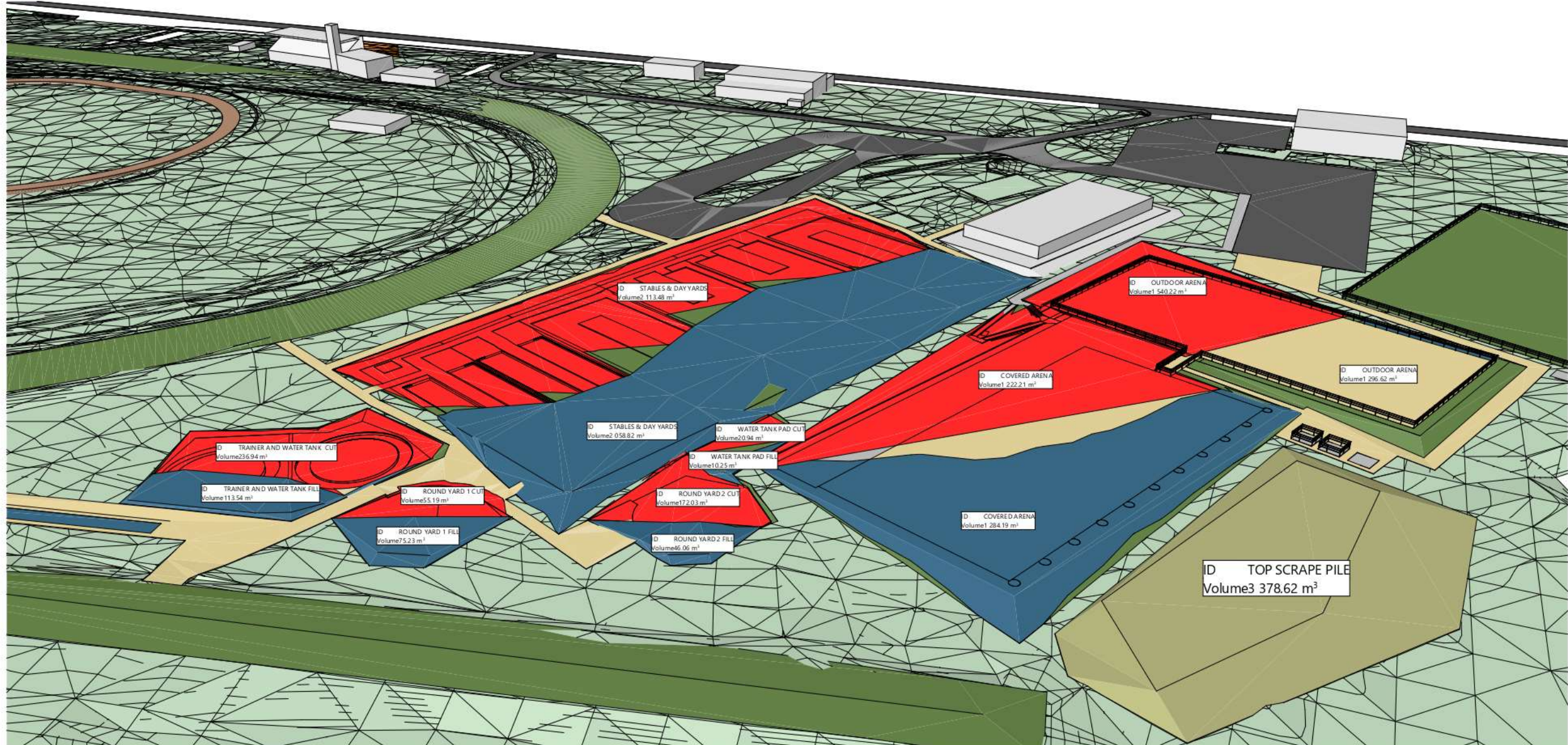
MASTER PLAN PERSPECTIVE

Project number	C099	A04
Date	08/11/2021	
Drawn by	MP	
Checked by	SB, CW	

Scale: 1:64.39 © Copyright

SITE FILL SCHEDULE		
LOCATION	AREA (m2)	VOLUME (m3)
COVERED ARENA	2 869.51	1 284.19
OUTDOOR ARENA	1 997.44	1 296.62
ROUND YARD 1 FILL	262.91	75.23
ROUND YARD 2 FILL	195.37	46.06
STABLES & DAY YARDS	4 898.31	2 058.82
TRAINER AND WATER TANK FILL	390.46	113.54
WATER TANK PAD FILL	70.21	10.25
TOTAL	10 684.21 m²	4 884.71 m³

SITE CUT SCHEDULE		
LOCATION	AREA (m2)	VOLUME (m3)
COVERED ARENA	2 602.45	1 222.21
OUTDOOR ARENA	2 137.91	1 540.22
ROUND YARD 1 CUT	227.92	55.19
ROUND YARD 2 CUT	384.08	172.03
STABLES & DAY YARDS	4 761.28	2 113.48
TRAINER AND WATER TANK CUT	813.31	236.94
WATER TANK PAD CUT	107.46	20.94
TOTAL	11 034.41 m²	5 361.01 m³



CUT FILL DIAGRAM

NTS



AGS Commercial Pty Ltd
 172 Casino Street South Ullamore
 PO Box 480 Ullamore NSW 2480
 phone 02 4422 37 45
 fax 02 4421 94 55
 www.agscommercial.net.au

No.	Description	Date	No.	Description	Date
TE2	TENDER ISSUE	08/11/2021			

Notes:
 Written dimensions shall be used in preference to scaled dimensions.
 All dimensions and ground lines to be verified onsite and locate all underground services relative to the proposed works prior to construction.
 Discrepancies shall be referred to the Building Designer before construction.
 Concept, design & drawings copyright of AGS Commercial.

