



Richmond  
Valley  
Council



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

Adopted by Council  
29 June 2023



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

**Richmond Valley Council**

**Casino Office:**

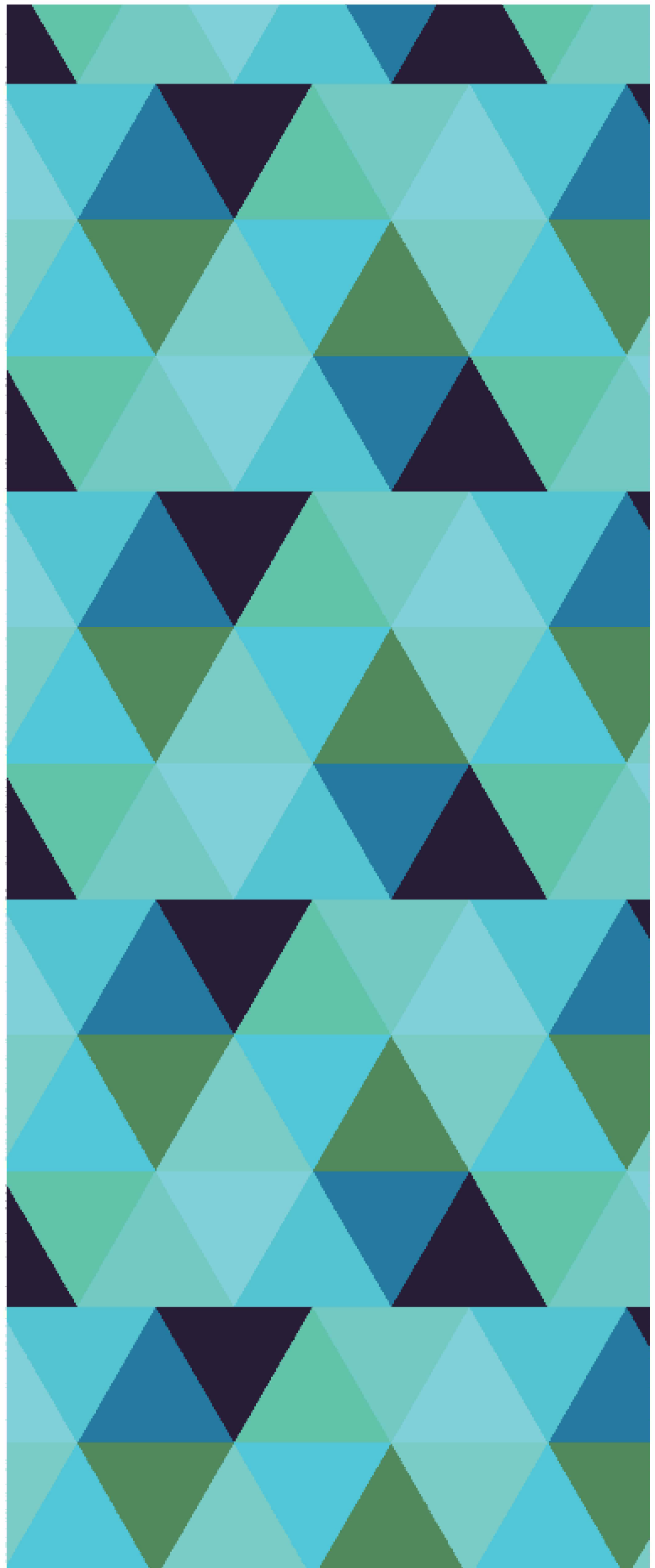
10 Graham Place  
(Locked Bag 10)  
Casino NSW 2470  
**Phone:** (02) 8660 0300  
**Fax:** (02) 8660 1300

**Evans Head Office:**

25 Woodburn Street  
Evans Head NSW 2473  
**Phone:** (02) 8660 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)



## Table of Contents

Delivering our community's priorities.....	4
About this Plan .....	5
Measuring success.....	6
Our Four Key Directions.....	7
Strengthening our role in the region .....	8
OBJECTIVE 1: Rebuild and reconnect our communities.....	8
OBJECTIVE 2: Establish the Richmond Valley as a regional growth centre	11
OBJECTIVE 3: Grow and diversify our economy.....	16
Creating great places to live.....	20
OBJECTIVE 4: Celebrate our local identity and lifestyle.....	20
OBJECTIVE 5: Live sustainably in a changing climate.....	24
OBJECTIVE 6: Provide infrastructure that meets community needs .....	28
Protecting our unique environment .....	33
OBJECTIVE 7: Preserve native bushland and biodiversity .....	33
OBJECTIVE 8: Maintain healthy rivers, beaches and waterways .....	35
OBJECTIVE 9: Transition to a circular economy .....	38
Delivering for our community.....	41
OBJECTIVE 10: Lead and advocate for our community.....	41
OBJECTIVE 11: Manage resources responsibly .....	43
OBJECTIVE 12: Provide great service .....	47
ANNEXURE A – Financial Estimates 2023/2027 .....	51



## 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.



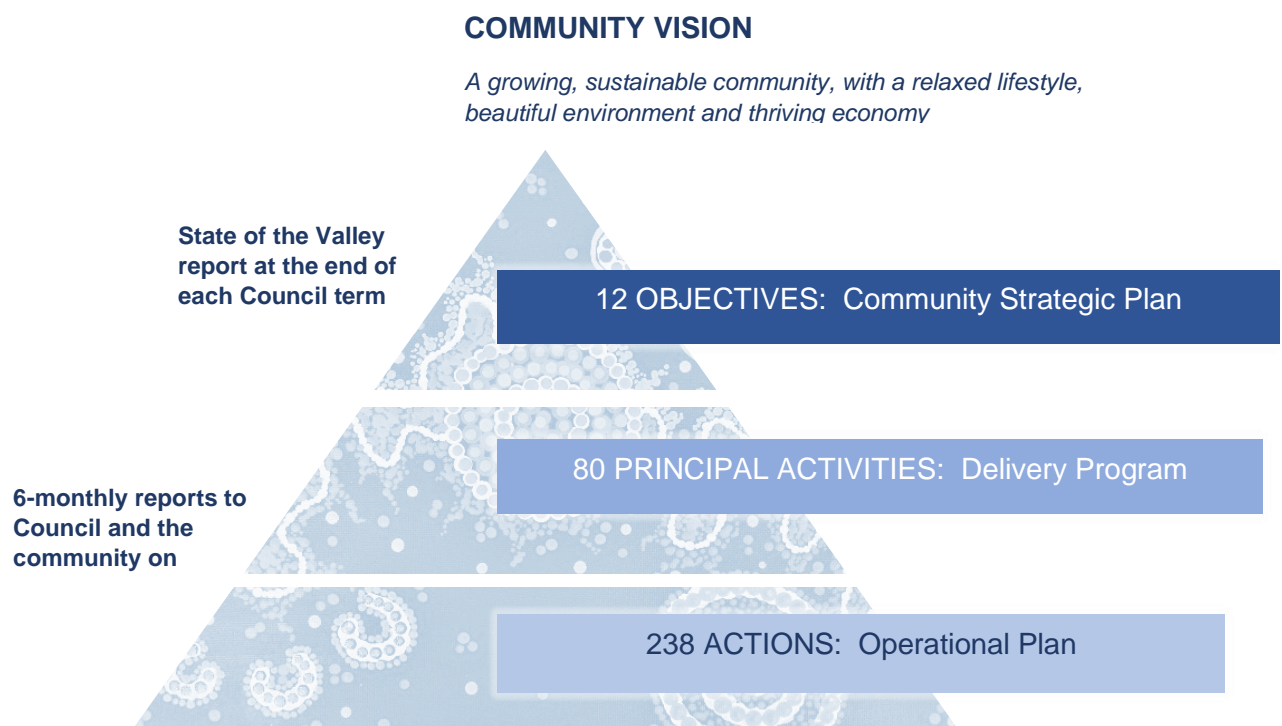
# Measuring success

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

Principal Activity 1A1: Restore and reconnect social infrastructure		Director Projects & Business Development	
Code	Action	Responsible officer	Measures
1A1.1	Finalise flood repairs to community buildings, sports fields, parks and cultural facilities	Coordinator Asset Management	Number of facilities repaired. Number of facilities awaiting repair
1A1.2	Provide support for flood-affected communities through Council's Recovery Team, community gatherings and events	Recovery Coordinator	Number of community events and gatherings held in flood-affected areas.
Principal Activity 1A2: Prepare long-term plans for Mid-Richmond villages		Director Community Service Delivery	
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	Mid-Richmond Place Plans completed by June 2024.
1A2.2	Seek funding to complete the Woodburn CBD upgrade	Grants Officer	Number of grants applied for Success of securing a grant/or internally funding
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	Options developed in consultation with stakeholders and community Draft proposal prepared Community consultation completed Final proposal endorsed Implementation plan developed.



Principal Activity 1B1: Deliver Disaster Recovery roadworks and water/sewer repairs		General Manager	
Code	Action	Responsible officer	Measure
1B1.1	Work with Transport for NSW to deliver the Disaster Recovery Funded repair program for roads, bridges and associated assets	Manager Infrastructure Services	DRFA funding is provided Works completed within required timeframes and scope
1B1.2	Complete Naughton's Gap landslip restoration	Manager Project Management Office	Geotechnical Design Report concurrence approval with Transport for NSW by July 2023. Design and construct Tender awarded by September 2023 Construction completed by September 2024
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	Staged geotechnical investigation completed and reviewed by August 2023 Monitor bore holes and equipment installed by September 2023 Final geotechnical report by December 2024 Grant applications prepared and funding secured
1B1.4	Finalise water and sewerage asset flood repairs and asset resilience works	Manager Infrastructure Services	Funding secured Program of works finalised. Completed within required timeframes and scope
Principal Activity 1C1: Continue to work with the Northern Rivers Reconstruction Corporation & other agencies to support regional recovery		General Manager	
Code	Action	Responsible officer	Measure
1C1.1	Enhance working relationships with the NRRC to receive updates and ensure planning and programs are integrated	General Manager	Number of advocacy/engagement activities Alignment of planning and programs
1C1.2	Seek grant funding for priority infrastructure betterment works	Manager Infrastructure Services	Grant funding sought
1C1.3	Advocate for continued flood recovery support for rural industries and local businesses	General Manager	Number of advocacy/engagement activities Funding/support secured

Code	Action	Responsible officer	Measure
1C1.4	Continue to advocate for environmental restoration works, including riverbank restoration	General Manager	Number of advocacy/engagement activities Funding/support secured

## 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

Principal Activity 2A1 Undertake long-term planning for the Valley's future		Director Community Service Delivery	
Code	Action	Responsible officer	Measures
2A1.1	Implement the Richmond Valley Growth Strategy and prepare/update supporting plans	Manager Development & Certification	Actions from the Richmond Valley Growth Strategy implemented Supporting plans drafted.
2A1.2	Prepare long-term strategies and advocacy plans for critical, built and social infrastructure within the valley	Coordinator Strategic Asset Planning and Property	Strategies and advocacy plans created by December 2023 with measurable action items and due dates allocated
2A1.3	Develop and deliver the Richmond Valley Water Management Strategy	Chief of Staff	Strategy is developed in consultation with relevant teams Completed within required timeframes and scope Public consultation completed Strategy endorsed by Council Implementation plan developed

Principal Activity 2A2: Develop and implement the Richmond Valley Masterplan		General Manager	
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	Steering committee formed Scoping completed and endorsed Draft Masterplan developed Public consultation completed Masterplan endorsed by Council
2A2.2	Promote the RV Masterplan to key government agencies, development authorities and investors	General Manager	Stakeholder engagement strategy developed for Masterplan Number of engagement/advocacy activities completed
Principal Activity 2A3: Deliver the Community Strategic Plan		General Manager	
Code	Action	Responsible officer	
2A3.1	Develop, deliver and report on Council's Delivery Program and Operational Plans.	Chief of Staff	Plans are completed/reviewed within required timeframes and scope Statutory reporting requirements are achieved on time and to required standard
2A3.2	Prepare the State of the Valley Report and lead the 2024 CSP review	Chief of Staff	State of the Valley report completed within statutory timeframes and scope Project plan for 2024 CSP review completed Review implemented within statutory timeframes and scope
Principal Activity 2B1 Activate the Richmond Valley Regional Jobs Precinct		Director Projects & Business Development	
Code	Action	Responsible officer	
2B1.1	Work with the NSW Government to finalise the RJP Masterplan and supporting planning amendments	Director Community Service Delivery	Public consultation completed Draft Masterplan exhibited. Strategy endorsed by Council
2B1.2	Activate Council-owned industrial lands in the RJP precincts and explore further opportunities for commercial development	Manager Property and Economic Projects	Number of Council lots developed and sold.

