



**Richmond  
Valley  
Council**



# **DRAFT Operational Plan 2023-2024 (including Financial Estimates 2023-2027)**

**PUBLIC EXHIBITION**



***We acknowledge  
the people of the  
Bundjalung Nation  
as Custodians of  
Country and  
recognise their  
continuing  
connection to land  
and waters. We  
pay our respects to  
Aboriginal and  
Torres Strait  
Islander cultures,  
and to Elders past  
and present.***

**Richmond Valley Council**

**Casino Office:**

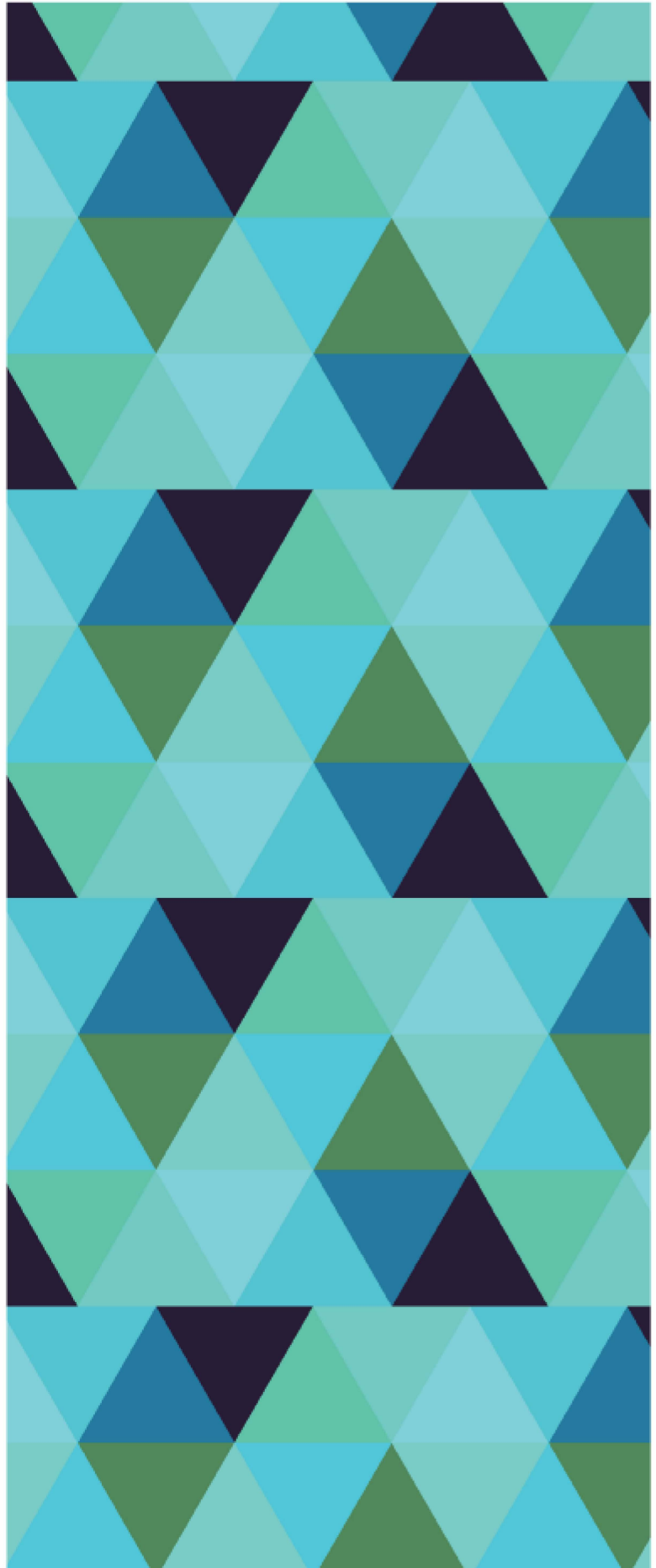
10 Graham Place  
(Locked Bag 10)  
Casino NSW 2470  
**Phone:** (02) 6660 0300  
**Fax:** (02) 6660 1300

**Evans Head Office:**

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

**Email:** [council@richmondvalley.nsw.gov.au](mailto:council@richmondvalley.nsw.gov.au)

**Web:** [www.richmondvalley.nsw.gov.au](http://www.richmondvalley.nsw.gov.au)



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## Delivering our community's priorities

The Richmond Valley has an exciting future ahead, as we continue to rebuild and renew our communities after the flood, complete the major works we've begun and open new opportunities for growth and prosperity.

This Operational Plan takes the first steps towards delivering the 20-year vision in our Community Strategic Plan. It explains the actions that Council will take in the coming year to lay the foundations for change and continue to build back better. The four key directions in our plan have been developed through community consultation. They focus on strengthening the Richmond Valley's role in the Northern Rivers region, creating great places to live, protecting our unique environment and delivering the services our community needs.

Although there will be challenges ahead, there will also be great opportunities in the coming year, as we take another step towards activating the Regional Jobs Precinct and delivering much-needed housing for our growing community. We'll also complete some major milestones in 2023-24, including the opening of Stage One of our Casino Memorial Olympic Pool upgrade, completion of the Casino Showground redevelopment and further upgrades to local sporting facilities in the Mid-Richmond.

We'll also begin to implement our Sustainable Communities Strategy, including plans to reduce Council's carbon footprint, protect native habitat areas, and introduce a new Community Tree Planting Program, providing 1000 extra shade trees each year.

The actions in this Plan will help to guide Council's progress in delivering these important initiatives, as we continue to work towards the community's vision of *"A growing, sustainable community, with a relaxed lifestyle, beautiful environment and thriving economy."*



# About this Plan

The Operational Plan supports Council's Delivery Program. This is the point where the community's strategic goals are systematically translated into actions. The Delivery Program includes the principal activities to be undertaken by the council to perform all its functions - including implementing the strategies established by the Community Strategic Plan. It is Council's commitment to the community to work towards the Community Strategic Plan vision during the current term of office. The Operational Plan identifies all the actions that will be undertaken in the coming year to help achieve the Principal Activities in the Delivery Program. The diagram at right shows how all the plans in the Integrated Planning and Reporting Framework fit together.

The Delivery Program is designed as the single point of reference for all activities undertaken by the council during its term of office. All plans, projects, activities and funding allocations must be directly linked to this Program. The Operational Plan identifies how specific actions, projects and programs will be carried out, who will be responsible for completing the actions and how they will be funded in the coming year. Section One of this document includes 238 actions which will support the 80 Principal Activities of the Delivery Program. Section Two of this document includes Council's 2023-24 budget, detailing how these actions will be funded.

The Operational Plan also includes Council's Annual Statement of Revenue Policy, which sets out rates, fees and charges for the 2023-24 financial year.



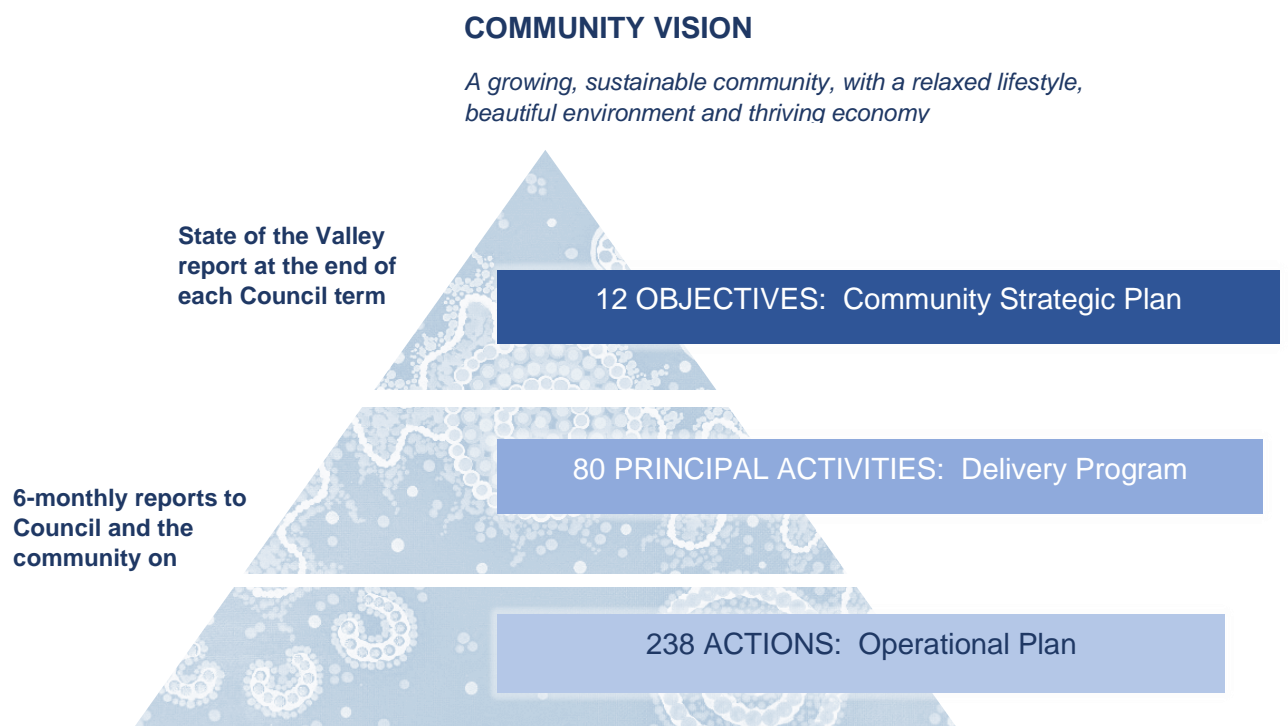
# Measuring success

The Operational Plan and the Delivery Program work together to help Council determine whether it is moving closer to achieving the community's vision and strategic priorities.

Each action in the Operational Plan is assigned to one of Council's senior staff who is responsible for ensuring that the action is successfully completed. Staff report to the General Manager every quarter, so he can ensure the plan is being delivered on schedule.

Every six months, the General Manager reports to the elected Council and the community on progress in delivering the 80 Principal Activities in the Delivery Program and the 238 actions in the Operational Plan.

At the end of the Council term, Council prepares a "State of the Valley" report for the community and the in-coming Council, outlining the progress that has been achieved in delivering the Community Strategic Plan.



# Our Four Key Directions

Our Community Strategic Plan includes Four Key Directions that were developed after community consultation. These directions create the framework for the objectives, strategies and actions in this Plan.

## **1. Strengthening our role in the region**

This direction is based on the Richmond Valley Growth Management Strategy, recently adopted by Council, and the remaining actions of the Rebuilding the Richmond Valley Recovery Plan. It also includes strategies from the Key Directions in Economic Development paper presented to the local business community for consultation. The direction focuses on building back better after the floods, identifying opportunities for our community to grow, strengthening our economy and providing more housing, jobs and services.

## **2. Creating great places to live**

This direction is based on direct consultation with the community, including our two community surveys and the community on-line ideas board.

It focuses on creating vibrant, liveable and safe communities – providing opportunities to learn, create and celebrate, enhancing our town centres and retail precincts and ensuring that our parks, playgrounds, sports fields and community facilities are well maintained. It also looks at strategies to adapt to a changing climate and build resilience against future natural disasters.

## **3. Protecting our unique environment**

This direction is based on our Sustainable Communities Strategy, recently adopted by Council after community consultation. It focusses on preserving our native bushland and biodiversity, maintaining healthy rivers, beaches and waterways, and helping our Valley to transition to a circular economy in the way we manage our future resources.

## **4. Delivering for our community**

This direction focuses on the role that Richmond Valley Council will play in helping to deliver the Community Strategic Plan. It includes Council's civic leadership in engaging with and advocating for our community, as well as our responsibilities for managing community resources and providing great service

# Strengthening our role in the region

## OBJECTIVE 1: Rebuild and reconnect our communities

### Strategies:

- Revitalise flood-affected towns and villages
- Complete repairs to flood-damaged roads and assets
- Advocate for government investment to support economic recovery

<b>1A: Revitalise flood-affected towns and villages</b>		
Principal Activity 1A1: Restore and reconnect social infrastructure		<b>Director Projects &amp; Business Development</b>
Code	Action	Responsible officer
1A1.1	Finalise flood repairs to community buildings, sports fields, parks and cultural facilities	Coordinator Asset Management
1A1.2	Provide support for flood-affected communities through Council's Recovery Team, community gatherings and events	Recovery Coordinator
Principal Activity 1A2: Prepare long-term plans for Mid-Richmond villages		<b>Director Community Service Delivery</b>
Code	Action	Responsible officer
1A2.1	Prepare Place Plans for Mid-Richmond communities in consultation with local residents, businesses and the Northern Rivers Reconstruction Corporation.	Manager Development & Certification
1A2.2	Seek funding to complete the Woodburn CBD upgrade	Grants Officer
1A2.3	Work with the Coraki community, NSW Government agencies and stakeholders to develop future options for the Coraki health and golf course precinct.	Manager Development & Certification

<b>1B: Complete repairs to flood-damaged roads and assets</b>		
Principal Activity 1B1: Deliver Disaster Recovery roadworks and water/sewer repairs		<b>General Manager</b>
Code	Action	Responsible officer
1B1.1	Work with Transport for NSW to deliver the Disaster Recovery Funded repair program for roads, bridges and associated assets	Manager Infrastructure Services
1B1.2	Complete Naughton's Gap landslip restoration	Manager Project Management Office
1B1.3	Complete geotechnical studies and design work for the Richmond Terrace rebuild project and seek further funding to deliver the construction works	Manager Project Management Office
1B1.4	Finalise water and sewerage asset flood repairs and asset resilience works	Manager Infrastructure Services



<b>1C: Advocate for government investment to support recovery</b>		
Principal Activity 1C1: Continue to work with the Northern Rivers Reconstruction Corporation & other agencies to support regional recovery		<b>General Manager</b>
Code	Action	Responsible officer
1C1.1	Enhance working relationships with the NRRC to receive updates and ensure planning and programs are integrated	General Manager
1C1.2	Seek grant funding for priority infrastructure betterment works	Manager Infrastructure Services
1C1.3	Advocate for continued flood recovery support for rural industries and local businesses	General Manager
1C1.4	Continue to advocate for environmental restoration works, including riverbank restoration	General Manager

# Strengthening our role in the region

## OBJECTIVE 2: Establish the Richmond Valley as a regional growth centre

### Strategies:

- Plan for long-term sustainable growth
- Create new employment opportunities
- Strengthen essential services
- Provide more homes for our growing community
- Deliver regionally significant projects

<b>2A: Plan for long-term sustainable growth</b>		
Principal Activity 2A1 Undertake long-term planning for the Valley's future		<b>Director Community Service Delivery</b>
Code	Action	Responsible officer
2A1.1	Implement the Richmond Valley Growth Strategy and prepare/update supporting plans	Manager Development & Certification
2A1.2	Prepare long-term strategies and advocacy plans for critical, built and social infrastructure within the valley	Coordinator Strategic Asset Planning and Property
2A1.3	Develop and deliver the Richmond Valley Water Management Strategy	Chief of Staff
Principal Activity 2A2: Develop and implement the Richmond Valley Masterplan		<b>General Manager</b>
Code	Action	Responsible officer
2A2.1	Combine key strategic plans to develop a Masterplan for growth and investment in the Richmond Valley, in consultation with key stakeholders	General Manager
2A2.2	Promote the RV Masterplan to key government agencies, development authorities and investors	General Manager
Principal Activity 2A3: Develop and implement the Richmond Valley Masterplan		<b>General Manager</b>
Code	Action	Responsible officer
2A3.1	Develop, deliver and report on Council's Delivery Program and Operational Plans.	Chief of Staff
2A3.2	Prepare the State of the Valley Report and lead the 2024 CSP review	Chief of Staff

<b>2B: Create new employment opportunities</b>		
Principal Activity 2B1 Activate the Richmond Valley Regional Jobs Precinct		<b>Director Projects &amp; Business Development</b>
Code	Action	Responsible officer
2B1.1	Work with the NSW Government to finalise the RJP Masterplan and supporting planning amendments	Director Community Service Delivery
2B1.2	Activate Council-owned industrial lands in the RJP precincts and explore further opportunities for commercial development	Manager Property and Economic Projects
2B1.3	Work with Regional NSW to attract new investment to the RJP Precincts and Richmond Valley	Manager Property and Economic Projects

<b>2C: Strengthen essential services</b>		
Principal Activity 2C1 Increase educational opportunities		<b>Director Projects &amp; Business Development</b>
Code	Action	Responsible officer
2C1.1	Advocate for increased trade and technical training options within the Richmond Valley	Manager Property & Economic Projects
2C1.2	Work with providers to improve university access and participation rates.	Manager Property & Economic Projects
Principal Activity 2C2 Increase educational opportunities		<b>Director Projects &amp; Business Development</b>
Code	Action	Responsible officer
2C2.1	Identify key government-led service industries in the Richmond Valley and advocate for greater investment and job creation	Manager Property and Economic Projects
2C2.2	Activate the Casino Health Precinct and work with NSW Health and other providers to increase health sector employment and services in the Richmond Valley	Manager Property & Economic Projects

<b>2D: Provide more homes for our growing community</b>		
Principal Activity 2D1: Activate residential development on flood-safe land		<b>Director Community Service Delivery</b>
Code	Action	Responsible officer
2D1.1	Work with the NRRC to deliver the Resilient Lands Program in the Richmond Valley	General Manager
2D1.2	Seek government funding for infrastructure to activate new housing areas	General Manager
2D1.3	Partner with the NSW Government to unlock residential opportunities on Crown Land	Manager Property and Economic Projects
2D1.4	Complete development servicing plans and review development contributions plans	Manager Development & Certification

Principal Activity 2D2: Provide a range of housing to suit all needs		<b>Director Community Service Delivery</b>
Code	Action	Responsible officer
2D2.1	Develop a Housing Strategy for the Richmond Valley	Manager Development & Certification
2D2.2	Partner with Government and NGOs to deliver affordable, accessible housing	Manager Property and Economic Projects
2D2.3	Develop design guides and pilots for quality in-fill development	Manager Development & Certification

<b>2E: Deliver regionally significant projects</b>		
Principal Activity 2E1: Work with regional partners to deliver the Northern Rivers Rail Trail		<b>Director Projects &amp; Business Development</b>
Code	Action	Responsible officer
2E1.1	Complete the Casino-Bentley section of the rail trail	Manager Project Management Office
2E1.2	Upgrade the Rail Trail entry precinct and link to other local attractions and services	Manager Project Management Office
2E1.3	Work with Lismore City Council to deliver the Bentley – Lismore stage of the Trail	Manager Project Management Office
2E1.4	Open opportunities for Rail Trail support services, tourism and associated businesses	Manager Community Connection
Principal Activity 2E2 Establish Casino Showground as the premier equine facility in the Northern Rivers		<b>Director Projects &amp; Business Development</b>
Code	Action	Responsible officer
2E2.1	Complete Showground upgrade project	Manager Project Management Office
2E2.2	Work with stakeholders to implement the Equine Centre business plan	Manager Property & Economic Projects
Principal Activity 2E3 Upgrade regionally significant infrastructure		<b>Director Community Service Delivery</b>
Code	Action	Responsible officer
2E3.1	Continue to upgrade the Woodburn-Casino Road (MR145) as a key regional link to the M1 and seek further funding	Manager Project Management Office
2E3.2	Commence pre-construction works to deliver a new Casino Sewage Treatment Plant and seek further funding	Manager Infrastructure Services



# Strengthening our role in the region

## OBJECTIVE 3: Grow and diversify our economy

### Strategies:

- Strengthen the Valley's manufacturing and industrial base
- Grow our lifestyle and tourism markets
- Support continued growth in service industries
- Support & protect agricultural enterprise

<b>3A: Strengthen the Valley's manufacturing and industry base</b>		
Principal Activity 3A1: Encourage new manufacturing and processing industries to relocate to the Richmond Valley		<b>Director Projects &amp; Business Development</b>
Code	Action	Responsible officer
3A1.1	Work with Regional NSW and investors to attract emerging waste industries in recycling, reuse and repurposing to be established in the Regional Jobs Precinct	Manager Property & Economic Projects
3A1.2	Support the establishment of renewable energy initiatives, such as solar farms and bioenergy	Manager Property & Economic Projects
Principal Activity 3A2: Strengthen supply chains for key manufacturing industries		<b>Director Projects &amp; Business Development</b>
Code	Action	Responsible officer
3A2.1	Work with Regional NSW to Identify supply chains and value-add opportunities for key manufacturing industries	Manager Property & Economic Projects
3A2.2	Work with businesses to fill supply chain gaps and encourage co-location	Manager Property & Economic Projects
3A2.3	Encourage growth in logistics industries to support local manufacturing and agriculture	Manager Property & Economic Projects

<b>3B: Grow our lifestyle and tourism markets</b>		
Principal Activity 3B1: Improve visitor accommodation options throughout the Valley		<b>Director Community Service Delivery</b>
Code	Action	Responsible officer
3B1.1	Develop and implement a visitor accommodation strategy to support new and emerging regional attractions in the Valley, including the Rail Trail	Manager Community Connection
3B1.2	Continue to develop Council's caravan park at Coraki for short-term visitor accommodation	Manager Community Connection
3B1.3	Provide more options for self-contained caravans and campers to stop overnight in the Richmond Valley	Coordinator Asset Management

Principal Activity 3B2: Explore new opportunities for visitor experiences		<b>Director Community Service Delivery</b>
Code	Action	Responsible officer
3B2.1	Review the Richmond Valley Destination Management Plan to align with State strategies and funding opportunities	Manager Community Connection
3B2.2	Encourage new nature-based tourism and cultural experiences to diversify the visitor market	Manager Community Connection
3B2.3	Continue to support Paddock to Plate experiences and explore opportunities to connect with Northern Rivers food trails	Manager Community Connection

**3C: Support continued growth in service industries**

Principal Activity 3C1: Identify key service industry growth areas		<b>Director Projects &amp; Business Development</b>
Code	Action	Responsible officer
3C1.1	Undertake a review of key service sectors in the Richmond Valley and identify gaps and opportunities	Manager Property & Economic Projects
3C1.2	Support integration of service industries in commercial and residential precincts	Manager Property & Economic Projects

**3D: Support and protect agricultural enterprise**

Principal Activity 3D1: Support emerging and value-add agricultural industries		<b>Director Projects &amp; Business Development</b>
Code	Action	Responsible officer
3D1.1	Encourage ag-tech industries to establish or relocate to the Richmond Valley	Manager Property & Economic Projects
3D1.2	Work with existing agricultural industries to identify value add opportunities, including agri-tourism	Manager Community connection
Principal Activity 3D2: Support continued productivity on significant agricultural lands		<b>Director Community Service Delivery</b>
Code	Action	Responsible officer
3D2.1	Prepare a Rural Lands Strategy for the Richmond Valley	Manager Development & Certification
3D2.2	Work with local producers to restore and enhance agricultural lands, including the importance of managing riparian zones.	Manager Sustainable Communities & Environment
Principal Activity 3D3: Establish the NRLX as the premier livestock exchange in northern NSW		<b>Director Projects &amp; Business Development</b>
Code	Action	Responsible officer
3D3.1	Implement NRLX Business Plan, including revenue model changes and ratify new Agency agreements	NRLX Redevelopment & Operations Manager

Code	Action	Responsible officer
3D3.2	Introduce new service-delivery model to exercise ownership and take responsibility for operations and work health safety assurance	NRLX Redevelopment & Operations Manager
3D3.3	Seek funding for infrastructure upgrades at the NRLX facility, including rehabilitation of effluent ponds	Grants Officer
3D3.4	Reinvest in the Richmond Valley Agriculture Community with the introduction of a co-contribution scholarship program.	NRLX Redevelopment & Operations Manager
3D3.5	Upgrade NRLX website and Customer Relationship Management systems to improve feedback and client management	NRLX Redevelopment & Operations Manager

# Creating great places to live

## OBJECTIVE 4: Celebrate our local identity and lifestyle

### Strategies:

- Provide opportunities to learn, create, share and celebrate
- Enhance the unique character of towns and villages
- Encourage healthy activities, community involvement and connection

<b>4A: Provide opportunities to learn, create, share and celebrate</b>		
Principal Activity 4A1: Celebrate our diverse community and increase inclusion and understanding		<b>Director Community Service Delivery</b>
Code	Action	Responsible officer
4A1.1	Continue to support NAIDOC Week celebrations and events and participate in inter-agency forums	Resilience & Community Grants Coordinator
4A1.2	Work with local Aboriginal groups to develop cultural awareness programs and support local employment and youth programs	Resilience & Community Grants Coordinator
4A1.3	Partner with local people with disabilities to create a new Disability Inclusion Action Plan for the Richmond Valley	Chief of Staff
Principal Activity 4A2: Support and deliver local events and festivals		<b>Director Community Service Delivery</b>
Code	Action	Responsible officer
4A2.1	Support the Richmond Valley's signature events, including Beef Week, the Truck Show and Primex and continue to develop a signature event for the Mid-Richmond	Manager Community Connection
4A2.2	Host and support local events, civic ceremonies and festivals to encourage community connection	Manager Community Connection
4A2.3	Explore opportunities to promote public art and cultural activities	Manager Community Connection
4A2.4	Seek funding for upgrades to Casino Civic Hall to attract more touring performances	Grants Officer
4A2.5	Continue the RVC community Grants Support Programs	Resilience & Community Grants Coordinator
4A2.6	Continue the RVC community Events Support Programs	Manager Community Connection
Principal Activity 4A3: Enhance local libraries to be culturally enriching and informative spaces		<b>Director Organisational Services</b>
Code	Action	Responsible officer
4A3.1	Engage with community members and library partners in the design, development and delivery of library programs and events to support creative and informative learning	Manager Regional Library



Code	Action	Responsible officer
4A3.2	Maintain and enhance library spaces to provide greater opportunities to engage with the community	Manager Regional Library
4A3.3	Maintain and enhance the library collection, both physical and electronic to meet the diverse needs of its members and the community served	Manager Regional Library
4A3.4	Monitor emerging trends and developments in the provision of library user's access to technology	Manager Regional Library

#### **4B: Enhance the unique character of our towns and villages**

Principal Activity 4B1: Implement community Place Plan actions		<b>Director Projects &amp; Business Development</b>
Code	Action	Responsible officer
4B1.1	Develop a CBD masterplan for Casino	Coordinator Strategic Asset Planning and Property
4B1.2	Develop a CBD masterplan for Evans Head	Coordinator Strategic Asset Planning and Property
Principal Activity 4B2: Maintain town centres, local parks and cemeteries to a high standard		<b>Director Community Service Delivery</b>
Code	Action	Responsible officer
4B2.1	Develop a new Cemeteries Management Strategy for the Richmond Valley and implement NSW cemeteries licensing requirements	Manager Sustainable Communities & Environment
4B2.2	Develop and deliver integrated services for town centre maintenance, cleaning and safety improvements	Coordinator Open Spaces
4B2.3	Carry out regular park maintenance, regular safety inspections and improvements	Coordinator Open Spaces

#### **4C: Encourage healthy activities, community involvement and connection**

Principal Activity 4C1: Provide well-maintained public recreation, sports facilities & swimming pools		<b>Director Projects &amp; Business Development</b>
Code	Action	Responsible officer
4C1.1	Complete and commission Stage 1 of the Casino Memorial Pool upgrade and actively seek funding for Stage 2	Manager Project Management Office
4C1.2	Maintain and upgrade Woodburn, Coraki and Evans Head swimming pools to meet community needs	Manager Project Management Office
4C1.3	Complete upgrade works at Queen Elizabeth Park, Colley Park, Windsor Park and Stan Payne Oval and seek further funding for additional improvements	Manager Project Management Office
4C1.4	Work with local sporting clubs to maintain and improve community sporting facilities and develop masterplans	Coordinator Asset Management

Code	Action	Responsible officer
4C1.5	Provide a range of community programs for young people at the Casino Indoor Sports Stadium	Manager Regional Library
4C1.6	Complete design work for the Broadwater-Evans Head section of the “three-villages pathway” and seek funding to construct the remaining stages.	Coordinator Asset Management
Principal Activity 4C2: Provide safe family-friendly play spaces and outdoor meeting areas		<b>Director Projects &amp; Business Development</b>
Code	Action	Responsible officer
4C2.1	Seek funding to install shade structures and shade areas in council playgrounds and parks	Grants Officer
4C2.2	Work with the community to design creative, inclusive play spaces	Coordinator Asset Management
4C2.3	Encourage family entertainment and organised activities in outdoor spaces	Manager Community Connection

# Creating great places to live

## OBJECTIVE 5: Live sustainably in a changing climate

### Strategies:

- Improve community preparedness and response to natural disasters
- Undertake long-term risk management planning for flood and bushfire
- Reduce our demand on natural resources
- Provide cool, green spaces for our community
- Promote sustainable development

<b>5A Improve community preparedness and response to natural disasters</b>		
Principal Activity 5A1: Support regional disaster planning, response and recovery		<b>Director Community Service Delivery</b>
Code	Action	Responsible officer
5A1.1	Support development of Regional Emergency Management and Recovery Plans	Director Community Service Delivery
5A1.2	Participate in regional and local emergency management arrangements and maintain the Regional Emergency Operations Centre	Director Community Service Delivery
5A1.3	Strengthen the role of Casino Aerodrome in regional emergency response	Director Community Service Delivery
5A1.4	Advocate for improved natural disaster warning and communication systems	Director Community Service Delivery
Principal Activity 5A2: Partner with agencies to deliver community education programs and resilience initiatives		<b>Director Community Service Delivery</b>
Code	Action	Responsible officer
5A2.1	Implement a disaster preparedness community education program, including annual Get Ready information sessions, in consultation with local agencies	Recovery Coordinator
5A2.2	Work with the National Emergency Management Agencies to deliver the regional flood risk awareness program, including floor level surveys and evacuation route assessments	Recovery Coordinator
<b>5B Undertake long-term risk management planning for flood and bushfire</b>		
Principal Activity 5B1: Complete Richmond Valley Flood Study and Floodplain Risk Management Plan		<b>Director Community Service Delivery</b>
Code	Action	Responsible officer
5B1.1	Work with DPE to finalise the Richmond Valley flood study	Manager Development & Certification
5B1.2	Seek funding to complete new Floodplain Risk Management Plans	Manager Development & Certification

Principal Activity 5B2: Implement the Richmond Valley Adverse Event Plan		<b>Director Community Service Delivery</b>
Code	Action	Responsible officer
5B2.1	Review the RV Adverse Event Plan to incorporate lessons from the 2022 flood and continue to implement Plan actions	Resilience & Community Grants Coordinator