TENDER SUBMISSION
 RICHMOND VALLEY COUNCIL
CASINO SHOWGROUND UPGRADE
 100/95 SUMMERLAND WAY CASINO NSW 2470
 72-DPT55627

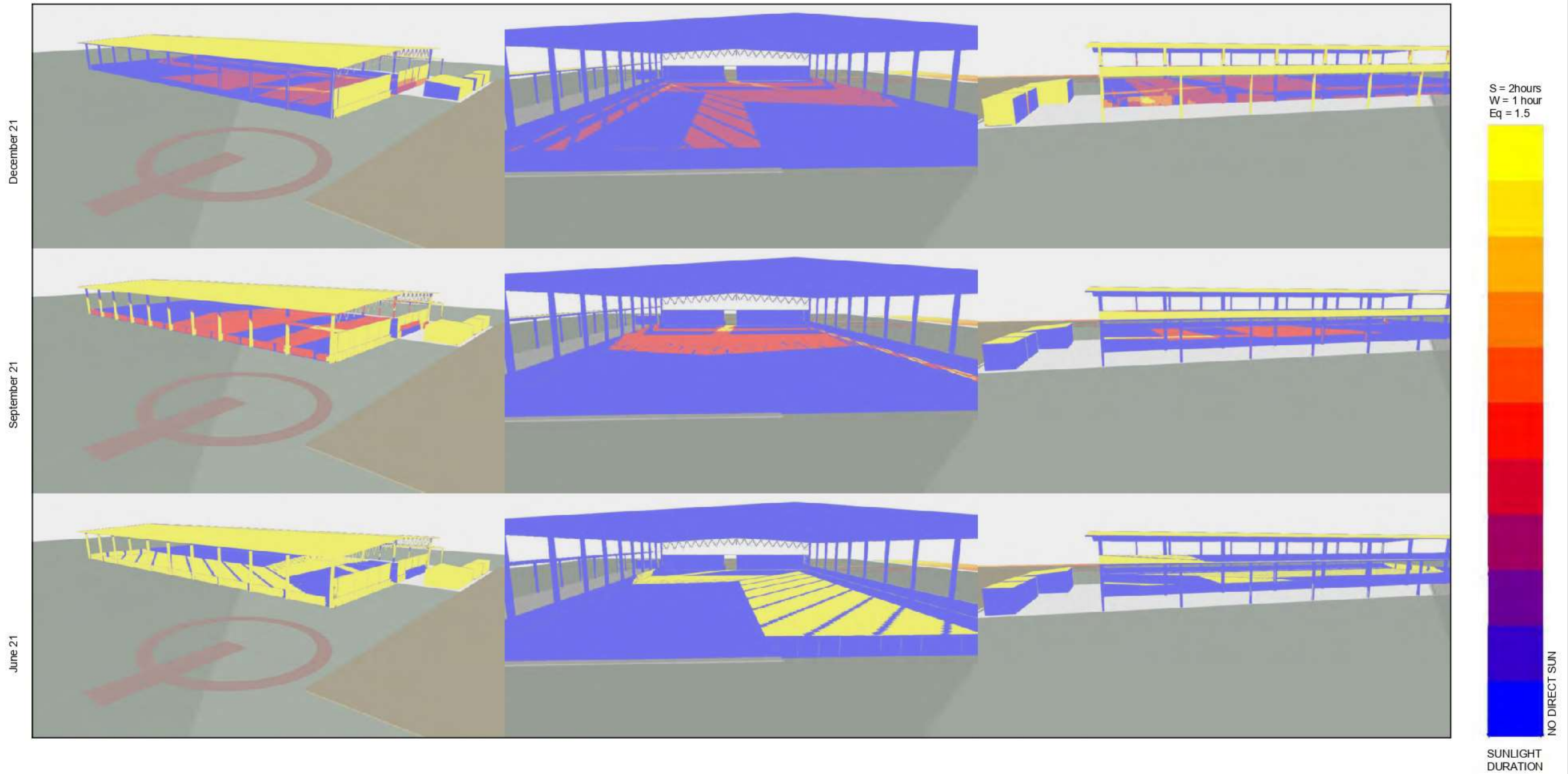
CUT FILL BREAKDOWN	
Project number	C099
Date	08/11/2021
Drawn by	MP
Checked by	CW, SB
A05	Scale: 1:125.82
© Copyright	

OPTION A

3m sliding screen above kickboard. Total height ~4.5m.

Allows optimum airflow during the summer months with variable airflow available with retracting screens. Moderate reduction of glare provided in the late afternoon hours.

Note that a significant amount of direct sunlight still penetrates the arena during summer and winter via the northern and southern portions of the western quadrant, however reduced periods can be seen under the arena canopy, with the arena floor directly adjacent arena to the screens seeing a reduction in glare duration.



AGS Commercial Pty Ltd
172 Casino Street South Ullamore
PO Box 480 Ullamore NSW 2480
phone 02 4422 37 45
fax 02 4421 94 55
www.agscommercial.net.au

No.	Description	Date	No.	Description	Date
TE2	TENDER ISSUE	08/11/2021			

Notes:
Written dimensions shall be used in preference to scaled dimensions.
All dimensions and ground lines to be verified onsite and locate all underground services relative to the proposed works prior to construction.
Discrepancies shall be referred to the Building Designer before construction.
Concept, design & drawings copyright of AGS Commercial.