Code	Action	Responsible officer	
2B1.3	Work with Regional NSW to attract new investment to the RJP Precincts and Richmond Valley	Manager Property and Economic Projects	Number of DA's determined for which council have aided
Principal Activity 2C1 Increase educational opportunities		<b>Director Projects &amp; Business Development</b>	
Code	Action	Responsible officer	Measures
2C1.1	Advocate for increased trade and technical training options within the Richmond Valley	Manager Property & Economic Projects	Examples of where Council has provided input to support increased training opportunities.
2C1.2	Work with providers to improve university access and participation rates.	Manager Property & Economic Projects	Examples of where Council has provided input to improve access to university and increased participation rates.
Principal Activity 2C2 Grow Government-led services		<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	Review of existing government led service industries within the Richmond Valley completed by June 2024 Opportunities to advocate for increased government led service industries identified
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	Examples of where Council has worked with NSW Health to support increased services within the Richmond Valley.
<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	Council submission to draft strategy completed Steering group formed to support investigation of priority lands in RV Activation of residential land is achieved within required timeframes



Code	Action	Responsible officer	
2D1.2	Seek government funding for infrastructure to activate new housing areas	General Manager	Infrastructure servicing studies completed Funding application/advocacy undertaken Funding secured
2D1.3	Partner with the NSW Government to unlock residential opportunities on Crown Land	Manager Property and Economic Projects	Number of residential lots provided on crown land.
2D1.4	Complete development servicing plans and review development contributions plans	Manager Development & Certification	Development servicing plans developed in consultation with relevant teams Heavy Haulage review completed prior to June 2024.
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	Strategy is developed in consultation with relevant teams Public consultation completed Strategy endorsed by Council
2D2.2	Partner with Government and NGOs to deliver affordable, accessible housing	Manager Property and Economic Projects	Number of affordable housing options provided within the Richmond Valley.
2D2.3	Develop design guides and pilots for quality in-fill development	Manager Development & Certification	Guidelines developed in consultation with relevant stakeholders
<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	Construction including embellishments from June 2023 to December 2023 and finalised project report from December 2023 to June 2024

Code	Action	Responsible officer	
2E1.2	Upgrade the Rail Trail entry precinct and link to other local attractions and services	Manager Project Management Office	Manage heritage planning and construction by September 2023 Finalised construction by December 2023 Number of grant applications for further funding to link community pedestrian access to the Rail Trail as per PAMP
2E1.3	Work with Lismore City Council to deliver the Bentley – Lismore stage of the Trail	Manager Project Management Office	Number of interactions to support Lismore City Council to develop the Rail Trail from Bentley to South Lismore
2E1.4	Open opportunities for rail trail support services, tourism and associated businesses	Manager Community Connection	Rail Trail Partner Program established by July 2024
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	Equestrian construction (AGS Contract) managed completion of contract by March 2024 Completion of scope of works
2E2.2	Work with stakeholders to implement the Equine Centre business plan	Manager Property & Economic Projects	Number of measures within the Showground business plan implemented.
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	Complete works program by July 2023, to finalise the \$7m funding grant from Transport for NSW. Number of km designed for future works Number of grants applied for/internally funded
2E3.2	Commence pre-construction works to deliver a new Casino Sewage Treatment Plant and seek further funding	Manager Infrastructure Services	Funding secured Pre-construction works commenced

## 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	Measures
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	Number of waste businesses established in the Regional Jobs Precinct.
3A1.2	Support the establishment of renewable energy initiatives, such as solar farms and bioenergy	Manager Property & Economic Projects	Number of renewable energy proposals approved and/or developed.
Principal Activity 3A2: Strengthen supply chains for key manufacturing industries		<b>Director Projects &amp; Business Development</b>	
Code	Action	Responsible officer	Measures
3A2.1	Work with Regional NSW to Identify supply chains and value-add opportunities for key manufacturing industries	Manager Property & Economic Projects	Report completed to identify supply chains and value add opportunities
3A2.2	Work with businesses to fill supply chain gaps and encourage co-location	Manager Property & Economic Projects	Number of opportunities identified in supply chain analysis. Number of outcomes delivered.
3A2.3	Encourage growth in logistics industries to support local manufacturing and agriculture	Manager Property & Economic Projects	Number of logistical businesses supported and/or established

<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	Measures
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	Discover Richmond Valley Visitor Accommodation Strategy implemented.
3B1.2	Continue to develop Council's caravan park at Coraki for short-term visitor accommodation	Manager Community Connection	Five percent increase in seasonal bookings.
3B1.3	Provide more options for self-contained caravans and campers to stop overnight in the Richmond Valley	Coordinator Asset Management	Parcels of land available to allow for stop overs identified. Community consultation completed Funding sought/secured to develop sites Implementation of options available in conjunction with Community Connection
Principal Activity 3B2: Explore new opportunities for visitor experiences		<b>Director Community Service Delivery</b>	
Code	Action	Responsible officer	Measures
3B2.1	Review the Richmond Valley Destination Management Plan to align with State strategies and funding opportunities	Manager Community Connection	New Richmond Valley Destination Management Plan adopted by December 2023
3B2.2	Encourage new nature-based tourism and cultural experiences to diversify the visitor market	Manager Community Connection	Four nature-based tourism workshops held across the Richmond Valley
3B2.3	Continue to support Paddock to Plate experiences and explore opportunities to connect with Northern Rivers food trails	Manager Community Connection	Richmond Valley presence in annual Harvest Food Trail increased.

<b>3C: Support continued growth in service industries</b>			
Principal Activity 3C1: Identify key service industry growth areas		Director Projects & Business Development	
Code	Action	Responsible officer	Measures
3C1.1	Undertake a review of key service sectors in the Richmond Valley and identify gaps and opportunities	Manager Property & Economic Projects	Review completed. Service sector gaps and opportunities identified
3C1.2	Support integration of service industries in commercial and residential precincts	Manager Property & Economic Projects	Number of new service industries established in commercial and residential precincts
<b>3D: Support and protect agricultural enterprise</b>			
Principal Activity 3D1: Support emerging and value-add agricultural industries		Director Projects & Business Development	
Code	Action	Responsible officer	Measures
3D1.1	Encourage ag-tech industries to establish or relocate to the Richmond Valley	Manager Property & Economic Projects	Number of new ag-tech businesses assisted
3D1.2	Work with existing agricultural industries to identify value add opportunities, including agri-tourism	Manager Community connection	Audit of the supply of agritourism products in the RVC completed.
Principal Activity 3D2: Support continued productivity on significant agricultural lands		Director Community Service Delivery	
Code	Action	Responsible officer	Measures
3D2.1	Prepare a Rural Lands Strategy for the Richmond Valley	Manager Development & Certification	Strategy is developed in consultation with relevant teams and in conjunction with a review of the LEP.
3D2.2	Work with local producers to restore and enhance agricultural lands, including the importance of managing riparian zones.	Manager Sustainable Communities & Environment	Land managers engaged and funding opportunities sought.



Principal Activity 3D3: Establish the NRLX as the premier livestock exchange in northern NSW		Director Projects & Business Development	
Code	Action	Responsible officer	Measures
3D3.1	Implement NRLX Business Plan, including revenue model changes and ratify new Agency agreements	NRLX Redevelopment & Operations Manager	Business Plan action items successfully implemented with increase of revenue and numbers of cattle sold
3D3.2	Introduce new service-delivery model to exercise ownership and take responsibility for operations and work health safety assurance	NRLX Redevelopment & Operations Manager	New structure within NRLX business implemented and new staff employed. New staff trained in Council's Work Health and Safety procedures.
3D3.3	Seek funding for infrastructure upgrades at the NRLX facility, including rehabilitation of effluent ponds	Grants Officer	Grant application/s submitted. Further funding opportunities identified, as available
3D3.4	Reinvest in the Richmond Valley Agriculture Community with the introduction of a co-contribution scholarship program.	NRLX Redevelopment & Operations Manager	Co-contribution scholarship program implemented and first round held by June 2024
3D3.5	Upgrade NRLX website and Customer Relationship Management systems to improve feedback and client management	NRLX Redevelopment & Operations Manager	Updated website goes live. Number of visits to updated website as well as CRM's increased.

# 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	Measures
4A1.1	Continue to support NAIDOC Week celebrations and events and participate in inter-agency forums	Resilience & Community Grants Coordinator	Support for events provided Council represented at interagency forums
4A1.2	Work with local Aboriginal groups to develop cultural awareness programs and support local employment and youth programs	Resilience & Community Grants Coordinator	Support provided to develop programs
4A1.3	Partner with local people with disabilities to create a new Disability Inclusion Action Plan for the Richmond Valley	Chief of Staff	New Disability Inclusion Action Plan completed within statutory timeframes and in consultation with stakeholders Public consultation completed Plan endorsed
Principal Activity 4A2: Support and deliver local events and festivals		<b>Director Community Service Delivery</b>	
Code	Action	Responsible officer	Measures
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	Buckin By The Beach added to signature events support.

Code	Action	Responsible officer	Measures
4A2.2	Host and support local events, civic ceremonies and festivals to encourage community connection	Manager Community Connection	Number of events supported Increase in small, localised events organised by Community groups
4A2.3	Explore opportunities to promote public art and cultural activities	Manager Community Connection	Art On Bundjalung Market held in Evans Head.
4A2.4	Seek funding for upgrades to Casino Civic Hall to attract more touring performances	Grants Officer	Grant application/s submitted Further funding opportunities pursued as available
4A2.5	Continue the RVC community grants support programs	Resilience & Community Grants Coordinator	Community Financial Assistance Program offered twice a year. Grants provided to community groups
4A2.6	Continue the RVC community Event Support Scheme	Manager Community Connection	New tourism and/or cultural activity supported through the Event Support Scheme.
Principal Activity 4A3: Enhance local libraries to be culturally enriching and informative spaces		<b>Director Organisational Services</b>	
Code	Action	Responsible officer	Measures
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	Growth in number of program participants. Survey of participant satisfaction.
4A3.2	Maintain and enhance library spaces to provide greater opportunities to engage with the community	Manager Regional Library	Number of Community engagement events held. Members satisfaction survey
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	Growth in library collection Members satisfaction survey
4A3.4	Monitor emerging trends and developments in the provision of library user's access to technology	Manager Regional Library	Members satisfaction survey

<b>4B: Enhance the unique character of our towns and villages</b>			
Principal Activity 4B1: Implement community Place Plan actions		<b>Director Projects &amp; Business Development</b>	
Code	Action	Responsible officer	Measures
4B1.1	Develop a CBD masterplan for Casino	Manager Development & Certification	Masterplan is developed in consultation with relevant teams Draft Masterplan completed by June 2024.
4B1.2	Develop a CBD masterplan for Evans Head	Manager Development & Certification	Masterplan is developed in consultation with relevant teams Draft Masterplan completed by June 2024.
Principal Activity 4B2: Maintain town centres, local parks and cemeteries to a high standard		<b>Director Community Service Delivery</b>	
Code	Action	Responsible officer	Measures
4B2.1	Develop a new Cemeteries Management Strategy for the Richmond Valley and implement NSW cemeteries licensing requirements	Manager Sustainable Communities & Environment	Strategy is developed in consultation with relevant stakeholders Strategy endorsed by Council by February 2024
4B2.2	Develop and deliver integrated services for town centre maintenance, cleaning and safety improvements	Coordinator Open Spaces	Service levels achieved
4B2.3	Carry out regular park maintenance, regular safety inspections and improvements	Coordinator Open Spaces	Service levels achieved
<b>4C: Encourage healthy activities, community involvement and connection</b>			
Principal Activity 4C1: Provide well-maintained public recreation, sports facilities & swimming pools		<b>Director Projects &amp; Business Development</b>	
Code	Action	Responsible officer	Measures
4C1.1	Complete and commission Stage 1 of the Casino Memorial Pool upgrade and actively seek funding for Stage 2	Manager Project Management Office	Complete construction of stage 1 for opening to the public in September 2023 school holidays. Continue to advocate for further funding when opportunities arise for Stages 2 and 3
4C1.2	Maintain and upgrade Woodburn, Coraki and Evans Head swimming pools to meet community needs	Manager Project Management Office	Delivery of currently funded projects at Coraki Pool is finalised by October 2023. Pools are maintained to agreed standards

Code	Action	Responsible officer	Measures
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	Delivery program for funded works through project planning finalised by September 2023. Works program delivered by March 2024. Opportunities for further funding identified as they arise
4C1.4	Work with local sporting clubs to maintain and improve community sporting facilities and develop masterplans	Coordinator Asset Management	Number of interactions with sporting clubs Number of new masterplans created
4C1.5	Provide a range of community programs for young people at the Casino Indoor Sports Stadium	Manager Regional Library	Number of programs offered for youth
4C1.6	Complete design work for the Broadwater-Evans Head section of the "three-villages cycleway" and seek funding to construct the remaining stages.	Coordinator Asset Management	Complete survey and design of shared pathways and liaise with grants officer re suitable grant funding opportunities
Principal Activity 4C2: Provide safe family-friendly play spaces and outdoor meeting areas		<b>Director Projects &amp; Business Development</b>	
Code	Action	Responsible officer	Measures
4C2.1	Seek funding to install shade structures and shade areas in council playgrounds and parks	Grants Officer	Grant application/s submitted Continue to advocate for further funding when opportunities arise, ongoing
4C2.2	Work with the community to design creative, inclusive play spaces	Coordinator Asset Management	Number of playground inspections Number of play spaces designed
4C2.3	Encourage family entertainment and organised activities in outdoor spaces	Manager Community Connection	Two community movie nights held at the Casino Memorial Pool during summer. Eisteddfod held in Casino Civic Hall in 2024.