**5C Reduce our demand on natural resources**

Principal Activity 5C1 Implement demand management programs to reduce water consumption		<b>Director Community Service Delivery</b>
Code	Action	Responsible officer
5C1.1	Partner with Rous Water to deliver the regional demand management strategy and community education programs	Educator Sustainability & Environment
5C1.2	Address water loss within Council's water networks, in partnership with Rous	Manager Infrastructure Services
5C1.3	Continue to improve water efficiency at council parks and open spaces	Coordinator Open Spaces
5C1.4	Explore opportunities to improve water efficiency at council buildings and facilities	Educator Sustainability & Environment

**5D: Provide cool, green spaces for our community**

Principal Activity 5D1: Develop street-tree planting, shade and greening programs		<b>Director Community Service Delivery</b>
Code	Action	Responsible officer
5D1.1	Develop a Community Greening Program to deliver 1000 additional trees, each year for the Richmond Valley	Manager Sustainable Communities & Environment
5D1.2	Develop an open spaces planting program for council facilities to add, replace and maintain shade trees and native plants	Coordinator Open Spaces
5D1.3	Partner with local groups and other agencies to support tree planting programs on farms and properties and increase awareness of native plants	Manager Sustainable Communities & Environment

**5E: Promote sustainable development**

Principal Activity 5E1: Promote awareness of sustainability programs and options		<b>Director Community Service Delivery</b>
Code	Action	Responsible officer
5E1.1	Promote programs for household energy and water efficiency	Educator Sustainability & Environment
5E1.2	Encourage sustainable urban design in greenfield residential development	Manager Development & Certification
5E1.3	Highlight innovation in housing design and emerging technologies	Manager Development & Certification



# Creating great places to live

## OBJECTIVE 6: Provide infrastructure that meets community needs

### Strategies:

- Undertake whole- of-life planning for community infrastructure
- Partner with State Government to upgrade and maintain key freight links, regional roads and tourist routes
- Provide a network of safe, well-constructed local roads, bridges, footpaths and cycleways
- Manage water supply, sewerage and drainage effectively

<b>6A: Undertake whole-of-life planning for community infrastructure</b>		
Principal Activity 6A1: Develop and maintain asset management systems		<b>Director Projects &amp; Business Development</b>
Code	Action	Responsible officer
6A1.1	Develop implement & review Asset Management Strategy, Plans and Policies	Coordinator Strategic Assets & Property
6A1.2	Develop a 3-year capital works program for asset renewals & upgrades	Coordinator Strategic Assets & Property
6A1.3	Develop annual maintenance and inspection programs for council assets	Coordinator Strategic Assets & Property

<b>6B: Partner with State Government to upgrade and maintain key freight links, regional roads and tourist roads</b>		
Principal Activity 6B1: Maintain regionally significant infrastructure and advocate for long-term investment		<b>Director Projects &amp; Business Development</b>
Code	Action	Responsible officer
6B1.1	Seek funding for further upgrades to the Woodburn-Evans Head Rd) and Broadwater-Evans Head Rd	Grants Officer
6B1.2	Continue upgrades and flood resilience works on the Woodburn-Casino Rd	Manager Infrastructure Services
6B1.3	Work with neighbouring councils to upgrade and improve safety on Bentley Rd	Coordinator Asset Management
6B1.4	Work with Transport for NSW to maintain and improve State and Regional roads within the Richmond Valley	Coordinator Asset Management

<b>6C: Provide a network of safe, well-constructed local roads, bridges, footpaths and cycleways</b>		
Principal Activity 6C1: Deliver local infrastructure maintenance and renewal programs		<b>Director Projects &amp; Business Development</b>
Code	Action	Responsible officer
6C1.1	Seek funding to replace and upgrade Tatham Bridges on Woodburn-Casino Rd	Grants Officer
6C1.2	Seek funding to upgrade the Broadwater Bridge	Grants Officer
6C1.3	Deliver annual Capital Works Program on time and within budget	Manager Infrastructure Services
6C1.4	Deliver annual maintenance inspection programs on time and within budget	Coordinator Asset Management
6C1.5	Continue to deliver the Pedestrian Access and Mobility Plan	Coordinator Asset Management

<b>6D: Manage water supply, sewerage and drainage effectively</b>		
Principal Activity 6D1: Plan for future water/sewer services and upgrades		<b>Director Community Service Delivery</b>
Code	Action	Responsible officer
6D1.1	Complete feasibility studies for Rileys Hill sewerage treatment	Manager Infrastructure Services
6D1.2	Commence planning for the Coraki STP upgrade	Manager Infrastructure Services
6D1.3	Complete development servicing plans for major greenfield residential release and seek funding to design and construct water/sewer infrastructure	Manager Infrastructure Services
Principal Activity 6D2: Deliver water capital works program		<b>Director Community Service Delivery</b>
Code	Action	Responsible officer
6D2.1	Complete Casino raw water pump station upgrades, including PAC system renewal	Manager Infrastructure Services
6D2.2	Commence work on Casino Water Treatment Plant upgrade	Manager Infrastructure Services
6D2.3	Complete annual water capital works program on time and within budget	Manager Infrastructure Services
Principal Activity 6D3: Deliver quality water supply services		<b>Director Community Service Delivery</b>
Code	Action	Responsible officer
6D3.1	Review and update Drinking Water Quality Management System and maintain compliance with requirements	Manager Infrastructure Services
6D3.2	Complete annual water asset inspection and maintenance programs, as per schedule	Manager Infrastructure Services

Principal Activity 6D4: Deliver sewer capital works program		<b>Director Community Service Delivery</b>
Code	Action	Responsible officer
6D4.1	Commence Evans Head STP augmentation	Manager Infrastructure Services
6D4.2	Complete Rappville Sewerage Scheme construction	Manager Project Management Office
6D4.3	Work with NSW Government to deliver future solutions for Rileys Hill sewerage scheme	Manager Infrastructure Services
6D4.4	Deliver South Casino sewage transfer project	Manager Infrastructure Services
6D4.5	Complete annual sewer capital works program on time and within budget	Manager Infrastructure Services
Principal Activity 6D5: Manage our water/sewer business effectively		<b>Director Community Service Delivery</b>
Code	Action	Responsible officer
6D5.1	Identify and manage water/sewer operational and business risks	Manager Infrastructure Services
6D5.2	Complete the inflow and infiltration strategy	Manager Infrastructure Services
6D5.3	Commence catchment-based initiatives to reduce inflow and infiltration	Manager Infrastructure Services
6D5.4	Manage water and sewerage services within agreed performance standards	Manager Infrastructure Services
6D5.5	Complete and implement water/sewer pricing review	Principal Accountant
Principal Activity 6D6: Improve local stormwater and drainage networks		<b>Director Community Service Delivery</b>
Code	Action	Responsible officer
6D6.1	Seek funding to develop stormwater models for Mid-Richmond communities and complete risk management planning	Manager Infrastructure Services
6D6.2	Complete the Casino Urban Stormwater Flooding Study and options assessment and seek funding to deliver the options	Manager Infrastructure Services
6D6.3	Continue to deliver stormwater drain maintenance programs throughout the Valley	Manager Infrastructure Services

# Protecting our unique environment

## OBJECTIVE 7: Preserve native bushland and biodiversity

### Strategies:

- Promote awareness of our natural environment and biodiversity values
- Restore & enhance local habitat zones
- Enhance and protect local wetlands

<b>7A: Promote awareness of our natural environment and biodiversity values</b>		
Principal Activity 7A1: Deliver community education programs on habitat protection and responsible land management		<b>Director Community Service Delivery</b>
Code	Action	Responsible officer
7A1.1	Work with local schools and community groups to raise awareness of the Valley's unique environment and promote participation in habitat protection programs	Educator Sustainability & Environment
7A1.2	Work with government agencies to promote responsible land management programs	Manager Sustainable Communities & Environment

<b>7B: Restore and enhance local habitat zones</b>		
Principal Activity 7B1: Lead and support local habitat restoration programs		<b>Director Community Service Delivery</b>
Code	Action	Responsible officer
7B1.1	Continue to deliver the native flying fox habitat restoration program	Environment & Sustainability Officer
7B1.2	Explore opportunities to enhance native fish habitat, in consultation with community groups	Manager Sustainable Communities & Environment
7B1.3	Continue to support North Coast koala habitat protection programs	Environmental Health Officer

<b>7C: Enhance and protect local wetlands</b>		
Principal Activity 7C1: Preserve and enhance biodiversity in local wetlands		<b>Director Community Service Delivery</b>
Code	Action	Responsible officer
7C1.1	Seek funding to develop the Richmond Park Masterplan	Grants Officer
7C1.2	Work with local stakeholders to expand wetland precincts and incorporate Aboriginal knowledge and cultural practices	Manager Sustainable Communities & Environment

# Protecting our unique environment

## OBJECTIVE 8: Maintain healthy rivers, beaches and waterways

### Strategies:

- Deliver a long-term sustainable water supply for the Richmond Valley
- Improve catchment health and water quality
- Support a range of recreational opportunities at local rivers and beaches

<b>8A: Deliver a long-term sustainable water supply for the Richmond Valley</b>		
Principal Activity 8A1: Secure Casino's water supply		<b>Director Community Service Delivery</b>
Code	Action	Responsible officer
8A1.1	Finalise Casino water security options assessment	Manager Infrastructure Services
8A1.2	Progress pre-construction planning and approvals for preferred water security option for Casino	Manager Infrastructure Services
8A1.3	Work with high water consumption industries to reduce demand on the Casino supply	Manager Sustainable Communities & Environment
Principal Activity 8A2: Secure the Mid-Richmond's water supply		<b>Director Community Service Delivery</b>
Code	Action	Responsible officer
8A2.1	Work with Rous Water to finalise water security options and upgrades for Mid-Richmond communities.	Manager Infrastructure Services

<b>8B: Improve catchment health and water quality</b>		
Principal Activity 8B1: Work with government agencies to improve the health of the Richmond River catchment		<b>Director Community Service Delivery</b>
Code	Action	Responsible officer
8B1.1	Partner with Local Land Services, the Northern Rivers Resilience Initiative and DPE to better understand and protect the Richmond River catchment	Manager Sustainable Communities & Environment
Principal Activity 8B2: Work with stakeholders to address water quality risks		<b>Director Community Service Delivery</b>
Code	Action	Responsible officer
8B2.1	Undertake regular inspections of high-risk on-site sewerage management systems and support improved system performance	Environmental Health Officer
8B2.2	Regulate and inspect as required underground petroleum storage systems (UPSS) and ensure compliance with regulations	Environmental Health Officer
8B2.3	Support increased water quality monitoring of the Richmond River system and Evans River	Manager Sustainable Communities & Environment

Code	Action	Responsible officer
8B2.4	Partner with rural property owners and agencies to improve riparian zones	Manager Sustainable Communities & Environment
8B2.5	Ensure compliance with Environmental Licenses for Council's water/sewer assets	Environment & Sustainability Officer

<b>8C: Support a range of recreational opportunities at local rivers and beaches</b>		
Principal Activity 8C1: Improve connection between Casino CBD and the river		<b>Director Projects &amp; Business Development</b>
Code	Action	Responsible officer
8C1.1	Strengthen links between the Barker St precinct, McAuliffe Park and Queen Elizabeth Park Casino and seek funding for an improved pedestrian river crossing	Coordinator Asset Management
8C1.2	Provide for a range of walking trails and passive recreation options in the CBD riverbank precincts and improve access to the river.	Coordinator Asset Management
Principal Activity 8C2: Seek funding to continue to upgrade the Evans Head foreshore and improve access to the river		<b>Director Projects &amp; Business Development</b>
Code	Action	Responsible officer
8C2.1	Work with the community through the Evans Head Place Plan project to identify further foreshore improvements	Coordinator Asset Management
8C2.2	Work with river users to identify opportunities to improve facilities and access to our rivers throughout the Valley	Coordinator Asset Management
Principal Activity 8C3: Maintain and protect local beaches		<b>Director Community Service Delivery</b>
Code	Action	Responsible officer
8C3.1	Work with the community to develop shared usage arrangements for local beaches that protect public safety and the environment	Team Leader Regulatory Services



# Protecting our unique environment

## OBJECTIVE 9: Transition to a circular economy

### Strategies:

- Develop long-term circular economy options
- Increase options to reduce, reuse, recycle and repurpose materials
- Manage Council waste services & facilities effectively

<b>9A: Develop long-term circular economy options</b>		
Principal Activity 9A1: Develop and implement the Richmond Valley Circular Economy Strategy		<b>Director Projects &amp; Business Development</b>
Code	Action	Responsible officer
9A1.1	Analyse volumes and costings of all residual waste and recyclable materials in the Richmond Valley	Waste & Resource Recovery Manager
9A1.2	Review existing resource recovery infrastructure and resources to optimize participation in the circular economy.	Waste & Resource Recovery Manager
9A1.3	Maximise recycling opportunities and manage costs by establishing more flexible materials contracts	Waste & Resource Recovery Manager
9A1.4	Investigate opportunities for the disposal of residual material beyond the capacity of the new landfill cell (Cell 6) at Nammoona Resource Recovery Centre.	Waste & Resource Recovery Manager

<b>9B: Increase options to reduce reuse, recycle and repurpose materials</b>		
Principal Activity 9B1: Encourage manufacturers and consumers to take responsibility for managing recyclates and residual materials		<b>Director Projects &amp; Business Development</b>
Code	Action	Responsible officer
9B1.1	Support and advocate for product stewardship requirements in Australia	Waste & Resource Recovery Manager
9B1.2	Continue community awareness programs to educate consumers on the circular economy, including waste minimization and recycling options	Waste and Resource Recovery Manager
9B1.3	Implement litter reduction programs	Waste and Resource Recovery Manager
Principal Activity 9B2: Support new recycling/re-use industries to establish in the Richmond Valley		<b>Director Projects &amp; Business Development</b>
Code	Action	Responsible officer
9B2.1	Work with regional Councils and NEWASTE to promote and support the establishment of appropriate recycling/re-use industries within the region	Waste & Resource Recovery Manager
9B2.2	Seek opportunities to increase the benefits from the Richmond Valley's organic waste streams	Waste & Resource Recovery Manager

<b>9C: Manage Council resource recovery services and facilities effectively</b>		
Principal Activity 9C1: Complete expansion and upgrade works at Nammoona Resource Recovery Facility		<b>Director Projects &amp; Business Development</b>
Code	Action	Responsible officer
9C1.1	Complete construction and commissioning of Cell 6 and associated works and optimise operational use.	Manager Project Management Office
9C1.2	Undertake staged capping of Cells 1,2 3 & 4 as Cell 6 is commissioned	Waste & Resource Recovery Manager
Principal Activity 9C2: Manage resource recovery facilities effectively		<b>Director Projects &amp; Business Development</b>
Code	Action	Responsible officer
9C2.1	Ensure compliance with Environmental Licences and relevant legislation	Waste & Resource Recovery Manager
9C2.2	Improve recovery rates at both the Nammoona and Evans Head Resource Recovery Facilities	Waste & Resource Recovery Manager
9C2.3	Complete and implement Site Masterplans for both the Nammoona and Evans Head Resource Recovery Facilities	Waste & Resource Recovery Manager
9C2.4	Undertake a review of RVCs decommissioned waste facilities to optimise maintenance requirements and economics	Waste & Resource Recovery Manager
Principal Activity 9C3: Manage kerbside collection services effectively		<b>Director Projects &amp; Business Development</b>
Code	Action	Responsible officer
9C3.1	Maintain and upgrade waste collection fleet	Waste & Resource Recovery Manager
9C3.2	Continue to explore opportunities to improve collection services in unserviced areas of Richmond Valley	Waste & Resource Recovery Manager

# Delivering for our community

## OBJECTIVE 10: Lead and advocate for our community

### Strategies:

- Strengthen engagement between council and the community
- Advocate for community needs & priorities
- Lead with integrity

<b>10A: Strengthen engagement between Council and the community</b>		
Principal Activity 10A1: Develop and deliver the Richmond Valley Community Engagement Strategy		<b>Director Community Service Delivery</b>
Code	Action	Responsible officer
10A1.1	Complete a new Council Community Engagement Strategy by December 2023	Manager Community Connection
10A1.2	Continue to work with community and business advisory groups and develop an ongoing program of listening tours and engagement	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

<b>10B: Advocate for community needs and priorities</b>		
Principal Activity 10B1: Advocate to federal and state government for community priorities and seek grant funding		<b>General Manager</b>
Code	Action	Responsible officer
10B1.1	Maintain Council's grants program and actively seek funding for strategic priorities	Grants Officer
10B1.2	Build positive working relationships with local members of parliament and government agencies to support advocacy	General Manager
10B1.3	Participate in Northern Rivers Joint Organisation initiatives and advocate for regional priorities	General Manager

<b>10C: Lead with integrity</b>		
Principal Activity 10C1: Provide representative and accountable community governance		<b>Director Organisational Services</b>
Code	Action	Responsible officer
10C1.1	Ensure Council meetings are accessible to the public and continue to provide live-streaming services	Director Organisational Services
10C1.2	Prepare a Councillor learning and development program and support Councillors to undertake professional development	Governance Coordinator
10C1.3	Ensure Richmond Valley Council complies with legislative requirements and processes	Governance Coordinator
10C1.4	Report annually to the community on Council's performance, in accordance with legislation	Governance Coordinator

# Delivering for our community

## OBJECTIVE 11: Manage resources responsibly

### Strategies:

- Manage finances responsibly and provide value for money
- Strengthen Council's role as a leading local employer
- Manage organisational risks responsibly
- Improve the sustainability of Council's operations
- Manage Council's commercial activities for community benefit

<b>11A: Manage finances responsibly and provide value for money</b>		
Principal Activity 11A1: Undertake long-term financial planning and ensure compliance with financial regulation		<b>Director Organisational Services</b>
Code	Action	Responsible officer
11A1.1	Prepare and implement Council's Long Term Financial Plan	Principal Accountant
11A1.2	Maintain Council's investment portfolio in accordance with requirements and aim for the best long-term benefit for the community	Principal Accountant
11A1.3	Provide regular reports to Council on financial performance and ensure compliance with requirements for external audit	Principal Accountant
11A1.4	Implement and monitor Council's Anti-Fraud and Corruption strategy and ensure staff receive regular training in requirements	Governance Coordinator
Principal Activity 11A2: Strengthen procurement systems		<b>Director Organisational Services</b>
Code	Action	Responsible officer
11A2.1	Manage Council's procurement function to ensure probity, value for money and support for local businesses	Coordinator Fleet & Procurement
11A2.2	Improve customer service in council stores through enhanced technology	Coordinator Fleet & Procurement
Principal Activity 11A3: Maintain efficient rating and revenue systems		<b>Director Organisational Services</b>
Code	Action	Responsible officer
11A3.1	Maintain an equitable rating structure that supports agreed levels of service for the community	Revenue Coordinator
11A3.2	Manage debt recovery services in accordance with Council's policies	Revenue Coordinator

<b>11B: Strengthen Council's role as a leading local employer</b>		
Principal Activity 11B1: Implement the Richmond Valley Council Workforce Management Strategy		<b>Director Organisational Services</b>
Code	Action	Responsible officer
11B1.1	Ensure a safe, inclusive and diverse workforce	Manager People & Culture
11B1.2	Work collaboratively to address labour market and regional challenges in attracting and retaining skilled workers	Manager People & Culture
11B1.3	Undertake regular staff development days, leadership programs and training	Manager People & Culture
Principal Activity 11B2: Continue to provide local employment schemes and development opportunities		<b>Director Organisational Services</b>
Code	Action	Responsible officer
11B2.1	Continue to offer Council's Youth Employment Scheme, cadetships and Try a Trade programs and encourage local participation.	Manager People & Culture

<b>11C: Manage organisational risks responsibly</b>		
Principal Activity 11C1: Implement Richmond Valley Council's Enterprise Risk Management Framework		<b>General Manager</b>
Code	Action	Responsible officer
11C1.1	Develop annual risk management programs in response to the ERMF key focus areas and identified risks	Chief of Staff
11C1.2	Maintain current risk registers, policies and procedures	Governance Coordinator
11C1.3	Support the operation of Council's Internal Audit and Risk Committee and undertake internal audit program	Principal Accountant
11C1.4	Maintain adequate insurance coverage to support Council's operations	Governance Coordinator

<b>11D: Improve the sustainability of Council's operations</b>		
Principal Activity 11D1: Use energy and resources more efficiently in council operations		<b>Director Community Service Delivery</b>
Code	Action	Responsible officer
11D1.1	Improve the energy efficiency of Council buildings and facilities and investigate options to install solar power, or other renewable energies	Manager Sustainable Communities & Environment
11D1.2	Investigate options to include electric vehicles as part of Council's fleet	Coordinator Fleet & Procurement
11D1.3	Encourage the use of sustainable building materials and energy/water efficient fittings/appliances in council projects	Educator Sustainability and Environment
11D1.4	Reduce consumption of resources and encourage recycling at council facilities	Educator Sustainability and Environment

<b>11E: Manage Council's commercial activities for community benefit</b>		
Principal Activity 11E1: Identify opportunities for strategic investment and business development		<b>Director Projects &amp; Business Development</b>
Code	Action	Responsible officer
11E1.1	Explore options for commercial investment and land development	Manager Property & Economic Projects
11E1.2	Manage Council-owned quarries efficiently	Waste and Resource Recovery Manager
11E1.3	Manage commercial leases and agreements efficiently	Coordinator Strategic Asset Planning and Property



# Delivering for our community

## OBJECTIVE 12: Provide great service

### Strategies:

- Provide a high standard of customer service
- Deliver consistent regulatory and compliance services
- Provide great corporate and operational support

<b>12A Provide a high standard of customer service</b>		
Principal Activity 12A1: Implement Council's Customer Service Charter		<b>Director Community Service Delivery</b>
Code	Action	Responsible officer
12A1.1	Provide information to the community on customer service standards and expectations	Manager Customer Experience
12A1.2	Continue to explore opportunities for on-line customer services	Manager Customer Experience
12A1.3	Provide regular reports to Council on performance against Customer Service benchmarks	Manager Customer Experience

<b>12B Deliver consistent regulatory and compliance services</b>		
Principal Activity 12B1: Provide transparent and timely development assessment and planning services		<b>Director Community Service Delivery</b>
Code	Action	Responsible officer
12B1.1	Continue to support flood-affected communities to rebuild and repair homes and businesses and improve flood resilience	Manager Development & Certification
12B1.2	Support applicants to understand regulatory requirements and prepare quality applications, through the Development Concierge Service	Manager Community Experience
12B1.3	Maintain benchmarks for development assessment and certification times	Manager Development & Certification
12B1.4	Provide quality development inspection and certification services	Manager Development & Certification
12B1.5	Manage statutory processes efficiently	Manager Development & Certification
Principal Activity 12B2: Provide community-focused Ranger and regulatory services		<b>Director Community Service Delivery</b>
Code	Action	Responsible officer
12B2.1	Manage companion animal services and stock impounding safely and effectively	Team Leader Regulatory Services
12B2.2	Maintain and upgrade Council's animal pound	Manager Development & Certification
12B2.3	Undertake regulatory public safety operations	Team Leader Regulatory Services

Code	Action	Responsible officer
12B2.4	Provide community education on regulatory requirements and responsibilities to support public safety	Team Leader Regulatory Services
Principal Activity 12B3: Maintain public health and safety inspections requirements		<b>Director Community Service Delivery</b>
Code	Action	Responsible officer
12B3.1	Undertake food safety inspections in accordance with requirements	Manager Sustainable Communities and Environment
12B3.2	Continue to undertake public swimming pool monitoring program	Manager Sustainable Communities and Environment
12B3.3	Undertake health inspections at local businesses, as required	Manager Sustainable Communities and Environment

<b>12C Provide great corporate and operational support</b>		
Principal Activity 12C1: Use technology to support a modern, mobile workforce		<b>Director Organisational Services</b>
Code	Action	Responsible officer
12C1.1	Implement the Information Technology Strategy to improve access to information in the field	Manager Information & Technology Services
12C1.2	Strengthen cyber-security, increase workforce awareness and utilize new technologies to improve safety and efficiency	Manager Information & Technology Services
Principal Activity 12C2: Provide efficient corporate support services		<b>Director Organisational Services</b>
Code	Action	Responsible officer
12C2.1	Manage records effectively and ensure compliance with legislative requirements	Manager Information & Technology Services
12C2.2	Maintain Councils Corporate Information Systems and ensure they are kept up to date	Manager Information & Technology Services
Principal Activity 12C3: Provide efficient operational support services		<b>Director Community Service Delivery</b>
Code	Action	Responsible officer
12C3.1	Maintain and manage Council's work depots efficiently	Manager Infrastructure Services
12C3.2	Provide efficient workshop and fabrication shop services	Manager Infrastructure Services
12C3.3	Complete masterplans for Coraki and Evans Head depots	Manager Infrastructure Services
12C3.4	Seek funding to deliver improvements to depots in accordance with adopted masterplans	Manager Infrastructure Services

# ANNEXURE A – Financial Estimates 2023/2027

**Richmond Valley Council Operational Plan 2023/2024 including Forward Financial Estimates**  
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**Richmond Valley Council Operational Plan 2023/2024 including Forward Financial Estimates**  
**Budget Summary and Cash Result**

Original Budget 2022/2023	Revised Budget 31-Dec-22	Project	Activity	Description	Original Budget % +/-	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027
				Operating Revenue					
2,195,958	2,558,526			Strengthening our role in the region	52.2%	3,341,484	3,473,546	3,675,674	3,385,541
27,462,530	30,679,251			Creating great places to live	4.7%	28,747,487	29,891,906	31,090,728	31,955,001
8,502,756	16,642,284			Protecting our unique environment	6.7%	9,070,837	9,450,487	9,763,614	10,026,872
29,813,871	32,825,456			Delivering for our community	6.1%	31,630,784	32,543,995	33,399,169	34,276,874
67,975,115	82,705,517			Total Operating Revenue	7.1%	72,790,592	75,359,934	77,929,185	79,644,288
				Operating Expenditure					
3,991,817	4,041,744			Strengthening our role in the region	18.2%	4,716,998	4,326,873	4,417,867	4,483,416
47,626,143	51,816,133			Creating great places to live	5.6%	50,278,450	51,761,717	53,260,634	55,141,694
9,707,451	12,849,706			Protecting our unique environment	7.1%	10,400,272	10,775,865	10,966,837	11,213,048
8,498,593	8,561,369			Delivering for our community	4.4%	8,873,225	9,371,745	9,441,562	9,703,151
69,824,004	77,268,951			Total Operating Expenditure	6.4%	74,268,945	76,236,200	78,086,901	80,541,309
(1,848,889)	5,436,566			Operating Result before Capital Grants and Contributions	-20.0%	(1,478,353)	(876,266)	(157,716)	(897,021)
23,196,094	28,964,431			Add: Capital Revenue					
				Capital Grants & Contributions	-49.2%	11,773,891	7,165,263	37,385,273	9,191,543
21,347,205	34,400,997			Operating Result including Capital Grants and Contributions	-51.8%	10,295,538	6,288,997	37,227,557	8,294,522
				Add: Non-Cash Expenses					
18,162,076	18,162,076			Depreciation	2.3%	18,575,508	18,999,274	19,433,630	19,878,848
71,254	71,254			Rehabilitation Borrowing Expenses	2.5%	73,036	74,862	76,734	78,653
0	0			Quarry Inventory Movements	0.0%	0	0	0	0
				Add: Non-Operating Funds Employed					
1,000,000	0			Loan Funds Used	0.0%	1,000,000	3,000,000	3,000,000	20,000,000
1,875	1,875			Deferred Debtor Repayments	1.9%	1,910	1,950	1,990	1,876
3,495,024	1,442,024			Proceeds from Sale of Assets	5.3%	3,680,678	4,652,434	3,855,941	5,464,505
				Less: Funds Deployed for Non-Operating Purposes					
50,611,790	54,083,322			Asset Acquisition	-22.7%	39,103,779	33,413,588	60,152,705	46,131,527
3,417,398	3,377,756			Loan Repayments	4.3%	3,562,659	3,815,939	3,348,696	2,984,084
(9,951,754)	(3,382,852)			Cash Surplus/(Deficit)	-9.2%	(9,039,767)	(4,212,010)	94,451	4,602,792
				Equity Movements					
(10,209,539)	(3,670,112)			Restricted Funds - Increase/(Decrease)	-9.4%	(9,252,341)	(4,335,041)	(116,662)	4,388,079
257,785	287,260			Working Funds - Increase/(Decrease)	-17.5%	212,574	123,031	211,114	214,714

Richmond Valley Council Operational Plan 2023/2024 including Forward Financial Estimates

Theme: Strengthening our role in the region - Budget Summary

Original Budget 2022/2023	Revised Budget 31-Dec-22	Project	Activity	Description	Original Budget % +/-	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027
210,000	210,000			Operating Revenue					
0	355,943			Recovery	0.0%	210,000	0	0	0
0	0			Economic Development	0.0%	0	0	0	0
12,500	19,125			Real Estate Development	0.0%	0	0	0	0
40,414	40,414			Strategic Planning	0.0%	12,500	12,500	12,500	12,500
1,933,044	1,933,044			Tourism		21,027	41,657	22,306	42,974
				Northern Rivers Livestock Exchange	60.3%	3,097,957	3,419,389	3,640,868	3,330,067
2,195,958	2,558,526			Total Operating Revenue	52.2%	3,341,484	3,473,546	3,675,674	3,385,541
				Operating Expenditure					
419,319	419,319			Recovery	0.0%	419,319	0	0	0
510,250	522,047			Economic Development	4.9%	535,240	555,006	557,332	557,619
532,448	532,448			Real Estate Development	5.9%	563,984	574,266	581,978	588,202
38,645	67,973			Strategic Planning	388.1%	188,645	38,645	38,645	38,645
371,194	379,996			Tourism	-0.8%	368,377	409,936	391,908	432,511
2,119,961	2,119,961			Northern Rivers Livestock Exchange	24.6%	2,641,433	2,749,020	2,848,004	2,866,439
3,991,817	4,041,744			Total Operating Expenditure	18.2%	4,716,998	4,326,873	4,417,867	4,483,416
(1,795,859)	(1,483,217)			Operating Result - Surplus/(Deficit)	-23.4%	(1,375,514)	(853,327)	(742,193)	(1,097,875)
(1,265,170)	(952,528)			Operating Cash Result - Surplus/(Deficit)	-34.3%	(831,719)	(296,098)	(171,193)	(512,760)
				Capital Movements					
				Add: Capital Grants and Contributions		4,695,300	223,200	241,800	246,636
				Add: Loan Funds Used		0	0	0	0
				Add: Asset Sales		3,175,227	3,915,500	3,010,000	5,000,000
				Add: Transfer from Reserves		1,704,220	2,990,310	306,710	0
				Less: Capital Expenditure		8,415,455	6,100,000	2,800,000	2,150,000
				Less: Loan Repayments		586,092	609,383	264,560	275,262
				Less: Transfer to Reserves		605,230	1,027,721	1,245,621	3,267,154
				Program Cash Result - Surplus/(Deficit)		(863,749)	(904,192)	(922,864)	(958,540)