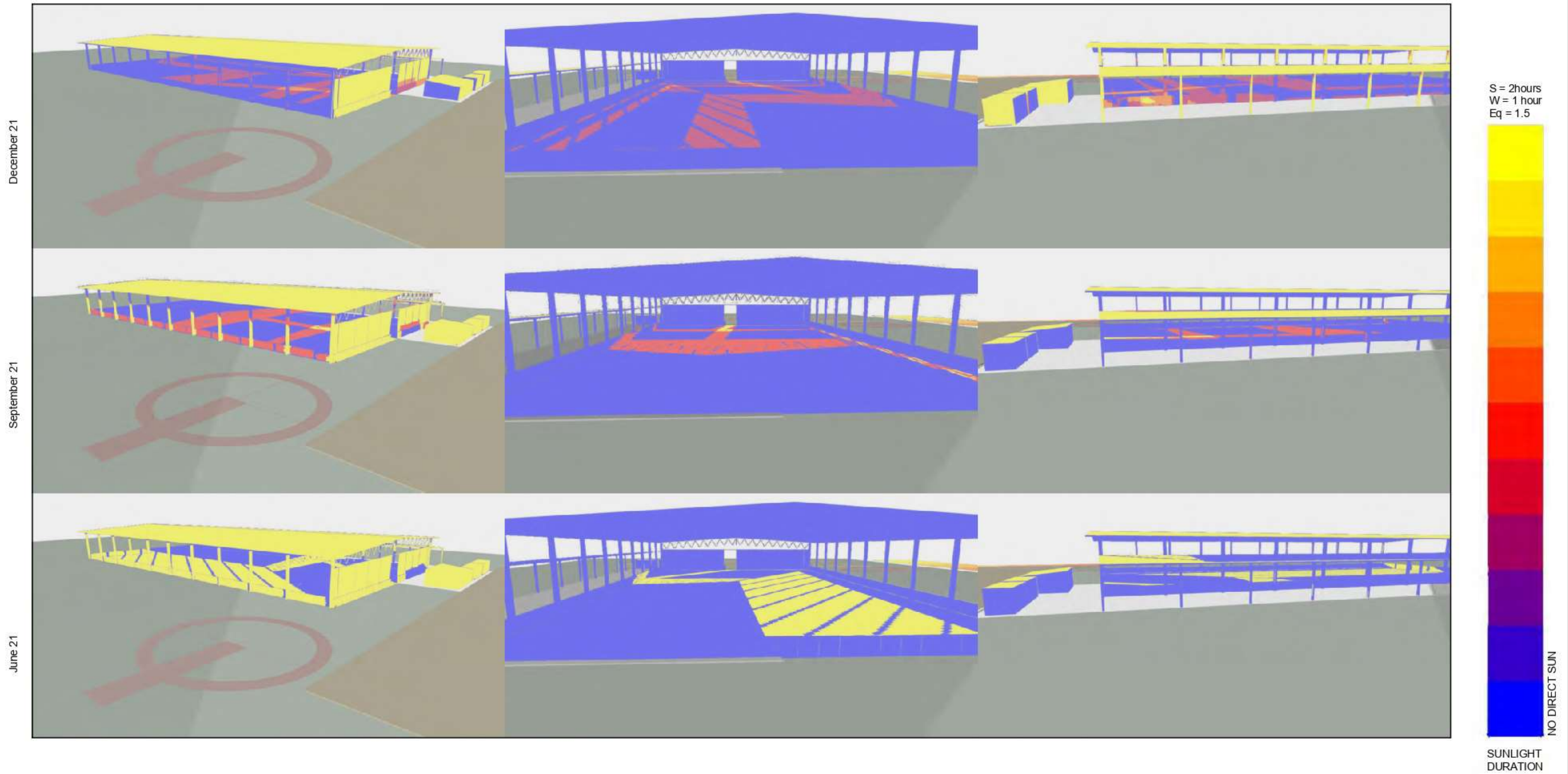
TENDER SUBMISSION
RICHMOND VALLEY COUNCIL
CASINO SHOWGROUND UPGRADE
100/95 SUMMERLAND WAY CASINO NSW 2470
72-DPT55627

SUNLIGHT / GLARE ANALYSIS OPTION A	
Project number	C099
Date	08/11/2021
Drawn by	MP
Checked by	CW, SB
A06	Scale: © Copyright

OPTION B

4.5m sliding screen above kickboard. Total height ~6m.