# 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

5A Improve community preparedness and response to natural disasters			
Principal Activity 5A1: Support regional disaster planning, response and recovery		Director Community Service Delivery	
Code	Action	Responsible officer	Measure
5A1.1	Support development of Regional Emergency Management and Recovery Plans	Director Community Service Delivery	Emergency Management Plans (EMPLAN and Recovery Plan) are reviewed and adopted.
5A1.2	Participate in regional and local emergency management arrangements and maintain the Regional Emergency Operations Centre	Director Community Service Delivery	Council represented at Local Emergency Management Committee, Recovery Committee, Community Resilience Network meetings The Northern Rivers Backbone EOC is maintained on standby to become operational when required.
5A1.3	Strengthen the role of Casino Aerodrome in regional emergency response	Director Community Service Delivery	Funding sought to deliver required upgrading of the Aerodrome
5A1.4	Advocate for improved natural disaster warning and communication systems	Director Community Service Delivery	Participation in programs and studies relating to communication and warning systems upgrades.

Principal Activity 5A2: Partner with agencies to deliver community education programs and resilience initiatives		<b>Director Community Service Delivery</b>	
Code	Action	Responsible officer	Measure
5A2.1	Implement a disaster preparedness community education program, including annual Get Ready information sessions, in consultation with local agencies	Recovery Coordinator	Disaster preparedness community education programs delivered.
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	Council support provided to the regional flood risk awareness program.
<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	Measure
5B1.1	Work with DPE to finalise the Richmond Valley flood study	Manager Development & Certification	Public consultation completed Study endorsed by Council
5B1.2	Seek funding to complete new Floodplain Risk Management Plans	Manager Development & Certification	Funding secured to deliver plans
Principal Activity 5B2: Implement the Richmond Valley Adverse Event Plan		<b>Director Community Service Delivery</b>	
Code	Action	Responsible officer	Measure
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	Adverse Event Plan Outstanding actions incorporated into existing strategic plans.
<b>5C Reduce our demand on natural resources</b>			
Principal Activity 5C1 Implement demand management programs to reduce water consumption		<b>Director Community Service Delivery</b>	
Code	Action	Responsible officer	Measures
5C1.1	Partner with Rous Water to deliver the regional demand management strategy and community education programs	Educator Sustainability & Environment	Number of community education programs supported

Code	Action	Responsible officer	Measures
5C1.2	Address water loss within Council's water networks, in partnership with Rous	Manager Infrastructure Services	Water loss assessed and prioritized Actions to address water loss developed
5C1.3	Continue to improve water efficiency at council parks and open spaces	Coordinator Open Spaces	Water efficiency opportunities identified Actions to improve water efficiency developed
5C1.4	Explore opportunities to improve water efficiency at council buildings and facilities	Educator Sustainability & Environment	Water efficiency options identified and costed Implementation plan developed
<b>5D: Provide cool, green spaces for our community</b>			
Principal Activity 5D1: Develop street-tree planting, shade and greening programs		<b>Director Community Service Delivery</b>	
Code	Action	Responsible officer	Measures
5D1.1	Develop a Community Greening Program to deliver 1000 additional trees, each year for the Richmond Valley	Manager Sustainable Communities & Environment	Community Greening Program developed by December 2023.
5D1.2	Develop an open spaces planting program for council facilities to add, replace and maintain shade trees and native plants	Coordinator Open Spaces	Vegetation Offset Initiative developed,
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	Meetings held with Landcare groups and related agencies.
<b>5E: Promote sustainable development</b>			
Principal Activity 5E1: Promote awareness of sustainability programs and options		<b>Director Community Service Delivery</b>	
Code	Action	Responsible officer	Measures
5E1.1	Promote programs for household energy and water efficiency	Educator Sustainability & Environment	Community engagement material developed to support the reduction of energy and water usage.

---

Code	Action	Responsible officer	Measures
5E1.2	Encourage sustainable urban design in greenfield residential development	Manager Development & Certification	Sustainable urban design principles are embedded in Council's strategic plans
5E1.3	Highlight innovation in housing design and emerging technologies	Manager Development & Certification	Engagement material developed and provided to stakeholders

# 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	Measures
6A1.1	Develop implement & review Asset Management Strategy, Plans and Policies	Coordinator Strategic Assets & Property	Asset Management Plans created, strategies and policies developed and implemented by December 2023
6A1.2	Develop a 3-year capital works program for asset renewals & upgrades	Coordinator Strategic Assets & Property	Program developed with priorities for asset renewals and upgrades determined.
6A1.3	Develop annual maintenance and inspection programs for council assets	Coordinator Strategic Assets & Property	Programs developed within required timeframes
<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	Measures
6B1.1	Seek funding for further upgrades to the Woodburn-Evans Head Rd) and Broadwater-Evans Head Rd	Grants Officer	Grant application/s submitted. Further funding pursued as opportunities arise



Code	Action	Responsible officer	Measures
6B1.2	Continue upgrades and flood resilience works on the Woodburn-Casino Rd	Manager Infrastructure Services	Funding applications and Essential Public Asset Restoration claims are submitted. Completed within agreed timeframes and scope
6B1.3	Work with neighbouring councils to upgrade and improve safety on Bentley Rd	Coordinator Asset Management	Number of safety initiatives implemented on Bentley Road
6B1.4	Work with Transport for NSW to maintain and improve State and Regional roads within the Richmond Valley	Coordinator Asset Management	Annual road repair program for TfNSW is developed. Coordinate with RVC Operations Foreman State Roads and Contract Services to implement road repairs and upgrades by December 2023.
<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	Measures
6C1.1	Seek funding to replace and upgrade Tatham Bridges on Woodburn-Casino Rd	Grants Officer	Grant application/s submitted.
6C1.2	Seek funding to upgrade the Broadwater Bridge	Grants Officer	Grant application/s submitted.
6C1.3	Deliver annual Capital Works Program on time and within budget	Manager Infrastructure Services	Capital Works budget projects are delivered on time and within budget.
6C1.4	Deliver annual maintenance inspection programs on time and within budget	Coordinator Asset Management	Maintenance program implemented within required timeframes and budget
6C1.5	Continue to deliver the Pedestrian Access and Mobility Plan	Coordinator Asset Management	Number of items delivered from PAMP
<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	Measures
6D1.1	Complete feasibility studies for Rileys Hill sewerage treatment	Manager Infrastructure Services	Studies completed.

Code	Action	Responsible officer	Measures
6D1.2	Commence planning for the Coraki STP upgrade	Manager Infrastructure Services	Preliminary planning works and approvals acquired within the required timeframes.
6D1.3	Complete development servicing plans for major greenfield residential release and seek funding to design and construct water/sewer infrastructure	Manager Infrastructure Services	Plans are developed Plans endorsed by Council Funding sought
<b>Principal Activity 6D2: Deliver water capital works program</b>		<b>Director Community Service Delivery</b>	
Code	Action	Responsible officer	Measures
6D2.1	Complete Casino raw water pump station upgrades, including PAC system renewal	Manager Infrastructure Services	Raw water pump station upgrades completed
6D2.2	Commence work on Casino Water Treatment Plant upgrade	Manager Infrastructure Services	WTP upgrade options assessment finalised in FY 23/24 Upgrade work commenced FY 23/24.
6D2.3	Complete annual water capital works program on time and within budget	Manager Infrastructure Services	Program completed within required timeframes and scope
<b>Principal Activity 6D3: Deliver quality water supply services</b>		<b>Director Community Service Delivery</b>	
Code	Action	Responsible officer	Measures
6D3.1	Review and update Drinking Water Quality Management System and maintain compliance with requirements	Manager Infrastructure Services	Review completed Compliance with requirements
6D3.2	Complete annual water asset inspection and maintenance programs, as per schedule	Manager Infrastructure Services	Annual water asset inspection and maintenance programs are completed within required timeframes and scope.

Principal Activity 6D4: Deliver sewer capital works program		Director Community Service Delivery	
Code	Action	Responsible officer	Measures
6D4.1	Commence Evans Head STP augmentation	Manager Infrastructure Services	Preliminary planning works and approvals for Stage 2 are secured within the required timeframes. Funding applications are submitted Additional funding is actively sought to deliver the upgrade.
6D4.2	Complete Rappville Sewerage Scheme construction	Manager Project Management Office	Project delivered in 2024
6D4.3	Work with NSW Government to deliver future solutions for Rileys Hill sewerage scheme	Manager Infrastructure Services	Rileys Hill sewerage scheme solutions developed and agreement secured from regulators
6D4.4	Deliver South Casino sewage transfer project	Manager Infrastructure Services	Deliver South Casino sewage transfer project on time and within budget.
6D4.5	Complete annual sewer capital works program on time and within budget	Manager Infrastructure Services	Program completed within required timeframes, scope and budget
Principal Activity 6D5: Manage our water/sewer business effectively		Director Community Service Delivery	
Code	Action	Responsible officer	Measures
6D5.1	Identify and manage water/sewer operational and business risks	Manager Infrastructure Services	Review of Business Continuity Plan completed Outstanding actions from the internal audit completed by June 2024.
6D5.2	Complete the inflow and infiltration strategy	Manager Infrastructure Services	Strategy completed and regularly revised due to its dynamic nature.
6D5.3	Commence catchment-based initiatives to reduce inflow and infiltration	Manager Infrastructure Services	Work commenced Completed within required timeframes and scope.

Code	Action	Responsible officer	Measures
6D5.4	Manage water and sewerage services within agreed performance standards	Manager Infrastructure Services	Service levels reviewed
6D5.5	Complete and implement water/sewer pricing review	Principal Accountant	Water/sewer charges review completed in accordance with the best pricing methodology New pricing structure finalised
<b>Principal Activity 6D6: Improve local stormwater and drainage networks</b>		<b>Director Community Service Delivery</b>	
Code	Action	Responsible officer	Measures
6D6.1	Seek funding to develop stormwater models for Mid-Richmond communities and complete risk management planning	Manager Infrastructure Services	Funding sought Models developed in consultation with relevant stakeholders
6D6.2	Complete the Casino Urban Stormwater Flooding Study and options assessment and seek funding to deliver the options	Manager Infrastructure Services	Casino Urban Stormwater Flooding Study is completed Funding sought
6D6.3	Continue to deliver stormwater drain maintenance programs throughout the Valley	Manager Infrastructure Services	Stormwater maintenance programs are completed in required timeframes and scope

# 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	Measures
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	Engagement tools developed including social media material supporting school and community groups
7A1.2	Work with government agencies to promote responsible land management programs	Manager Sustainable Communities & Environment	Agencies engaged on bushland and biodiversity management options. Programs developed with land managers and stakeholders.
<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	Measures
7B1.1	Continue to deliver the native flying fox habitat restoration program	Environment & Sustainability Officer	Flying fox habitat restoration program grant milestones are achieved.
7B1.2	Explore opportunities to enhance native fish habitat, in consultation with community groups	Manager Sustainable Communities & Environment	Agencies engaged and meetings attended. Achievements reported in the Sustainable Communities Strategy annual report.

Code	Action	Responsible officer	Measures
7B1.3	Continue to support North Coast koala habitat protection programs	Environmental Health Officer	Number of programs completed Increase in koala habitat.
<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	Measures
7C1.1	Seek funding to develop the Richmond Park Masterplan	Grants Officer	Grant application/s submitted
7C1.2	Work with local stakeholders to expand wetland precincts and incorporate Aboriginal knowledge and cultural practices	Manager Sustainable Communities & Environment	Engagement plan developed Options identified and consulted Number of activities/programs.