Richmond Valley Council Operational Plan 2023/2024 including Forward Financial Estimates

Objective 1: Rebuild and reconnect our communities

Service: Recovery

Original Budget 2022/2023	Revised Budget 31-Dec-22	Project	Activity	Description	Original Budget % +/-	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027
210,000	210,000	250077 250080	0550 0590	Operating Revenue					
0	0			Community Recovery Coordinator Recovery Grant (Resilience NSW)	0.0%	210,000	0	0	0
210,000	210,000			Total Operating Revenue	0.0%	210,000	0	0	0
				Operating Expenditure					
210,000	210,000	250077 250081	Various Various	Community Recovery Coordinator (Resilience NSW)	0.0%	210,000	0	0	0
209,319	209,319			Recovery Team (OLG Funded)	0.0%	209,319	0	0	0
419,319	419,319			Total Operating Expenditure	0.0%	419,319	0	0	0
(209,319)	(209,319)			Operating Result - Surplus/(Deficit)	0.0%	(209,319)	0	0	0
(209,319)	(209,319)			Operating Cash Result - Surplus/(Deficit)	0.0%	(209,319)	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		209,319	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)		0	0	0	0

Richmond Valley Council Operational Plan 2023/2024 including Forward Financial Estimates

Objective 2: Establish the Richmond Valley as a regional growth centre

Service: Economic Development

Original Budget 2022/2023	Revised Budget 31-Dec-22	Project	Activity	Description	Original Budget % +/-	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027
				Operating Revenue					
0	11,797	170035	0590	Paddock to Plate	0.0%	0	0	0	0
0	344,146	170036	1255	Scrap Metal Sales	0.0%	0	0	0	0
0	355,943			Total Operating Revenue	0.0%	0	0	0	0
				Operating Expenditure					
257,476	257,476	170010	3025	Economic Development Expenditure	1.9%	262,406	271,486	281,100	279,076
				Economic Development Initiatives					
21,000	21,000	170015	3455	Economic Development Projects	0.0%	21,000	21,000	5,719	0
1,500	1,500	170032	3455	Business Chamber Memberships	0.0%	1,500	1,500	1,500	1,500
0	11,797	170035	3455	Paddock to Plate	0.0%	0	0	0	0
				Indirect Expenditure					
230,274	230,274	170991	3998	Activity Based Costing - Expense	8.7%	250,334	261,020	269,013	277,043
510,250	522,047			Total Operating Expenditure	4.9%	535,240	555,006	557,332	557,619
(510,250)	(166,104)			Operating Result - Surplus/(Deficit)	4.9%	(535,240)	(555,006)	(557,332)	(557,619)
(510,250)	(166,104)			Operating Cash Result - Surplus/(Deficit)	4.9%	(535,240)	(555,006)	(557,332)	(557,619)
				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	15,719	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)		(504,240)	(524,006)	(541,613)	(557,619)

Richmond Valley Council Operational Plan 2023/2024 including Forward Financial Estimates

Objective 2: Establish the Richmond Valley as a regional growth centre

Service: Real Estate Development

Original Budget 2022/2023	Revised Budget 31-Dec-22	Project	Activity	Description	Original Budget % +/-	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027
				Operating Revenue					
0	0			Total Operating Revenue	0.0%	0	0	0	0
				Operating Expenditure					
3,086	3,086	180105	3330	Property - Casino - 153 Barker St	3.7%	3,199	3,292	3,387	3,473
115,196	115,196	181100	3025	Real Estate Development - Ops	3.4%	119,127	122,479	125,933	129,175
				Borrowing Costs					
78,173	78,173	182976	3070	Interest on Loans	-10.0%	70,342	62,182	53,677	44,815
				Indirect Expenditure					
334,660	334,660	182991	3998	Activity Based Costing - Expense	10.5%	369,950	384,913	397,546	409,268
1,333	1,333	182990	3999	Depreciation	2.5%	1,366	1,400	1,435	1,471
532,448	532,448			Total Operating Expenditure	5.9%	563,984	574,266	581,978	588,202
(532,448)	(532,448)			Operating Result - Surplus/(Deficit)	5.9%	(563,984)	(574,266)	(581,978)	(588,202)
(531,115)	(531,115)			Operating Cash Result - Surplus/(Deficit)	5.9%	(562,618)	(572,866)	(580,543)	(586,731)
				Capital Movements					
				Add: Capital Grants & Contributions		0	0	0	0
				Add: Loan Funds Used		0	0	0	0
				Add: Asset Sales		3,172,500	3,915,500	3,000,000	5,000,000
				Add: Transfer from Restricted Assets		313,901	2,959,310	290,991	0
				Less: Asset Acquisition		2,730,000	6,100,000	2,500,000	2,000,000
				Less: Loan Repayments		193,783	201,944	210,448	219,311
				Less: Transfer to Restricted Assets		0	0	0	2,193,958
				Program Cash Result - Surplus/(Deficit)		0	0	0	0

Richmond Valley Council Operational Plan 2023/2024 including Forward Financial Estimates

Objective 2: Establish the Richmond Valley as a regional growth centre

Service: Strategic Planning

Original Budget 2022/2023	Revised Budget 31-Dec-22	Project	Activity	Description	Original Budget % +/-	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027
				Operating Revenue					
6,500	7,625	320220	0590	Planning Projects					
6,000	11,500	320225	0590	Heritage Advisory	0.0%	6,500	6,500	6,500	6,500
				Heritage Small Grants	0.0%	6,000	6,000	6,000	6,000
12,500	19,125			Total Operating Revenue	0.0%	12,500	12,500	12,500	12,500
				Operating Expenditure					
				Planning Projects					
13,458	24,213	320220	3455	Heritage Advisory	0.0%	13,458	13,458	13,458	13,458
25,187	43,760	320225	3455	Heritage Small Grants	0.0%	25,187	25,187	25,187	25,187
		320257	3455	Mid-Richmond Place Plans	0.0%	150,000	0	0	0
38,645	67,973			Total Operating Expenditure	388.1%	188,645	38,645	38,645	38,645
(26,145)	(48,848)			Operating Result - Surplus/(Deficit)	573.7%	(176,145)	(26,145)	(26,145)	(26,145)
(26,145)	(48,848)			Operating Cash Result - Surplus/(Deficit)	573.7%	(176,145)	(26,145)	(26,145)	(26,145)
				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		150,000	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)	(26,145)	(26,145)	(26,145)

Richmond Valley Council Operational Plan 2023/2024 including Forward Financial Estimates

Objective 3: Grow and diversify our economy

Service: Tourism

Original Budget 2022/2023	Revised Budget 31-Dec-22	Project	Activity	Description	Original Budget % +/-	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027
				Operating Revenue					
37,324	37,324	170200	0460	Tourism Revenue	-52.2%	17,844	38,379	18,930	39,497
3,090	3,090	170300	1180	Woodburn Visitor Information Centre	3.0%	3,183	3,278	3,376	3,477
40,414	40,414			Total Operating Revenue	-48.0%	21,027	41,657	22,306	42,974
				Operating Expenditure					
164,525	164,525	170200	3025	Tourism Expenditure	10.5%	181,822	188,809	196,067	201,850
				Visitor Information Centres					
44,865	44,865	170250	3025	Casino	4.4%	46,858	48,325	49,837	51,389
16,802	16,802	170280	3025	Evans Head	33.2%	22,383	23,111	23,867	24,647
16,510	16,510	170300	3375	Woodburn	3.5%	17,082	17,676	18,295	18,909
0	8,802	170301	3385	Woodburn - Insurance Repairs	0.0%	0	0	0	0
89,752	89,752	170305	3025	Discover Richmond Valley Projects	-31.8%	61,246	92,777	64,346	95,955
25,000	25,000	170400	3025	Public Art	0.0%	25,000	25,000	25,000	25,000
				Indirect Expenditure					
13,740	13,740	170990	3999	Depreciation	1.8%	13,986	14,238	14,496	14,761
371,194	379,996			Total Operating Expenditure	-0.8%	368,377	409,936	391,908	432,511
(330,780)	(339,582)			Operating Result - Surplus/(Deficit)	5.0%	(347,350)	(368,279)	(369,602)	(389,537)
(317,040)	(325,842)			Operating Cash Result - Surplus/(Deficit)	5.1%	(333,364)	(354,041)	(355,106)	(374,776)
				Capital Movements					
				Add: Capital Grants & Contributions		4,500,000	0	0	0
				Add: Loan Funds Used		0	0	0	0
				Add: Asset Sales		0	0	0	0
				Add: Transfer from Restricted Assets		1,000,000	0	0	0
				Less: Asset Acquisition		5,500,000	0	0	0
				Less: Loan Repayments		0	0	0	0
				Less: Transfer to Restricted Assets		0	0	0	0
				Program Cash Result - Surplus/(Deficit)		(333,364)	(354,041)	(355,106)	(374,776)

Richmond Valley Council Operational Plan 2023/2024 including Forward Financial Estimates

Objective 3: Grow and diversify our economy

Service: Northern Rivers Livestock Exchange

Original Budget 2022/2023	Revised Budget 31-Dec-22	Project	Activity	Description	Original Budget % +/-	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027
				Operating Revenue					
10,000	10,000	190010	0020	Advertising Fees	50.0%	15,000	15,000	15,000	15,000
28,435	28,435	190010	0795	LIRS Subsidy	-35.7%	18,271	8,008	0	0
77,101	77,101	190010	1180	Rental Income	3.0%	79,414	81,796	84,250	86,778
47,727	47,727	190010	1270	Agents Business Licence Fees	40.0%	66,818	66,818	66,818	68,823
104,650	104,650	190010	1275	Agents Business Usage Fees	168.9%	281,400	288,000	286,000	253,000
1,351,236	1,351,236	190010	1300	Cattle Fees	-6.8%	1,260,000	1,440,000	1,560,000	1,380,000
2,000	2,000	190010	1310	Holden Pens	3.0%	2,060	2,122	2,186	2,252
7,500	7,500	190010	1320	Transit Fees	166.7%	20,000	20,600	21,218	21,855
6,000	6,000	190010	1322	Vendor Fee Stocklive Streaming	82.5%	10,950	11,279	11,617	11,966
3,000	3,000	190010	1330	No Sale Fees	3.0%	3,090	3,183	3,278	3,376
20,000	20,000	190010	1340	Other Fees	3.0%	20,600	21,218	21,855	22,511
5,000	5,000	190010	1348	Recycled Materials	3.0%	5,150	5,305	5,464	5,628
4,305	4,305	190010	1350	Special Stud Fees	258.9%	15,450	15,914	16,391	16,883
160,000	160,000	190010	1355	Sale of Biosolids	3.0%	164,800	169,744	174,836	180,081
106,090	106,090	190010	1370	Washdown Fees	3.0%	109,273	112,551	115,928	119,406
0	0	190010	3705	Emergency Tags	0.0%	5,681	5,851	6,027	6,208
0	0	190010	New	Livestock Management	0.0%	472,500	540,000	585,000	517,500
0	0	190010	New	Delivery Fee	0.0%	367,500	420,000	455,000	402,500
0	0	190010	New	Feeding of Livestock	0.0%	180,000	192,000	210,000	216,300
1,933,044	1,933,044			Total Operating Revenue	60.3%	3,097,957	3,419,389	3,640,868	3,330,067
				Operating Expenditure					
111,074	111,074	190010	3025	Administration Expenses	3.0%	114,370	118,290	122,351	125,792
180,020	180,020	190010	3185	Employee Costs	3.9%	187,071	194,400	202,018	208,025
7,040	7,040	190010	3190	Employee Costs - Team Meetings	3.8%	7,307	7,583	7,870	8,101
2,000	2,000	190010	3260	Fire Safety Inspections	2.5%	2,050	2,101	2,154	2,208
36,648	36,648	190010	3270	Fleet Expenses	2.7%	37,630	38,617	39,633	40,641
28,409	28,409	190010	3330	Internal Expenses	4.5%	29,701	30,947	32,251	33,168
2,500	2,500	190010	3370	M & R - Air Conditioner	2.5%	2,563	2,627	2,693	2,760
10,035	10,035	190010	3375	M & R - Buildings	7.6%	10,801	11,835	13,269	15,283
8,000	8,000	190010	3385	M & R - Equipment	2.5%	8,200	8,405	8,615	8,830
64,940	64,940	190010	3395	M & R - Grounds	3.4%	67,118	69,372	71,706	73,707
2,071	2,071	190010	3405	M & R - Other Structures	2.5%	2,123	2,176	2,230	2,286
142,119	142,119	190010	3455	Operating Expenses	7.1%	152,249	157,682	163,331	169,206
75,000	75,000	190010	3701	Biosolids Expenses	2.5%	76,875	78,797	80,767	82,786
51,824	51,824	190010	3710	Effluent Area Expenses	2.9%	53,316	54,853	56,438	57,922
18,450	18,450	190010	3711	Effluent & Soil Sampling	2.5%	18,911	19,384	19,869	20,366
306,361	306,361	190010	3715	General Operations, M & R	2.4%	313,836	323,464	333,402	342,379
51,763	51,763	190010	3717	Soft Flooring Material	2.5%	53,057	54,383	55,743	57,137
114,250	114,250	190010	3718	Store Sales Computer & Gate Operator	4.0%	118,820	123,573	128,516	132,372
66,400	66,400	190010	3719	Store Sales Pre Sale Scanning's	34.3%	89,156	92,519	94,191	96,433
30,200	30,200	190010	3720	Vendor Declaration System	4.0%	31,408	32,664	33,970	34,990
15,000	15,000	190010	3722	Stocklive Streaming	2.5%	15,375	15,759	16,153	16,557
37,705	37,705	190010	3790	Truckwash Area Expenses	2.7%	38,723	39,769	40,845	41,894
5,020	5,020	190010	4313	Weed Control	40.7%	7,065	7,258	7,467	7,672
0	0	190010	4317	Vegetation Control for Fire Management	0.0%	5,000	5,174	5,360	5,517



Richmond Valley Council Operational Plan 2023/2024 including Forward Financial Estimates

Objective 3: Grow and diversify our economy

Service: Northern Rivers Livestock Exchange

Original Budget 2022/2023	Revised Budget 31-Dec-22	Project	Activity	Description	Original Budget % +/-	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027
				<b>Operating Expenditure (continued)</b>					
0	0	190010	New	Livestock Feed	0.0%	117,000	124,800	136,500	136,500
0	0	190010	New	Livestock Sale Day Team (Labour Hire)	0.0%	315,000	360,000	390,000	345,000
4,981	4,981	190030	3715	All Breeds Sale	4.0%	5,180	5,388	5,602	5,771
				Borrowing Costs					
47,524	47,524	190976	3070	Interest on Loans	-31.4%	32,579	17,449	5,207	3,368
				Indirect Expenditure					
185,011	185,011	190991	3998	Activity Based Costing - Expense	8.4%	200,506	208,160	214,784	220,885
515,616	515,616	190990	3999	Depreciation	2.5%	528,443	541,591	555,069	568,883
2,119,961	2,119,961			Total Operating Expenditure	24.6%	2,641,433	2,749,020	2,848,004	2,866,439
(186,917)	(186,917)			Operating Result - Surplus/(Deficit)	-344.2%	456,524	670,369	792,864	463,628
328,699	328,699			Operating Cash Result - Surplus/(Deficit)	199.7%	984,967	1,211,960	1,347,933	1,032,511
				Capital Movements					
				Add: Capital Grants & Contributions		195,300	223,200	241,800	246,636
				Add: Loan Funds Used		0	0	0	0
				Add: Asset Sales		2,727	0	10,000	0
				Add: Transfer from Restricted Assets		0	0	0	0
				Less: Asset Acquisition		185,455	0	300,000	150,000
				Less: Loan Repayments		392,309	407,439	54,112	55,951
				Less: Transfer to Restricted Assets		605,230	1,027,721	1,245,621	1,073,196
				Program Cash Result - Surplus/(Deficit)		0	0	0	0

Richmond Valley Council Operational Plan 2023/2024 including Forward Financial Estimates

Theme: Creating great places to live - Budget Summary

Original Budget 2022/2023	Revised Budget 31-Dec-22	Project	Activity	Description	Original Budget % +/-	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027
23,988	289,807			Operating Revenue					
1,391,857	1,391,857			Festivals and Events	319.8%	100,708	103,729	106,840	110,045
0	0			Libraries	5.0%	1,461,883	1,498,458	1,539,327	1,581,322
269,270	269,270			Community Programs and Grants	0.0%	0	0	0	0
108,031	108,031			Sports Grounds, Parks and Facilities	3.0%	277,261	285,490	293,968	302,700
0	0			Community Centres and Halls	3.0%	111,271	114,607	118,046	121,588
371,292	371,292			Swimming Pools	0.0%	0	0	0	0
704,766	704,766			Cemeteries	3.0%	382,433	393,904	405,721	417,891
1,262,829	1,217,940			Planning & Development Services	3.0%	725,908	747,685	770,118	793,221
5,825,317	8,763,512			Emergency Management	18.2%	1,492,744	1,532,951	1,574,249	1,616,667
204,256	204,256			Building and Maintaining Roads	2.1%	5,946,249	6,070,200	6,197,077	6,327,430
7,619,882	7,619,882			Stormwater	0.5%	205,277	206,303	207,334	208,371
9,649,939	9,649,939			Water Supplies	2.2%	7,787,822	8,175,947	8,583,447	8,841,745
31,103	88,699			Sewerage Services	5.9%	10,224,030	10,729,908	11,261,031	11,599,579
				Engineering Support & Asset Management	2.6%	31,901	32,724	33,570	34,442
27,462,530	30,679,251			<b>Total Operating Revenue</b>	4.7%	28,747,487	29,891,906	31,090,728	31,955,001
319,773	386,353			Operating Expenditure					
2,461,911	2,461,911			Festivals and Events	8.3%	346,159	356,277	366,732	376,692
186,836	186,836			Libraries	4.7%	2,577,071	2,655,654	2,737,511	2,810,176
3,611,142	3,611,142			Community Programs and Grants	19.7%	223,572	231,322	238,920	245,649
908,516	917,510			Sports Grounds, Parks and Facilities	5.2%	3,797,117	3,908,653	4,020,423	4,128,291
1,072,835	1,072,835			Community Centres and Halls	1.5%	922,242	949,805	977,916	1,006,030
404,767	404,767			Swimming Pools	19.6%	1,283,549	1,304,392	1,324,356	1,345,156
2,897,121	2,897,121			Cemeteries	4.3%	422,238	436,330	450,536	463,038
2,259,392	2,627,211			Planning & Development Services	7.4%	3,112,777	3,182,465	3,299,316	3,396,657
17,214,008	20,771,749			Emergency Management	20.1%	2,712,732	2,780,143	2,848,862	2,918,690
957,397	967,397			Building and Maintaining Roads	3.2%	17,762,157	18,244,093	18,709,243	19,191,559
6,937,560	6,962,595			Stormwater	4.0%	995,704	1,024,774	1,051,105	1,077,952
8,363,782	8,442,693			Water Supplies	6.2%	7,366,528	7,600,615	7,831,986	8,087,669
31,103	106,013			Sewerage Services	4.3%	8,724,702	9,054,468	9,370,156	10,059,693
				Engineering Support & Asset Management	2.6%	31,901	32,724	33,570	34,442
47,626,143	51,816,133			<b>Total Operating Expenditure</b>	5.6%	50,278,450	51,761,717	53,260,634	55,141,694
(20,163,613)	(21,136,882)			<b>Operating Result - Surplus/(Deficit)</b>	6.8%	(21,530,963)	(21,869,811)	(22,169,906)	(23,186,693)
(5,119,648)	(6,092,917)			<b>Operating Cash Result - Surplus/(Deficit)</b>	19.6%	(6,122,668)	(6,088,076)	(6,005,400)	(6,629,844)
				Capital Movements					
				Add: Capital Grants and Contributions		7,078,591	6,942,063	37,143,473	8,944,907
				Add: Loan Funds Used		0	3,000,000	3,000,000	20,000,000
				Add: Asset Sales		500	10,500	101,864	500
				Add: Transfer from Reserves		7,139,179	3,715,600	3,719,620	1,570,796
				Less: Capital Expenditure		23,484,209	22,550,785	53,903,467	40,497,479
				Less: Loan Repayments		2,605,408	2,777,971	2,635,642	2,239,796
				Less: Transfer to Reserves		235,904	731,040	225,410	230,299
				<b>Program Cash Result - Surplus/(Deficit)</b>		(18,229,918)	(18,479,709)	(18,804,962)	(19,081,215)

Richmond Valley Council Operational Plan 2023/2024 including Forward Financial Estimates

Objective 4: Celebrate our local identity and lifestyle

Service: Festivals and Events

Original Budget 2022/2023	Revised Budget 31-Dec-22	Project	Activity	Description	Original Budget % +/-	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027
23,988	23,988	170550	0290	Operating Revenue					
0	24,453	170549	0290	Events - Casino Beef Week	3.0%	24,708	25,449	26,212	26,998
0	241,366	170679	0290	Events - Casino Truck Show	0.0%	76,000	78,280	80,628	83,047
				Events - Reconnecting NSW Community Events	0.0%	0	0	0	0
23,988	289,807			Total Operating Revenue	319.8%	100,708	103,729	106,840	110,045
				Operating Expenditure					
160,535	160,535	170500	3025	Events Management - Ops	-24.1%	121,874	126,644	131,603	135,517
				Event Support					
6,672	6,672	170510	3238	Anzac Day	3.5%	6,908	7,153	7,407	7,619
8,305	8,305	170520	3238	Australia Day	3.1%	8,564	8,834	9,111	9,358
2,233	0	170530	3250	Bentley Art Prize	2.1%	2,279	2,327	2,377	2,417
0	56,580	170549	3238	Casino Truck Show	0.0%	67,000	68,675	70,392	72,152
56,504	56,504	170550	3240	Casino Beef Week	-4.7%	53,824	54,689	55,586	57,073
1,668	1,668	170552	3250	Casino Fun Run	3.7%	1,730	1,795	1,861	1,916
0	10,000	170557	3212	Casino Reconciliation Black and White Ball & Awards	0.0%	0	0	0	0
0	5,000	170560	3250	Casino Show	0.0%	0	0	0	0
0	0	170570	3238	Co-opera	0.0%	10,848	0	11,397	0
0	2,500	170580	3238	Crankfest	0.0%	0	0	0	0
0	280	170595	3250	Evans Head Surf Club 100th Anniversary	0.0%	0	0	0	0
0	433	170610	3250	Evans Head Malibu Classic	0.0%	0	0	0	0
44,007	36,527	170650	3250	Other Events	-26.7%	32,238	44,190	33,924	46,479
0	2,000	170654	3250	Peach Festival	0.0%	0	0	0	0
27,563	27,563	170655	3250	Primex	2.5%	28,252	28,958	29,682	30,424
500	0	170660	3250	Quota Club Fair	0.0%	500	500	500	500
1,712	1,712	170662	3238	Remembrance Day	3.7%	1,776	1,844	1,913	1,968
9,065	9,065	170664	3252	RVC Christmas Street Party	2.9%	9,327	9,597	9,875	10,135
1,009	1,009	170666	3238	RVC Events/Ceremonies	3.0%	1,039	1,071	1,104	1,134
319,773	386,353			Total Operating Expenditure	8.3%	346,159	356,277	366,732	376,692
(295,785)	(96,546)			Operating Result - Surplus/(Deficit)	-17.0%	(245,451)	(252,548)	(259,892)	(266,647)
(295,785)	(96,546)			Operating Cash Result - Surplus/(Deficit)	-17.0%	(245,451)	(252,548)	(259,892)	(266,647)
				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		9,000	9,605	10,236	10,895
				Program Cash Result - Surplus/(Deficit)		(254,451)	(262,153)	(270,128)	(277,542)

Richmond Valley Council Operational Plan 2023/2024 including Forward Financial Estimates

Objective 4: Celebrate our local identity and lifestyle

Service: Libraries

Original Budget 2022/2023	Revised Budget 31-Dec-22	Project	Activity	Description	Original Budget % +/-	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027
0	0	220010	Various	Operating Revenue					
1,391,857	1,391,857	230010	Various	Public Libraries Revenue	0.0%	0	0	0	0
				Richmond Upper Clarence Regional Library	5.0%	1,461,883	1,498,458	1,539,327	1,581,322
1,391,857	1,391,857			Total Operating Revenue	5.0%	1,461,883	1,498,458	1,539,327	1,581,322
				Operating Expenditure					
50,894	50,894	220100	Various	Casino Library	5.5%	53,703	55,679	57,737	59,801
10,245	10,245	220200	Various	Coraki Library	11.5%	11,421	11,873	12,344	12,796
7,460	7,460	220300	Various	Evans Head Library	2.5%	7,647	7,837	8,034	8,235
810,690	810,690	220400	Various	Regional Library Contributions	4.9%	850,083	872,823	897,027	921,920
1,256,267	1,256,267	230010	Various	Richmond Upper Clarence Regional Library	5.3%	1,323,230	1,372,891	1,424,453	1,466,100
57,089	57,089	230991	3998	Indirect Expenditure Activity Based Costing - Expense	5.3%	60,127	62,058	63,747	65,439
269,266	269,266	230990	3999	Depreciation	0.6%	270,860	272,494	274,169	275,886
2,461,911	2,461,911			Total Operating Expenditure	4.7%	2,577,071	2,655,654	2,737,511	2,810,176
(1,070,054)	(1,070,054)			Operating Result - Surplus/(Deficit)	4.2%	(1,115,188)	(1,157,196)	(1,198,184)	(1,228,854)
(800,788)	(800,788)			Operating Cash Result - Surplus/(Deficit)	5.4%	(844,328)	(884,702)	(924,015)	(952,968)
				Capital Movements					
				Add: Capital Grants & Contributions		45,400	45,400	245,400	45,400
				Add: Loan Funds Used		0	0	0	0
				Add: Asset Sales		500	10,500	90,500	500
				Add: Transfer from Restricted Assets		0	3,401	295,609	0
				Less: Asset Acquisition		130,605	156,340	717,142	129,013
				Less: Loan Repayments		0	0	0	0
				Less: Transfer to Restricted Assets		26,116	0	0	2,137
				Program Cash Result - Surplus/(Deficit)		(955,149)	(981,741)	(1,009,648)	(1,038,218)

Richmond Valley Council Operational Plan 2023/2024 including Forward Financial Estimates

Objective 4: Celebrate our local identity and lifestyle

Service: Community Programs and Grants

Original Budget 2022/2023	Revised Budget 31-Dec-22	Project	Activity	Description	Original Budget % +/-	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027
0	0	260100	0370	Operating Revenue					
				Contributions	0.0%	0	0	0	0
0	0			Total Operating Revenue	0.0%	0	0	0	0
				Operating Expenditure					
				Community Programs and Grants					
2,117	2,117	260100	3025	Administration Expenses	2.5%	2,170	2,225	2,280	2,338
77,644	77,644	260100	3155	Donations	2.5%	79,585	81,575	83,614	85,704
35,496	35,496	260100	3185	Employee Costs	160.2%	92,344	96,038	99,880	102,876
5,500	5,500	260100	3504	Aboriginal Programs	-100.0%	0	0	0	0
7,812	7,812	260100	3507	Community Projects	-100.0%	0	0	0	0
4,000	4,000	260100	3518	Aged & Disability	-100.0%	0	0	0	0
1,035	1,035	260100	3526	Projects for Women	-100.0%	0	0	0	0
7,247	7,247	260100	3528	Projects for Youth	-100.0%	0	0	0	0
				Indirect Expenditure					
45,985	45,985	260991	3998	Activity Based Costing - Expense	7.6%	49,473	51,484	53,146	54,731
186,836	186,836			Total Operating Expenditure	19.7%	223,572	231,322	238,920	245,649
(186,836)	(186,836)			Operating Result - Surplus/(Deficit)	19.7%	(223,572)	(231,322)	(238,920)	(245,649)
(186,836)	(186,836)			Operating Cash Result - Surplus/(Deficit)	19.7%	(223,572)	(231,322)	(238,920)	(245,649)
				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)		(223,572)	(231,322)	(238,920)	(245,649)

Richmond Valley Council Operational Plan 2023/2024 including Forward Financial Estimates

Objective 4: Celebrate our local identity and lifestyle

Service: Sports Grounds, Parks & Facilities

Original Budget 2022/2023	Revised Budget 31-Dec-22	Project	Activity	Description	Original Budget % +/-	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027
				Operating Revenue					
34,869	34,869	290000	Various	Sports Grounds Revenue	3.0%	35,915	36,992	38,101	39,244
42,252	42,252	290109	Various	Casino Sports Stadium	3.0%	43,520	44,825	46,170	47,555
75,117	75,117	300010	Various	Parks & Gardens Revenue	3.0%	77,370	79,691	82,082	84,545
72,800	72,800	300310	Various	Coraki Caravan Park	3.0%	74,984	77,233	79,550	81,936
16,175	16,175	310010	Various	Casino Showground Revenue	3.0%	16,660	17,160	17,675	18,205
28,057	28,057	310030	Various	Evans Head Surf Club Revenue	2.7%	28,812	29,589	30,390	31,215
269,270	269,270			Total Operating Revenue	3.0%	277,261	285,490	293,968	302,700
				Operating Expenditure					
				Sports Grounds - Casino					
14,587	14,587	290100	Various	Albert Park	5.9%	15,444	16,058	16,696	17,223
6,915	6,915	290102	Various	Albert Park Rest Area	3.5%	7,158	7,409	7,670	7,888
267,189	267,189	290109	Various	Casino Sports Stadium	3.0%	275,289	285,868	296,866	305,813
44,823	44,823	290110	Various	Colley Park	17.4%	52,627	54,584	56,620	58,560
7,532	7,532	290120	Various	Jubilee Park	3.9%	7,822	8,095	8,382	8,617
6,663	6,663	290130	Various	McDonald Park	3.9%	6,920	7,164	7,413	7,625
138,021	138,021	290140	Various	Queen Elizabeth Park No 1	6.3%	146,783	152,726	158,924	163,887
1,900	1,900	290150	Various	Queen Elizabeth Park No 2	30.7%	2,484	2,608	2,738	2,875
600	600	290160	Various	Queen Elizabeth Park No 3 & 4	30.7%	784	823	864	907
30,064	30,064	290170	Various	Queen Elizabeth Park Outer	3.4%	31,085	32,091	33,130	34,057
4,100	4,100	290172	Various	QE Riverbank Maintenance	0.0%	4,100	4,100	4,100	4,100
1,400	1,400	290175	Various	Queen Elizabeth Park No 5	30.7%	1,830	1,922	2,018	2,119
10,752	10,752	290180	Various	Riverview Park	4.3%	11,218	11,598	11,995	12,337
3,888	3,888	290190	Various	Tennis Club	18.5%	4,606	4,793	4,988	5,193
				Sports Grounds - Coraki					
19,396	19,396	290300	Various	Windsor Park	6.4%	20,629	21,348	22,094	22,782
				Sports Grounds - Evans Head					
37,512	37,512	290400	Various	Paddon/Coast Guard Park	5.0%	39,401	40,892	42,447	43,703
66,401	66,401	290410	Various	Stan Payne Oval	6.3%	70,610	73,568	76,657	79,233
2,725	2,725	290420	3455	Waterfront Structures	2.5%	2,793	2,863	2,935	3,008