Allows adequate airflow during the summer months with variable airflow available with retracting screens. Improved reduction of glare provided over the 3m option in the late afternoon hours. Note that a significant amount of direct sunlight still penetrates the arena during summer and winter via the northern and southern portions of the western quadrant, however reduced periods can be seen under the arena canopy, with the arena floor directly adjacent arena to the screens seeing a reduction in glare duration.



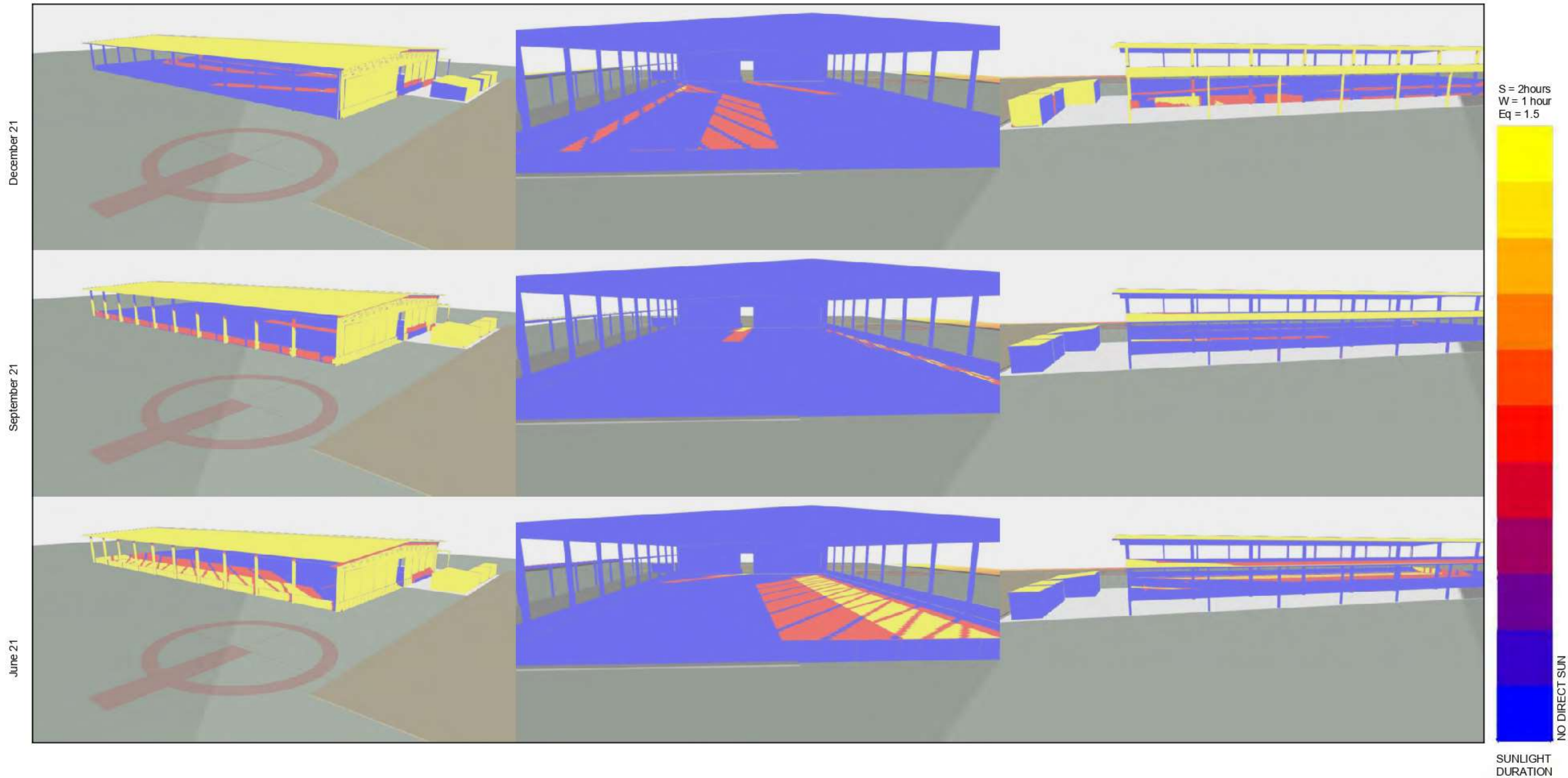
	AGS Commercial Pty Ltd 172 Casino Street South Ullamore PO Box 480 Ullamore NSW 2480 phone 02 4422 37 45 fax 02 4421 94 55 www.agscommercial.net.au	No.	Description	Date	No.	Description	Date	Notes: Written dimensions shall be used in preference to scaled dimensions. All dimensions and ground lines to be verified onsite and locate all underground services relative to the proposed works prior to construction. Discrepancies shall be referred to the Building Designer before construction. Concept, design & drawings copyright of AGS Commercial.	TENDER SUBMISSION RICHMOND VALLEY COUNCIL CASINO SHOWGROUND UPGRADE 100/95 SUMMERLAND WAY CASINO NSW 2470 72-DPT55627	SUNLIGHT / GLARE ANALYSIS OPTION B	
		TE2	TENDER ISSUE	08/11/2021							Project number C099 Date 08/11/2021 Drawn by MP Checked by CW, SB