## 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

8A: Deliver a long-term sustainable water supply for the Richmond Valley			
Principal Activity 8A1: Secure Casino's water supply		Director Community Service Delivery	
Code	Action	Responsible officer	Measures
8A1.1	Finalise Casino water security options assessment	Manager Infrastructure Services	Casino Water Security Options Assessment Report completed within required timeframes and scope
8A1.2	Progress pre-construction planning and approvals for preferred water security option for Casino	Manager Infrastructure Services	Pre-construction planning and approvals for preferred water security option for Casino completed. .
8A1.3	Work with high water consumption industries to reduce demand on the Casino supply	Manager Sustainable Communities & Environment	Large users identified and an engagement plan developed Number of industries participating Water savings achieved
Principal Activity 8A2: Secure the Mid-Richmond's water supply		Director Community Service Delivery	
Code	Action	Responsible officer	Measures
8A2.1	Work with Rous Water to finalise water security options and upgrades for Mid-Richmond communities.	Manager Infrastructure Services	Support provided to Rous Completed within required timeframes and scope



<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	Measures
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	Meetings attended and participation reported along with achievements.
Principal Activity 8B2: Work with stakeholders to address water quality risks		<b>Director Community Service Delivery</b>	
Code	Action	Responsible officer	Measures
8B2.1	Undertake regular inspections of high-risk on-site sewerage management systems and support improved system performance	Environmental Health Officer	Number of inspections carried out per annum and application of improvement education and regulation as required.
8B2.2	Regulate and inspect as required underground petroleum storage systems (UPSS) and ensure compliance with regulations	Environmental Health Officer	Systems monitored and number of non compliances reported annually.
8B2.3	Support increased water quality monitoring of the Richmond River system and Evans River	Manager Sustainable Communities & Environment	Program is reviewed and any increased monitoring needs identified and reported.
8B2.4	Partner with rural property owners and agencies to improve riparian zones	Manager Sustainable Communities & Environment	Number of meetings attended and report funding sought where viable
8B2.5	Ensure compliance with Environmental Licenses for Council's water/sewer assets	Environment & Sustainability Officer	A licensed sites reviewed annually and non-compliances reported to the relevant manager/s.
<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	Measures
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	Grant application for river crossing from Barker Street to Queen Elizabeth Park is resubmitted

Code	Action	Responsible officer	Measures
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	Number of recreation / access options implemented
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	Measures
8C2.1	Work with the community through the Evans Head Place Plan project to identify further foreshore improvements	Coordinator Asset Management	Number of community consultations facilitated
8C2.2	Work with river users to identify opportunities to improve facilities and access to our rivers throughout the Valley	Coordinator Asset Management	Number of community consultations facilitated
Principal Activity 8C3: Maintain and protect local beaches		<b>Director Community Service Delivery</b>	
Code	Action	Responsible officer	Measures
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	Shared usage arrangements developed in consultation with relevant teams Public consultation completed Strategy endorsed by Council

## 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

9A: Develop long-term circular economy options			
Principal Activity 9A1: Develop and implement the Richmond Valley Circular Economy Strategy		Director Projects & Business Development	
Code	Action	Responsible officer	Measures
9A1.1	Analyse volumes and costings of all residual waste and recyclable materials in the Richmond Valley	Waste & Resource Recovery Manager	Develop a mass balance for all incoming and outgoing materials by July 2023, and a financial model by September 2023
9A1.2	Review existing resource recovery infrastructure and resources to optimize participation in the circular economy.	Waste & Resource Recovery Manager	Assessment of opportunities to deliver circular economy 10R outcomes using Council's existing assets to be undertaken by June 2024
9A1.3	Maximise recycling opportunities and manage costs by establishing more flexible materials contracts	Waste & Resource Recovery Manager	Review offtake arrangements for cardboard, metals and niche recyclates by March 2024. Where scope exists, establish more profitable arrangements by June 2024.
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	Conduct an options appraisal of future landfill and alternative waste treatment routes by December 2023

<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	Measures
9B1.1	Support and advocate for product stewardship requirements in Australia	Waste & Resource Recovery Manager	Support NEWaste and WMRR advocacy for product stewardship, ongoing. Establish opportunities to use Council assets and procurement support product stewardship schemes by April 2024
9B1.2	Continue community awareness programs to educate consumers on the circular economy, including waste minimization and recycling options	Waste and Resource Recovery Manager	Develop a circular economy community education strategy detailing programs and resources required by January 2024. Implement a kerbside contamination management protocol by January 2024 to encourage correct use of kerbside bins
9B1.3	Implement litter reduction programs	Waste and Resource Recovery Manager	Develop a litter reduction strategy detailing programs and resources required, and the role of public place bins and begin implementation by March 2024
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	Measures
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	Maintain relationships with NEWaste and member Councils focusing on identifying and exploring region circular economy opportunities Number of NEWaste meetings attended
9B2.2	Seek opportunities to increase the benefits from the Richmond Valley's organic waste streams	Waste & Resource Recovery Manager	Establish flexible mid-term arrangements for FOGO offtake by January 2024. Review the viability of a regional FOGO facility, possibly at the Casino RJP by June 2024

<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	Measures
9C1.1	Complete construction and commissioning of Cell 6 and associated works and optimise operational use.	Manager Project Management Office	Manage the construction program to deliver Cell 6A for operational use by December 2023. Continue to program stages 6B and 6C to match the usage and needs of Councils Waste Resource & Recovery services, review by March 2024
9C1.2	Undertake staged capping of Cells 1,2 3 & 4 as Cell 6 is commissioned	Waste & Resource Recovery Manager	Work with PMO to deliver works program to cap cells 1-4 as operational requirements see fit by December 2023
Principal Activity 9C2: Manage resource recovery facilities effectively		<b>Director Projects &amp; Business Development</b>	
Code	Action	Responsible officer	Measures
9C2.1	Ensure compliance with Environmental Licences and relevant legislation	Waste & Resource Recovery Manager	Review the Nammoona licence by December 2023 and measure the level of compliance
9C2.2	Improve recovery rates at both the Nammoona and Evans Head Resource Recovery Facilities	Waste & Resource Recovery Manager	Determine current recovery rates and establish targets for improvement by September 2023
9C2.3	Complete and implement Site Masterplans for both the Nammoona and Evans Head Resource Recovery Facilities	Waste & Resource Recovery Manager	Finalise Masterplans for both sites by December 2023
9C2.4	Undertake a review of RVCs decommissioned waste facilities to optimise maintenance requirements and economics	Waste & Resource Recovery Manager	Review is completed and opportunities to optimise costs at each site identified, having regard to EPA licence surrender requirements Number of reuse initiatives for decommissioned sites
Principal Activity 9C3: Manage kerbside collection services effectively		<b>Director Projects &amp; Business Development</b>	
Code	Action	Responsible officer	Measures
9C3.1	Maintain and upgrade waste collection fleet	Waste & Resource Recovery Manager	Fully commission the new street bin truck within one month of accepting delivery
9C3.2	Continue to explore opportunities to improve collection services in unserved areas of Richmond Valley	Waste & Resource Recovery Manager	Review possible collection for Rappville / Ellangowan Road loop by October 2023 Review collection runs/days to allow incorporation of future run expansions by October 2023

# 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		Director Community Service Delivery	
Code	Action	Responsible officer	Measures
10A1.1	Complete a new Council Community Engagement Strategy by December 2023	Manager Community Connection	Our Big Conversation, a whole-of-business community engagement framework, adopted at the December Council meeting.
10A1.2	Continue to work with community and business advisory groups and develop an ongoing program of listening tours and engagement	Manager Community Connection	Stakeholders surveyed to determine if they are getting appropriate information when it's expected.
10A1.3	Keep the community up to date with information through social media, newsletters, Council's website and other media	Manager Community Connection	Updates are provided within required timeframes Appropriate strategies to remove barriers to poor communication developed and implemented.

<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	Measures
10B1.1	Maintain Council's grants program and actively seek funding for strategic priorities	Grants Officer	Quarterly workshop with Executive to review unfunded projects Monitor opening grants and prepare brief for Executive Pulse used for grant approvals Grant application/s submitted Further funding opportunities identified
10B1.2	Build positive working relationships with local members of parliament and government agencies to support advocacy	General Manager	Number of engagement/advocacy activities
10B1.3	Participate in Northern Rivers Joint Organisation initiatives and advocate for regional priorities	General Manager	Attendance at NRJO meetings and GMAC Participation in joint initiatives
<b>10C: Lead with integrity</b>			
Principal Activity 10C1: Provide representative and accountable community governance		<b>Director Organisational Services</b>	
Code	Action	Responsible officer	Measures
10C1.1	Ensure Council meetings are accessible to the public and continue to provide live-streaming services	Director Organisational Services	Live-streaming of each Council meeting with notification of meeting dates made public.
10C1.2	Prepare a Councillor learning and development program and support councillors to undertake professional development	Governance Coordinator	Learning and development program prepared Number of training events attended
10C1.3	Ensure Richmond Valley Council complies with legislative requirements and processes	Governance Coordinator	Legislative requirement timelines and processes met
10C1.4	Report annually to the community on Council's performance, in accordance with legislation	Governance Coordinator	Annual Report to be completed within legislated timeframe; together with six-monthly Delivery Program Progress Reports.



# 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	Measures
11A1.1	Prepare and implement Council's Long Term Financial Plan	Principal Accountant	Council's LTFP is reviewed and adopted by Council in June each year.
11A1.2	Maintain Council's investment portfolio in accordance with requirements and aim for the best long-term benefit for the community	Principal Accountant	Council's investments are made in accordance with Council's Investment Policy and reported to Council on a monthly basis
11A1.3	Provide regular reports to Council on financial performance and ensure compliance with requirements for external audit	Principal Accountant	Quarterly Budget Reviews and monthly financial analysis reports adopted within legislated timeframes.
11A1.4	Implement and monitor Council's Anti-Fraud and Corruption strategy and ensure staff receive regular training in requirements	Governance Coordinator	Review of Plan in line with review requirements. Implementation of training on a two-yearly basis

Principal Activity 11A2: Strengthen procurement systems		Director Organisational Services	
Code	Action	Responsible officer	Measures
11A2.1	Manage Council's procurement function to ensure probity, value for money and support for local businesses	Coordinator Fleet & Procurement	All procurement to be undertaken in line with Councils Procurement Policy and Procedure
11A2.2	Improve customer service in council stores through enhanced technology	Coordinator Fleet & Procurement	Deliver bar code scanning at store counters.
Principal Activity 11A3: Maintain efficient rating and revenue systems		Director Organisational Services	
Code	Action	Responsible officer	Measures
11A3.1	Maintain an equitable rating structure that supports agreed levels of service for the community	Revenue Coordinator	Councils rating structure is evenly distributed across all four rating categories
11A3.2	Manage debt recovery services in accordance with Council's policies	Revenue Coordinator	Decrease in Council's Outstanding Debt.
<b>11B: Strengthen Council's role as a leading local employer</b>			
Principal Activity 11B1: Implement the Richmond Valley Council Workforce Management Strategy		Director Organisational Services	
Code	Action	Responsible officer	Measures
11B1.1	Ensure a safe, inclusive and diverse workforce	Manager People & Culture	Reduction in lost time Injuries specifically in mental health lost time, diversity in line with regional statistics and inclusiveness aligned with ABS data
11B1.2	Work collaboratively to address labour market and regional challenges in attracting and retaining skilled workers	Manager People & Culture	Decrease in staff turnover
11B1.3	Undertake regular staff development days, leadership programs and training	Manager People & Culture	Training plan targets for personal and professional development are met

Principal Activity 11B2: Continue to provide local employment schemes and development opportunities		Director Organisational Services	
Code	Action	Responsible officer	Measures
11B2.1	Continue to offer Council's Youth Employment Scheme, cadetships and Try a Trade programs and encourage local participation.	Manager People & Culture	Equal to or greater intake of YES and Try a Trade program trainees into the workforce year on year.
<b>11C: Manage organisational risks responsibly</b>			
Principal Activity 11C1: Implement Richmond Valley Council's Enterprise Risk Management Framework		General Manager	
Code	Action	Responsible officer	Measures
11C1.1	Develop annual risk management programs in response to the ERMF key focus areas and identified risks	Chief of Staff	Risk management programs are developed in consultation with relevant managers within required timeframe Program implementation plan completed Implementation monitored and results reported to Internal Audit Committee
11C1.2	Maintain current risk registers, policies and procedures	Governance Coordinator	Relevant registers to be kept and updated per review schedules.
11C1.3	Support the operation of Council's Internal Audit and Risk Committee and undertake internal audit program	Principal Accountant	Council's IARC meet as per the executed Internal Audit Plan.
11C1.4	Maintain adequate insurance coverage to support Council's operations	Governance Coordinator	Risks adequately insured via relevant insurance policies
<b>11D: Improve the sustainability of Council's operations</b>			
Principal Activity 11D1: Use energy and resources more efficiently in council operations		Director Community Service Delivery	
Code	Action	Responsible officer	Measures
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	Review of sustainable options and savings potential completed. Funding opportunities identified

Code	Action	Responsible officer	Measures
11D1.2	Investigate options to include electric vehicles as part of Council's fleet	Coordinator Fleet & Procurement	Trial of electric fleet vehicle completed Recommendations on increasing electric vehicles in fleet provided
11D1.3	Encourage the use of sustainable building materials and energy/water efficient fittings/appliances in council projects	Educator Sustainability and Environment	Council project procurement opportunities are reviewed and reported to relevant internal stakeholders
11D1.4	Reduce consumption of resources and encourage recycling at council facilities	Educator Sustainability and Environment	Funding sought to create and promote regional programs.
<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	Measures
11E1.1	Explore options for commercial investment and land development	Manager Property & Economic Projects	Investment opportunities pursued and land development projects are providing a financial return to Council whilst assisting in the adequate supply of land to meet the community's needs.
11E1.2	Manage Council-owned quarries efficiently	Waste and Resource Recovery Manager	Monitor operator performance against contracts every quarter. Benchmark Council royalties against comparable quarries by December 2023
11E1.3	Manage commercial leases and agreements efficiently	Coordinator Strategic Asset Planning and Property	Commercial leases reviewed to bring rental agreements in line with commercial remuneration.