Richmond Valley Council Operational Plan 2023/2024 including Forward Financial Estimates

Objective 4: Celebrate our local identity and lifestyle

Service: Sports Grounds, Parks & Facilities

Original Budget 2022/2023	Revised Budget 31-Dec-22	Project	Activity	Description	Original Budget % +/-	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027
				Operating Expenditure (continued)					
7,162	7,162	290700	Various	Sports Grounds - Rappville	9.3%	7,830	8,118	8,418	8,712
4,183	4,183	290710	Various	Rappville Showground	5.9%	4,429	4,556	4,687	4,823
				Sports Grounds - Woodburn					
27,204	27,204	290850	Various	Woodburn Oval	6.8%	29,045	30,202	31,407	32,452
				Topsoil (SRV 08/09)					
20,000	20,000	290900	3775	Topdressing, Coring & Thatching	0.0%	20,000	20,000	20,000	20,000
				Borrowing Costs					
18,578	18,578	290976	3070	Interest on Loans	-35.7%	11,937	5,232	0	0
				Indirect Expenditure					
265,220	265,220	290991	3998	Activity Based Costing - Expense	7.9%	286,292	296,818	305,883	314,492
618,684	618,684	290990	3999	Depreciation	2.5%	634,144	649,990	666,233	682,882
				Parks - Casino					
18,078	18,078	300100	Various	Coronation Park	63.3%	29,515	30,545	31,610	32,513
31,424	31,424	300110	Various	Crawford Square	5.6%	33,182	34,423	35,711	36,795
13,573	13,573	300120	Various	Elsmer Jones Park	3.7%	14,076	14,600	15,142	15,577
11,604	11,604	300130	Various	Jabiru Wetlands	3.5%	12,009	12,427	12,856	13,219
5,310	5,310	300140	Various	McAuliffe Park	98.8%	10,557	10,887	11,230	11,537
5,000	5,000	300142	Various	McAuliffe Riverbank Maintenance	-100.0%	0	0	0	0
50,000	50,000	300145	Various	Casino Riverbank Presentation	0.0%	50,000	50,000	50,000	50,000
4,080	4,080	300150	Various	Savins Park	5.3%	4,295	4,468	4,648	4,788
8,540	8,540	300160	Various	Webb Park	5.4%	9,004	9,387	9,787	10,084
0	0	300170	Various	Barker St Green Space	0.0%	9,870	10,117	10,370	10,629
				Parks - Broadwater					
9,974	9,974	300200	Various	Broadwater Memorial Park	5.1%	10,487	10,866	11,260	11,608
				Parks - Coraki					
37,243	37,243	300300	Various	Coraki Riverside Park	5.2%	39,179	40,655	42,189	43,448
67,682	67,682	300310	Various	Coraki Caravan Park	0.4%	67,958	70,265	72,665	75,023
2,501	2,501	300320	Various	Coraki Dog Off Leash Area	83.5%	4,589	4,750	4,917	5,056
				Parks - Evans Head					
3,603	3,603	300400	Various	Airforce Beach	6.6%	3,839	3,982	4,130	4,261
15,407	15,407	300410	Various	Evans Head Foreshore Reserve	3.5%	15,951	16,510	17,095	17,580
4,926	4,926	300420	Various	Evans Head Memorial Reserve	6.0%	5,223	5,403	5,592	5,761
10,055	10,055	300430	Various	Kalimna Park	4.6%	10,515	10,915	11,332	11,681
2,035	2,035	300440	Various	Lilli Pili PI Reserve	3.2%	2,100	2,166	2,234	2,295
15,000	15,000	300450	Various	Razorback Lookout	5.2%	15,784	16,394	17,030	17,566
9,398	9,398	300460	Various	Shark Bay	5.2%	9,889	10,274	10,672	10,993

Richmond Valley Council Operational Plan 2023/2024 including Forward Financial Estimates

Objective 4: Celebrate our local identity and lifestyle

Service: Sports Grounds, Parks & Facilities

Original Budget 2022/2023	Revised Budget 31-Dec-22	Project	Activity	Description	Original Budget % +/-	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027
				Operating Expenditure (continued)					
53,669	53,669	300850	Various	Parks - Woodburn	5.8%	56,755	59,102	61,552	63,467
5,000	5,000	300852	Various	Woodburn Riverside Park	0.0%	5,000	5,000	5,000	5,000
				Woodburn Riverside Park Maintenance (SRV 08/09)					
				Parks Other					
21,013	21,013	300942	3400	Coastal Reserve Biodiversity	2.5%	21,538	22,076	22,628	23,194
872	872	300944	3115	Landcare Groups	2.5%	894	916	939	962
1,109	1,109	300945	3115	Landcare Trailer Maintenance	2.5%	1,137	1,165	1,194	1,224
12,645	12,645	300946	3455	New Year's Eve	3.3%	13,064	13,497	13,944	14,332
2,500	2,500	300960	3455	Termite Inspections (SRV 08/09)	0.0%	2,500	2,500	2,500	2,500
3,000	3,000	300961	3455	Reserves Litter Removal (SRV 08/09)	0.0%	3,000	3,000	3,000	3,000
4,000	4,000	300962	3455	Riverbank Litter Collection (SRV 08/09)	100.0%	8,000	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
123,701	123,701	300950	3330	Other Parks Operating Expenditure	4.2%	128,936	133,550	138,341	142,284
				Borrowing Costs					
11,973	11,973	300976	3070	Interest on Loans	-20.2%	9,559	7,050	4,608	2,640
				Indirect Costs					
253,180	253,180	300991	3998	Activity Based Costing - Expense	8.4%	274,338	284,558	293,745	302,179
279,001	279,001	300990	3999	Depreciation	2.5%	285,971	293,115	300,437	307,943
				Other Sport and Recreation					
111,911	111,911	310010	3260	Showground Casino	8.7%	121,636	126,563	131,700	136,517
72,894	72,894	310030	3260	Evans Head Surf Club	7.3%	78,240	81,466	84,835	87,524
				Indirect Expenses					
145,711	145,711	310991	3998	Activity Based Costing - Expense	8.5%	158,150	164,429	169,008	173,814
283,878	283,878	310990	3999	Depreciation	2.5%	290,928	298,154	305,561	313,152
				Public Toilets					
65,547	65,547	340010	3330	Casino	3.8%	68,053	70,527	73,098	75,259
9,023	9,023	340200	3375	Broadwater	2.5%	9,251	9,484	9,724	9,969
19,692	19,692	340300	3375	Coraki	2.5%	20,184	20,688	21,206	21,736
44,889	44,889	340400	3375	Evans Head	3.4%	46,406	47,976	49,604	50,994
53,197	53,197	340850	3375	Woodburn	2.7%	54,635	56,034	57,469	58,923
15,000	15,000	340120	4421	Additional Maintenance (SRV 14/15)	0.0%	15,000	15,000	15,000	15,000



Richmond Valley Council Operational Plan 2023/2024 including Forward Financial Estimates

Objective 4: Celebrate our local identity and lifestyle

Service: Sports Grounds, Parks & Facilities

Original Budget 2022/2023	Revised Budget 31-Dec-22	Project	Activity	Description	Original Budget % +/-	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027
				Operating Expenditure (continued)					
2,020	2,020	340976	3070	Borrowing Costs	-19.7%	1,622	1,210	784	382
				Interest on Loans					
46,710	46,710	340991	3998	Indirect Expenditure	8.9%	50,887	52,903	54,598	56,199
3,075	3,075	340990	3999	Activity Based Costing - Expense	2.5%	3,152	3,231	3,312	3,395
				Depreciation					
3,611,142	3,611,142			Total Operating Expenditure	5.2%	3,797,117	3,908,653	4,020,423	4,128,291
(3,341,872)	(3,341,872)			Operating Result - Surplus/(Deficit)	5.3%	(3,519,856)	(3,623,163)	(3,726,455)	(3,825,591)
(2,157,234)	(2,157,234)			Operating Cash Result - Surplus/(Deficit)	6.9%	(2,305,661)	(2,378,673)	(2,450,912)	(2,518,219)
				Capital Movements					
				Add: Capital Grants & Contributions		4,388,844	24,860	25,233	25,611
				Add: Loan Funds Used		0	0	0	0
				Add: Asset Sales		0	0	0	0
				Add: Transfer from Restricted Assets		3,159,476	0	0	0
				Less: Asset Acquisition		7,798,320	274,860	275,233	275,611
				Less: Loan Repayments		255,050	264,676	75,209	61,141
				Less: Transfer to Restricted Assets		0	0	0	0
				Program Cash Result - Surplus/(Deficit)		(2,810,711)	(2,893,349)	(2,776,121)	(2,829,360)

Richmond Valley Council Operational Plan 2023/2024 including Forward Financial Estimates

Objective 4: Celebrate our local identity and lifestyle

Service: Community Centres and Halls

Original Budget 2022/2023	Revised Budget 31-Dec-22	Project	Activity	Description	Original Budget % +/-	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027
				Operating Revenue					
5,744	5,744	270005	1180	Casino Art Gallery	3.0%	5,916	6,093	6,276	6,464
809	809	270010	1180	Casino Band Hall	3.0%	833	858	884	911
13,659	13,659	270020	1180	Casino Civic Hall	3.0%	14,069	14,491	14,926	15,374
85,565	85,565	270030	0460	Casino Community & Cultural Centre	3.0%	88,132	90,776	93,499	96,304
12	12	270035	1180	Casino Drill Hall	0.0%	12	12	12	12
266	266	270050	1180	Casino Historical Museum	3.0%	274	282	290	299
112	112	270075	1180	Casino Lions Club	2.7%	115	118	122	126
112	112	270085	1180	Casino Rotary Club	2.7%	115	118	122	126
550	550	270430	1180	Evans Head Pre-School	3.1%	567	584	602	620
1,202	1,202	270910	1180	Yorklea Community Centre	3.0%	1,238	1,275	1,313	1,352
108,031	108,031			Total Operating Revenue	3.0%	111,271	114,607	118,046	121,588
				Operating Expenditure					
4,443	4,443	270005	3330	Casino Art Gallery	4.0%	4,620	4,806	4,998	5,141
3,539	3,539	270010	3260	Casino Band Hall	9.4%	3,871	4,040	4,217	4,371
35,477	35,477	270020	3260	Casino Civic Hall	10.2%	39,079	40,531	42,043	43,543
150,713	150,713	270030	3025	Casino Community and Cultural Centre	-35.2%	97,732	101,425	105,276	109,196
30,071	30,071	270035	3330	Casino Drill Hall	60.5%	48,275	49,830	51,437	52,854
10,585	10,585	270050	3260	Casino Historical Museum	9.4%	11,576	12,022	12,486	12,941
12,109	12,109	270070	3330	Casino Neighbourhood Centre	7.6%	13,034	13,511	14,008	14,438
985	985	270080	3260	Casino Playgroup Hall	2.5%	1,010	1,036	1,062	1,089
1,647	1,647	270090	3260	Casino Scout Hall	2.5%	1,688	1,730	1,774	1,818
16,738	16,738	270200	3025	Broadwater Community Hall	7.4%	17,984	18,644	19,331	19,939
956	956	270250	3330	Clovass Community Centre	29.1%	1,234	1,294	1,357	1,423
9,578	9,578	270300	3330	Coraki Baby Health Centre	12.7%	10,793	11,214	11,653	12,066
11,141	11,141	270310	3260	Coraki Youth Hall	8.3%	12,065	12,519	12,990	13,405
0	8,994	270312	3387	Coraki Youth Hall - Insurance Repairs	0.0%	0	0	0	0
8,023	8,023	270400	3260	Evans Head Recreation Hall	13.0%	9,064	9,435	9,821	10,181
2,768	2,768	270410	3260	Evans Head Scout Hall	14.1%	3,157	3,282	3,414	3,544
6,946	6,946	270420	3260	Evans Head Senior Citizens Hall	19.3%	8,289	8,642	9,011	9,389
3,821	3,821	270440	Various	Evans Head Living Museum	135.3%	8,989	9,290	9,603	9,862
7,465	7,465	270500	3260	Fairy Hill Hall	9.2%	8,150	8,413	8,687	8,963
4,119	4,119	270550	3260	Leeville Hall	-51.4%	2,000	0	0	0
12,738	12,738	270700	3260	Rappville Hall	57.0%	20,000	20,685	21,395	22,043
8,885	8,885	270800	3260	Rileys Hill Community Centre	5.7%	9,395	9,713	10,042	10,334
6,759	6,759	270850	3260	Woodburn Hall	17.0%	7,907	8,236	8,580	8,924
5,398	5,398	270900	3260	Woodview Hall	12.6%	6,078	6,291	6,513	6,744
2,579	2,579	270910	3260	Yorklea Community Centre	24.4%	3,208	3,354	3,506	3,666

Richmond Valley Council Operational Plan 2023/2024 including Forward Financial Estimates

Objective 4: Celebrate our local identity and lifestyle

Service: Community Centres and Halls

Original Budget 2022/2023	Revised Budget 31-Dec-22	Project	Activity	Description	Original Budget % +/-	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027
				Operating Expenditure (continued)					
161,289	161,289	270991	3998	Indirect Expenditure	7.7%	173,725	180,727	185,516	190,648
389,744	389,744	270990	3999	Activity Based Costing - Expense					
				Depreciation	2.5%	399,319	409,135	419,196	429,508
908,516	917,510			Total Operating Expenditure	1.5%	922,242	949,805	977,916	1,006,030
(800,485)	(809,479)			Operating Result - Surplus/(Deficit)	1.3%	(810,971)	(835,198)	(859,870)	(884,442)
(410,741)	(419,735)			Operating Cash Result - Surplus/(Deficit)	0.2%	(411,652)	(426,063)	(440,674)	(454,934)
				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		47,918	48,637	49,367	50,108
				Less: Loan Repayments		0	0	0	0
				Less: Transfer to Restricted Assets		0	0	0	0
				Program Cash Result - Surplus/(Deficit)		(459,570)	(474,700)	(490,041)	(505,042)

Richmond Valley Council Operational Plan 2023/2024 including Forward Financial Estimates

Objective 4: Celebrate our local identity and lifestyle

Service: Swimming Pools

Original Budget 2022/2023	Revised Budget 31-Dec-22	Project	Activity	Description	Original Budget % +/-	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027
				Operating Revenue					
0	0			Total Operating Revenue	0.0%	0	0	0	0
				Operating Expenditure					
201,925	201,925	280010	Various	Casino Swimming Pool	59.3%	321,672	330,057	338,670	347,487
56,114	56,114	280020	Various	Coraki Swimming Pool	6.4%	59,694	61,223	62,791	64,388
292,644	292,644	280030	Various	Evans Head Aquatic Centre	18.8%	347,635	356,645	365,895	375,372
68,341	68,341	280040	Various	Woodburn Swimming Pool	19.6%	81,721	83,822	85,976	88,172
105,321	105,321	280976	3070	Interest Expense Interest Expense	4.5%	110,104	99,618	88,885	77,924
83,022	83,022	280991	3998	Indirect Expenditure Activity Based Costing - Expense	9.2%	90,625	94,134	96,281	98,817
265,468	265,468	280990	3999	Depreciation	2.5%	272,098	278,893	285,857	292,996
1,072,835	1,072,835			Total Operating Expenditure	19.6%	1,283,549	1,304,392	1,324,356	1,345,156
(1,072,835)	(1,072,835)			Operating Result - Surplus/(Deficit)	19.6%	(1,283,549)	(1,304,392)	(1,324,356)	(1,345,156)
(807,367)	(807,367)			Operating Cash Result - Surplus/(Deficit)	25.3%	(1,011,451)	(1,025,499)	(1,038,499)	(1,052,160)
				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		208,579	219,207	230,086	241,047
				Less: Transfer to Restricted Assets		0	0	0	0
				Program Cash Result - Surplus/(Deficit)		(1,220,030)	(1,244,706)	(1,268,585)	(1,293,207)

Richmond Valley Council Operational Plan 2023/2024 including Forward Financial Estimates

Objective 4: Celebrate our local identity and lifestyle

Service: Cemeteries

Original Budget 2022/2023	Revised Budget 31-Dec-22	Project	Activity	Description	Original Budget % +/-	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027
278,392	278,392	330010	Various	Operating Revenue Casino Cemetery	3.0%	286,745	295,346	304,207	313,332
36,143	36,143	330020	Various	Coraki Cemetery	3.0%	37,228	38,344	39,494	40,679
56,757	56,757	330030	Various	Evans Head Cemetery	3.0%	58,460	60,214	62,020	63,880
371,292	371,292			Total Operating Revenue	3.0%	382,433	393,904	405,721	417,891
				Operating Expenditure					
176,041	176,041	330010	Various	Casino Lawn Cemetery	3.4%	181,973	187,962	194,155	199,555
40,398	40,398	330012	Various	Casino West St Cemetery	3.6%	41,870	43,398	44,985	46,282
20,705	20,705	330020	Various	Coraki Cemetery	2.5%	21,223	21,754	22,298	22,855
26,865	26,865	330030	Various	Evans Head Lawn Cemetery	2.5%	27,537	28,225	28,931	29,654
9,317	9,317	330040	Various	Woodburn Cemetery	2.5%	9,550	9,789	10,034	10,285
12,752	12,752	330090	Various	Other Expenses	4.5%	13,327	13,929	14,558	14,995
93,269	93,269	330991	3998	Indirect Expenditure Activity Based Costing - Expense	8.0%	100,702	104,565	108,200	111,353
25,420	25,420	330990	3999	Depreciation	2.5%	26,056	26,708	27,375	28,059
404,767	404,767			Total Operating Expenditure	4.3%	422,238	436,330	450,536	463,038
(33,475)	(33,475)			Operating Result - Surplus/(Deficit)	18.9%	(39,805)	(42,426)	(44,815)	(45,147)
(8,055)	(8,055)			Operating Cash Result - Surplus/(Deficit)	70.7%	(13,749)	(15,718)	(17,440)	(17,088)
				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		13,749	15,718	17,440	17,088
				Less: Asset Acquisition		30,000	40,000	40,000	30,000
				Less: Loan Repayments		0	0	0	0
				Less: Transfer to Restricted Assets		0	0	0	0
				Program Cash Result - Surplus/(Deficit)		(30,000)	(40,000)	(40,000)	(30,000)

Richmond Valley Council Operational Plan 2023/2024 including Forward Financial Estimates

Objective 5: Live sustainably in a changing climate

Service: Town Planning & Development Services

Original Budget 2022/2023	Revised Budget 31-Dec-22	Project	Activity	Description	Original Budget % +/-	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027
				Operating Revenue					
				Planning & Development Services					
63,654	63,654	320100	0020	Advertising Fees	3.0%	65,564	67,531	69,557	71,644
13,308	13,308	320100	0040	Archive Fee	3.0%	13,707	14,118	14,542	14,978
8,090	8,090	320100	0140	Certificates - Building Certificates	3.0%	8,333	8,583	8,840	9,105
74,263	74,263	320100	0170	Certificates - S149	3.0%	76,491	78,786	81,150	83,585
13,308	13,308	320100	0190	Certificates - S735A	3.0%	13,707	14,118	14,542	14,978
2,612	2,612	320100	0210	Complying Development Fees	3.0%	2,690	2,771	2,854	2,940
19,310	19,310	320100	0410	Drainage Diagram Fees	3.0%	19,889	20,486	21,101	21,734
223,696	223,696	320100	0460	Fees - Other	3.0%	230,406	237,318	244,438	251,771
2,546	2,546	320100	0630	Infringement Notice Fees	3.0%	2,622	2,701	2,782	2,865
11,330	11,330	320100	0640	Inspection Fees - Accessways	3.0%	11,670	12,020	12,381	12,752
180,353	180,353	320100	0650	Inspection Fees - Building Compliance	3.0%	185,764	191,337	197,077	202,989
27,814	27,814	320100	0680	Inspection Fees - Pools	3.0%	28,648	29,507	30,392	31,304
32,831	32,831	320100	0690	Inspection Fees - Sewer Connection	3.0%	33,816	34,830	35,875	36,951
5,219	5,219	320100	0790	Linen Plan Signing Fees	3.0%	5,376	5,537	5,703	5,874
3,262	3,262	320100	0800	Long Service Levy Commission Revenue	3.0%	3,360	3,461	3,565	3,672
8,000	8,000	320100	0858	Plumbing Permits - S68	3.0%	8,240	8,487	8,742	9,004
2,122	2,122	320100	1220	Rural Road Numbering Fees	3.0%	2,186	2,252	2,320	2,390
13,048	13,048	320100	1480	Subdivision Fees	3.0%	13,439	13,842	14,257	14,685
704,766	704,766			Total Operating Revenue	3.0%	725,908	747,685	770,118	793,221
				Operating Expenditure					
				Planning & Development Services					
38,070	38,070	320100	3025	Administration Expenses	2.5%	39,021	39,996	40,996	42,022
1,617,448	1,617,448	320100	3185	Employee Costs	3.0%	1,665,842	1,732,475	1,801,774	1,855,827
82,000	82,000	320100	3270	Fleet Expenses	2.5%	84,050	86,151	88,305	90,513
2,215	2,215	320100	3385	M & R - Equipment	2.5%	2,270	2,327	2,385	2,445
39,755	39,755	320100	3455	Operating Expenses	128.3%	90,749	43,018	44,094	45,196
1,663	1,663	320100	3690	Rural Road Numbering Expenses	2.5%	1,705	1,748	1,792	1,837

Richmond Valley Council Operational Plan 2023/2024 including Forward Financial Estimates

Objective 5: Live sustainably in a changing climate

Service: Town Planning & Development Services

Original Budget 2022/2023	Revised Budget 31-Dec-22	Project	Activity	Description	Original Budget % +/-	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027
				Operating Expenditure (continued)					
500	500	320990	3999	Indirect Expenditure	0.0%	500	500	500	500
1,115,470	1,115,470	320991	3998	Depreciation	10.1%	1,228,640	1,276,250	1,319,470	1,358,317
				Activity Based Costing - Expense					
2,897,121	2,897,121			Total Operating Expenditure	7.4%	3,112,777	3,182,465	3,299,316	3,396,657
(2,192,355)	(2,192,355)			Operating Result - Surplus/(Deficit)	8.9%	(2,386,869)	(2,434,780)	(2,529,198)	(2,603,436)
(2,191,855)	(2,191,855)			Operating Cash Result - Surplus/(Deficit)	8.9%	(2,386,369)	(2,434,280)	(2,528,698)	(2,602,936)
				Capital Movements					
				Add: Capital Grants & Contributions		200,788	201,803	202,840	203,896
				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		200,788	201,803	202,840	203,896
				Program Cash Result - Surplus/(Deficit)		(2,386,369)	(2,434,280)	(2,528,698)	(2,602,936)

Richmond Valley Council Operational Plan 2023/2024 including Forward Financial Estimates

Objective 5: Live sustainably in a changing climate

Service: Emergency Management

Original Budget 2022/2023	Revised Budget 31-Dec-22	Project	Activity	Description	Original Budget % +/-	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027
1,249,088	1,204,199	240010	Various	Operating Revenue					
				Fire Control Revenue	18.4%	1,478,591	1,518,373	1,559,233	1,601,201
2,814	2,814	250000	Various	Emergency Services - SES	3.0%	2,898	2,985	3,075	3,167
10,927	10,927	250090	Various	Emergency Services - Emergency Committee	3.0%	11,255	11,593	11,941	12,299
1,262,829	1,217,940			Total Operating Revenue	18.2%	1,492,744	1,532,951	1,574,249	1,616,667
				Operating Expenditure					
				Fire Control					
155,045	155,045	240040	Various	Regional Fire Control Centre	4.8%	162,471	167,355	172,403	177,623
133,837	133,837	240050	Various	Richmond Valley Council Zone - M & R	3.8%	138,863	142,702	146,653	150,723
31,685	31,685	240150	Various	Richmond Valley Council Zone - Non-Claimable	3.3%	32,736	33,664	34,620	35,510
133,635	133,635	240300	Various	Lismore City Council (LCC) Zone - M & R	3.7%	138,599	142,424	146,361	150,417
99,626	99,626	240400	Various	Kyogle Council Zone - M & R	2.7%	102,300	105,052	107,881	110,792
				Statutory Contributions					
117,614	131,031	240500	Various	NSW Fire and Rescue	14.9%	135,163	138,542	142,006	145,556
371,821	484,327	240505	Various	NSW Rural Fire Service - Richmond Valley Council	30.3%	484,654	496,770	509,189	521,919
367,630	478,867	240510	Various	NSW Rural Fire Service - Lismore City Council	30.3%	479,191	491,171	503,450	516,036
334,590	435,831	240515	Various	NSW Rural Fire Service - Kyogle Council	30.3%	436,126	447,029	458,205	469,660
35,242	62,910	250005	Various	Emergency Services Levy	210.0%	109,236	111,967	114,766	117,635
7,579	7,579	250010	Various	Casino SES	8.1%	8,193	8,486	8,788	9,064
5,951	5,951	250020	Various	Broadwater SES	7.9%	6,423	6,655	6,895	7,110
2,605	2,605	250030	Various	Coraki SES	11.6%	2,908	3,020	3,136	3,252
8,822	10,572	250040	Various	Woodburn SES	8.4%	9,567	9,935	10,318	10,647



Richmond Valley Council Operational Plan 2023/2024 including Forward Financial Estimates

Objective 5: Live sustainably in a changing climate

Service: Emergency Management

Original Budget 2022/2023	Revised Budget 31-Dec-22	Project	Activity	Description	Original Budget % +/-	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027
130,981	130,981	250991	3998	Indirect Expenditure	6.4%	139,342	144,074	148,450	152,449
322,729	322,729		3999	Activity Based Costing - Expense	1.3%	326,960	331,297	335,741	340,297
		250990		Depreciation					
2,259,392	2,627,211			Total Operating Expenditure	20.1%	2,712,732	2,780,143	2,848,862	2,918,690
(996,563)	(1,409,271)			Operating Result - Surplus/(Deficit)	22.4%	(1,219,988)	(1,247,192)	(1,274,613)	(1,302,023)
(673,834)	(1,086,542)			Operating Cash Result - Surplus/(Deficit)	32.5%	(893,028)	(915,895)	(938,872)	(961,726)
				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)		(893,028)	(915,895)	(938,872)	(961,726)

Richmond Valley Council Operational Plan 2023/2024 including Forward Financial Estimates

Objective 6: Provide infrastructure that meets community needs

Service: Building and Maintaining Roads

Original Budget 2022/2023	Revised Budget 31-Dec-22	Project	Activity	Description	Original Budget % +/-	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027
277,855	277,855	370000	0480	Operating Revenue					
0	139,049	370006	0460	Urban Local Roads	-2.5%	271,027	144,253	147,368	150,844
0	68,026	390007	0460	Roads Urban - Flood Feb 22 AGRN1012	0.0%	0	0	0	0
880,126	880,126	390010	0300	Roads Sealed Rural Local - Nat Dis AGRN1012 Flood Feb 22	0.0%	0	0	0	0
0	578,722	410006	0460	Sealed Rural Local Roads	1.2%	890,663	1,021,216	1,021,786	1,022,373
847,736	847,736	410010	0590	Reg Rds - Flood Feb 22 AGRN1012	0.0%	0	0	0	0
0	1,992,733	430016	0460	Sealed Rural Regional Roads	2.5%	868,929	890,653	912,919	935,742
0	62,770	430017	0460	Roads Unsealed - Nat Dis AGRN1012 Flood Feb 22	0.0%	0	0	0	0
0	96,895	430700	0590	Roads Unsealed Crown - Nat Dis AGRN1012 Flood Feb 22	0.0%	0	0	0	0
5,608	5,608	460010	0440	Bushfire Green Waste	0.0%	0	0	0	0
102,421	102,421	470100	0590	Aerodromes - Casino	3.0%	5,776	5,950	6,129	6,313
345,052	345,052	480010	0460	Street Lighting	3.0%	105,494	108,659	111,919	115,277
758,761	758,761	480020	0460	RMCC Routine Services - HW16	2.5%	353,678	362,520	371,583	380,873
565,705	565,705	480100	0460	RMCC Routine Services - MR83	2.5%	777,730	797,173	817,102	837,530
2,042,053	2,042,053	480500	0460	RMCC Ordered Works - HW16	2.5%	579,848	594,344	609,203	624,433
				RMCC Ordered Works - MR83	2.5%	2,093,104	2,145,432	2,199,068	2,254,045
5,825,317	8,763,512			Total Operating Revenue	2.1%	5,946,249	6,070,200	6,197,077	6,327,430
				Operating Expenditure					
				Street Cleaning					
191,001	191,001	360010	4308	Casino CBD	3.0%	196,690	202,559	208,609	214,167
37,871	37,871	360020	4308	Casino Urban Streets	2.8%	38,931	40,021	41,143	42,214
15,469	15,469	360200	4308	Broadwater	2.8%	15,901	16,346	16,805	17,242
21,754	21,754	360300	4308	Coraki	3.1%	22,437	23,138	23,865	24,511
71,076	71,076	360400	4308	Evans Head	3.1%	73,255	75,504	77,828	79,923
34,510	34,510	360850	4308	Woodburn	3.0%	35,533	36,588	37,677	38,680
				Indirect Expenditure					
67,815	67,815	360991	3998	Activity Based Costing - Expense	9.4%	74,156	76,902	79,681	81,995
				Urban Road Maintenance					
464,827	464,827	370010	3330	Casino	3.4%	480,516	496,765	513,596	527,892
45,554	45,554	370020	4201	Broadwater	3.2%	47,030	48,553	50,131	51,507
68,950	68,950	370030	4201	Coraki	3.3%	71,225	73,580	76,018	78,126
140,663	140,663	370040	4120	Evans Head	3.3%	145,243	149,986	154,886	159,158
20,400	20,400	370050	4311	Rappville	4.0%	21,216	22,064	22,946	23,635
3,299	3,299	370060	4311	Rileys Hill	99.6%	6,586	6,816	7,053	7,252
48,863	48,863	370070	4201	Woodburn	3.2%	50,440	52,068	53,751	55,228
0	139,049	370006	4900	Flood Clean-Up	0.0%	0	0	0	0
24,270	24,270	370100	4313	Weed Spraying	16.7%	28,328	29,356	30,422	31,298