OPTION C

Full height western wall.

Reduction of airflow due to blocking properties of the Western wall impacting summer easterly breeze flow through, resulting in increased summertime temperatures within the arena. Best option for glare reduction, however still limited due to note below.

Note that a significant amount of direct sunlight still penetrates the arena during summer and winter via the northern and southern portions of the western quadrant, however reduced periods can be seen under the arena canopy, with the arena floor directly adjacent arena to the screens seeing a reduction in glare duration.



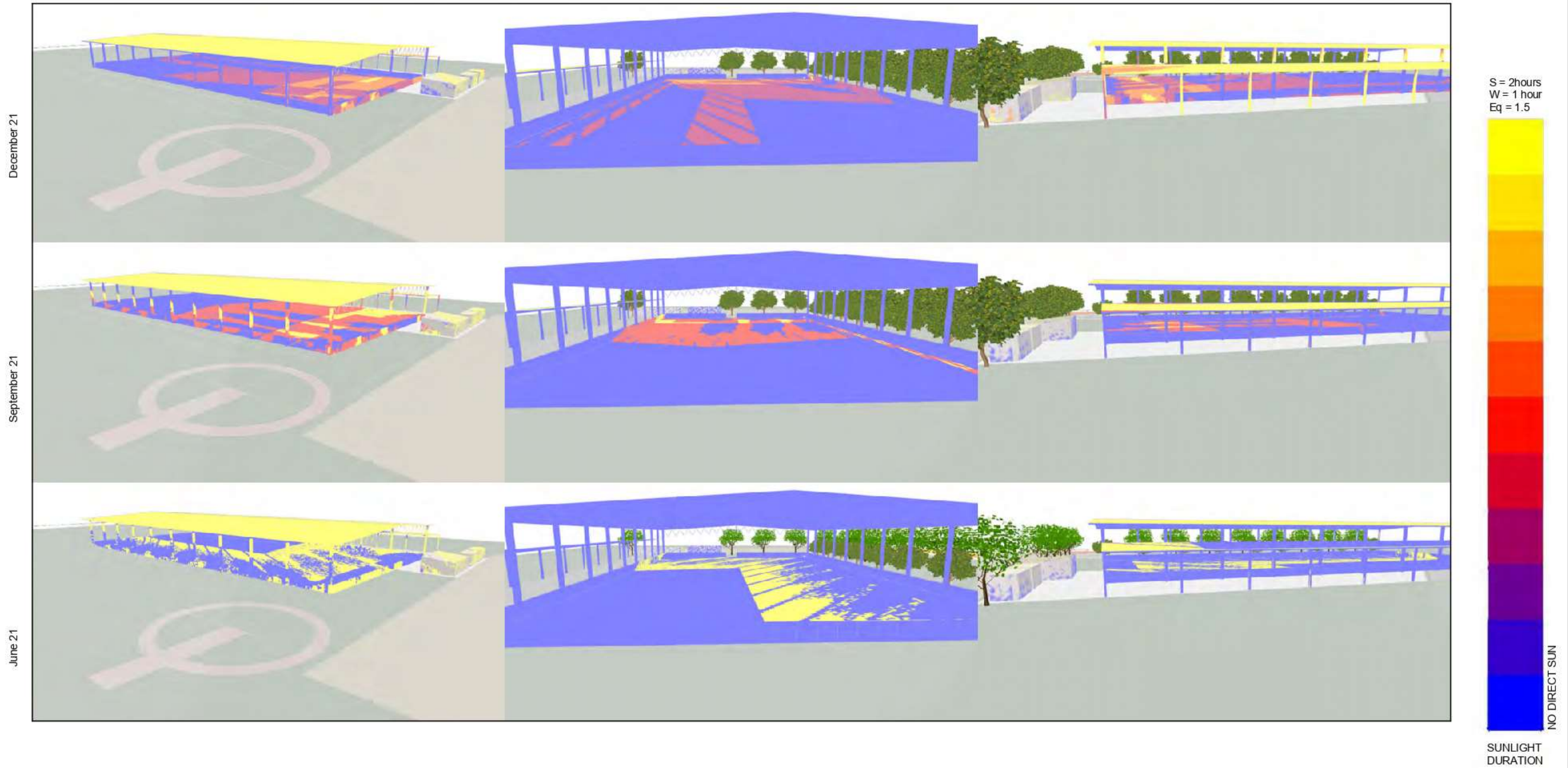
	AGS Commercial Pty Ltd 172 Casino Street South Ullamore PO Box 480 Ullamore NSW 2480 phone 02 4422 37 45 fax 02 4421 94 55 www.agscommercial.net.au	No.	Description	Date	No.	Description	Date	Notes: Written dimensions shall be used in preference to scaled dimensions. All dimensions and ground lines to be verified onsite and locate all underground services relative to the proposed works prior to construction. Discrepancies shall be referred to the Building Designer before construction. Concept, design & drawings copyright of AGS Commercial.	TENDER SUBMISSION RICHMOND VALLEY COUNCIL CASINO SHOWGROUND UPGRADE 100/95 SUMMERLAND WAY CASINO NSW 2470 72-DPT55627	SUNLIGHT / GLARE ANALYSIS OPTION C	