# 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

12A Provide a high standard of customer service			
Principal Activity 12A1: Implement Council's Customer Service Charter		Director Community Service Delivery	
Code	Action	Responsible officer	Measures
12A1.1	Provide information to the community on customer service standards and expectations	Manager Customer Experience	Customer service standards and expectations reviewed at commencement of each new Council term.
12A1.2	Continue to explore opportunities for on-line customer services	Manager Customer Experience	Online customer payment portal developed in line with the 3-year I.T. Strategy.
12A1.3	Provide regular reports to Council on performance against Customer Service benchmarks	Manager Customer Experience	Service levels and performance monitored and reported quarterly to Council

<b>12B Deliver consistent regulatory and compliance services</b>			
<b>Principal Activity 12B1: Provide transparent and timely development assessment and planning services</b>		<b>Director Community Service Delivery</b>	
Code	Action	Responsible officer	Measures
12B1.1	Continue to support flood-affected communities to rebuild and repair homes and businesses and improve flood resilience	Manager Development & Certification	Development Applications for flood affected properties are prioritised Requests to waiver contributions are responded to in a timely manner.
12B1.2	Support applicants to understand regulatory requirements and prepare quality applications, through the Development Concierge Service	Manager Customer Experience	Quarterly report provided to Council detailing the deliverables of the Concierge Service
12B1.3	Maintain benchmarks for development assessment and certification times	Manager Development & Certification	Application processing times reviewed Required changes to process implemented Council provided with monthly reports
12B1.4	Provide quality development inspection and certification services	Manager Development & Certification	Professional services are delivered within agreed service levels whilst ensuring compliance with legislative requirements and standards.
12B1.5	Manage statutory processes efficiently	Manager Development & Certification	Processes reviewed Required changes implemented
<b>Principal Activity 12B2: Provide community-focused Ranger and regulatory services</b>		<b>Director Community Service Delivery</b>	
Code	Action	Responsible officer	Measures
12B2.1	Manage companion animal services and stock impounding safely and effectively	Team Leader Regulatory Services	CRM's are actioned within service levels. Complete the upgrade to the animal shelter to improve animal welfare and work place health and safety of the site
12B2.2	Maintain and upgrade Council's animal pound	Manager Development & Certification	Animal shelter upgrade completed

Code	Action	Responsible officer	Measures
12B2.3	Undertake regulatory public safety operations	Team Leader Regulatory Services	Public safety operations undertaken
12B2.4	Provide community education on regulatory requirements and responsibilities to support public safety	Team Leader Regulatory Services	Community education programs developed and delivered
Principal Activity 12B3: Maintain public health and safety inspections requirements		<b>Director Community Service Delivery</b>	
Code	Action	Responsible officer	Measures
12B3.1	Undertake food safety inspections in accordance with requirements	Manager Sustainable Communities and Environment	Number of inspections reported annually in accordance with the Food regulation Partnership with NSW Food Authority agreement.
12B3.2	Continue to undertake public swimming pool monitoring program	Manager Sustainable Communities and Environment	Public swimming pool monitored and non-compliances reported in accordance with NSW Health guidelines.
12B3.3	Undertake health inspections at local businesses, as required	Manager Sustainable Communities and Environment	Registers are maintained and businesses monitored in accordance with legislation.
<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	Measures
12C1.1	Implement the Information Technology Strategy to improve access to information in the field	Manager Information & Technology Services	Information Technology operational program is delivered, as defined in the ICT Strategy.



Code	Action	Responsible officer	Measures
12C1.2	Strengthen cyber-security, increase workforce awareness and utilize new technologies to improve safety and efficiency	Manager Information & Technology Services	Progress against the Australian Cyber Security Centre Essential 8 Strategies to Mitigate Cyber Security Incidents measured by annual review.
<b>Principal Activity 12C2: Provide efficient corporate support services</b>		<b>Director Organisational Services</b>	
Code	Action	Responsible officer	Measures
12C2.1	Manage records effectively and ensure compliance with legislative requirements	Manager Information & Technology Services	Recordkeeping requirements are met, as defined in NSW legislation.
12C2.2	Maintain Councils Corporate Information Systems and ensure they are kept up to date	Manager Information & Technology Services	Corporate Information Systems are maintained and meet NSW legislative requirements.
<b>Principal Activity 12C3: Provide efficient operational support services</b>		<b>Director Community Service Delivery</b>	
Code	Action	Responsible officer	Measures
12C3.1	Maintain and manage Council's work depots efficiently	Manager Infrastructure Services	Maintenance and service standards are achieved
12C3.2	Provide efficient workshop and fabrication shop services	Manager Infrastructure Services	Service standards are achieved
12C3.3	Complete masterplans for Coraki and Evans Head depots	Coordinator Project Development and Design	Masterplans completed by July 2023
12C3.4	Seek funding to deliver improvements to depots in accordance with adopted masterplans	Grants Officer	Number of grant applications submitted

# ANNEXURE A – Financial Estimates 2023/2027

**Richmond Valley Council Operational Plan 2023/2024 including Forward Financial Estimates**  
**Table of Contents**

Table of Contents	Page
Budget Summary and Cash Result	4
<b>1 Strengthening our role in the region</b>	
Budget Summary	5
1 Rebuild and reconnect our communities	
Recovery	6
2 Establish the Richmond Valley as a regional growth centre	
Economic Development	7
Real Estate Development	8
Strategic Planning	9
3 Grow and diversify our economy	
Tourism	10
Northern Rivers Livestock Exchange	11-12
<b>2 Creating great places to live</b>	
Budget Summary	13
4 Celebrate our local identity and lifestyle	
Festivals and Events	14
Libraries	15
Community Programs and Grants	16
Sports Grounds, Parks and Facilities	17-20
Community Centres and Halls	21-22
Swimming Pools	23
Cemeteries	24
5 Live sustainably in a changing climate	
Planning & Development Services	25-26
Emergency Management	27-28
6 Provide infrastructure that meets community needs	
Building and Maintaining Roads	29-32
Stormwater Management	33
Water Supplies	34-35
Sewerage Services	36-38
Engineering Support & Asset Management	39-40
<b>3 Protecting our unique environment</b>	
Budget Summary	41
7 Preserve native bushland and biodiversity	
Environmental Health	42
8 Maintain healthy rivers, beaches and waterways	
Environmental Management	43
9 Manage waste responsibly	
Waste Management	44-45
<b>4 Delivering for our community</b>	
Budget Summary	46
10 Lead and advocate for our community	
Governance & Advocacy	47-48
Community Connection	49
11 Manage resources responsibly	
Financial Services	50
People & Culture	51-52
Work Health & Safety	53
Fleet Management	54
Quarries	55-56
Private Works	57
12 Provide great service	
Customer Service	58
Information Technology Services	59
Capital Revenue	60-63
Capital Works Program	64-72
Restricted Assets Schedule	73-74

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

Budget Summary and Cash Result

Original Budget 2022/2023	Revised Budget 31-Mar-23	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	31,928,006			Creating great places to live	4.7%	28,757,382	29,902,296	31,101,639	31,966,239
8,502,756	16,982,832			Protecting our unique environment	6.7%	9,070,837	9,450,487	9,763,614	10,026,872
29,813,871	34,666,269			Delivering for our community	6.1%	31,629,560	32,542,741	33,397,882	34,275,555
67,975,115	86,135,633			Total Operating Revenue	7.1%	72,799,263	75,369,070	77,938,809	79,654,207
				Operating Expenditure					
3,991,817	4,041,744			Strengthening our role in the region	18.4%	4,724,689	4,326,817	4,401,129	4,466,172
47,626,143	52,918,145			Creating great places to live	5.8%	50,384,335	51,832,299	53,171,529	55,043,712
9,707,451	15,418,019			Protecting our unique environment	7.4%	10,428,167	10,775,554	10,927,332	11,172,353
8,498,593	8,785,030			Delivering for our community	4.6%	8,890,220	9,372,740	9,408,066	9,668,639
69,824,004	81,162,937			Total Operating Expenditure	6.6%	74,427,411	76,307,409	77,908,056	80,350,875
(1,848,889)	4,972,695			Operating Result before Capital Grants and Contributions	-11.9%	(1,628,147)	(938,339)	30,754	(696,668)
23,196,094	33,980,145			Add: Capital Revenue					
				Capital Grants & Contributions	-40.5%	13,803,759	7,165,263	37,385,273	9,191,543
21,347,205	38,952,839			Operating Result including Capital Grants and Contributions	-43.0%	12,175,612	6,226,924	37,416,027	8,494,875
				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	160.0%	2,600,000	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	52,800,316			Asset Acquisition	-13.3%	43,878,654	33,088,603	60,152,705	46,096,527
3,417,398	3,377,756			Loan Repayments	5.3%	3,599,103	3,891,584	3,428,170	3,067,582
(9,951,754)	2,451,996			Cash Surplus/(Deficit)	4.2%	(10,371,013)	(4,024,743)	203,447	4,754,648
				Equity Movements					
(10,209,539)	2,164,736			Restricted Funds - Increase/(Decrease)	3.7%	(10,583,587)	(4,138,102)	(106,040)	4,437,961
257,785	287,260			Working Funds - Increase/(Decrease)	-17.5%	212,574	113,359	309,487	316,687

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-Mar-23	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	5.2%	536,929	554,971	553,584	553,760
532,448	532,448			Real Estate Development	6.2%	565,268	574,243	579,141	585,279
38,645	67,973			Strategic Planning	388.1%	188,645	38,645	38,645	38,645
371,194	379,996			Tourism	-0.5%	369,212	409,980	390,249	430,802
2,119,961	2,119,961			Northern Rivers Livestock Exchange	24.8%	2,645,316	2,748,978	2,839,510	2,857,686
3,991,817	4,041,744			Total Operating Expenditure	18.4%	4,724,689	4,326,817	4,401,129	4,466,172
(1,795,859)	(1,483,217)			Operating Result - Surplus/(Deficit)	-23.0%	(1,383,205)	(853,271)	(725,455)	(1,080,631)
(1,265,170)	(952,528)			Operating Cash Result - Surplus/(Deficit)	-33.7%	(839,410)	(296,042)	(154,455)	(495,516)
				Capital Movements					
				Add: Capital Grants and Contributions		4,995,300	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		1,457,007	2,990,287	303,873	0
				Less: Capital Expenditure		8,466,958	6,100,000	2,800,000	2,150,000
				Less: Loan Repayments		586,092	609,383	264,560	275,262
				Less: Transfer to Reserves		601,347	1,027,763	1,254,115	3,278,830
				Program Cash Result - Surplus/(Deficit)		(866,273)	(904,201)	(917,457)	(952,972)

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-Mar-23	Project	Activity	Description	Original Budget % +/-	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027
210,000 0	210,000 0	250077 250080	0550 0590	Operating Revenue  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
210,000 209,319	210,000 209,319	250077 250081	Various Various	Operating Expenditure  Community Recovery Coordinator (Resilience NSW) Recovery Team (OLG Funded)	0.0% 0.0%	210,000 209,319	0 0	0 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-Mar-23	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	247,476	170010	3025	Economic Development Expenditure	2.2%	263,259	271,446	279,137	277,055
				Economic Development Initiatives					
21,000	31,000	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	9.1%	251,170	261,025	267,228	275,205
510,250	522,047			Total Operating Expenditure	5.2%	536,929	554,971	553,584	553,760
(510,250)	(166,104)			Operating Result - Surplus/(Deficit)	5.2%	(536,929)	(554,971)	(553,584)	(553,760)
(510,250)	(166,104)			Operating Cash Result - Surplus/(Deficit)	5.2%	(536,929)	(554,971)	(553,584)	(553,760)
				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)		(505,929)	(523,971)	(537,865)	(553,760)



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-Mar-23	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%	119,150	122,478	125,880	129,120
				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	10.9%	371,211	384,891	394,762	406,400
1,333	1,333	182990	3999	Depreciation	2.5%	1,366	1,400	1,435	1,471
532,448	532,448			Total Operating Expenditure	6.2%	565,268	574,243	579,141	585,279
(532,448)	(532,448)			Operating Result - Surplus/(Deficit)	6.2%	(565,268)	(574,243)	(579,141)	(585,279)
(531,115)	(531,115)			Operating Cash Result - Surplus/(Deficit)	6.2%	(563,902)	(572,843)	(577,706)	(583,808)
				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		352,685	2,959,287	288,154	0
				Less: Asset Acquisition		2,767,500	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	2,196,881
				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-Mar-23	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
0	0	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-Mar-23	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	11.0%	182,652	188,855	194,422	200,155
				Visitor Information Centres					
44,865	44,865	170250	3025	Casino	4.5%	46,863	48,323	49,823	51,375
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	-0.5%	369,212	409,980	390,249	430,802
(330,780)	(339,582)			Operating Result - Surplus/(Deficit)	5.3%	(348,185)	(368,323)	(367,943)	(387,828)
(317,040)	(325,842)			Operating Cash Result - Surplus/(Deficit)	5.4%	(334,199)	(354,085)	(353,447)	(373,067)
				Capital Movements					
				Add: Capital Grants & Contributions		4,800,000	0	0	0
				Add: Loan Funds Used		0	0	0	0
				Add: Asset Sales		0	0	0	0
				Add: Transfer from Restricted Assets		714,003	0	0	0
				Less: Asset Acquisition		5,514,003	0	0	0
				Less: Loan Repayments		0	0	0	0
				Less: Transfer to Restricted Assets		0	0	0	0
				Program Cash Result - Surplus/(Deficit)		(334,199)	(354,085)	(353,447)	(373,067)