Richmond Valley Council Operational Plan 2023/2024 including Forward Financial Estimates

Objective 6: Provide infrastructure that meets community needs

Service: Building and Maintaining Roads

Original Budget 2022/2023	Revised Budget 31-Dec-22	Project	Activity	Description	Original Budget % +/-	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027
				Operating Expenditure (continued)					
11,366	11,366	370105	3850	Bus Shelter Maintenance	3.1%	11,721	12,088	12,467	12,804
19,110	19,110	370200	3330	Carpark Maintenance - Casino	16.3%	22,222	22,898	23,596	24,218
2,585	2,585	370240	4201	Carpark Maintenance - Evans Head	3.2%	2,667	2,751	2,837	2,915
30,000	30,000	370900	3455	Additional Maintenance (\$94A)	0.0%	30,000	30,000	30,000	30,000
				Indirect Expenditure					
425,636	425,636	370991	3998	Activity Based Costing - Expense	7.6%	458,128	473,615	482,287	493,632
2,138,303	2,138,303	370990	3999	Depreciation	2.4%	2,190,580	2,244,164	2,299,088	2,355,385
				Urban Bridge Maintenance					
3,240	3,240	380010	4686	Casino	3.3%	3,346	3,456	3,569	3,667
2,417	2,417	380060	4686	Rileys Hill	3.5%	2,501	2,588	2,678	2,754
				Indirect Expenditure					
140,015	140,015	380990	3999	Depreciation	2.5%	143,515	147,103	150,781	154,551
0	68,026	390007	3455	Sealed Rural Local Roads - Flood Emergency Works	0.0%	0	0	0	0
808,278	808,278	390010	3070	Sealed Rural Local Roads	3.0%	832,671	857,835	883,810	907,481
0	80,000	390061	3455	Naughtons Gap Rd Study (OLG \$2m)	0.0%	0	0	0	0
11,703	11,703	390012	4250	Quarry Road Maintenance	2.7%	12,024	12,355	12,695	13,022
50,000	50,000	390050	4511	Rural Roads Drainage (RSV 14/15)	0.0%	50,000	50,000	50,000	50,000
				Borrowing Costs					
84,311	84,311	390976	3070	Interest on Loans	-20.6%	66,971	48,949	31,597	18,469
				Indirect Expenditure					
565,424	565,424	390991	3998	Activity Based Costing - Expense	7.5%	607,930	628,326	638,301	652,778
2,862,718	2,862,718	390990	3999	Depreciation	2.5%	2,934,281	3,007,633	3,082,819	3,159,884
35,160	35,160	400010	4686	Sealed Rural Roads Bridge Maintenance	2.8%	36,145	37,158	38,200	39,195
				Indirect Expenditure					
629,760	629,760	400990	3999	Depreciation	2.5%	645,504	661,642	678,183	695,138
183,265	183,265	410010	4201	Sealed Rural Regional Roads	4.4%	191,301	205,442	214,012	230,154
0	578,722	410006	3455	Regional Roads - AGRN1012	0.0%	0	0	0	0
				Indirect Expenditure					
143,268	143,268	410991	3998	Activity Based Costing - Expense	6.7%	152,926	157,852	160,525	164,207
746,200	746,200	410990	3999	Depreciation	2.5%	764,855	783,976	803,575	823,664
253,995	253,995	420990	3999	Depreciation	2.5%	260,345	266,854	273,525	280,363

Richmond Valley Council Operational Plan 2023/2024 including Forward Financial Estimates

Objective 6: Provide infrastructure that meets community needs

Service: Building and Maintaining Roads

Original Budget 2022/2023	Revised Budget 31-Dec-22	Project	Activity	Description	Original Budget % +/-	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027
				Operating Expenditure (continued)					
				Unsealed Roads Maintenance					
				Unsealed Grading					
500,994	500,994	430008	4221	Lower River	3.1%	516,338	532,178	548,532	563,300
500,996	500,996	430009	4221	Rural West	3.1%	516,345	532,192	548,552	563,325
124,185	124,185	430010	3070	Unsealed Rural Local Road Maintenance	-1.9%	121,848	125,960	130,506	135,329
0	1,992,733	430016	3455	Unsealed Rural Local Road - AGRN1012	0.0%	0	0	0	0
0	62,770	430017	3455	Unsealed Crown Road - AGRN1012	0.0%	0	0	0	0
0	365,137	430749	7222	AGRN1012 EW Flood Feb 22 - Project Management	0.0%	0	0	0	0
0	271,304	430700	Various	Bushfire Green Waste Clean Up	0.0%	0	0	0	0
				Borrowing Costs					
5,052	5,052	430976	3070	Interest on Loans	-19.7%	4,055	3,025	1,961	956
				Indirect Expenditure					
323,353	323,353	430991	3998	Activity Based Costing - Expense	8.5%	350,865	363,416	372,946	382,763
759,320	759,320	430990	3999	Depreciation	2.5%	778,303	797,761	817,705	838,148
				Unsealed Rural Local Bridges					
29,719	29,719	440010	4686	Unsealed Rural Local Bridges	3.3%	30,708	31,729	32,789	33,699
				Indirect Expenditure					
193,008	193,008	440990	3999	Depreciation	2.5%	197,833	202,779	207,848	213,044
				Footpath Maintenance					
20,913	20,913	450010	4337	Casino	3.0%	21,544	22,196	22,866	23,478
3,580	3,580	450020	4337	Broadwater	3.6%	3,709	3,844	3,983	4,098
5,796	5,796	450030	4337	Coraki	3.2%	5,981	6,172	6,369	6,544
8,777	8,777	450040	4337	Evans Head	3.2%	9,058	9,349	9,649	9,914
4,190	4,190	450050	4337	Woodburn	3.2%	4,323	4,462	4,606	4,732
				Indirect Expenditure					
83,224	83,224	450991	3998	Activity Based Costing - Expense	7.5%	89,446	92,457	94,557	96,888
283,105	283,105	450990	3999	Depreciation	2.5%	290,183	297,438	304,874	312,496
				Aerodromes					
12,019	12,019	460010	3030	Casino Aerodrome	66.4%	19,994	20,589	21,202	21,765

Richmond Valley Council Operational Plan 2023/2024 including Forward Financial Estimates

Objective 6: Provide infrastructure that meets community needs

Service: Building and Maintaining Roads

Original Budget 2022/2023	Revised Budget 31-Dec-22	Project	Activity	Description	Original Budget % +/-	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027
				Operating Expenditure (continued)					
116,024	116,024	460991	3998	Indirect Expenditure	8.6%	125,947	130,518	134,542	138,362
76,056	76,056	460990	3999	Activity Based Costing - Expense Depreciation	2.5%	77,958	79,907	81,905	83,952
				Street Lighting					
106,117	106,117	470010	3455	Casino	5.0%	111,423	116,994	122,844	128,986
4,425	4,425	470020	3455	Broadwater	5.0%	4,646	4,878	5,122	5,378
10,257	10,257	470030	3455	Coraki	5.0%	10,770	11,309	11,874	12,468
24,653	24,653	470040	3455	Evans Head	5.0%	25,886	27,180	28,539	29,966
1,941	1,941	470050	3455	Rappville	5.0%	2,038	2,140	2,247	2,359
7,985	7,985	470060	3455	Woodburn	5.0%	8,384	8,803	9,243	9,705
121,606	121,606	470100	3455	Traffic Route	5.0%	127,686	134,070	140,774	147,813
207	207	470200	3455	Other Areas	4.8%	217	228	239	251
				Indirect Expenditure					
22,680	22,680	470991	3998	Activity Based Costing - Expense	9.1%	24,749	25,658	26,575	27,344
				State Road Maintenance					
299,234	299,234	480010	3075	RMCC Routine Services - HW16	2.5%	306,716	314,384	322,243	330,301
661,112	661,112	480020	3075	RMCC Routine Services - MR83	2.5%	677,639	694,581	711,945	729,743
471,987	471,987	480100	3075	RMCC Ordered Works - HW16	2.5%	483,786	495,880	508,277	520,985
1,656,668	1,656,668	480500	3075	RMCC Ordered Works - MR83	1.4%	1,679,503	1,722,846	1,767,488	1,816,156
				Indirect Expenditure					
371,749	371,749	480991	3998	Activity Based Costing - Expense	9.5%	407,154	422,238	437,486	450,203
17,214,008	20,771,749			Total Operating Expenditure	3.2%	17,762,157	18,244,093	18,709,243	19,191,559
(11,388,691)	(12,008,237)			Operating Result - Surplus/(Deficit)	3.8%	(11,815,907)	(12,173,894)	(12,512,166)	(12,864,129)
(3,306,211)	(3,925,757)			Operating Cash Result - Surplus/(Deficit)	6.8%	(3,532,550)	(3,684,637)	(3,811,863)	(3,947,504)
				Capital Movements					
				Add: Capital Grants & Contributions		2,193,559	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		1,478,567	55,154	55,624	56,364
				Less: Asset Acquisition		8,256,850	4,880,963	5,092,270	5,116,747
				Less: Loan Repayments		557,680	576,731	471,910	356,889
				Less: Transfer to Restricted Assets		0	0	0	0
				Program Cash Result - Surplus/(Deficit)		(8,674,954)	(8,667,176)	(8,900,419)	(8,944,776)

Richmond Valley Council Operational Plan 2023/2024 including Forward Financial Estimates

Objective 6: Provide infrastructure that meets community needs

Service: Stormwater Management

Original Budget 2022/2023	Revised Budget 31-Dec-22	Project	Activity	Description	Original Budget % +/-	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027
204,256	204,256	350010	0030	Operating Revenue					
				Stormwater Revenue	0.5%	205,277	206,303	207,334	208,371
204,256	204,256			Total Operating Revenue	0.5%	205,277	206,303	207,334	208,371
				Operating Expenditure					
102,055	102,055	350100	4540	Casino	3.4%	105,490	109,045	112,726	115,875
0	10,000	350710	3455	Casino Urban Drainage Study	0.0%	0	0	0	0
7,448	7,448	350200	4540	Broadwater	3.3%	7,696	7,954	8,219	8,448
13,308	13,308	350300	4540	Coraki	3.5%	13,772	14,252	14,749	15,168
38,734	38,734	350400	4540	Evans Head	3.4%	40,034	41,380	42,773	43,967
11,163	11,163	350700	4540	Rileys Hill Outfall Channel	3.3%	11,527	11,904	12,294	12,633
17,662	17,662	350850	4540	Woodburn	3.3%	18,248	18,856	19,483	20,024
				Indirect Expenditure					
232,489	232,489	350991	3998	Activity Based Costing - Expense	8.0%	251,036	259,784	265,222	271,807
534,538	534,538	350990	3999	Depreciation	2.5%	547,901	561,599	575,639	590,030
957,397	967,397			Total Operating Expenditure	4.0%	995,704	1,024,774	1,051,105	1,077,952
(753,141)	(763,141)			Operating Result - Surplus/(Deficit)	5.0%	(790,427)	(818,471)	(843,771)	(869,581)
(218,603)	(228,603)			Operating Cash Result - Surplus/(Deficit)	10.9%	(242,526)	(256,872)	(268,132)	(279,551)
				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		551,239	313,682	0	0
				Less: Asset Acquisition		756,516	519,985	195,000	195,000
				Less: Loan Repayments		0	0	0	0
				Less: Transfer to Restricted Assets		0	0	12,334	13,371
				Program Cash Result - Surplus/(Deficit)		(447,803)	(463,175)	(475,466)	(487,922)

Richmond Valley Council Operational Plan 2023/2024 including Forward Financial Estimates

Objective 6: Provide infrastructure that meets community needs

Service: Water Supplies

Original Budget 2022/2023	Revised Budget 31-Dec-22	Project	Activity	Description	Original Budget % +/-	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027
7,377,266	7,377,266	490001	1800	Operating Revenue					
				Annual & User Charges	2.1%	7,535,838	7,917,279	8,317,943	8,569,251
16,000	16,000	490040	0730	Interest Income	3.0%	16,480	16,974	17,483	18,007
32,445	32,445	490050	0730	Interest on Investments	3.3%	33,500	34,505	35,540	36,606
60,689	60,689	490070	0460	Other Revenue	3.0%	62,510	64,385	66,317	68,306
79,750	79,750	490080	0590	Operating Grants & Contributions Grant Revenue	5.5%	84,150	85,800	87,450	89,100
53,732	53,732	492000	0870	Private Works	3.0%	55,344	57,004	58,714	60,475
7,619,882	7,619,882			Total Operating Revenue	2.2%	7,787,822	8,175,947	8,583,447	8,841,745
				Operating Expenditure					
				Indirect Expenditure					
1,655,355	1,655,355	495010	3998	Activity Based Costing - Expense	9.2%	1,807,749	1,872,157	1,928,165	1,980,841
732,734	732,734	495020	3025	Engineering Administration Expenditure	13.1%	829,026	859,793	891,741	957,500
4,500	4,500	495080	3455	Dams & Weirs Operations	30.8%	5,884	6,178	6,487	6,811
5,566	5,566	495090	3455	Dams & Weirs Maintenance	3.7%	5,773	5,988	6,212	6,393
				Water Mains Operations					
85,039	85,039	495100	5020	Casino	3.9%	88,319	91,731	95,271	98,086
6,030	6,030	495105	5020	Broadwater	3.5%	6,242	6,461	6,689	6,879
6,447	6,447	495110	5020	Coraki	3.6%	6,679	6,921	7,175	7,381
9,248	9,248	495115	5020	Evans Head	3.7%	9,587	9,938	10,303	10,601
3,476	3,476	495120	5020	Rileys Hill	3.5%	3,599	3,727	3,861	3,970
7,724	7,724	495125	5020	Woodburn	3.6%	7,999	8,284	8,582	8,827
				Water Mains Maintenance					
281,235	281,235	495130	5040	Casino	3.4%	290,802	300,712	310,974	319,697
9,129	9,129	495135	5040	Broadwater	32.4%	12,088	12,508	12,945	13,310
20,751	20,751	495140	5040	Coraki	16.8%	24,231	25,108	26,019	26,769
22,163	22,163	495145	5040	Evans Head	58.8%	35,194	36,383	37,610	38,663
2,205	2,205	495150	5040	Rileys Hill	3.5%	2,283	2,366	2,451	2,524
13,700	13,700	495155	5040	Woodburn	3.3%	14,146	14,607	15,083	15,498
				Water Mains - AGRN1012 Feb 2022 Flood					
0	7,025	495800	3387	Casino	0.0%	0	0	0	0
0	2,175	495801	3387	Broadwater	0.0%	0	0	0	0
0	233	495802	3387	Coraki	0.0%	0	0	0	0
0	626	495805	3387	Rileys Hill	0.0%	0	0	0	0
0	18	495806	3387	Woodburn	0.0%	0	0	0	0

Richmond Valley Council Operational Plan 2023/2024 including Forward Financial Estimates

Objective 6: Provide infrastructure that meets community needs

Service: Water Supplies

Original Budget 2022/2023	Revised Budget 31-Dec-22	Project	Activity	Description	Original Budget % +/-	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027
				Operating Expenditure (continued)					
18,716	18,716	495170	3200	Water Reservoirs Operations	42.9%	26,752	28,017	29,342	30,652
53,578	53,578	495180	3455	Maintenance	3.4%	55,387	57,259	59,197	60,855
				Pump Station					
7,100	7,100	495200	3455	Operations	30.7%	9,283	9,747	10,234	10,746
117,413	117,413	495225	3200	Energy Costs	5.0%	123,284	129,448	135,920	142,716
44,417	44,417	495250	3455	Maintenance	35.9%	60,351	62,341	64,399	66,182
0	12,868	495810	3387	AGRN1012 - Feb 2022 Flood	0.0%	0	0	0	0
				Casino Water Treatment Plant					
797,609	797,609	495300	3025	Operations	4.2%	830,771	860,677	891,767	919,003
92,418	92,418	495350	3375	Maintenance	3.3%	95,449	98,588	101,834	104,653
0	2,092	495823	3387	AGRN1012 - Feb 2022 Flood	0.0%	0	0	0	0
66,337	66,337	495400	3200	Other Operations Expenses	3.7%	68,815	71,389	74,061	76,233
10,515	10,515	495410	3455	SCADA Strategy	2.5%	10,778	11,047	11,323	11,606
18,573	18,573	495420	3385	Other Maintenance Expenses	2.9%	19,105	19,651	20,215	20,744
1,315,300	1,315,300	495500	5100	Bulk Water Purchases	2.5%	1,348,700	1,382,418	1,416,978	1,452,402
48,419	48,419	496000	3500	Private Works Expenditure	2.5%	49,630	50,871	52,228	53,621
				Indirect Expenditure					
1,481,863	1,481,863	499990	3999	Depreciation	2.5%	1,518,622	1,556,300	1,594,920	1,634,506
6,937,560	6,962,595			Total Operating Expenditure	6.2%	7,366,528	7,600,615	7,831,986	8,087,669
682,322	657,287			Operating Result - Surplus/(Deficit)	-38.3%	421,294	575,332	751,461	754,076
2,164,185	2,139,150			Operating Cash Result - Surplus/(Deficit)	-10.4%	1,939,916	2,131,632	2,346,381	2,388,582
				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		1,060,084	0	696,619	611,418
				Less: Asset Acquisition		3,150,000	1,762,000	3,193,000	3,150,000
				Less: Loan Repayments		0	0	0	0
				Less: Transfer to Restricted Assets		0	519,632	0	0
				Program Cash Result - Surplus/(Deficit)		0	0	0	0



Richmond Valley Council Operational Plan 2023/2024 including Forward Financial Estimates

Objective 6: Provide infrastructure that meets community needs

Service: Sewerage Services

Original Budget 2022/2023	Revised Budget 31-Dec-22	Project	Activity	Description	Original Budget % +/-	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027
9,214,948	9,214,948	500001	1900	Operating Revenue					
				Rates & Annual Charges	6.1%	9,775,032	10,268,334	10,786,451	11,111,754
18,000	18,000	500040	0730	Interest Income	3.0%	18,540	19,096	19,669	20,259
235,149	235,149	500050	0730	Interest on Investments	3.0%	242,203	249,469	256,953	264,661
48,360	48,360	500070	1180	Other Revenue	3.0%	49,811	51,305	52,844	54,430
79,750	79,750	500080	0590	Grants	4.2%	83,100	84,700	86,400	88,000
53,732	53,732	502000	0870	Private Works	3.0%	55,344	57,004	58,714	60,475
9,649,939	9,649,939			Total Operating Revenue	5.9%	10,224,030	10,729,908	11,261,031	11,599,579
				Operating Expenditure					
				Indirect Expenditure					
1,977,515	1,977,515	505010	3998	Activity Based Costing - Expense	9.3%	2,160,563	2,238,665	2,304,011	2,366,807
809,141	809,141	505020	3025	Engineering Expenditure	12.4%	909,284	944,819	981,773	1,050,631
				Mains Operations					
215,030	215,030	505100	5520	Casino	3.2%	221,986	229,175	236,610	243,117
1,984	1,984	505105	5530	Broadwater	3.7%	2,058	2,134	2,213	2,277
32,777	32,777	505110	5520	Coraki	3.6%	33,961	35,187	36,461	37,509
13,000	13,000	505115	5520	Evans Head	3.6%	13,470	13,958	14,463	14,879
1,303	1,303	505120	5520	Rileys Hill	3.5%	1,348	1,394	1,443	1,484
17,551	17,551	505125	5520	Woodburn	3.7%	18,201	18,876	19,576	20,144
				Mains Maintenance					
67,550	67,550	505130	5540	Casino	3.5%	69,913	72,363	74,901	77,027
133,427	133,427	505135	5540	Broadwater	3.2%	137,740	142,197	146,806	150,843
15,000	15,000	505140	5540	Coraki	3.5%	15,525	16,070	16,635	17,108
20,000	20,000	505145	5540	Evans Head	3.0%	20,608	21,237	21,885	22,474
3,259	3,259	505150	5540	Rileys Hill	3.3%	3,367	3,480	3,596	3,696
25,320	25,320	505155	5540	Woodburn	3.3%	26,143	26,995	27,877	28,645
0	2,934	505810	3387	Casino - AGRN1012	0.0%	0	0	0	0
				Infiltration Survey/Inspection					
67,558	67,558	505161	5532	Casino	48.2%	100,107	102,771	105,506	108,201
40,536	40,536	505162	5532	Broadwater	-100.0%	0	0	0	0
27,023	27,023	505163	5532	Coraki	29.7%	35,043	35,976	36,933	37,877
67,558	67,558	505164	5532	Evans Head	2.7%	69,354	71,200	73,096	74,964
40,536	40,536	505166	5532	Woodburn	2.7%	41,616	42,723	43,861	44,982

Richmond Valley Council Operational Plan 2023/2024 including Forward Financial Estimates

Objective 6: Provide infrastructure that meets community needs

Service: Sewerage Services

Original Budget 2022/2023	Revised Budget 31-Dec-22	Project	Activity	Description	Original Budget % +/-	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027
				Operating Expenditure (continued)					
27,200	27,200	505200	3455	Pump Stations Operations	30.8%	35,564	37,342	39,209	41,169
109,975	109,975	505225	3200	Energy Costs	5.0%	115,474	121,248	127,310	133,676
				Pump Stations - Maintenance					
28,997	28,997	505251	3375	Coraki	3.6%	30,049	31,143	32,280	33,213
54,000	54,000	505252	3375	Broadwater	2.9%	55,570	57,188	58,853	60,406
132,074	132,074	505253	3375	Evans Head	3.3%	136,375	140,821	145,419	149,427
12,015	12,015	505254	3375	Rileys Hill	3.5%	12,439	12,880	13,336	13,718
50,001	50,001	505255	3375	Woodburn	3.2%	51,597	53,249	54,957	56,463
210,000	210,000	505256	3375	Casino	3.4%	217,172	224,594	232,285	238,811
0	12,442	505820	3387	Casino - AGRN1012	0.0%	0	0	0	0
0	1,235	505823	3375	Evans Head - AGRN1012	0.0%	0	0	0	0
0	978	505824	3387	Rileys Hill - AGRN1012	0.0%	0	0	0	0
0	41,381	505817	3387	Broadwater - AGRN1012	0.0%	0	0	0	0
				Treatment Plant Casino					
258,579	258,579	505300	3025	Operations	4.7%	270,666	280,246	290,183	298,735
69,429	69,429	505320	3200	Energy Costs	5.0%	72,900	76,545	80,372	84,391
129,997	129,997	505350	3375	Maintenance	3.3%	134,294	138,742	143,342	147,322
				Treatment Plant Coraki					
96,167	96,167	505400	3025	Operations	4.6%	100,564	104,058	107,677	110,825
7,658	7,658	505420	3200	Energy Costs	5.0%	8,041	8,443	8,865	9,308
40,990	40,990	505450	3375	Maintenance	3.3%	42,344	43,746	45,193	46,444
0	2,140	505831	3387	AGRN1012 - Feb 2022 Flood	0.0%	0	0	0	0
				Treatment Plant Evans Head					
323,251	323,251	505500	3025	Operations	4.0%	336,276	346,746	357,562	367,530
75,395	75,395	505520	3200	Energy Costs	5.0%	79,165	83,123	87,279	91,643
64,310	64,310	505550	3375	Maintenance	3.3%	66,439	68,642	70,921	72,888
0	4,076	505832	3387	AGRN1012 - Feb 2022 Flood	0.0%	0	0	0	0
				Treatment Plant Rileys Hill					
42,711	42,711	505600	3025	Operations	5.1%	44,877	46,488	48,157	49,596
7,658	7,658	505620	3200	Energy Costs	5.0%	8,041	8,443	8,865	9,308
14,247	14,247	505650	3375	Maintenance	3.3%	14,717	15,204	15,708	16,143
0	3,926	505833	3387	AGRN1012 - Feb 2022 Flood	0.0%	0	0	0	0
				Other Maintenance					
21,030	21,030	505710	3455	SCADA	2.5%	21,556	22,095	22,647	23,213
40,000	40,000	505750	5525	Casino	3.1%	41,230	42,500	43,811	44,992
5,000	5,000	505760	5550	Coraki	3.4%	5,170	5,347	5,530	5,685
20,000	20,000	505765	5600	Evans Head	3.4%	20,683	21,391	22,124	22,745
2,000	2,000	505770	5600	Riley's Hill	3.4%	2,068	2,139	2,212	2,275
2,500	2,500	505775	5600	Woodburn	3.1%	2,578	2,658	2,741	2,816
0	9,723	507002	3500	Woodburn - AGRN1012	0.0%	0	0	0	0
0	76	505800	Various	Carting - Broadwater AGRN1012	0.0%	0	0	0	0

Richmond Valley Council Operational Plan 2023/2024 including Forward Financial Estimates

Objective 6: Provide infrastructure that meets community needs

Service: Sewerage Services

Original Budget 2022/2023	Revised Budget 31-Dec-22	Project	Activity	Description	Original Budget % +/-	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027
534,748	534,748	505976	3070	Operating Expenditure (continued) Interest Expense	-15.6%	451,466	512,328	565,369	970,014
2,359,595	2,359,595	505990	3999	Indirect Expenditure Depreciation	2.5%	2,417,707	2,477,272	2,538,326	2,600,907
48,187	48,187	506000	3500	Private Works Expenses	2.5%	49,392	50,627	51,978	53,365
8,363,782	8,442,693			Total Operating Expenditure	4.3%	8,724,702	9,054,468	9,370,156	10,059,693
1,286,157	1,207,246			Operating Result - Surplus/(Deficit)	16.6%	1,499,328	1,675,440	1,890,875	1,539,886
3,645,752	3,566,841			Operating Cash Result - Surplus/(Deficit)	19.0%	3,917,035	4,152,712	4,429,201	4,140,793
				Capital Movements					
				Add: Capital Grants & Contributions		100,000	6,100,000	36,100,000	8,100,000
				Add: Loan Funds Used		0	3,000,000	3,000,000	20,000,000
				Add: Asset Sales		0	0	11,364	0
				Add: Transfer from Restricted Assets		846,064	3,267,646	2,624,328	785,926
				Less: Asset Acquisition		3,279,000	14,803,000	44,306,455	31,446,000
				Less: Loan Repayments		1,584,099	1,717,357	1,858,437	1,580,719
				Less: Transfer to Restricted Assets		0	0	0	0
				Program Cash Result - Surplus/(Deficit)		(0)	0	(0)	0

Richmond Valley Council Operational Plan 2023/2024 including Forward Financial Estimates

Objective 6: Provide infrastructure that meets community needs

Service: Engineering Support & Asset Management

Original Budget 2022/2023	Revised Budget 31-Dec-22	Project	Activity	Description	Original Budget % +/-	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027
				Operating Revenue					
4,500	4,500	640010	0290	Engineering Support Services Contributions - Other	0.0%	4,500	4,500	4,500	4,500
5,067	62,663	640010	0460	Fees - Other	3.0%	5,219	5,376	5,537	5,703
5,067	5,067	640010	0840	Plan Check Fees	3.0%	5,219	5,376	5,537	5,703
16,469	16,469	640010	1180	Rental Income	3.0%	16,963	17,472	17,996	18,536
				Asset Management					
0	0	650010	1220	Rural Road Numbering	0.0%	0	0	0	0
31,103	88,699			Total Operating Revenue	2.6%	31,901	32,724	33,570	34,442
				Operating Expenditure					
				<b>Engineering Support</b>					
93,751	151,347	640010	3025	Administration Expenses	4.1%	97,595	100,035	102,536	105,099
3,485	3,485	640010	3150	Deed of Release	2.5%	3,572	3,661	3,753	3,847
2,210,648	2,210,648	640010	3185	Employee Costs	12.7%	2,491,230	2,590,879	2,694,514	2,775,349
10,849	10,849	640010	3190	Employee Costs - Team Meetings	4.0%	11,283	11,734	12,203	12,569
292,125	292,125	640010	3270	Fleet Expenses	2.5%	299,428	306,914	314,587	322,452
10,043	10,043	640010	3385	M & R - Equipment	2.5%	10,294	10,551	10,815	11,085
7,642	7,642	640010	3425	M & R - Radios	2.5%	7,833	8,029	8,230	8,436
35,730	35,730	640010	3455	Operating Expenses	2.6%	36,656	37,607	38,584	39,587
6,338	6,338	640990	3999	Depreciation	0.6%	6,376	6,415	6,455	6,496
(2,639,508)	(2,639,508)	640991	3998	Indirect Costs Activity Based Costing - Expense	11.1%	(2,932,366)	(3,043,101)	(3,158,107)	(3,250,478)
				<b>Asset Management</b>					
1,794	1,794	650010	3025	Administration Expenses	2.5%	1,839	1,885	1,932	1,980
11,081	11,081	650010	3035	Asset Data Collection	2.5%	11,358	11,642	11,933	12,231
10,250	10,250	650010	3040	Asset Management System	2.5%	10,506	10,769	11,038	11,314
1,008,740	1,008,740	650010	3185	Employee Costs	4.0%	1,049,443	1,091,421	1,135,078	1,169,131
63,315	63,315	650010	3270	Fleet Expenses	2.5%	64,898	66,520	68,183	69,888
555	555	650010	3385	M & R - Equipment	2.5%	569	583	598	613
1,136	1,136	650010	3455	Operating Expenses	2.5%	1,164	1,193	1,223	1,254
3,588	3,588	650010	3690	Rural Road Numbering Expenses	2.5%	3,678	3,770	3,864	3,961
95,000	97,500	650010	3830	Valuation	2.6%	97,500	85,000	25,000	5,000
3,390	3,390	650010	4100	Inspections - Footpaths	4.0%	3,526	3,668	3,815	3,929
3,989	3,989	650010	4113	Inspections - Playground Equipment	2.5%	4,089	4,191	4,296	4,403
(1,202,838)	(1,202,838)	650991	3998	Indirect Costs Activity Based Costing - Expense	3.8%	(1,248,570)	(1,280,642)	(1,266,960)	(1,283,704)
207,223	207,223	660100	3025	Works Depot - Casino	4.3%	216,080	223,831	231,890	238,857