		TE2	TENDER ISSUE	08/11/2021							Project number C099 Date 08/11/2021 Drawn by MP Checked by CW, SB

OPTION D

Suitable native plantings - deciduous and evergreen.

No reduction of airflow . Glare reduction dependent on careful selection of planting species and location.

Note that a significant amount of direct sunlight still penetrates the arena during summer and winter via the northern and southern portions of the western quadrant, however reduced periods can be seen, especially in the winter months, with the arena floor adjacent arena to the foliage seeing a reduction in glare duration.



	AGS Commercial Pty Ltd 172 Casino Street South Ullamore PO Box 480 Ullamore NSW 2480 phone 02 4422 37 45 fax 02 4421 94 55 www.agscommercial.net.au	No.	Description	Date	No.	Description	Date	Notes: Written dimensions shall be used in preference to scaled dimensions. All dimensions and ground lines to be verified onsite and locate all underground services relative to the proposed works prior to construction. Discrepancies shall be referred to the Building Designer before construction. Concept, design & drawings copyright of AGS Commercial.	TENDER SUBMISSION RICHMOND VALLEY COUNCIL CASINO SHOWGROUND UPGRADE 100/95 SUMMERLAND WAY CASINO NSW 2470 72-DPT55627	SUNLIGHT / GLARE ANALYSIS OPTION D	
		TE2	TENDER ISSUE	08/11/2021							Project number C099 Date 08/11/2021 Drawn by MP Checked by CW, SB