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-Mar-23	Project	Activity	Description	Original Budget % +/-	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027
10,000	10,000	190010	0020	Operating Revenue	50.0%	15,000	15,000	15,000	15,000
28,435	28,435	190010	0795	Advertising Fees	-35.7%	18,271	8,008	0	0
77,101	77,101	190010	1180	LIRS Subsidy	3.0%	79,414	81,796	84,250	86,778
47,727	47,727	190010	1270	Rental Income	40.0%	66,818	66,818	66,818	68,823
104,650	104,650	190010	1275	Agents Business Licence Fees	168.9%	281,400	288,000	286,000	253,000
1,351,236	1,351,236	190010	1300	Agents Business Usage Fees	-6.8%	1,260,000	1,440,000	1,560,000	1,380,000
2,000	2,000	190010	1310	Cattle Fees	3.0%	2,060	2,122	2,186	2,252
7,500	7,500	190010	1320	Holden Pens	166.7%	20,000	20,600	21,218	21,855
6,000	6,000	190010	1322	Transit Fees	82.5%	10,950	11,279	11,617	11,966
3,000	3,000	190010	1330	Vendor Fee Stocklive Streaming	3.0%	3,090	3,183	3,278	3,376
20,000	20,000	190010	1340	No Sale Fees	3.0%	20,600	21,218	21,855	22,511
5,000	5,000	190010	1348	Other Fees	3.0%	5,150	5,305	5,464	5,628
4,305	4,305	190010	1350	Recycled Materials	258.9%	15,450	15,914	16,391	16,883
160,000	160,000	190010	1355	Special Stud Fees	3.0%	164,800	169,744	174,836	180,081
106,090	106,090	190010	1370	Sale of Biosolids	3.0%	109,273	112,551	115,928	119,406
0	0	190010	3705	Washdown Fees	0.0%	5,681	5,851	6,027	6,208
0	0	190010	New	Emergency Tags	0.0%	472,500	540,000	585,000	517,500
0	0	190010	New	Livestock Management	0.0%	367,500	420,000	455,000	402,500
0	0	190010	New	Delivery Fee	0.0%	180,000	192,000	210,000	216,300
0	0	190010	New	Feeding of Livestock	0.0%				
1,933,044	1,933,044			Total Operating Revenue	60.3%	3,097,957	3,419,389	3,640,868	3,330,067
111,074	111,074	190010	3025	Operating Expenditure	3.3%	114,710	118,288	121,614	125,033
180,020	180,020	190010	3185	Administration Expenses	4.4%	187,921	194,396	200,176	206,127
7,040	7,040	190010	3190	Employee Costs	4.2%	7,337	7,583	7,806	8,035
2,000	2,000	190010	3260	Employee Costs - Team Meetings	2.5%	2,050	2,101	2,154	2,208
36,648	36,648	190010	3270	Fire Safety Inspections	2.7%	37,645	38,617	39,599	40,606
28,409	28,409	190010	3330	Fleet Expenses	4.5%	29,701	30,947	32,251	33,168
2,500	2,500	190010	3370	Internal Expenses	2.5%	2,563	2,627	2,693	2,760
10,035	10,035	190010	3375	M & R - Air Conditioner	7.7%	10,811	11,835	13,247	15,260
8,000	8,000	190010	3385	M & R - Buildings	2.5%	8,200	8,405	8,615	8,830
64,940	64,940	190010	3395	M & R - Equipment	3.6%	67,303	69,372	71,306	73,295
2,071	2,071	190010	3405	M & R - Grounds	2.5%	2,123	2,176	2,230	2,286
142,119	142,119	190010	3455	M & R - Other Structures	7.1%	152,249	157,682	163,331	169,206
75,000	75,000	190010	3701	Operating Expenses	2.5%	76,875	78,797	80,767	82,786
51,824	51,824	190010	3710	Biosolids Expenses	3.0%	53,383	54,854	56,296	57,777
18,450	18,450	190010	3711	Effluent Area Expenses	2.5%	18,911	19,384	19,869	20,366
306,361	306,361	190010	3715	Effluent & Soil Sampling	2.6%	314,407	323,461	332,164	341,102
51,763	51,763	190010	3717	General Operations, M & R	2.5%	53,057	54,383	55,743	57,137
114,250	114,250	190010	3718	Soft Flooring Material	4.5%	119,391	123,570	127,278	131,096
66,400	66,400	190010	3719	Store Sales Computer & Gate Operator	34.8%	89,488	92,517	93,471	95,690
30,200	30,200	190010	3720	Store Sales Pre Sale Scanning's	4.5%	31,559	32,664	33,644	34,653
15,000	15,000	190010	3722	Vendor Declaration System	2.5%	15,375	15,759	16,153	16,557
37,705	37,705	190010	3790	Stocklive Streaming	2.8%	38,748	39,769	40,791	41,838
5,020	5,020	190010	4313	Truckwash Area Expenses	40.8%	7,070	7,258	7,456	7,660
0	0	190010	4317	Weed Control	0.0%	5,000	5,158	5,309	5,465
				Vegetation Control for Fire Management					

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-Mar-23	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	4.5%	5,205	5,388	5,548	5,717
				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	8.8%	201,212	208,147	213,223	219,277
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	24.8%	2,645,316	2,748,978	2,839,510	2,857,686
(186,917)	(186,917)			Operating Result - Surplus/(Deficit)	-342.2%	452,641	670,411	801,358	472,381
328,699	328,699			Operating Cash Result - Surplus/(Deficit)	198.5%	981,084	1,212,002	1,356,427	1,041,264
				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		601,347	1,027,763	1,254,115	1,081,949
				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-Mar-23	Project	Activity	Description	Original Budget % +/-	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027
23,988	366,089			Operating Revenue					
1,391,857	1,391,857			Festivals and Events	319.8%	100,708	103,729	106,840	110,045
0	10,692			Libraries	5.0%	1,461,883	1,498,458	1,539,327	1,581,322
269,270	338,021			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	1,331,454			Planning & Development Services	3.0%	725,908	747,685	770,118	793,221
5,825,317	9,689,217			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	7,627,114			Stormwater	0.5%	205,277	206,303	207,334	208,371
9,649,939	9,652,939			Water Supplies	2.3%	7,793,053	8,181,440	8,589,215	8,847,686
31,103	132,278			Sewerage Services	6.0%	10,228,694	10,734,805	11,266,174	11,604,876
				Engineering Support & Asset Management	2.6%	31,901	32,724	33,570	34,442
27,462,530	31,928,006			Total Operating Revenue	4.7%	28,757,382	29,902,296	31,101,639	31,966,239
319,773	405,860			Operating Expenditure					
2,461,911	2,461,911			Festivals and Events	8.5%	346,873	356,274	365,190	375,108
186,836	197,528			Libraries	4.7%	2,577,196	2,650,152	2,720,127	2,792,269
3,611,142	3,610,042			Community Programs and Grants	20.0%	224,279	231,427	237,721	244,415
908,516	917,510			Sports Grounds, Parks and Facilities	5.3%	3,802,326	3,908,410	4,008,444	4,115,975
1,072,835	1,072,835			Community Centres and Halls	1.6%	923,110	949,788	976,001	1,004,067
404,767	404,767			Swimming Pools	19.7%	1,283,908	1,304,381	1,323,561	1,344,340
2,897,121	2,974,744			Cemeteries	4.6%	423,236	436,322	448,355	460,791
2,259,392	2,740,725			Planning & Development Services	7.9%	3,124,777	3,182,324	3,273,038	3,369,589
17,214,008	21,697,454			Emergency Management	20.1%	2,713,175	2,780,137	2,847,892	2,917,693
957,397	967,397			Building and Maintaining Roads	3.3%	17,777,366	18,243,891	18,675,872	19,157,197
6,937,560	6,964,802			Stormwater	8.3%	1,037,120	1,102,000	1,121,420	1,144,154
8,363,782	8,448,978			Water Supplies	6.4%	7,378,345	7,600,306	7,805,598	8,060,482
31,103	53,592			Sewerage Services	4.5%	8,740,723	9,054,163	9,334,739	10,023,192
				Engineering Support & Asset Management	2.6%	31,901	32,724	33,570	34,442
47,626,143	52,918,145			Total Operating Expenditure	5.8%	50,384,335	51,832,299	53,171,529	55,043,712
(20,163,613)	(20,990,139)			Operating Result - Surplus/(Deficit)	7.3%	(21,626,953)	(21,930,003)	(22,069,890)	(23,077,473)
(5,119,648)	(5,946,174)			Operating Cash Result - Surplus/(Deficit)	21.5%	(6,218,658)	(6,148,268)	(5,905,384)	(6,520,624)
				Capital Movements					
				Add: Capital Grants and Contributions		8,808,459	6,942,063	37,143,473	8,944,907
				Add: Loan Funds Used		1,600,000	3,000,000	3,000,000	20,000,000
				Add: Asset Sales		500	10,500	101,864	500
				Add: Transfer from Reserves		8,675,789	3,534,893	3,768,146	1,598,119
				Less: Capital Expenditure		28,192,581	22,225,800	53,903,467	40,462,479
				Less: Loan Repayments		2,641,852	2,853,616	2,715,116	2,323,293
				Less: Transfer to Reserves		235,904	738,942	213,076	234,551
				Program Cash Result - Surplus/(Deficit)		(18,204,247)	(18,479,170)	(18,723,560)	(18,997,421)

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-Mar-23	Project	Activity	Description	Original Budget % +/-	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027
				Operating Revenue					
23,988	23,988	170550	0290	Events - Casino Beef Week	3.0%	24,708	25,449	26,212	26,998
0	100,735	170549	0290	Events - Casino Truck Show	0.0%	76,000	78,280	80,628	83,047
0	241,366	170679	0290	Events - Reconnecting NSW Community Events	0.0%	0	0	0	0
23,988	366,089			Total Operating Revenue	319.8%	100,708	103,729	106,840	110,045
				Operating Expenditure					
160,535	160,535	170500	3025	Events Management - Ops	-23.7%	122,427	126,641	130,406	134,285
				Event Support					
6,672	6,672	170510	3238	Anzac Day	3.9%	6,931	7,151	7,356	7,566
8,305	8,305	170520	3238	Australia Day	3.3%	8,582	8,834	9,072	9,319
2,233	0	170530	3250	Bentley Art Prize	2.2%	2,283	2,327	2,366	2,407
0	58,449	170549	3238	Casino Truck Show	0.0%	67,000	68,675	70,392	72,152
56,504	56,504	170550	3240	Casino Beef Week	-4.6%	53,910	54,689	55,398	56,879
1,668	1,668	170552	3250	Casino Fun Run	4.2%	1,738	1,796	1,848	1,903
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	4.2%	1,784	1,844	1,898	1,953
9,065	9,065	170664	3252	RVC Christmas Street Party	3.0%	9,339	9,598	9,851	10,111
1,009	1,009	170666	3238	RVC Events/Ceremonies	3.2%	1,041	1,071	1,100	1,130
0	17,638	170679	3455	Reconnecting NSW Community Events	0.0%	0	0	0	0
319,773	405,860			Total Operating Expenditure	8.5%	346,873	356,274	365,190	375,108
(295,785)	(39,771)			Operating Result - Surplus/(Deficit)	-16.8%	(246,165)	(252,545)	(258,350)	(265,063)
(295,785)	(39,771)			Operating Cash Result - Surplus/(Deficit)	-16.8%	(246,165)	(252,545)	(258,350)	(265,063)
				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)		(255,165)	(262,150)	(268,586)	(275,958)

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-Mar-23	Project	Activity	Description	Original Budget % +/-	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027
0	0	220010	Various	Operating Revenue					
				Public Libraries Revenue	0.0%	0	0	0	0
1,391,857	1,391,857	230010	Various	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%	53,718	55,679	57,703	59,765
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	1,367,390	1,407,344	1,448,477
57,089	57,089	230991	3998	Indirect Expenditure Activity Based Costing - Expense	5.5%	60,237	62,057	63,506	65,190
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%	2,577,196	2,650,152	2,720,127	2,792,269
(1,070,054)	(1,070,054)			Operating Result - Surplus/(Deficit)	4.2%	(1,115,313)	(1,151,694)	(1,180,800)	(1,210,947)
(800,788)	(800,788)			Operating Cash Result - Surplus/(Deficit)	5.5%	(844,453)	(879,200)	(906,631)	(935,061)
				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	0	278,500	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	2,100	0	19,760
				Program Cash Result - Surplus/(Deficit)		(955,274)	(981,740)	(1,009,373)	(1,037,934)