Richmond Valley Council Operational Plan 2023/2024 including Forward Financial Estimates

Objective 6: Provide infrastructure that meets community needs

Service: Engineering Support & Asset Management

Original Budget 2022/2023	Revised Budget 31-Dec-22	Project	Activity	Description	Original Budget % +/-	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027
				Operating Expenditure (continued)					
81,961	81,961	660300	3025	Works Depot - Evans Head	5.0%	86,094	88,769	91,535	94,313
0	14,814	660213	3397	Works Depot - Coraki AGRN1012	0.0%	0	0	0	0
				Indirect Expenditure					
121,386	121,386	660990	3999	Depreciation	2.4%	124,344	127,375	130,482	133,667
(410,570)	(410,570)	660991	3998	Activity Based Costing - Expense	3.9%	(426,518)	(439,975)	(453,907)	(466,837)
31,103	106,013			Total Operating Expenditure	2.6%	31,901	32,724	33,570	34,442
0	(17,314)			Operating Result - Surplus/(Deficit)	0.0%	0	0	0	0
127,724	110,410			Operating Cash Result - Surplus/(Deficit)	2.3%	130,720	133,790	136,937	140,163
				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		30,000	60,000	30,000	100,000
				Less: Asset Acquisition		35,000	65,000	35,000	105,000
				Less: Loan Repayments		0	0	0	0
				Less: Transfer to Restricted Assets		0	0	0	0
				Program Cash Result - Surplus/(Deficit)		125,720	128,790	131,937	135,163

Richmond Valley Council Operational Plan 2023/2024 including Forward Financial Estimates

Theme: Protecting our unique environment - Budget Summary

Original Budget 2022/2023	Revised Budget 31-Dec-22	Project	Activity	Description	Original Budget % +/-	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027
504,772	615,334			Operating Revenue					
0	113,500			Environmental Health	-4.1%	484,095	498,620	513,579	528,987
7,997,984	15,913,450			Environmental Management	0.0%	0	0	0	0
				Waste Management	7.4%	8,586,742	8,951,867	9,250,035	9,497,885
8,502,756	16,642,284			Total Operating Revenue	6.7%	9,070,837	9,450,487	9,763,614	10,026,872
				Operating Expenditure					
1,216,102	1,349,322			Environmental Health	18.0%	1,434,625	1,487,189	1,540,016	1,584,546
485,771	626,761			Environmental Management	3.6%	503,478	517,063	530,914	544,552
8,005,578	10,873,623			Waste Management	5.7%	8,462,168	8,771,613	8,895,907	9,083,950
9,707,451	12,849,706			Total Operating Expenditure	7.1%	10,400,272	10,775,865	10,966,837	11,213,048
(1,204,695)	3,792,578			Operating Result - Surplus/(Deficit)	10.4%	(1,329,435)	(1,325,378)	(1,203,223)	(1,186,176)
(93,576)	4,903,697			Operating Cash Result - Surplus/(Deficit)	90.0%	(177,817)	(172,628)	(49,311)	(31,073)
				Capital Movements					
				Add: Capital Grants and Contributions		0	0	0	0
				Add: Loan Funds Used		1,000,000	0	0	0
				Add: Asset Sales		68,727	148,909	179,455	6,818
				Add: Transfer from Reserves		2,653,150	1,003,279	444,734	440,399
				Less: Capital Expenditure		4,620,970	2,050,544	1,677,545	1,540,909
				Less: Loan Repayments		371,159	428,585	448,494	469,026
				Less: Transfer to Reserves		0	0	0	0
				Program Cash Result - Surplus/(Deficit)		(1,448,068)	(1,499,569)	(1,551,161)	(1,593,791)

Richmond Valley Council Operational Plan 2023/2024 including Forward Financial Estimates

Objective 7: Preserve native bushland and biodiversity

Service: Environmental Health

Original Budget 2022/2023	Revised Budget 31-Dec-22	Project	Activity	Description	Original Budget % +/-	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027
174,744	174,744	120010	0260	Operating Revenue					
				Regulatory Control	3.0%	179,986	185,387	190,949	196,678
1,739	1,739	120050	0260	Impounding Shelter	3.0%	1,791	1,845	1,900	1,957
328,289	328,289	130010	0460	Health	-7.9%	302,318	311,388	320,730	330,352
0	1,140	130033	0590	Health - DPIE Grant	0.0%	0	0	0	0
0	109,422	130034	0590	Health - Flying Fox Habitat Restoration	0.0%	0	0	0	0
504,772	615,334			Total Operating Revenue	-4.1%	484,095	498,620	513,579	528,987
				Operating Expenditure					
49,398	49,398	110010	3065	Beach Control	2.7%	50,709	52,056	53,449	54,821
271,001	271,001	120010	3025	Regulatory Control	5.5%	285,999	296,382	307,154	315,997
44,604	44,604	120050	3455	Impounding Shelter	3.5%	46,157	47,740	49,378	50,767
				Indirect Expenditure					
92,641	92,641	120991	3998	Activity Based Costing - Expense	8.2%	100,271	104,028	107,737	110,900
5,419	5,419	120990	3999	Depreciation	2.2%	5,540	5,663	5,790	5,920
365,003	365,003	130010	3025	Health	42.4%	519,923	539,908	560,674	577,214
0	1,140	130033	3455	Health - DPIE Grant Flying Fox Manifold Rd (Bentley)	0.0%	0	0	0	0
0	20,000	130035	3455	Health - Flying Fox Habitat Prep of sites (LGNSW Grant)	0.0%	0	0	0	0
0	54,422	130036	3455	Health - Flying Fox Habitat Planting Sites (LGNSW Grant)	0.0%	0	0	0	0
0	35,000	130037	3455	Health - Flying Fox Habitat Yearly Maintenance (LGNSW Grant)	0.0%	0	0	0	0
				Indirect Expenditure					
346,124	346,124	130991	3998	Activity Based Costing - Expense	10.7%	383,076	397,398	410,730	422,706
400	400	130990	3999	Depreciation	0.0%	400	400	400	400
41,512	64,170	130021	3455	Flying Fox Colony Richmond River Casino	2.5%	42,550	43,614	44,704	45,822
1,216,102	1,349,322			Total Operating Expenditure	18.0%	1,434,625	1,487,189	1,540,016	1,584,546
(711,330)	(733,988)			Operating Result - Surplus/(Deficit)	33.6%	(950,530)	(988,569)	(1,026,437)	(1,055,559)
(705,511)	(728,169)			Operating Cash Result - Surplus/(Deficit)	33.6%	(944,590)	(982,506)	(1,020,247)	(1,049,239)
				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)		(944,590)	(982,506)	(1,020,247)	(1,049,239)

Richmond Valley Council Operational Plan 2023/2024 including Forward Financial Estimates

Objective 8: Maintain healthy rivers, beaches and waterways

Service: Environmental Management

Original Budget 2022/2023	Revised Budget 31-Dec-22	Project	Activity	Description	Original Budget % +/-	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027
0	113,500	160104	0590	Operating Revenue RV Flood Emergency Management Revenue Restoration of burnt riparian areas	0.0%	0	0	0	0
0	113,500			Total Operating Revenue	0.0%	0	0	0	0
				Operating Expenditure					
129,000	129,000	150010	3455	Noxious Plants Management Expenditure	2.5%	132,225	135,531	138,919	142,392
0	113,500	160104	3455	Restoration of burnt riparian areas	0.0%	0	0	0	0
279,100	279,100	160200	3455	Flood Management Contribution to RRCC	2.5%	286,078	293,230	300,561	308,075
0	10,000	160203	3455	Richmond River Coastal Zone Management Plan	0.0%	0	0	0	0
0	17,490	160226	3455	Richmond Valley Flood Study	0.0%	0	0	0	0
77,671	77,671	160991	3998	Indirect Expenditure Activity Based Costing - Expense	9.7%	85,175	88,302	91,434	94,085
485,771	626,761			Total Operating Expenditure	3.6%	503,478	517,063	530,914	544,552
(485,771)	(513,261)			Operating Result - Surplus/(Deficit)	3.6%	(503,478)	(517,063)	(530,914)	(544,552)
(485,771)	(513,261)			Operating Cash Result - Surplus/(Deficit)	3.6%	(503,478)	(517,063)	(530,914)	(544,552)
				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)		(503,478)	(517,063)	(530,914)	(544,552)



Richmond Valley Council Operational Plan 2023/2024 including Forward Financial Estimates

Objective 9: Manage waste responsibly

Service: Waste Management

Original Budget 2022/2023	Revised Budget 31-Dec-22	Project	Activity	Description	Original Budget % +/-	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027
				Operating Revenue					
				Waste Collection Charges					
6,087,910	6,087,910	140000	0030	Annual Charges	5.9%	6,445,593	6,748,737	6,983,634	7,165,764
10,000	10,000	140005	0730	Interest Income	3.0%	10,300	10,609	10,927	11,255
75,000	75,000	140010	1470	Street Bin Collection	3.0%	77,250	79,568	81,955	84,414
93,500	93,500	140015	0590	Grant Revenue	0.0%	93,500	94,050	94,050	94,600
20,000	20,000	140030	0217	Other Revenue	-50.0%	10,000	10,300	10,609	10,927
1,448,466	1,448,466	140150	0460	Nammoona Landfill	14.6%	1,659,347	1,709,128	1,760,402	1,813,214
253,274	253,274	140180	0460	Evans Head Transfer Station	10.8%	280,623	289,042	297,712	306,643
9,834	9,834	140190	0460	Rappville Transfer Station	3.0%	10,129	10,433	10,746	11,068
				Flood Waste					
0	571,145	140161	0290	Coraki Regional Temporary Landfill	0.0%	0	0	0	0
0	58,288	140903	0290	Petersons Quarry Temporary Landfill	0.0%	0	0	0	0
0	3,229,158	140904	0290	Petersons Waste Transport to QLD	0.0%	0	0	0	0
0	3,901,172	140906	0290	Trf Waste from Lismore City Council	0.0%	0	0	0	0
0	27,650	140907	0290	Trf Waste from Ballina Shire Council	0.0%	0	0	0	0
0	1,925	140908	0290	Trf Waste from Byron Shire Council	0.0%	0	0	0	0
0	126,128	140909	0290	Trf Waste from Tweed Shire Council	0.0%	0	0	0	0
7,997,984	15,913,450			Total Operating Revenue	7.4%	8,586,742	8,951,867	9,250,035	9,497,885
				Operating Expenditure					
543,536	543,536	140100	3025	Waste Collection Expenditure	2.9%	559,317	578,792	598,973	616,149
444,683	444,683	140105	3070	Recycling Collection Expenditure	-20.5%	353,403	364,230	375,405	385,569
730,146	730,146	140110	3185	Organics Collection Expenditure	-15.7%	615,835	631,222	649,132	666,080
848,855	848,855	140115	3025	Waste Other Expenditure	-5.0%	806,191	835,347	865,590	890,475
90,008	90,008	140116	3185	Sustainability & Environment - Educator	-49.2%	45,697	47,195	48,745	50,092
0	80,000	140117	3455	Waste Composition Audit	0.0%	0	85,000	0	0
0	58,473	140124	3455	Waste - Single Use Support (BWRf)	0.0%	0	0	0	0
				Nammoona Landfill					
2,629,875	2,629,875	140150	3025	Operating Expenditure	22.8%	3,230,321	3,323,766	3,420,069	3,510,419
39,393	39,393	140150	3070	Rehabilitation	2.5%	40,378	41,387	42,422	43,483

Richmond Valley Council Operational Plan 2023/2024 including Forward Financial Estimates

Objective 9: Manage waste responsibly

Service: Waste Management

Original Budget 2022/2023	Revised Budget 31-Dec-22	Project	Activity	Description	Original Budget % +/-	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027
				Operating Expenditure (continued)					
25,014	25,014	140160	3025	Bora Ridge Transfer Station	3.5%	25,900	21,584	22,293	22,940
4,620	4,620	140170	3455	Broadwater Landfill	3.1%	4,762	4,907	5,058	5,195
886,698	886,698	140180	3025	Evans Head Transfer Station	18.3%	1,049,369	1,080,089	1,111,761	1,141,328
21,209	21,209	140190	3185	Rappville Landfill	7.8%	22,866	23,724	24,616	25,340
4,370	4,370	140195	4317	Rosewood Ave	2.5%	4,479	4,591	4,706	4,824
72,112	72,112	140300	3455	North Coast Region Waste Investment Report	-100.0%	0	0	0	0
				Flood Waste					
0	223,195	140161	4901	Coraki Regional Temporary Landfill	0.0%	0	0	0	0
0	1,485,275	140904	4901	Petersons Waste Transport to QLD	0.0%	0	0	0	0
0	892,944	140906	4901	Trf Waste from Lismore City Council	0.0%	0	0	0	0
0	23,855	140907	4901	Trf Waste from Ballina Shire Council	0.0%	0	0	0	0
0	1,925	140908	4901	Trf Waste from Byron Shire Council	0.0%	0	0	0	0
0	126,128	140909	4901	Trf Waste from Tweed Shire Council	0.0%	0	0	0	0
				Interest Expense					
108,251	84,501	140976	3070	Interest Expense	1.5%	109,893	116,614	96,706	76,173
				Indirect Expenditure					
451,508	451,508	140991	3998	Activity Based Costing - Expense	8.2%	488,457	507,865	525,131	540,583
1,105,300	1,105,300	140990	3999	Depreciation	0.0%	1,105,300	1,105,300	1,105,300	1,105,300
8,005,578	10,873,623			Total Operating Expenditure	5.7%	8,462,168	8,771,613	8,895,907	9,083,950
(7,594)	5,039,827			Operating Result - Surplus/(Deficit)	-1740.4%	124,574	180,254	354,128	413,935
1,137,099	6,184,520			Operating Cash Result - Surplus/(Deficit)	11.7%	1,270,252	1,326,941	1,501,850	1,562,718
				Capital Movements					
				Add: Capital Grants & Contributions		0	0	0	0
				Add: Loan Funds Used		1,000,000	0	0	0
				Add: Asset Sales		68,727	148,909	179,455	6,818
				Add: Transfer from Restricted Assets		2,653,150	1,003,279	444,734	440,399
				Less: Asset Acquisition		4,620,970	2,050,544	1,677,545	1,540,909
				Less: Loan Repayments		371,159	428,585	448,494	469,026
				Less: Transfer to Restricted Assets		0	0	0	0
				Program Cash Result - Surplus/(Deficit)		0	(0)	(0)	0

Richmond Valley Council Operational Plan 2023/2024 including Forward Financial Estimates

Theme: Delivering for our community - Budget Summary

Original Budget 2022/2023	Revised Budget 31-Dec-22	Project	Activity	Description	Original Budget % +/-	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027
438,193	3,438,193			Operating Revenue					
0	0			Governance & Advocacy	44.0%	631,010	649,915	669,386	689,440
21,965,662	21,965,662			Community Connection	0.0%	0	0	0	0
21,756	33,341			Financial Services	6.2%	23,338,347	23,932,907	24,540,673	25,163,770
0	0			People & Culture	3.0%	22,409	23,082	23,775	24,488
5,492,384	5,492,384			Work Health & Safety	0.0%	0	0	0	0
1,786,370	1,786,370			Fleet Management	3.0%	5,657,156	5,826,871	6,001,677	6,181,727
92,742	92,742			Quarries	4.5%	1,867,595	1,993,548	2,042,481	2,092,662
4,905	4,905			Private Works	3.0%	95,524	98,390	101,342	104,382
11,859	11,859			Customer Service	33.6%	6,552	6,749	6,951	7,160
				Information Technology Services	2.8%	12,191	12,533	12,884	13,245
29,813,871	32,825,456			Total Operating Revenue	6.1%	31,630,784	32,543,995	33,399,169	34,276,874
				Operating Expenditure					
2,585,094	2,585,094			Governance & Advocacy	6.5%	2,752,666	3,068,899	2,952,012	3,039,098
191,957	191,957			Community Connection	5.9%	203,374	210,365	217,607	223,717
142,849	142,849			Financial Services	2.9%	147,046	151,368	155,816	160,397
40,000	40,000			People & Culture	-100.0%	0	0	0	0
0	0			Work Health & Safety	0.0%	0	0	0	0
4,826,394	4,826,394			Fleet Management	4.1%	5,025,180	5,176,158	5,330,807	5,475,932
438,555	438,555			Quarries	5.7%	463,534	477,950	492,594	505,865
86,970	145,672			Private Works	4.3%	90,672	93,662	96,730	99,422
4,905	4,905			Customer Service	33.6%	6,552	6,749	6,951	7,160
181,869	185,943			Information Technology Services	1.3%	184,201	186,593	189,045	191,560
8,498,593	8,561,369			Total Operating Expenditure	4.4%	8,873,225	9,371,745	9,441,562	9,703,151
21,315,278	24,264,087			Operating Result - Surplus/(Deficit)	6.8%	22,757,559	23,172,250	23,957,607	24,573,723
22,791,581	25,740,390			Operating Cash Result - Surplus/(Deficit)	6.6%	24,302,395	24,754,672	25,578,553	26,234,157
				Capital Movements					
				Add: Capital Grants and Contributions		0	0	0	0
				Add: Loan Funds Used		0	0	0	0
				Add: Deferred Debtor Repayments		1,910	1,950	1,990	1,876
				Add: Asset Sales		436,224	577,525	564,622	457,187
				Add: Transfer from Reserves		320,762	259,984	21,767	22,061
				Less: Capital Expenditure		2,583,145	2,712,259	1,771,693	1,943,139
				Less: Loan Repayments		0	0	0	0
				Less: Transfer to Reserves		1,723,836	1,875,371	2,905,138	2,923,882
				Program Cash Result - Surplus/(Deficit)		20,754,309	21,006,502	21,490,101	21,848,261

Richmond Valley Council Operational Plan 2023/2024 including Forward Financial Estimates

Objective 10: Lead and advocate for our community

Service: Governance & Advocacy

Original Budget 2022/2023	Revised Budget 31-Dec-22	Project	Activity	Description	Original Budget % +/-	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027
				Operating Revenue					
4,905	4,905	560010	0010	Corporate Administration					
24,229	24,229	560010	0260	Activity Based Costing - Income	2.5%	5,028	5,154	5,283	5,415
130	130	560010	0290	Contributions - LPMA/NCAT	3.0%	24,956	25,705	26,476	27,270
3,183	3,183	560010	0460	Contributions - Other	3.1%	134	138	142	146
0	3,000,000	560010	0700	Fees - Other	3.0%	3,278	3,376	3,477	3,581
405,746	405,746	560010	1235	Insurance Claims	0.0%	0	0	0	0
				Salary Efficiency Dividend	47.3%	597,614	615,542	634,008	653,028
438,193	3,438,193			Total Operating Revenue	44.0%	631,010	649,915	669,386	689,440
				Operating Expenditure					
				Governance					
62,028	62,028	540010	3025	Administration Expenses	2.5%	63,579	65,169	66,798	68,468
272,608	272,608	540010	3135	Councillor Expenses	2.9%	280,416	288,444	296,698	304,116
3,720	3,720	540010	3155	Donations	4.2%	3,876	4,018	4,165	4,278
0	0	540010	3178	Election Expenses	0.0%	0	203,455	0	0
14,804	14,804	540010	3270	Fleet Expenses	2.5%	15,174	15,553	15,942	16,341
15,115	15,115	540010	3670	Regional Arts Board Contribution	2.5%	15,493	15,880	16,277	16,684
10,353	10,353	540010	3745	Staff Christmas Party	2.5%	10,612	10,877	11,149	11,428
1,289,290	1,289,290	540991	3998	Activity Based Costing - Expense	10.3%	1,421,546	1,487,727	1,526,253	1,573,098
				General Managers Office					
8,350	8,350	550100	3025	Administration Expenses	2.5%	8,559	8,773	8,991	9,217
10,000	10,000	550100	3101	Civic Duties	2.5%	10,250	10,506	10,769	11,038
529,587	529,587	550100	3185	Employee Costs	8.9%	576,754	599,776	623,716	642,410
24,328	24,328	550100	3270	Fleet Expenses	2.5%	24,936	25,559	26,198	26,853
87,527	87,527	550991	3998	Activity Based Costing - Expense	6.8%	93,436	96,886	100,230	103,205
				Corporate Administration					
101,612	101,612	560010	3025	Administration Expenses	0.5%	102,152	104,707	107,325	110,010
10,250	10,250	560010	3079	Business Continuity Plan	2.5%	10,506	10,769	11,038	11,314
610,556	610,556	560010	3185	Employee Costs	22.3%	746,530	776,391	807,447	831,670
10,250	10,250	560010	3270	Fleet Expenses	2.5%	10,506	10,769	11,038	11,314
15,000	15,000	560010	3275	Fraud Risk Assessment	-100.0%	0	15,000	0	15,000
0	0	560010	3290	Governance Health Check	0.0%	15,000	0	15,000	0
20,000	20,000	560010	3320	Integrated Planning & Reporting	0.0%	20,000	55,000	20,000	20,000
1,109	1,109	560010	3385	M & R - Equipment	2.5%	1,137	1,165	1,194	1,224
302,913	302,913	560010	3455	Operating Expenses	-1.9%	297,136	311,867	327,331	343,566
2,300	2,300	560990	3999	Depreciation	0.0%	2,300	2,300	2,300	2,300
				Indirect Costs					
(1,041,543)	(1,041,543)	560991	3998	Activity Based Costing - Expense	12.5%	(1,171,871)	(1,253,595)	(1,267,295)	(1,309,986)

Richmond Valley Council Operational Plan 2023/2024 including Forward Financial Estimates

Objective 10: Lead and advocate for our community

Service: Governance & Advocacy

Original Budget 2022/2023	Revised Budget 31-Dec-22	Project	Activity	Description	Original Budget % +/-	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027
				Operating Expenditure (continued)					
3,107	3,107	565010	3025	Project Management Office	2.5%	3,185	3,264	3,346	3,430
191,080	191,080	565010	3185	Administration Expenses	-16.3%	159,936	166,333	172,987	178,176
30,750	30,750	565010	3270	Employee Costs	2.5%	31,519	32,307	33,115	33,943
				Fleet Expenses					
2,585,094	2,585,094			Total Operating Expenditure	6.5%	2,752,666	3,068,899	2,952,012	3,039,098
(2,146,901)	853,099			Operating Result - Surplus/(Deficit)	-1.2%	(2,121,656)	(2,418,984)	(2,282,626)	(2,349,658)
(2,144,601)	855,399			Operating Cash Result - Surplus/(Deficit)	-1.2%	(2,119,356)	(2,416,684)	(2,280,326)	(2,347,358)
				Capital Movements					
				Add: Capital Grants & Contributions		0	0	0	0
				Add: Loan Funds Used		0	0	0	0
				Add: Deferred Debtor Repayments		1,910	1,950	1,990	1,876
				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)		(2,117,446)	(2,414,734)	(2,278,336)	(2,345,482)

Richmond Valley Council Operational Plan 2023/2024 including Forward Financial Estimates

Objective 10: Lead and advocate for our community

Service: Community Connection

Original Budget 2022/2023	Revised Budget 31-Dec-22	Project	Activity	Description	Original Budget % +/-	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027
				Operating Revenue					
0	0			Total Operating Revenue	0.0%	0	0	0	0
				Operating Expenditure					
				Community Connection					
43,419	43,419	620100	3025	Administration Expenses	2.5%	44,504	45,617	46,757	47,927
246,840	246,840	620100	3185	Employee Costs	5.8%	261,120	271,565	282,427	290,900
12,403	12,403	620100	3270	Fleet Expenses	2.5%	12,713	13,031	13,357	13,691
21,722	21,722	620100	3360	LGA Newsletter	2.5%	22,265	22,822	23,393	23,978
9,123	9,123	620100	3455	Operating Expenses	2.5%	9,351	9,585	9,824	10,070
8,605	8,605	620100	3951	Whispir Communications Platform	2.5%	8,820	9,041	9,267	9,499
				Indirect Expenditure					
1,600	1,600	620990	3999	Depreciation	0.0%	1,600	1,600	1,600	1,600
(151,755)	(151,755)	620991	3998	Activity Based Costing - Expense	3.5%	(156,999)	(162,896)	(169,018)	(173,948)
191,957	191,957			Total Operating Expenditure	5.9%	203,374	210,365	217,607	223,717
(191,957)	(191,957)			Operating Result - Surplus/(Deficit)	5.9%	(203,374)	(210,365)	(217,607)	(223,717)
(190,357)	(190,357)			Operating Cash Result - Surplus/(Deficit)	6.0%	(201,774)	(208,765)	(216,007)	(222,117)
				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)		(201,774)	(208,765)	(216,007)	(222,117)

Richmond Valley Council Operational Plan 2023/2024 including Forward Financial Estimates

Objective 11: Manage resources responsibly

Service: Financial Services

Original Budget 2022/2023	Revised Budget 31-Dec-22	Project	Activity	Description	Original Budget % +/-	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027
				Operating Revenue					
				Financial Services					
17,599	17,599	570010	0010	Activity Based Costing - Income	2.5%	18,039	18,490	18,952	19,426
54,590	54,590	570010	0180	Certificates - S603	3.0%	56,228	57,915	59,652	61,442
63,038	63,038	570010	0400	Debtors Summons Fees	-0.8%	62,520	64,396	66,328	68,318
1,545	1,545	570010	0460	Fees - Other	158.9%	4,000	4,120	4,244	4,371
5,665	5,665	570010	1169	Misc Rebates	3.0%	5,835	6,010	6,190	6,376
412	412	570010	1210	Rous Water Agency Fees	2.9%	424	437	450	464
				General Purpose Revenue					
5,867,235	5,867,235	580010	0590	Grant Revenue	5.7%	6,200,273	6,351,823	6,507,211	6,666,331
716,616	716,616	580010	0730	Interest Income	58.8%	1,138,115	1,174,258	1,209,486	1,245,770
9,795,813	9,795,813	580010	1150	Rates Revenue - Residential	4.2%	10,205,208	10,466,238	10,733,869	11,008,266
3,080,289	3,080,289	580010	1151	Rates Revenue - Farmland	4.0%	3,203,289	3,283,751	3,366,240	3,450,806
2,362,860	2,362,860	580010	1152	Rates Revenue - Business	3.5%	2,444,416	2,505,469	2,568,051	2,632,200
21,965,662	21,965,662			Total Operating Revenue	6.2%	23,338,347	23,932,907	24,540,673	25,163,770
				Operating Expenditure					
				Financial Services					
355,395	355,395	570010	3025	Administration Expenses	4.6%	371,780	381,075	390,602	400,367
1,352,840	1,352,840	570010	3185	Employee Costs	4.1%	1,408,504	1,464,844	1,523,437	1,569,141
20,000	20,000	570010	3270	Fleet Expenses	37.5%	27,500	28,188	28,893	29,615
92,811	92,811	570010	3325	Internal Audit	2.5%	95,131	97,509	99,947	102,446
98,000	98,000	570010	3455	Operating Expenses	2.5%	100,450	102,962	105,537	108,176
2,500	2,500	570990	3999	Depreciation	0.0%	2,500	2,500	2,500	2,500
				Indirect Costs					
(1,778,697)	(1,778,697)	570991	3998	Activity Based Costing - Expense	4.5%	(1,858,819)	(1,925,710)	(1,995,100)	(2,051,848)
142,849	142,849			Total Operating Expenditure	2.9%	147,046	151,368	155,816	160,397
21,822,813	21,822,813			Operating Result - Surplus/(Deficit)	6.3%	23,191,301	23,781,539	24,384,857	25,003,373
21,825,313	21,825,313			Operating Cash Result - Surplus/(Deficit)	6.3%	23,193,801	23,784,039	24,387,357	25,005,873
				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		639,800	729,700	984,900	1,179,200
				Program Cash Result - Surplus/(Deficit)		22,554,001	23,054,339	23,402,457	23,826,673

Richmond Valley Council Operational Plan 2023/2024 including Forward Financial Estimates

Objective 11: Manage resources responsibly

Service: People & Culture

Original Budget 2022/2023	Revised Budget 31-Dec-22	Project	Activity	Description	Original Budget % +/-	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027
				Operating Revenue					
3,913	3,913	610010	0220	Contributions - Early Reporting Incentive	3.0%	4,030	4,151	4,276	4,404
0	11,585	610010	0270	LSL Contributions	0.0%	0	0	0	0
2,186	2,186	610010	0290	Contributions - Other	3.0%	2,252	2,320	2,390	2,462
15,657	15,657	610010	0830	Paid Parental Leave Revenue	3.0%	16,127	16,611	17,109	17,622
21,756	33,341			Total Operating Revenue	3.0%	22,409	23,082	23,775	24,488
				Operating Expenditure					
10,700	10,700	610010	3025	Administration Expenses	2.5%	10,967	11,242	11,523	11,811
703,008	703,008	610010	3185	Employee Costs	10.4%	776,280	807,331	839,626	864,815
10,000	10,000	610010	3270	Fleet Expenses	2.5%	10,250	10,506	10,769	11,038
1,109	1,109	610010	3385	M & R - Equipment	2.5%	1,137	1,165	1,194	1,224
5,171	5,171	610010	3460	Organisational Development	4.0%	5,377	5,592	5,815	5,989
67,752	67,752	610010	3665	Recruitment Expenses	2.5%	69,446	71,182	72,961	74,785
400	400	610990	3999	Depreciation	0.0%	400	400	400	400
				Indirect Costs					
(758,140)	(758,140)	610991	3998	Activity Based Costing - Expense	15.3%	(873,857)	(907,418)	(942,288)	(970,062)
6,196,498	6,196,498	610030	3195	Employee Leave Entitlements	14.2%	7,073,684	7,367,647	7,673,913	7,903,367
31,666	31,666	610031	3025	Industrial Relations	2.5%	32,458	33,269	34,101	34,953
				Learning & Development					
149,734	149,734	610040	4000	Training - Compliance	4.0%	155,724	161,953	168,431	173,484
150,135	150,135	610041	4000	Training - Professional Development	4.0%	156,141	162,387	168,882	173,949
				RVC Meetings					
1,986	1,986	610045	3125	Consultative Committee	4.0%	2,066	2,149	2,235	2,301
38,073	38,073	610045	3280	General Staff Meetings	4.0%	39,597	41,181	42,828	44,113
7,450	7,450	610045	3743	Staff Appraisals	4.0%	7,748	8,057	8,379	8,630
3,310	3,310	610045	3815	Union Meetings	4.0%	3,443	3,580	3,724	3,835
3,310	3,310	610045	3955	WHS Committee	4.0%	3,443	3,580	3,724	3,835