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-Mar-23	Project	Activity	Description	Original Budget % +/-	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027
				Operating Revenue					
0	3,692	260100	0370	Contributions	0.0%	0	0	0	0
0	7,000	260202	0290	Contributions	0.0%	0	0	0	0
0	10,692			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	161.7%	92,888	96,140	99,024	101,995
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	10,939	260100	3528	Projects for Youth	-100.0%	0	0	0	0
0	7,000	260202	3115	Get Active Casino - ActiveFest	0.0%	0	0	0	0
45,985	45,985	260991	3998	Indirect Expenditure Activity Based Costing - Expense	7.9%	49,636	51,487	52,803	54,378
186,836	197,528			Total Operating Expenditure	20.0%	224,279	231,427	237,721	244,415
(186,836)	(186,836)			Operating Result - Surplus/(Deficit)	20.0%	(224,279)	(231,427)	(237,721)	(244,415)
(186,836)	(186,836)			Operating Cash Result - Surplus/(Deficit)	20.0%	(224,279)	(231,427)	(237,721)	(244,415)
				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)		(224,279)	(231,427)	(237,721)	(244,415)

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-Mar-23	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
0	18,276	290001	Various	Sports Grounds Revenue - AGRN1012	0.0%	0	0	0	0
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
0	50,475	300011	Various	Parks & Gardens Revenue - AGRN1012	0.0%	0	0	0	0
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	338,021			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	6.1%	15,480	16,057	16,618	17,144
6,915	6,915	290102	Various	Albert Park Rest Area	3.9%	7,182	7,410	7,621	7,838
267,189	267,189	290109	Various	Casino Sports Stadium	3.4%	276,192	285,719	294,459	303,335
44,823	44,823	290110	Various	Colley Park	17.6%	52,703	54,581	56,448	58,383
7,532	7,532	290120	Various	Jubilee Park	4.0%	7,834	8,095	8,354	8,588
6,663	6,663	290130	Various	McDonald Park	4.2%	6,941	7,162	7,366	7,577
138,021	138,021	290140	Various	Queen Elizabeth Park No 1	6.5%	146,947	152,725	158,571	163,525
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	3.6%	31,150	32,089	32,987	33,910
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	4.6%	11,242	11,598	11,942	12,283
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	6.5%	20,664	21,347	22,017	22,703
				Sports Grounds - Evans Head					
37,512	37,512	290400	Various	Paddon/Coast Guard Park	5.1%	39,435	40,893	42,374	43,629
66,401	66,401	290410	Various	Stan Payne Oval	6.5%	70,698	73,567	76,464	79,034
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-Mar-23	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	9.4%	7,838	8,117	8,398	8,690
4,183	4,183	290710	Various	Rappville Showground	5.9%	4,429	4,556	4,687	4,823
27,204	27,204	290850	Various	Sports Grounds - Woodburn	6.9%	29,090	30,199	31,307	32,348
				Woodburn Oval					
20,000	20,000	290900	3775	Topsoil (SRV 08/09)	0.0%	20,000	20,000	20,000	20,000
				Topdressing, Coring & Thatching					
18,578	18,578	290976	3070	Borrowing Costs	-35.7%	11,937	5,232	0	0
				Interest on Loans					
265,220	265,220	290991	3998	Indirect Expenditure	8.3%	287,169	296,803	303,948	312,499
618,684	618,684	290990	3999	Activity Based Costing - Expense	2.5%	634,144	649,990	666,233	682,882
				Depreciation					
18,078	18,078	300100	Various	Parks - Casino	63.6%	29,574	30,545	31,480	32,380
31,424	31,424	300110	Various	Coronation Park	5.8%	33,260	34,422	35,536	36,615
13,573	13,573	300120	Various	Crawford Square	4.0%	14,121	14,600	15,047	15,481
11,604	11,604	300130	Various	Elsmer Jones Park	3.8%	12,044	12,423	12,773	13,133
5,310	5,310	300140	Various	Jabiru Wetlands	99.1%	10,573	10,887	11,193	11,500
5,000	5,000	300142	Various	McAuliffe Park	-100.0%	0	0	0	0
50,000	50,000	300145	Various	McAuliffe Riverbank Maintenance	0.0%	50,000	50,000	50,000	50,000
4,080	4,080	300150	Various	Casino Riverbank Presentation	5.4%	4,302	4,467	4,630	4,770
8,540	8,540	300160	Various	Savins Park	5.7%	9,023	9,387	9,745	10,043
0		300170	Various	Webb Park	0.0%	9,870	10,117	10,370	10,629
				Barker St Green Space					
9,974	9,974	300200	Various	Parks - Broadwater	5.3%	10,499	10,864	11,228	11,576
				Broadwater Memorial Park					
37,243	37,243	300300	Various	Parks - Coraki	5.4%	39,254	40,655	42,025	43,278
67,682	67,682	300310	Various	Coraki Riverside Park	0.5%	68,012	70,265	72,537	74,891
2,501	2,501	300320	Various	Coraki Caravan Park	83.8%	4,597	4,743	4,878	5,017
				Coraki Dog Off Leash Area					
3,603	3,603	300400	Various	Parks - Evans Head	6.8%	3,849	3,982	4,107	4,237
15,407	15,407	300410	Various	Airforce Beach	3.8%	16,000	16,509	16,979	17,461
4,926	4,926	300420	Various	Evans Head Foreshore Reserve	6.2%	5,233	5,403	5,567	5,737
10,055	10,055	300430	Various	Evans Head Memorial Reserve	4.8%	10,536	10,912	11,280	11,626
2,035	2,035	300440	Various	Kalimna Park	3.3%	2,103	2,165	2,224	2,285
15,000	15,000	300450	Various	Lilli Pilli PI Reserve	5.5%	15,820	16,393	16,947	17,481
9,398	9,398	300460	Various	Razorback Lookout	5.5%	9,912	10,271	10,618	10,938
				Shark Bay					

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-Mar-23	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	5.9%	56,851	59,102	61,341	63,251
5,000	5,000	300852	Various	Woodburn Riverside Park					
				Woodburn Riverside Park Maintenance (SRV 08/09)	0.0%	5,000	5,000	5,000	5,000
				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	3.6%	13,099	13,497	13,870	14,255
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	122,601	300950	3330	Other Parks Operating Expenditure	4.4%	129,122	133,543	137,931	141,862
				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	8.7%	275,179	284,544	291,893	300,271
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	8.8%	121,763	126,557	131,412	136,224
72,894	72,894	310030	3260	Evans Head Surf Club	7.4%	78,261	81,462	84,782	87,470
				Indirect Expenses					
145,711	145,711	310991	3998	Activity Based Costing - Expense	8.9%	158,629	164,419	167,945	172,719
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	4.1%	68,210	70,527	72,756	74,908
9,023	9,023	340200	3375	Broadwater	2.5%	9,252	9,485	9,723	9,968
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	3.7%	46,536	47,976	49,318	50,700
53,197	53,197	340850	3375	Woodburn	2.7%	54,640	56,034	57,454	58,908
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-Mar-23	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					
				Indirect Expenditure					
46,710	46,710	340991	3998	Activity Based Costing - Expense	9.3%	51,045	52,900	54,249	55,839
3,075	3,075	340990	3999	Depreciation	2.5%	3,152	3,231	3,312	3,395
3,611,142	3,610,042			Total Operating Expenditure	5.3%	3,802,326	3,908,410	4,008,444	4,115,975
(3,341,872)	(3,272,021)			Operating Result - Surplus/(Deficit)	5.5%	(3,525,065)	(3,622,920)	(3,714,476)	(3,813,275)
(2,157,234)	(2,087,383)			Operating Cash Result - Surplus/(Deficit)	7.1%	(2,310,870)	(2,378,430)	(2,438,933)	(2,505,903)
				Capital Movements					
				Add: Capital Grants & Contributions		5,952,237	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		3,759,476	0	0	0
				Less: Asset Acquisition		9,961,713	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)		(2,815,920)	(2,893,106)	(2,764,142)	(2,817,044)

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-Mar-23	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	4.1%	4,627	4,804	4,980	5,123
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%	39,087	40,531	42,026	43,527
150,713	150,713	270030	3025	Casino Community and Cultural Centre	-35.1%	97,747	101,424	105,238	109,157
30,071	30,071	270035	3330	Casino Drill Hall	60.8%	48,364	49,828	51,243	52,656
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	7.6%	18,006	18,643	19,278	19,885
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%	12,070	12,519	12,982	13,398
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%	9,069	9,435	9,812	10,172
2,768	2,768	270410	3260	Evans Head Scout Hall	14.2%	3,161	3,284	3,408	3,536
6,946	6,946	270420	3260	Evans Head Senior Citizens Hall	19.4%	8,292	8,641	9,000	9,378
3,821	3,821	270440	Various	Evans Head Living Museum	135.3%	8,991	9,289	9,595	9,853
7,465	7,465	270500	3260	Fairy Hill Hall	9.2%	8,153	8,413	8,682	8,959
4,119	4,119	270550	3260	Leeville Hall	-51.4%	2,003	3	3	3
12,738	12,738	270700	3260	Rappville Hall	57.3%	20,039	20,685	21,311	21,958
8,885	8,885	270800	3260	Rileys Hill Community Centre	5.8%	9,402	9,711	10,023	10,316
6,759	6,759	270850	3260	Woodburn Hall	17.1%	7,913	8,235	8,564	8,909
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-Mar-23	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	8.1%	174,375	180,716	184,084	189,173
389,744	389,744	270990	3999	Activity Based Costing - Expense	2.5%	399,319	409,135	419,196	429,508
				Depreciation					
908,516	917,510			Total Operating Expenditure	1.6%	923,110	949,788	976,001	1,004,067
(800,485)	(809,479)			Operating Result - Surplus/(Deficit)	1.4%	(811,839)	(835,181)	(857,955)	(882,479)
(410,741)	(419,735)			Operating Cash Result - Surplus/(Deficit)	0.4%	(412,520)	(426,046)	(438,759)	(452,971)
				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)		(460,438)	(474,683)	(488,126)	(503,079)

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-Mar-23	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%	321,686	330,057	338,642	347,459
56,114	56,114	280020	Various	Coraki Swimming Pool	6.4%	59,698	61,221	62,777	64,374
292,644	292,644	280030	Various	Evans Head Aquatic Centre	18.8%	347,645	356,645	365,877	375,354
68,341	68,341	280040	Various	Woodburn Swimming Pool	19.6%	81,728	83,820	85,960	88,156
105,321	105,321	280976	3070	Interest Expense	4.5%	110,104	99,618	88,885	77,924
83,022	83,022	280991	3998	Indirect Expenditure	9.5%	90,949	94,128	95,563	98,077
265,468	265,468	280990	3999	Activity Based Costing - Expense	2.5%	272,098	278,893	285,857	292,996
				Depreciation					
1,072,835	1,072,835			Total Operating Expenditure	19.7%	1,283,908	1,304,381	1,323,561	1,344,340
(1,072,835)	(1,072,835)			Operating Result - Surplus/(Deficit)	19.7%	(1,283,908)	(1,304,381)	(1,323,561)	(1,344,340)
(807,367)	(807,367)			Operating Cash Result - Surplus/(Deficit)	25.3%	(1,011,810)	(1,025,488)	(1,037,704)	(1,051,344)
				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)		(1,220,389)	(1,244,695)	(1,267,790)	(1,292,391)



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-Mar-23	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	3.6%	182,421	187,962	193,183	198,554
40,398	40,398	330012	Various	Casino West St Cemetery	4.0%	42,025	43,399	44,652	45,939
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	4.8%	13,358	13,929	14,491	14,926
93,269	93,269	330991	3998	Indirect Expenditure Activity Based Costing - Expense	8.4%	101,066	104,556	107,391	110,519
25,420	25,420	330990	3999	Depreciation	2.5%	26,056	26,708	27,375	28,059
404,767	404,767			Total Operating Expenditure	4.6%	423,236	436,322	448,355	460,791
(33,475)	(33,475)			Operating Result - Surplus/(Deficit)	21.9%	(40,803)	(42,418)	(42,634)	(42,900)
(8,055)	(8,055)			Operating Cash Result - Surplus/(Deficit)	83.1%	(14,747)	(15,710)	(15,259)	(14,841)
				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		14,747	15,710	15,259	14,841
				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-Mar-23	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	3.5%	1,673,851	1,732,436	1,784,410	1,837,942
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
0	77,623	320350	3455	Flood Response Planning Grant	0.0%	0	0	0	0