Richmond Valley Council Operational Plan 2023/2024 including Forward Financial Estimates

Objective 11: Manage resources responsibly

Service: People & Culture

Original Budget 2022/2023	Revised Budget 31-Dec-22	Project	Activity	Description	Original Budget % +/-	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027
(6,582,162)	(6,582,162)	610900	3450	<b>Oncosts</b>					
				Oncost Credits	13.6%	(7,474,304)	(7,783,803)	(8,106,217)	(8,348,467)
40,000	40,000			Total Operating Expenditure	-100.0%	0	0	0	0
(18,244)	(6,659)			Operating Result - Surplus/(Deficit)	-222.8%	22,409	23,082	23,775	24,488
(17,844)	(6,259)			Operating Cash Result - Surplus/(Deficit)	-227.8%	22,809	23,482	24,175	24,888
				<b>Capital Movements</b>					
				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)		22,809	23,482	24,175	24,888

Richmond Valley Council Operational Plan 2023/2024 including Forward Financial Estimates

Objective 11: Manage resources responsibly

Service: Work Health & Safety

Original Budget 2022/2023	Revised Budget 31-Dec-22	Project	Activity	Description	Original Budget % +/-	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027
0	0	610020	0360	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					
2,583	2,583	610020	3025	Administration Expenses	2.5%	2,648	2,714	2,782	2,852
2,215	2,215	610020	3180	Emergency Preparedness	2.5%	2,270	2,327	2,385	2,445
189,992	189,992	610020	3185	Employee Costs	-1.6%	187,000	194,480	202,259	208,328
16,708	16,708	610020	3270	Fleet Expenses	2.5%	17,126	17,554	17,993	18,443
1,329	1,329	610020	3385	M & R - Equipment	2.5%	1,362	1,396	1,431	1,467
2,271	2,271	610020	3455	Operating Expenses	2.5%	2,328	2,386	2,446	2,507
5,653	5,653	610020	3960	WHS Equipment	2.5%	5,794	5,939	6,087	6,239
20,000	20,000	610020	3968	WHS Programs	-44.0%	11,200	11,480	11,767	12,061
40,000	40,000	610021	3963	WHS Health and Wellbeing Program	-100.0%	0	0	0	0
				Indirect Costs					
(280,751)	(280,751)	610991	3998	Activity Based Costing - Expense	-18.2%	(229,728)	(238,276)	(247,150)	(254,342)
0	0			Total Operating Expenditure	0.0%	0	0	0	0
0	0			Operating Result - Surplus/(Deficit)	0.0%	0	0	0	0
0	0			Operating Cash Result - Surplus/(Deficit)	0.0%	0	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		11,200	11,480	11,767	12,061
				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)		11,200	11,480	11,767	12,061

Richmond Valley Council Operational Plan 2023/2024 including Forward Financial Estimates

Objective 11: Manage resources responsibly

Service: Fleet Management

Original Budget 2022/2023	Revised Budget 31-Dec-22	Project	Activity	Description	Original Budget % +/-	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027
0	0	670000	0290	Operating Revenue Workshops	0.0%	0	0	0	0
209,048	209,048	680010	0340	Plant Operations Contributions - Staff Vehicles	3.0%	215,319	221,779	228,432	235,285
147,519	147,519	680010	0590	Grant Revenue	3.0%	151,945	156,503	161,198	166,034
5,135,817	5,135,817	680010	0850	Plant Hire Charges	3.0%	5,289,892	5,448,589	5,612,047	5,780,408
5,492,384	5,492,384			Total Operating Revenue	3.0%	5,657,156	5,826,871	6,001,677	6,181,727
				Operating Expenditure					
				<b>Workshops</b>					
124,238	124,238	670010	3025	Casino	3.1%	128,080	132,046	136,142	139,821
103,337	103,337	670020	3025	Coraki Fabrication	4.6%	108,081	111,823	115,711	119,226
52,806	52,806	670030	3025	Evans Head	3.1%	54,458	56,164	57,929	59,515
				<b>Indirect Expenditure</b>					
39,893	39,893	670990	3999	Depreciation	1.3%	40,398	40,915	41,445	41,988
(320,274)	(320,274)	670991	3998	Activity Based Costing - Expense	3.4%	(331,017)	(340,948)	(351,227)	(360,550)
				<b>Plant Operations</b>					
7,247	7,247	680010	3025	Administration Expenses	2.5%	7,428	7,614	7,804	7,999
346,730	346,730	680010	3185	Employee Costs	5.5%	365,860	380,494	395,714	407,585
2,379,356	2,379,356	680010	3270	Fleet Expenses	3.5%	2,462,648	2,535,090	2,609,815	2,681,685
25,881	25,881	680010	3455	Operating Expenses	2.5%	26,528	27,191	27,871	28,568
				<b>Indirect Expenditure</b>					
1,175,983	1,175,983	680990	3999	Depreciation	2.5%	1,205,383	1,235,517	1,266,405	1,298,065
891,197	891,197	680991	3998	Activity Based Costing - Expense	7.4%	957,333	990,252	1,023,198	1,052,030
4,826,394	4,826,394			Total Operating Expenditure	4.1%	5,025,180	5,176,158	5,330,807	5,475,932
665,990	665,990			Operating Result - Surplus/(Deficit)	-5.1%	631,976	650,713	670,870	705,795
1,881,866	1,881,866			Operating Cash Result - Surplus/(Deficit)	-0.2%	1,877,757	1,927,145	1,978,720	2,045,848
				Capital Movements					
				Add: Capital Grants & Contributions		0	0	0	0
				Add: Loan Funds Used		0	0	0	0
				Add: Asset Sales		436,224	577,525	564,622	457,187
				Add: Transfer from Restricted Assets		299,562	238,504	0	0
				Less: Asset Acquisition		2,573,145	2,702,259	1,761,693	1,933,139
				Less: Loan Repayments		0	0	0	0
				Less: Transfer to Restricted Assets		0	0	740,204	527,908
				Program Cash Result - Surplus/(Deficit)		40,398	40,915	41,445	41,988

Richmond Valley Council Operational Plan 2023/2024 including Forward Financial Estimates

Objective 11: Manage resources responsibly

Service: Quarries

Original Budget 2022/2023	Revised Budget 31-Dec-22	Project	Activity	Description	Original Budget % +/-	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027
				Operating Revenue					
167,171	167,171	510010	0920	Casino Depot Stockpile	3.0%	172,187	177,353	182,673	188,153
9,004	9,004	510020	0950	Evans Head Depot Stockpile	3.0%	9,274	9,552	9,839	10,134
977,995	977,995	520050	0290	Petersons Quarry	2.0%	997,651	1,097,505	1,119,556	1,142,050
632,200	632,200	530050	0900	Woodview Quarry - Private Sales	8.9%	688,483	709,138	730,413	752,325
1,786,370	1,786,370			Total Operating Revenue	4.5%	1,867,595	1,993,548	2,042,481	2,092,662
				Operating Expenditure					
				Other Stockpiles					
120,805	120,805	510010	3545	Casino Depot	2.6%	123,953	127,181	130,498	133,808
7,298	7,298	510020	3555	Evans Head Depot	2.5%	7,480	7,666	7,858	8,054
				Other Stockpiles Indirect Expenditure					
15,822	15,822	510991	3998	Activity Based Costing - Expense	9.2%	17,281	17,922	18,571	19,111
				Petersons Quarry Expenditure					
20,743	20,743	520100	Various	Administration Expenditure	3.9%	21,556	22,108	22,674	23,255
12,666	12,666	520100	3070	Borrowing Costs	2.5%	12,983	13,308	13,641	13,982
				Petersons Quarry Indirect Expenditure					
100,237	100,237	520991	3998	Activity Based Costing - Expense	8.7%	108,946	112,946	116,972	120,343
20,112	20,112	520990	3999	Depreciation	2.1%	20,533	20,964	21,405	21,857
				Woodview Quarry					
12,443	12,443	530100	Various	Administration Expenditure	4.1%	12,957	13,287	13,626	13,973
19,195	19,195	530100	3070	Borrowing Costs	2.5%	19,675	20,167	20,671	21,188
780	780	530700	3330	Administration Expenditure	3.7%	809	829	850	871

Richmond Valley Council Operational Plan 2023/2024 including Forward Financial Estimates

Objective 11: Manage resources responsibly

Service: Quarries

Original Budget 2022/2023	Revised Budget 31-Dec-22	Project	Activity	Description	Original Budget % +/-	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027
				Operating Expenditure (continued)					
99,945	99,945	530991	3998	Woodview Quarry Indirect Expenditure	8.7%	108,639	112,631	116,663	120,031
8,509	8,509	530990	3999	Activity Based Costing - Expense	2.5%	8,722	8,941	9,164	9,393
				Depreciation					
438,555	438,555			Total Operating Expenditure	5.7%	463,534	477,950	492,594	505,865
1,347,815	1,347,815			Operating Result - Surplus/(Deficit)	4.2%	1,404,061	1,515,598	1,549,887	1,586,797
1,408,297	1,408,297			Operating Cash Result - Surplus/(Deficit)	4.1%	1,465,974	1,578,978	1,614,768	1,653,217
				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		1,084,036	1,145,671	1,180,034	1,216,773
				Program Cash Result - Surplus/(Deficit)		381,938	433,307	434,735	436,443

Richmond Valley Council Operational Plan 2023/2024 including Forward Financial Estimates

Objective 11: Manage resources responsibly

Service: Private Works

Original Budget 2022/2023	Revised Budget 31-Dec-22	Project	Activity	Description	Original Budget % +/-	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027
92,742	92,742	200000	0870	Operating Revenue					
				Private Works Revenue	3.0%	95,524	98,390	101,342	104,382
92,742	92,742			Total Operating Revenue	3.0%	95,524	98,390	101,342	104,382
				Operating Expenditure					
62,811	62,811	200000	3500	Private Works Expenses	3.2%	64,839	66,936	69,106	71,006
0	46,202	201463	3500	Pwks - Pacific Complete Broadwater Quarry Rd Intersection	0.0%	0	0	0	0
0	12,500	201474	3500	Pwks - Pacific Complete Glencoe Road Seal Rectification	0.0%	0	0	0	0
				Indirect Expenditure					
24,159	24,159	202991	3998	Activity Based Costing - Expense	6.9%	25,833	26,726	27,624	28,416
86,970	145,672			Total Operating Expenditure	4.3%	90,672	93,662	96,730	99,422
5,772	(52,930)			Operating Result - Surplus/(Deficit)	-15.9%	4,852	4,728	4,612	4,960
5,772	(52,930)			Operating Cash Result - Surplus/(Deficit)	-15.9%	4,852	4,728	4,612	4,960
				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)		4,852	4,728	4,612	4,960

Richmond Valley Council Operational Plan 2023/2024 including Forward Financial Estimates

Objective 12: Provide great service

Service: Customer Service

Original Budget 2022/2023	Revised Budget 31-Dec-22	Project	Activity	Description	Original Budget % +/-	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027
				Operating Revenue					
4,905	4,905	590010	0460	Council Offices	3.0%	5,052	5,204	5,360	5,521
0	0	630100	0290	Customer Service	0.0%	1,500	1,545	1,591	1,639
4,905	4,905			Total Operating Revenue	33.6%	6,552	6,749	6,951	7,160
				Operating Expenditure					
				Council Offices					
293,252	293,252	590100	3260	Casino	5.4%	309,123	320,722	332,803	345,080
3,608	3,608	590105	3330	Casino Annex	17.4%	4,234	4,425	4,624	4,815
68,451	68,451	590110	3260	Evans Head	7.5%	73,571	76,095	78,717	81,326
				Indirect Expenditure					
164,788	164,788	590990	3999	Depreciation	2.4%	168,671	172,650	176,729	180,910
(525,194)	(525,194)	590991	3998	Activity Based Costing - Expense	4.8%	(550,547)	(568,688)	(587,513)	(606,610)
				Customer Service					
17,707	17,707	630100	3025	Administration Expenses	2.5%	18,149	18,603	19,069	19,546
1,052,658	1,052,658	630100	3185	Employee Costs	5.8%	1,113,758	1,158,209	1,204,435	1,240,534
0	0	630100	3455	Operating Expenses	0.0%	1,500	1,538	1,576	1,615
(1,070,365)	(1,070,365)	630991	3998	Indirect Costs Activity Based Costing - Expense	5.7%	(1,131,907)	(1,176,805)	(1,223,489)	(1,260,056)
4,905	4,905			Total Operating Expenditure	33.6%	6,552	6,749	6,951	7,160
0	0			Operating Result - Surplus/(Deficit)	0.0%	0	0	0	0
164,788	164,788			Operating Cash Result - Surplus/(Deficit)	2.4%	168,671	172,650	176,729	180,910
				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)		168,671	172,650	176,729	180,910

Richmond Valley Council Operational Plan 2023/2024 including Forward Financial Estimates

Objective 12: Provide great service

Service: Information Technology Services

Original Budget 2022/2023	Revised Budget 31-Dec-22	Project	Activity	Description	Original Budget % +/-	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027
4,649	4,649	600010	0010	Operating Revenue	2.5%	4,765	4,884	5,006	5,131
7,210	7,210	600010	0460	Activity Based Costing - Income	3.0%	7,426	7,649	7,878	8,114
11,859	11,859			Total Operating Revenue	2.8%	12,191	12,533	12,884	13,245
				Operating Expenditure					
				Information Technology					
142,245	142,245	600010	3025	Administration Expenses	7.6%	153,051	156,878	160,801	164,820
1,017,336	1,017,336	600010	3185	Employee Costs	26.3%	1,285,008	1,336,408	1,389,865	1,431,560
24,846	24,846	600010	3385	M & R - Equipment	2.5%	25,467	26,104	26,757	27,426
69,913	69,913	600010	3440	Mobile Computing	2.5%	71,661	73,453	75,289	77,171
1,099,037	1,099,037	600010	3455	Operating Expenses	10.0%	1,209,038	1,240,313	1,272,423	1,305,391
60,218	60,218	600990	3999	Depreciation	2.4%	61,671	63,160	64,686	66,251
60,506	60,506	600013	3025	Public Safety CCTV	0.4%	60,769	61,038	61,314	61,597
26,890	26,890	600018	3455	IT Projects	-71.9%	7,562	8,251	8,957	9,681
40,000	40,000	600020	3455	IT Innovation Fund (RSV 14/15)	-100.0%	0	0	0	0
14,939	14,939	600029	3455	Penetration Testing	2.5%	15,312	15,695	16,087	16,489
27,675	27,675	600031	3455	Cyber Security	2.5%	28,367	29,076	29,803	30,548
0	0	600040	3455	Techone CiA Upgrade	0.0%	60,000	60,000	60,000	60,000
0	3,929	600033	3455	Flood Feb 2022 - Coraki Depot Equipment	0.0%	0	0	0	0
0	145	600034	3455	Flood Feb 2022 - Office Equipment	0.0%	0	0	0	0
				Indirect Costs					
(2,401,736)	(2,401,736)	600991	3998	Activity Based Costing - Expense	16.3%	(2,793,705)	(2,883,783)	(2,976,937)	(3,059,374)
181,869	185,943			Total Operating Expenditure	1.3%	184,201	186,593	189,045	191,560
(170,010)	(174,084)			Operating Result - Surplus/(Deficit)	1.2%	(172,010)	(174,060)	(176,161)	(178,315)
(109,792)	(113,866)			Operating Cash Result - Surplus/(Deficit)	0.5%	(110,339)	(110,900)	(111,475)	(112,064)
				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)		(110,339)	(110,900)	(111,475)	(112,064)



Richmond Valley Council Operational Plan 2023/2024 including Forward Financial Estimates

Capital Revenue 2023/2024 - 2026/2027

Description	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027
<b>Capital Grants &amp; Contributions</b>				
<b>Strengthening our role in the region</b>				
<u>Tourism</u>				
Northern Rivers Rail Trail (Casino to Bentley)	4,500,000	0	0	0
Total Tourism	4,500,000	0	0	0
<u>Northern Rivers Livestock Exchange</u>				
Capital Works Levy	195,300	223,200	241,800	246,636
Total Northern Rivers Livestock Exchange	195,300	223,200	241,800	246,636
Total strengthening our role in the region capital grants & contributions	4,695,300	223,200	241,800	246,636
<b>Creating great places to live</b>				
<u>Libraries</u>				
Mobile Library Replacement	0	0	200,000	0
Library Car Fund RVC	3,503	3,503	3,503	3,503
Library Car Fund Kyogle	1,497	1,497	1,497	1,497
Mobile Library Fund RVC	15,246	15,246	15,246	15,246
Mobile Library Fund Kyogle	15,754	15,754	15,754	15,754
Laptop Fund RVC	2,102	2,102	2,102	2,102
Laptop Fund Kyogle	898	898	898	898
Laptop Fund RVC	4,484	4,484	4,484	4,484
Laptop Fund Kyogle	1,916	1,916	1,916	1,916
Total Libraries	45,400	45,400	245,400	45,400
<u>Sports Grounds, Parks &amp; Facilities</u>				
Coraki Riverside Pontoon Extension Boating Now	41,923	0	0	0
Colley Park - Sports Priority Needs	49,521	0	0	0
Windsor Park - Sports Priority Needs	11,815	0	0	0
Stan Payne Park - Sports Priority Needs	17,946	0	0	0
QE Park - Sports Priority Needs	43,620	0	0	0
QE Park Storage Sheds - Sports Priority Needs	16,320	0	0	0
Woodburn Oval - Sports Priority Needs	15,256	0	0	0
Casino Croquet - Sports Priority Needs	3,476	0	0	0
Multi Sports Community Facility Upgrade QE Park	821,874	0	0	0
Albert Park Stopover Upgrade (SCCF5)	200,000	0	0	0
Shark Bay Revitalisation (SCCF5)	42,600	0	0	0
LPMA Surf Club Grant	24,493	24,860	25,233	25,611
Casino Showground and Racecourse Upgrade	3,100,000	0	0	0
Total Sports Grounds, Parks & Facilities	4,388,844	24,860	25,233	25,611

Richmond Valley Council Operational Plan 2023/2024 including Forward Financial Estimates

Capital Revenue 2023/2024 - 2026/2027

Description	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027
<b>Capital Grants &amp; Contributions (continued)</b>				
<b>Creating great places to live (continued)</b>				
<u>Planning &amp; Development Services</u>				
S7.12 Contributions	150,000	150,000	150,000	150,000
S7.11 Rural Development Heavy Haulage Contributions	50,788	51,803	52,840	53,896
Total Planning & Development Services	200,788	201,803	202,840	203,896
<u>Building and Maintaining Roads</u>				
RMS PAMP Program	20,000	20,000	20,000	20,000
Country Lane - Fixing Country Roads	168,750	0	0	0
Sealed Rds Capital Grants	400,000	400,000	400,000	400,000
Fixing Country Bridges - Reynolds Rd Bridge	771,480	0	0	0
Fixing Country Bridges - Lollback Bridge	350,341	0	0	0
RMS REPAIR Program Regional	0	0	0	0
Willox Bridge (Fixing Country Bridges)	482,988	0	0	0
Total Building and Maintaining Roads	2,193,559	420,000	420,000	420,000
<u>Water Supplies</u>				
S64 Contributions	150,000	150,000	150,000	150,000
Total Water Supplies	150,000	150,000	150,000	150,000
<u>Sewerage Services</u>				
S64 Contributions	100,000	100,000	100,000	100,000
Sewer Augmentation	0	6,000,000	36,000,000	8,000,000
Total Sewerage Services	100,000	6,100,000	36,100,000	8,100,000
Total creating great places to live capital grants & contributions	7,078,591	6,942,063	37,143,473	8,944,907
<b>Total Capital Grants &amp; Contributions</b>	<b>11,773,891</b>	<b>7,165,263</b>	<b>37,385,273</b>	<b>9,191,543</b>
<b>Loan Funds Utilised</b>				
<b>Creating great places to live</b>				
<u>Sewerage Services</u>				
Loan Borrowings - Sewerage Services	0	3,000,000	3,000,000	20,000,000
Total Sewerage Services	0	3,000,000	3,000,000	20,000,000
Total creating great places to live loan funds utilised	0	3,000,000	3,000,000	20,000,000
<b>Protecting our unique environment</b>				
<u>Waste Management</u>				
Loan Borrowings - Waste Management	1,000,000	0	0	0
Total Waste Management	1,000,000	0	0	0
Total protecting our unique environment loan funds utilised	1,000,000	0	0	0
<b>Total Loan Funds Utilised</b>	<b>1,000,000</b>	<b>3,000,000</b>	<b>3,000,000</b>	<b>20,000,000</b>

Richmond Valley Council Operational Plan 2023/2024 including Forward Financial Estimates

Capital Revenue 2023/2024 - 2026/2027

Description	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027
<u>Deferred Debtor Repayments</u>				
<b>Delivering for our community</b>				
<u>Governance &amp; Advocacy</u>				
Deferred Debtor Repay - Pac Coast Rail	1,910	1,950	1,990	1,876
Total Governance & Advocacy	1,910	1,950	1,990	1,876
Total delivering for our community deferred debtor repayments	1,910	1,950	1,990	1,876
Total Deferred Debtor Repayments	1,910	1,950	1,990	1,876
<u>Proceeds from the Sale of Assets</u>				
<b>Strengthening our role in the region</b>				
<u>Real Estate Development</u>				
Reynolds Rd Industrial Land	3,172,500	3,915,500	0	0
Residential Land Sale	0	0	0	3,000,000
Industrial Land Sale	0	0	3,000,000	2,000,000
Total Real Estate Development	3,172,500	3,915,500	3,000,000	5,000,000
<u>Northern Rivers Livestock Exchange</u>				
Plant Sales	2,727	0	10,000	0
Total Northern Rivers Livestock Exchange	2,727	0	10,000	0
Total strengthen our role in the region proceeds from the sale of assets	3,175,227	3,915,500	3,010,000	5,000,000
<b>Creating great places to live</b>				
<u>Libraries</u>				
Library Car Trade-in	0	10,000	90,000	0
Library Book Sales	500	500	500	500
Total Libraries	500	10,500	90,500	500
<u>Sewerage Services</u>				
Plant Sales	0	0	11,364	0
Total Sewerage Services	0	0	11,364	0
Total creating great places to live proceeds from the sale of assets	500	10,500	101,864	500

Richmond Valley Council Operational Plan 2023/2024 including Forward Financial Estimates

Capital Revenue 2023/2024 - 2026/2027

Description	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027
<u>Proceeds from the Sale of Assets (continued)</u>				
<b>Protecting our unique environment</b>				
<u>Waste Management</u>				
Plant Sales	68,727	148,909	179,455	6,818
Total Waste Management	68,727	148,909	179,455	6,818
Total protecting our unique environment proceeds from the sale of assets	68,727	148,909	179,455	6,818
<b>Delivering for our community</b>				
<u>Fleet Management</u>				
Plant Sales	436,224	577,525	564,622	457,187
Total Fleet Management	436,224	577,525	564,622	457,187
Total delivering for our community proceeds from the sale of assets	436,224	577,525	564,622	457,187
Total Proceeds from the Sale of Assets	3,680,678	4,652,434	3,855,941	5,464,505
Total Capital Revenue	16,456,479	14,819,647	44,243,204	34,657,924

Richmond Valley Council Operational Plan 2023/2024 including Forward Financial Estimates  
Capital Expenditure 2023/2024 - 2026/2027

Description	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027
<b>Strengthening our role in the region</b>				
<u>Real Estate Development</u>				
Real Estate Development	2,730,000	6,100,000	2,500,000	2,000,000
Total Real Estate Development	2,730,000	6,100,000	2,500,000	2,000,000
<u>Tourism</u>				
Northern Rivers Rail Trail (Casino to Bentley)	5,500,000	0	0	0
Total Tourism	5,500,000	0	0	0
<u>Northern Rivers Livestock Exchange</u>				
NRLX - Bull Pens	0	0	150,000	0
NRLX - Loading Zone pavement reseal & drainage works	0	0	150,000	150,000
NRLX - Plant Purchases	185,455	0	0	0
Total Northern Rivers Livestock Exchange	185,455	0	300,000	150,000
Total strengthening our role in the region capital expenditure	8,415,455	6,100,000	2,800,000	2,150,000
<b>Creating great places to live</b>				
<u>Libraries</u>				
Library Car Replacement	0	42,000	600,000	0
Library Book Purchases	102,304	104,862	107,484	110,171
Furniture & Fittings	9,301	9,478	9,658	9,842
Laptop Replacement Program	9,000	0	0	9,000
Local Newspaper Digitisation	10,000	0	0	0
Total Libraries	130,605	156,340	717,142	129,013
<u>Sports Grounds, Parks &amp; Facilities</u>				
<i>Casino</i>				
Colley Park - Netball and Basketball Court Upgrade	320,000	0	0	0
Colley Park - Basketball Court (SPN)	165,000	0	0	0
Colley Park - Irrigation training field (SPN)	55,000	0	0	0
Colley Park - Top Soil (SPN)	81,658	0	0	0
Colley Park - Drainage (SPN)	15,400	0	0	0
QE Park - Topsoil (SPN Grant)	199,404	0	0	0
QE Park - Cricket Nets (SPN Grant)	21,616	0	0	0
QE Park 5 - Drainage (SPN Grant)	5,100	0	0	0
QE Park 7 - Drainage (SPN Grant)	1,800	0	0	0
QE Park Upgrades (Multi Sports Facility)	1,643,749	0	0	0
Albert Park Stopover Upgrade (SCCF5)	1,000,000	0	0	0
<i>Casino Showground</i>				
Showground and Racecourse Upgrade	3,100,000	0	0	0

Richmond Valley Council Operational Plan 2023/2024 including Forward Financial Estimates  
Capital Expenditure 2023/2024 - 2026/2027

Description	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027
<b>Creating great places to live (continued)</b>				
<b>Sports Grounds, Parks &amp; Facilities (continued)</b>				
<i>Evans Head</i>				
Surf Club Upgrades	24,493	24,860	25,233	25,611
Stan Payne - Top Soil (SPN Grant)	57,056	0	0	0
Stan Payne - Cricket Nets (SPN Grant)	122,400	0	0	0
Paddon Park Restoration (OLG)	130,000	0	0	0
Shark Bay Revitalisation (SCCF)	213,000	0	0	0
<i>Coraki</i>				
Windsor Park Upgrade	80,000	0	0	0
Windsor Park - Top soiling (SPN Grant)	69,030	0	0	0
Windsor Park - Bollards (SPN Grant)	22,716	0	0	0
Windsor Park - Tennis Court Lights (SPN Grant)	26,400	0	0	0
Coraki Riverside Pontoon	41,923	0	0	0
<i>Woodburn</i>				
Oval Irrigation connection	152,574	0	0	0
<i>All Areas</i>				
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	195,000	195,000	195,000	195,000
Sports Grounds - Light Pole Replacement	0	0	0	0
<i>Public Toilets</i>				
Refurbishments	40,000	40,000	40,000	40,000
<b>Total Sports Grounds, Parks &amp; Facilities</b>	<b>7,798,320</b>	<b>274,860</b>	<b>275,233</b>	<b>275,611</b>
<b>Community Centres and Halls</b>				
Asset Renewals to be allocated	47,918	48,637	49,367	50,108
<b>Total Community Centres and Halls</b>	<b>47,918</b>	<b>48,637</b>	<b>49,367</b>	<b>50,108</b>
<b>Cemeteries</b>				
<i>Casino Lawn Cemetery</i>				
Concrete Strips	0	17,000	0	15,000
Memorial Garden	0	0	0	0
Columbarium Walls	0	13,000	0	0
Expansion Earthworks	5,000	0	15,000	0
Expansion Infrastructure	10,000	0	10,000	10,000
<i>Coraki Cemetery</i>				
Infrastructure Improvements	5,000	0	0	0
Concrete Strips	5,000	0	5,000	0
<i>Evans Head Lawn Cemetery</i>				
Concrete Strips	5,000	5,000	0	5,000
Columbarium Wall	0	0	10,000	0
Expansion Infrastructure	0	5,000	0	0
<b>Total Cemeteries</b>	<b>30,000</b>	<b>40,000</b>	<b>40,000</b>	<b>30,000</b>

Richmond Valley Council Operational Plan 2023/2024 including Forward Financial Estimates  
Capital Expenditure 2023/2024 - 2026/2027

Description	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027
<b>Creating great places to live (continued)</b>				
<i>Building &amp; Maintaining Roads</i>				
<i>Urban Local Roads &amp; Bridges</i>				
<i>Roads to Recovery Program</i>				
<i>Casino</i>				
Urban Rds - TBA	0	501,107	501,107	501,107
<i>SRV 14/15 - Casino</i>				
Country Lane Rehab	749,745	0	0	0
<i>Laneways</i>				
Unallocated	75,000	75,000	75,000	75,000
<i>Tree Planting Program</i>				
Town Entries	40,000	0	0	0
<i>Kerb &amp; Gutter Replacement Program - All Areas</i>				
All Areas	200,000	200,000	200,000	200,000
<i>Urban Road Sign Renewals</i>				
All Areas	53,400	54,700	55,794	57,189
<i>Urban Reseal Program</i>				
All Areas	100,000	442,109	450,951	460,963
<i>Urban Heavy Patching Program</i>				
Urban Heavy Patching - All Areas	0	46,832	48,004	49,204
<i>RMS Active Transport Program</i>				
RMS Active Transport Program	40,000	40,000	40,000	40,000
Total Urban Local Roads & Bridges Capital Expenditure	1,258,145	1,359,748	1,370,856	1,383,463
<i>Sealed Rural Local Roads &amp; Bridges</i>				
<i>Roads to Recovery Program</i>				
<i>Sealed Rural Local Roads &amp; Bridges - TBA</i>				
Manifold Rd - CH TBA	501,107	0	0	0
Springrove Rd - CH TBA	501,108	0	0	0
<i>Sealed Rural Local Roads &amp; Bridges</i>				
Rappville Rd - CH TBA	101,942	0	0	0
Spring Grove Rd - CH 6900 to 7800	84,168	0	0	0
<i>Sealed Rural Local Roads &amp; Bridges - TBA</i>				
Reynolds Rd Bridge (FCB)	499,057	499,057	499,057	499,057
Reynolds Rd Bridge (FCB)	1,283,645	0	0	0
Capital Grants Works	400,000	400,000	400,000	400,000
Heavy Patching	115,748	118,642	121,608	124,648

Richmond Valley Council Operational Plan 2023/2024 including Forward Financial Estimates  
Capital Expenditure 2023/2024 - 2026/2027

Description	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027
<b>Creating great places to live (continued)</b>				
<b>Building &amp; Maintaining Roads (continued)</b>				
Rural Roads Drainage	39,144	39,927	40,726	41,541
Signage Renewal	11,000	11,000	11,000	11,000
Guardrail Replacement Program	70,000	70,000	70,000	70,000
Rural Reseal Program	993,703	900,000	900,000	900,000
<b>Total Sealed Rural Local Roads &amp; Bridges</b>	<b>4,600,622</b>	<b>2,539,734</b>	<b>2,543,499</b>	<b>2,547,354</b>
<i>Sealed Rural Regional Roads &amp; Bridges</i>				
Willox Bridge (Fixing Country Bridges)	733,177	0	0	0
Contribution to REPAIR Program	180,521	184,131	187,814	191,570
Signage Renewal	5,000	5,000	5,000	5,000
Reseal Program	108,000	108,000	108,000	108,000
Heavy Patching	240,000	240,000	250,000	250,000
<b>Total Sealed Rural Regional Roads &amp; Bridges</b>	<b>1,266,698</b>	<b>537,131</b>	<b>550,814</b>	<b>554,570</b>
<i>Unsealed Rural Local Roads &amp; Bridges</i>				
Lollback Bridge (FCB)	581,402	0	0	0
Gravel Resheets	275,850	200,069	384,768	384,960
Additional Gravel Resheets	173,033	137,481	139,833	142,900
<b>Total Unsealed Rural Local Roads &amp; Bridges</b>	<b>448,883</b>	<b>337,550</b>	<b>524,601</b>	<b>527,860</b>
<i>Footpaths</i>				
<i>Casino</i>				
Hotham Street - Canterbury to Barker (western side)	0	45,000	0	0
Graham Place - Walker St to Library Entrance	0	25,000	0	0
Hickey Street - connect existing to Barker St (eastern side)	0	0	25,000	0
<i>Coraki</i>				
Adams Street - Bridge to Richmond ( southern)	27,000	0	0	0
<i>Evans Head</i>				
Elm Street - Oak Lane to Cedar ( western)	10,000	0	0	0
Elm Street - Cedar to Cherry (western side)	0	0	25,000	0
<i>Woodburn</i>				
Woodburn Street - Wattle to Booyong ( eastern)	33,000	0	0	0
Cedar Street - River to Richmond (western side)	0	0	20,000	0
<i>Renewals to be allocated</i>				
Casino Footpaths - Renewals to be allocated	22,000	22,500	23,000	93,500
Evans Head Footpaths - Renewals to be allocated	9,100	9,300	9,500	10,000
<b>Total Footpaths</b>	<b>101,100</b>	<b>101,800</b>	<b>102,500</b>	<b>103,500</b>



Richmond Valley Council Operational Plan 2023/2024 including Forward Financial Estimates  
Capital Expenditure 2023/2024 - 2026/2027

Description	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027
<b>Creating great places to live (continued)</b>				
<b>Building &amp; Maintaining Roads (continued)</b>				
<i>Aerodromes</i>				
<i>Casino</i>				
Linemark Runway	0	5,000	0	0
Total Aerodromes	0	5,000	0	0
Total Building and Maintaining Roads Capital Expenditure	8,256,850	4,880,963	5,092,270	5,116,747
<b>Stormwater Management</b>				
<i>Casino</i>				
Drainage Improvements	10,000	10,000	10,000	10,000
Increase Drainage Points in Johnston St	27,000	0	0	0
Replace concrete pipes -River St/ Walker St (75566)	58,000	0	0	0
Replace concrete pipes -Railway station (76152, 76157)	0	40,000	0	0
Increase Drainage Points in Colches St	0	30,000	0	0
<i>Coraki</i>				
Acid Sulphate Management Plans	0	20,000	0	0
<i>Evans Head</i>				
Illawong Ln Drainage Improvements	647,327	324,985	0	0
Stormwater Network Camera Investigation	0	20,000	0	0
Carabeen St Swamp Improvements to Open Drain	0	50,000	0	0
Increase Drainage Points in Cypress St	0	25,000	0	0
Currajong Street CDS Unit Rehab	14,189	0	0	0
<i>Woodburn/Rappville/Rileys Hill</i>				
Drainage Rappville - Construct Drainage Line Nandabah Street	0	0	105,000	0
Drainage Rileys Hill - Construct Open Drain Crown Rd Reserve	0	0	80,000	0
<i>All Areas</i>				
Renewals to be allocated	0	0	0	185,000
Total Stormwater Management	756,516	519,985	195,000	195,000
<b>Water Supplies</b>				
<i>Mains Replacements - Casino</i>				
Mains to be allocated	0	0	0	360,000
Park Lane, Johnston St to North St	74,000	0	0	0
Wharf St; East Street to drain	0	30,000	0	0
Sandilands St; Colches St Nth to Hotham St	0	0	62,000	0
Dean St; Hickey St to Wheat St	0	69,000	0	0
Division St; West St to Centre St	71,000	0	0	0
Teak St; Short St to dead-end	74,000	0	0	0
Centre St; Richmond St to Lot C DP342092	100,000	0	0	0
Centre St; Canterbury St to Barker St	0	100,000	0	0
Anderson Ave; Hare St to Light St	58,000	0	0	0
Swanson Lane; Lot 2 DP589417 to Diary St	0	25,000	0	0
Colches St; Railway Bridge	0	175,000	0	0
Cassia Ave; Hotham St east	0	0	40,000	0

Richmond Valley Council Operational Plan 2023/2024 including Forward Financial Estimates  
Capital Expenditure 2023/2024 - 2026/2027

Description	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027
<b>Creating great places to live (continued)</b>				
<b>Water Supplies (continued)</b>				
<i>Mains Replacements - Casino (continued)</i>				
Dyraaba St; Hotham St east	0	0	27,000	0
East St; Sharon Ct to Dyraaba St	0	0	65,000	0
Gillette St; Fergusson St to Canterbury St	0	0	35,000	0
Kyogle St; Hotham St east	0	0	26,000	0
Lennox St; West St to Centre St	0	0	85,000	0
<i>Mains Replacements - Coraki</i>				
Mains to be allocated	0	0	0	45,000
Queen Elizabeth Dr; Yabsley north to Lagoon Rd	0	78,000	0	0
Queen Elizabeth Dr; Yabsley north to Lagoon Rd	0	0	78,000	0
Bridge Str; Adam St crossing	0	10,000	0	0
QE Dr; Donaldson St to Swamp St	120,000	0	0	0
<i>Mains Replacements - Evans Head</i>				
Mains to be allocated	0	0	0	70,000
100mm Bridge crossing	200,000	0	0	0
250mm Bridge crossing	0	250,000	0	0
Shark Bay Service	25,000	0	0	0
Boronia St	40,000	0	0	0
<i>Water Meter Replacement Program</i>				
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)	150,000	0	0	0
Smart Metering - Mid Richmond (Woodburn)	200,000	0	0	0
Smart Metering - Mid Richmond (Coraki)	0	250,000	0	0
<i>Water Reservoir - Casino</i>				
South Reservoir Backbone Panel	50,000	0	0	0
North & South Flow Meter Renewals	30,000	0	0	0
South Reservoir Booster Station Upgrade	300,000	0	0	0
North Reservoir Backbone Comms upgrade	23,000	0	0	0
<i>Water Reservoir - Coraki</i>				
Coraki Booster PS upgrade	100,000	0	0	0
High Level sensor upgrade	10,000	0	0	0
<i>Water Reservoir - Broadwater</i>				
High zone switchboard upgrade	40,000	0	0	0
RTU Replacements & Standardise Cod	80,000	0	0	0
<i>Water Treatment Plant - Casino</i>				
Emergency Source Design	200,000	0	0	0
Emergency/additional Reservoir Storage	0	0	500,000	1,000,000
Zone Meter Refurbishment	50,000	0	0	0
Process Approvals (eg. Ozone dosing)	250,000	500,000	2,000,000	1,000,000
RWPS Solar Installation	150,000	0	0	0
RWPS Air Compressor Replacement	20,000	0	0	0
RWPS Fibre Optic Cable	130,000	0	0	0
Utility Water Upgrade	100,000	0	0	0
Redundant Raw Water flow control valve	25,000	0	0	0
Building Services DB renewal .	50,000	0	0	0

Richmond Valley Council Operational Plan 2023/2024 including Forward Financial Estimates  
Capital Expenditure 2023/2024 - 2026/2027

Description	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027
<b>Creating great places to live (continued)</b>				
<u>Water Supplies (continued)</u>				
<i>Other</i>				
Supply System Improv Casino	75,000	0	0	0
Provide Water to new release areas Lower River	0	0	0	200,000
Water network model update	80,000	0	0	0
Future Water Renewals	200,000	200,000	200,000	400,000
<i>Plant &amp; Equipment</i>				
Plant Purchases	10,000	10,000	10,000	10,000
<b>Total Water Supplies</b>	<b>3,150,000</b>	<b>1,762,000</b>	<b>3,193,000</b>	<b>3,150,000</b>
<u>Sewerage Services</u>				
<i>All Areas - to be allocated</i>				
Mains Repairs to be allocated	30,000	30,000	30,000	30,000
Junction Repairs to be allocated	100,000	100,000	100,000	50,000
Manhole Repairs to be allocated	200,000	200,000	200,000	30,000
Broadwater Sewer Scheme Supply e-One Unit - to be allocated	10,000	10,000	10,000	10,000
Broadwater Pressure Pod 31 Barraang Drive	6,000	0	0	0
Relining Program	800,000	0	800,000	0
Future Sewer Renewals	100,000	100,000	100,000	1,000,000
<i>Sewer Mains</i>				
<i>Evans Head</i>				
Duplicate Rising Main from WWPS1 to WWPS8 150 dia	0	400,000	0	0
Replace Rising Main 4 to WWPS 200 dia	0	500,000	0	0
<i>Sewerage Pump Stations</i>				
<i>Casino</i>				
PS8 Upgrade	240,000	0	0	0
PS7 Upgrade	175,000	0	0	0
PS9 Upgrade	145,000	0	0	0
PS14 Upgrade	0	250,000	0	0
PS RTU Renewal	50,000	0	0	0
<i>Evans Head</i>				
PS1 Replace Pump Impellers	0	59,000	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	24,000	0
PS8 Upgrade	0	0	0	796,000
<i>Broadwater</i>				
MHL Dosing system upgrade	40,000	0	0	0
RTU Renewal	15,000	0	0	0

Richmond Valley Council Operational Plan 2023/2024 including Forward Financial Estimates

Capital Expenditure 2023/2024 - 2026/2027

Description	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027
<b>Creating great places to live (continued)</b>				
<u>Sewerage Services (continued)</u>				
<i>Sewerage Treatment Plants</i>				
<i>Casino</i>				
Sewerage System Improvements	100,000	0	0	100,000
Sth Casino Sewage Transfer Station - NSW Regional Housing Fund	900,000	0	0	0
Inlet Work Repairs	127,000	0	0	0
Radio Renewal	70,000	0	0	0
Augmentation	0	600,000	30,000,000	29,400,000
<i>Coraki</i>				
Stage 1 Upgrade - Design	0	0	200,000	0
Reuse Automation	91,000	0	0	0
<i>Evans Head</i>				
Stage 2 Design & Construction	0	12,000,000	12,000,000	0
UV PLC Renewal	50,000	0	0	0
Reuse effluent water scheme	0	500,000	700,000	0
<i>Plant &amp; Equipment</i>				
Plant & Equipment	30,000	30,000	80,455	30,000
<b>Total Sewerage Services</b>	<b>3,279,000</b>	<b>14,803,000</b>	<b>44,306,455</b>	<b>31,446,000</b>
<u>Engineering Support &amp; Asset Management</u>				
Office Furniture	5,000	5,000	5,000	5,000
<i>Casino Depot</i>				
Depot Renewals	20,000	50,000	20,000	20,000
Pavement Rehab & Sealing	0	0	0	70,000
<i>Evans Head Depot</i>				
Depot Renewals	10,000	10,000	10,000	10,000
<b>Total Engineering Support &amp; Asset Management</b>	<b>35,000</b>	<b>65,000</b>	<b>35,000</b>	<b>105,000</b>
<b>Total Creating great places to live Capital Expenditure</b>	<b>23,484,209</b>	<b>22,550,785</b>	<b>53,903,467</b>	<b>40,497,479</b>

Richmond Valley Council Operational Plan 2023/2024 including Forward Financial Estimates  
Capital Expenditure 2023/2024 - 2026/2027

Description	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027
<b>Protecting our unique environment</b>				
<u>Waste Management</u>				
<i>Plant Purchases</i>				
Plant Purchases	1,009,091	904,544	787,545	40,909
<i>Nammoona Landfill</i>				
Cell Capping	1,800,000	1,108,000	0	300,000
Cell 6 Approval & Construction	1,511,879	0	850,000	1,200,000
Fencing	30,000	0	0	0
Public Place Recycling & Infrastructure (BWRP)	50,000	0	0	0
Skip Bins	35,000	0	0	0
Refurbish Skip Bins	10,000	10,000	0	0
Tippler Bins	0	8,000	0	0
Nammoona sorting conveyor purchase	0	0	10,000	0
Pound Upgrade (OLG)	175,000	0	0	0
<i>Evans Head Transfer Station</i>				
Transfer Station Masterplan	0	20,000	0	0
Waste - Evans - Sealed Access	0	0	30,000	0
Total Waste Management	4,620,970	2,050,544	1,677,545	1,540,909
Total Protecting our unique environment Capital Expenditure	4,620,970	2,050,544	1,677,545	1,540,909
<b>Delivering for our community</b>				
<u>Fleet Management</u>				
Workshops - Plant Purchases	30,000	30,000	30,000	30,000
Plant Purchases	2,543,145	2,672,259	1,731,693	1,903,139
Total Fleet Management	2,573,145	2,702,259	1,761,693	1,933,139
<u>Customer Service</u>				
<i>Casino Office</i>				
Furniture	10,000	10,000	10,000	10,000
Total Customer Service	10,000	10,000	10,000	10,000
Total delivering for our community capital expenditure	2,583,145	2,712,259	1,771,693	1,943,139
Total capital expenditure	39,103,779	33,413,588	60,152,705	46,131,527

Richmond Valley Council Operational Plan 2023/2024 including Forward Financial Estimates

Restricted Assets Schedule (All Funds)

Description	2023/2024			2024/2025			2025/2026			2026/2027			
	Opening Balance 1/07/2023	Estimated Transfer to/(from)	Interest Earned	Estimated Balance 30/06/2024	Estimated Transfer to/(from)	Interest Earned	Estimated Balance 30/06/2025	Estimated Transfer to/(from)	Interest Earned	Estimated Balance 30/06/2026	Estimated Transfer to/(from)	Interest Earned	Estimated Balance 30/06/2027
General Fund													
External Restrictions													
Unexpended Grant - Evans Head Landcare	1,388	0	0	1,388	0	0	1,388	0	0	1,388	0	0	1,388
Unexpended Grant - Industry & Investment NSW Manyweathers Weir	4,393	0	0	4,393	0	0	4,393	0	0	4,393	0	0	4,393
Unexpended Grant - Richmond Valley Floodplain 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	18,123	0	0	18,123	0	0	18,123	0	0	18,123	0	0	18,123
Unexpended Grant - NSW EPA Waste Less Recycle More - Establish Coraki 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	3,170	0	0	3,170	0	0	3,170	0	0	3,170	0	0	3,170
Unexpended Grant - NSW RFS Subsidy Northern Rivers Zone	45,228	0	0	45,228	0	0	45,228	0	0	45,228	0	0	45,228
Unexpended Grant - Public Library Infrastructure Redesign Evans Head Library	2,616	0	0	2,616	0	0	2,616	0	0	2,616	0	0	2,616
Unexpended Grant - NSW State Library Casino Library Redesign	4,480	0	0	4,480	0	0	4,480	0	0	4,480	0	0	4,480
Unexpended Grant - Elsa Dixon Aboriginal Employment Funding	31,856	0	0	31,856	0	0	31,856	0	0	31,856	0	0	31,856
Unexpended Grant - LPMA - Surf Club Grant	7,241	0	0	7,241	0	0	7,241	0	0	7,241	0	0	7,241
Unexpended Grant - CPTIGS MR145 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 - 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	77,888	0	0	77,888	0	0	77,888	0	0	77,888	0	0	77,888
Unexpended Grant - Local Government Association - Flying Fox Colony QE Park	3,059	0	0	3,059	0	0	3,059	0	0	3,059	0	0	3,059
Unexpended Grant - Crown Lands - Plan of Management Implementation	1,461	0	0	1,461	0	0	1,461	0	0	1,461	0	0	1,461
Unexpended Grant - Bushfire Recovery Funding (Federal)	43,658	0	0	43,658	0	0	43,658	0	0	43,658	0	0	43,658
Unexpended Grant - Local Roads ad Community Infrastructure Program (LRICIP)	537,152	0	0	537,152	0	0	537,152	0	0	537,152	0	0	537,152
Unexpended Grant - North Coast Regional Waste Investment Report	56,115	0	0	56,115	0	0	56,115	0	0	56,115	0	0	56,115
Unexpended Grant - Fixing Country Roads - Country Lane	393,495	(393,495)	0	0	0	0	0	0	0	0	0	0	0
Unexpended Grant - Resilience NSW - Flood Recovery \$3.375mil	1,894,810	(914,319)	0	980,491	0	0	980,491	0	0	980,491	0	0	980,491
Unexpended Grant - Fixing Local Roads - Naughtons Gap	757,650	0	0	757,650	0	0	757,650	0	0	757,650	0	0	757,650
Unexpended Grant - Stronger Country Communities Fund Round 2	44,282	0	0	44,282	0	0	44,282	0	0	44,282	0	0	44,282
Unexpended Grant - RUCRL - Art Van Go	2,289	0	0	2,289	0	0	2,289	0	0	2,289	0	0	2,289
Unexpended Grant - BCRRL - Resilience Officer & Community Grants Program	17,195	0	0	17,195	0	0	17,195	0	0	17,195	0	0	17,195
Unexpended Grant - Fixing Country Bridges	144,183	0	0	144,183	0	0	144,183	0	0	144,183	0	0	144,183
Unexpended Grant - Libraries Backyard Cricket	1,300	0	0	1,300	0	0	1,300	0	0	1,300	0	0	1,300
Unexpended Grant - Department Planning & Environment - Flood response planning grant	166,666	0	0	166,666	0	0	166,666	0	0	166,666	0	0	166,666
Unexpended Grant - Department Planning & Environment - Streets Shared Space Barker Street	155,539	0	0	155,539	0	0	155,539	0	0	155,539	0	0	155,539
Unexpended Grant - DPIE - Crown Lands Flood Clean-up 2022	31,429	0	0	31,429	0	0	31,429	0	0	31,429	0	0	31,429
Unexpended Grant - Foundation for Rural Regional Renewal - Rappville Military History	25,000	0	0	25,000	0	0	25,000	0	0	25,000	0	0	25,000
Unexpended Grant - A Sporting Chance - Rappville Sporting Grounds	142,800	0	0	142,800	0	0	142,800	0	0	142,800	0	0	142,800
Unexpended Grant - PWA - Rappville Sewerage	28,693	0	0	28,693	0	0	28,693	0	0	28,693	0	0	28,693
Unexpended Grant - Reconnecting NSW Community Events	241,366	0	0	241,366	0	0	241,366	0	0	241,366	0	0	241,366
Unexpended Grant - Sports Priority Needs	837,201	(837,201)	0	0	0	0	0	0	0	0	0	0	0
Unexpended Grant - Fixing Country Bridges	743,226	(743,226)	0	0	0	0	0	0	0	0	0	0	0
Unexpended Grant - Multi Sport Community Facility - QE Park	821,875	(821,875)	0	0	0	0	0	0	0	0	0	0	0
Unexpended Grant - Stronger Country Communities Fund Round 5	970,400	(970,400)	0	0	0	0	0	0	0	0	0	0	0
Unexpended Contribution - RUCRL Mobile Library Replacement Fund	255,662	36,400	0	292,062	13,400	0	305,462	(264,600)	0	40,862	36,400	0	77,262
Unexpended Contribution - Hannigan DA 2005/188 Benns Rd	10,338	0	0	10,338	0	0	10,338	0	0	10,338	0	0	10,338
Unexpended Contribution - Statecover OH&S Incentive Works	219,468	(11,200)	0	208,268	(11,480)	0	196,788	(11,767)	0	185,021	(12,061)	0	172,960
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 Mill DA Bridge Approaches	90,000	0	0	90,000	0	0	90,000	0	0	90,000	0	0	90,000
Unexpended Contribution - Casino Healthy Towns	2,700	0	0	2,700	0	0	2,700	0	0	2,700	0	0	2,700
Unexpended Contribution - LEMC Technology Improvements (LCC & Kyogle)	20,000	0	0	20,000	0	0	20,000	0	0	20,000	0	0	20,000
Unexpended Contribution - LCC Broadwater Bridge Maintenance	9,126	0	0	9,126	0	0	9,126	0	0	9,126	0	0	9,126
Unexpended Contribution - Pacific Complete Asset Handover	1,865,128	0	0	1,865,128	0	0	1,865,128	0	0	1,865,128	0	0	1,865,128
Unexpended Contribution - North Coast Waste Investment Report	35,667	0	0	35,667	0	0	35,667	0	0	35,667	0	0	35,667
Unexpended Contribution - Events Sponsorship	19,691	0	0	19,691	0	0	19,691	0	0	19,691	0	0	19,691
Domestic Waste Management	5,347,259	(2,563,054)	80,700	2,864,905	(441,781)	51,000	2,474,125	(116,848)	61,900	2,419,177	(634,573)	66,500	1,851,104
On-Site Sewerage Fees	209,431	0	3,200	212,631	0	3,800	216,431	0	5,400	221,831	0	6,100	227,931
Stormwater Management Service Charge	1,006,411	(551,239)	15,200	470,372	(313,682)	8,400	165,090	12,334	4,100	181,524	13,371	5,000	199,895
Section 7.11 - Road Network (new)	200	0	0	200	0	0	200	0	0	200	0	0	200
Section 7.11 - Quarry Road Contributions	80,702	6,424	1,200	88,326	6,646	1,600	96,572	6,876	2,400	105,848	7,136	2,900	115,884
Section 7.11 - Ex Copmanhurst Roads	4,785	0	100	4,885	0	100	4,985	0	100	5,085	0	100	5,185

Richmond Valley Council Operational Plan 2023/2024 including Forward Financial Estimates

Restricted Assets Schedule (All Funds)

Description	2023/2024			2024/2025			2025/2026			2026/2027			
	Opening Balance 1/07/2023	Estimated Transfer to/(from)	Interest Earned	Estimated Balance 30/06/2024	Estimated Transfer to/(from)	Interest Earned	Estimated Balance 30/06/2025	Estimated Transfer to/(from)	Interest Earned	Estimated Balance 30/06/2026	Estimated Transfer to/(from)	Interest Earned	Estimated Balance 30/06/2027
Section 7.11 - Rural Development Heavy Haulage	2,548,839	50,788	38,500	2,638,127	51,803	47,000	2,736,930	52,840	68,400	2,858,170	53,896	78,600	2,990,666
Section 7.12 Development Contributions Plan	1,604,883	88,900	24,200	1,717,983	88,200	30,600	1,836,783	87,500	45,900	1,970,183	86,500	54,200	2,110,883
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)	775,972	0	0	775,972	0	0	775,972	0	0	775,972	0	0	775,972
<b>Total External Restrictions</b>	<b>23,623,706</b>	<b>(8,623,496)</b>	<b>163,100</b>	<b>15,163,309</b>	<b>(606,894)</b>	<b>142,500</b>	<b>14,698,916</b>	<b>(233,665)</b>	<b>188,200</b>	<b>14,653,451</b>	<b>(449,331)</b>	<b>213,400</b>	<b>14,417,520</b>
<b>Internal Restrictions</b>													
Employee Leave Entitlements - Richmond Valley Council	1,384,345	0	20,900	1,405,245	0	25,000	1,430,245	0	35,800	1,466,045	0	40,300	1,506,345
Employee Leave Entitlements - Richmond Upper Clarence Regional Library	50,887	0	800	51,687	0	900	52,587	0	1,300	53,887	0	1,500	55,387
Richmond Upper Clarence Regional Library	168,056	(10,284)	2,500	160,272	(16,801)	2,900	146,371	(31,009)	3,700	119,062	(34,263)	3,300	88,099
Unexpended Rates Special Variation	682,946	(207,110)	0	475,836	(21,000)	0	454,836	(5,719)	0	449,117	0	0	449,117
Financial Assistance Grant Advance Payment	4,374,281	0	66,100	4,440,381	0	79,000	4,519,381	0	113,000	4,632,381	0	127,400	4,759,781
Insurance Reserve	2,666,382	0	40,300	2,706,682	0	48,200	2,754,882	0	68,900	2,823,782	0	77,700	2,901,482
Plant Replacement	3,096,600	(329,562)	46,800	2,813,838	(298,504)	50,100	2,565,434	710,204	64,100	3,339,738	427,908	91,800	3,859,446
Real Estate and Infrastructure	7,538,003	(483,901)	113,800	7,167,902	(2,979,310)	127,600	4,316,192	(310,991)	107,900	4,113,101	2,183,958	113,100	6,410,159
Petersons Quarry	1,814,376	405,029	27,400	2,246,805	418,620	40,000	2,705,425	429,202	67,600	3,202,227	440,730	88,100	3,731,057
Woodview Quarry	2,032,389	316,887	30,700	2,379,977	333,220	42,400	2,755,596	350,124	68,900	3,174,620	368,321	87,300	3,630,241
Quarry Rehabilitation	409,270	50,000	6,200	465,470	50,000	8,300	523,770	50,000	13,100	586,870	50,000	16,100	652,970
Road Rehabilitation Reserve	2,148,353	312,120	32,400	2,492,873	343,831	44,400	2,881,104	350,708	72,000	3,303,812	357,722	90,900	3,752,434
Northern Rivers Livestock Exchange	476,180	605,230	7,200	1,088,610	1,027,721	19,400	2,135,731	1,245,621	53,400	3,434,753	1,073,196	94,500	4,602,448
Other Waste Management	4,242,869	585,267	64,100	4,892,236	(245,863)	87,100	4,733,473	(159,796)	118,300	4,691,977	(211,735)	129,000	4,609,242
Other Waste Management - Plant Reserve	969,384	(500,364)	14,600	483,620	(315,635)	8,600	176,585	(168,090)	4,400	12,895	405,909	400	419,204
Rural Road Safety Program	98,464	0	0	98,464	0	0	98,464	0	0	98,464	0	0	98,464
RMS State Roads Maintenance Contract	5,872	0	100	5,972	0	100	6,072	0	200	6,272	0	200	6,472
Public Cemeteries Perpetual Maintenance Reserve	188,068	(13,749)	2,800	177,119	(15,718)	3,200	164,601	(17,440)	4,100	151,261	(17,088)	4,200	138,373
Northern Rivers Rail Trail Maintenance Reserve	655,011	0	0	655,011	0	0	655,011	0	0	655,011	0	0	655,011
Events Funding	0	9,000	0	9,000	9,605	0	18,605	10,236	0	28,841	10,895	0	39,736
Carry Over Works	1,128,644	(101,060)	0	1,027,584	0	0	1,027,584	0	0	1,027,584	0	0	1,027,584
<b>Total Internal Restrictions</b>	<b>34,130,380</b>	<b>637,504</b>	<b>476,700</b>	<b>35,244,584</b>	<b>(1,709,834)</b>	<b>587,200</b>	<b>34,121,950</b>	<b>2,453,050</b>	<b>796,700</b>	<b>37,371,699</b>	<b>5,055,553</b>	<b>965,800</b>	<b>43,393,052</b>
<b>Total General Fund Restrictions</b>	<b>57,754,086</b>	<b>(7,985,993)</b>	<b>639,800</b>	<b>50,407,893</b>	<b>(2,316,728)</b>	<b>729,700</b>	<b>48,820,865</b>	<b>2,219,385</b>	<b>984,900</b>	<b>52,025,150</b>	<b>4,606,222</b>	<b>1,179,200</b>	<b>57,810,572</b>
<b>Sewerage Fund</b>													
External Restrictions													
Section 64 Contributions	5,544,892	(102,325)	102,325	5,544,892	(112,657)	112,657	5,544,892	(158,115)	158,115	5,544,892	(229,778)	229,778	5,544,892
Infrastructure Replacement	7,579,811	(985,942)	139,878	6,733,747	(3,404,458)	136,812	3,466,102	(2,723,166)	98,838	841,774	(820,809)	34,883	55,848
<b>Total Sewerage Fund Restrictions</b>	<b>13,124,703</b>	<b>(1,088,267)</b>	<b>242,203</b>	<b>12,278,639</b>	<b>(3,517,115)</b>	<b>249,469</b>	<b>9,010,994</b>	<b>(2,881,281)</b>	<b>256,953</b>	<b>6,386,666</b>	<b>(1,050,587)</b>	<b>264,661</b>	<b>5,600,740</b>
<b>Water Fund</b>													
External Restrictions													
Section 64 Contributions	2,992,541	136,900	13,100	3,142,541	133,574	16,426	3,292,541	133,568	16,432	3,442,541	130,385	19,615	3,592,541
Infrastructure Replacement	4,669,003	(1,230,484)	20,400	3,458,919	351,553	18,079	3,828,551	(865,727)	19,108	2,981,932	(778,409)	16,991	2,220,514
<b>Total Water Fund Restrictions</b>	<b>7,661,544</b>	<b>(1,093,584)</b>	<b>33,500</b>	<b>6,601,460</b>	<b>485,127</b>	<b>34,505</b>	<b>7,121,092</b>	<b>(732,159)</b>	<b>35,540</b>	<b>6,424,473</b>	<b>(648,024)</b>	<b>36,606</b>	<b>5,813,055</b>
<b>Total Restrictions (All Funds)</b>	<b>78,540,333</b>	<b>(10,167,844)</b>	<b>915,503</b>	<b>69,287,992</b>	<b>(5,348,715)</b>	<b>1,013,674</b>	<b>64,952,951</b>	<b>(1,394,055)</b>	<b>1,277,393</b>	<b>64,836,289</b>	<b>2,907,612</b>	<b>1,480,467</b>	<b>69,224,367</b>