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-Mar-23	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	10.5%	1,232,631	1,276,148	1,310,556	1,349,134
				Activity Based Costing - Expense					
2,897,121	2,974,744			Total Operating Expenditure	7.9%	3,124,777	3,182,324	3,273,038	3,369,589
(2,192,355)	(2,269,978)			Operating Result - Surplus/(Deficit)	9.4%	(2,398,869)	(2,434,639)	(2,502,920)	(2,576,368)
(2,191,855)	(2,269,478)			Operating Cash Result - Surplus/(Deficit)	9.4%	(2,398,369)	(2,434,139)	(2,502,420)	(2,575,868)
				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)		(2,398,369)	(2,434,139)	(2,502,420)	(2,575,868)

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-Mar-23	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					
2,814	2,814	250000	Various	Fire Control Revenue	18.4%	1,478,591	1,518,373	1,559,233	1,601,201
0	21,847	250078	Various	Emergency Services - SES	3.0%	2,898	2,985	3,075	3,167
10,927	10,927	250078	Various	BlazeAid Flood Feb 22	0.0%	0	0	0	0
0	91,667	250090	Various	Emergency Services - Emergency Committee	3.0%	11,255	11,593	11,941	12,299
		250096	Various	Emergency Services - Flood Anniversary Events	0.0%	0	0	0	0
1,262,829	1,331,454			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%	8,196	8,486	8,783	9,060
5,951	5,951	250020	Various	Broadwater SES	8.0%	6,425	6,655	6,892	7,107
2,605	2,605	250030	Various	Coraki SES	11.7%	2,910	3,020	3,133	3,249
8,822	10,572	250040	Various	Woodburn SES	8.5%	9,570	9,935	10,313	10,643
0	21,847	250078	Various	BlazeAid Flood Feb 22	0.0%	0	0	0	0
0	91,667	250096	Various	Emergency Services - Flood Anniversary Events	0.0%	0	0	0	0

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-Mar-23	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	6.7%	139,775	144,068	147,496	151,466
322,729	322,729	250990	3999	Activity Based Costing - Expense	1.3%	326,960	331,297	335,741	340,297
				Depreciation					
2,259,392	2,740,725			Total Operating Expenditure	20.1%	2,713,175	2,780,137	2,847,892	2,917,693
(996,563)	(1,409,271)			Operating Result - Surplus/(Deficit)	22.5%	(1,220,431)	(1,247,186)	(1,273,643)	(1,301,026)
(673,834)	(1,086,542)			Operating Cash Result - Surplus/(Deficit)	32.6%	(893,471)	(915,889)	(937,902)	(960,729)
				Capital Movements					
				Add: Capital Grants & Contributions		0	0	0	0
				Add: Loan Funds Used		0	0	0	0
				Add: Asset Sales		0	0	0	0
				Add: Transfer from Restricted Assets		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)		(893,471)	(915,889)	(937,902)	(960,729)

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-Mar-23	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	-2.5%	271,027	144,253	147,368	150,844
0	139,049	370006	0460	Roads Urban - Flood Feb 22 AGRN1012	0.0%	0	0	0	0
0	365,344	370702	0590	Roads Urban - Flood Feb 22 AGRN1012	0.0%	0	0	0	0
0	68,026	390007	0460	Roads Sealed Rural Local - Nat Dis AGRN1012 Flood Feb 22	0.0%	0	0	0	0
880,126	880,126	390010	0300	Sealed Rural Local Roads	1.2%	890,663	1,021,216	1,021,786	1,022,373
0	579	390022	0290	Sealed Rural Local - Broadwater Evans Hd Rd - Signage	0.0%	0	0	0	0
0	7,464	390023	0290	Sealed Rural Local - Rail Level Crossing - Signage (TfNSW)	0.0%	0	0	0	0
0	8,800	390332	0290	Sealed Rural Local - Manifold Road - Road Safety Audit	0.0%	0	0	0	0
0	590,332	410006	0460	Reg Rds - Flood Feb 22 AGRN1012	0.0%	0	0	0	0
847,736	847,736	410010	0590	Sealed Rural Regional Roads	2.5%	868,929	890,653	912,919	935,742
0	2,246,628	430016	0460	Roads Unsealed - Nat Dis AGRN1012 Flood Feb 22	0.0%	0	0	0	0
0	62,770	430017	0460	Roads Unsealed Crown - Nat Dis AGRN1012 Flood Feb 22	0.0%	0	0	0	0
0	96,895	430700	0590	Bushfire Green Waste	0.0%	0	0	0	0
5,608	5,608	460010	0440	Aerodromes - Casino	3.0%	5,776	5,950	6,129	6,313
102,421	102,421	470100	0590	Street Lighting	3.0%	105,494	108,659	111,919	115,277
345,052	345,052	480010	0460	RMCC Routine Services - HW16	2.5%	353,678	362,520	371,583	380,873
758,761	758,761	480020	0460	RMCC Routine Services - MR83	2.5%	777,730	797,173	817,102	837,530
565,705	843,718	480100	0460	RMCC Ordered Works - HW16	2.5%	579,848	594,344	609,203	624,433
2,042,053	2,042,053	480500	0460	RMCC Ordered Works - MR83	2.5%	2,093,104	2,145,432	2,199,068	2,254,045
5,825,317	9,689,217			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	3.1%	196,996	202,559	207,953	213,492
37,871	37,871	360020	4308	Casino Urban Streets	2.9%	38,968	40,020	41,060	42,128
15,469	15,469	360200	4308	Broadwater	2.9%	15,916	16,346	16,772	17,209
21,754	21,754	360300	4308	Coraki	3.3%	22,479	23,135	23,762	24,406
71,076	71,076	360400	4308	Evans Head	3.3%	73,388	75,504	77,538	79,624
34,510	34,510	360850	4308	Woodburn	3.1%	35,588	36,588	37,560	38,557
				Indirect Expenditure					
67,815	67,815	360991	3998	Activity Based Costing - Expense	9.7%	74,422	76,899	79,099	81,395
				Urban Road Maintenance					
464,827	464,827	370010	3330	Casino	3.6%	481,709	496,755	511,007	525,220
45,554	45,554	370020	4201	Broadwater	3.5%	47,137	48,551	49,888	51,259
68,950	68,950	370030	4201	Coraki	3.6%	71,409	73,577	75,616	77,714
140,663	140,663	370040	4120	Evans Head	3.5%	145,599	149,983	154,118	158,366
20,400	20,400	370050	4311	Rappville	4.5%	21,318	22,064	22,726	23,408
3,299	3,299	370060	4311	Rileys Hill	100.0%	6,597	6,805	6,997	7,194
48,863	48,863	370070	4201	Woodburn	3.5%	50,558	52,069	53,499	54,968
0	139,049	370006	4900	Flood Clean-Up	0.0%	0	0	0	0
24,270	24,270	370100	4313	Weed Spraying	17.1%	28,420	29,345	30,189	31,057

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-Mar-23	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	3.3%	11,743	12,087	12,416	12,751
19,110	19,110	370200	3330	Carpark Maintenance - Casino	16.3%	22,228	22,891	23,559	24,181
2,585	2,585	370240	4201	Carpark Maintenance - Evans Head	3.4%	2,672	2,750	2,824	2,902
0	365,344	370702	4201	Fixing Local Rds (FLR) - Pothole Repair Program	0.0%	0	0	0	0
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	8.0%	459,851	473,583	478,479	489,710
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	3.5%	3,353	3,455	3,551	3,649
2,417	2,417	380060	4686	Rileys Hill	3.8%	2,509	2,588	2,662	2,737
				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	3.2%	834,065	857,831	880,782	904,362
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	2.8%	12,033	12,355	12,674	13,001
0	579	390022	7615	Broadwater Evans Hd Rd - Signage	0.0%	0	0	0	0
0	7,464	390023	7615	Rail Level Crossing - Signage (TfNSW)	0.0%	0	0	0	0
0	8,800	390332	4111	Manifold Rd - Road Safety Audit	0.0%	0	0	0	0
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	7.9%	610,310	628,280	633,037	647,355
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	2.9%	36,181	37,160	38,127	39,121
				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	4.6%	191,674	205,443	213,208	229,329
0	590,332	410006	3455	Regional Roads - AGRN1012	0.0%	0	0	0	0
				Indirect Expenditure					
143,268	143,268	410991	3998	Activity Based Costing - Expense	7.1%	153,464	157,842	159,337	162,982
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-Mar-23	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	3.3%	517,277	532,171	546,493	561,200
500,996	500,996	430009	4221	Rural West	3.3%	517,287	532,188	546,510	561,222
124,185	124,185	430010	3070	Unsealed Rural Local Road Maintenance	-1.7%	122,013	125,977	130,212	135,028
0	2,246,628	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	8.9%	352,104	363,395	370,213	379,948
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	3.6%	30,788	31,728	32,608	33,515
				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	3.2%	21,580	22,196	22,789	23,400
3,580	3,580	450020	4337	Broadwater	4.0%	3,723	3,844	3,954	4,069
5,796	5,796	450030	4337	Coraki	3.4%	5,995	6,172	6,340	6,515
8,777	8,777	450040	4337	Evans Head	3.4%	9,079	9,349	9,605	9,869
4,190	4,190	450050	4337	Woodburn	3.4%	4,334	4,463	4,585	4,711
				Indirect Expenditure					
83,224	83,224	450991	3998	Activity Based Costing - Expense	7.9%	89,773	92,452	93,834	96,144
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	66.5%	20,016	20,578	21,125	21,687



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-Mar-23	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	8.9%	126,293	130,512	133,777	137,575
76,056	76,056	460990	3999	Activity Based Costing - Expense	2.5%	77,958	79,907	81,905	83,952
				Depreciation					
				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	9.5%	24,835	25,657	26,388	27,152
				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	750,000	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	9.9%	408,605	422,219	434,303	446,925
17,214,008	21,697,454			Total Operating Expenditure	3.3%	17,777,366	18,243,891	18,675,872	19,157,197
(11,388,691)	(12,008,237)			Operating Result - Surplus/(Deficit)	3.9%	(11,831,116)	(12,173,692)	(12,478,795)	(12,829,767)
(3,306,211)	(3,925,757)			Operating Cash Result - Surplus/(Deficit)	7.3%	(3,547,759)	(3,684,435)	(3,778,492)	(3,913,142)
				Capital Movements					
				Add: Capital Grants & Contributions		2,360,034	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		1,674,719	55,154	55,603	56,343
				Less: Asset Acquisition		8,556,756	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)		(8,627,442)	(8,666,974)	(8,867,069)	(8,910,435)

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-Mar-23	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	3.7%	105,785	109,042	112,086	115,217
0	10,000	350710	3455	Casino Urban Drainage Study	0.0%	0	0	0	0
7,448	7,448	350200	4540	Broadwater	3.6%	7,717	7,954	8,175	8,403
13,308	13,308	350300	4540	Coraki	3.8%	13,815	14,252	14,654	15,070
38,734	38,734	350400	4540	Evans Head	3.6%	40,146	41,380	42,533	43,720
11,163	11,163	350700	4540	Rileys Hill Outfall Channel	3.5%	11,556	11,904	12,233	12,571
17,662	17,662	350850	4540	Woodburn	3.6%	18,298	18,857	19,380	19,919
0	0	350976	3070	Borrowing Costs	0.0%	40,000	77,244	73,414	69,391
				Interest on Loans					
232,489	232,489	350991	3998	Indirect Expenditure	8.4%	251,902	259,768	263,306	269,833
534,538	534,538	350990	3999	Activity Based Costing - Expense	2.5%	547,901	561,599	575,639	590,030
				Depreciation					
957,397	967,397			Total Operating Expenditure	8.3%	1,037,120	1,102,000	1,121,420	1,144,154
(753,141)	(763,141)			Operating Result - Surplus/(Deficit)	10.4%	(831,843)	(895,697)	(914,086)	(935,783)
(218,603)	(228,603)			Operating Cash Result - Surplus/(Deficit)	29.9%	(283,942)	(334,098)	(338,447)	(345,753)
				Capital Movements					
				Add: Capital Grants & Contributions		0	0	0	0
				Add: Loan Funds Used		1,600,000	0	0	0
				Add: Asset Sales		0	0	0	0
				Add: Transfer from Restricted Assets		480,356	141,585	140,554	104,517
				Less: Asset Acquisition		2,209,189	195,000	195,000	160,000
				Less: Loan Repayments		36,444	75,645	79,474	83,497
				Less: Transfer to Restricted Assets		0	0	0	0
				Program Cash Result - Surplus/(Deficit)		(449,219)	(463,157)	(472,367)	(484,733)

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-Mar-23	Project	Activity	Description	Original Budget % +/-	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027
				Operating Revenue					
7,377,266	7,377,266	490001	1800	Annual & User Charges	2.2%	7,541,069	7,922,772	8,323,711	8,575,192
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
0	7,232	490090	0460	Contributions - Operating	0.0%	0	0	0	0
53,732	53,732	492000	0870	Private Works	3.0%	55,344	57,004	58,714	60,475
7,619,882	7,627,114			Total Operating Revenue	2.3%	7,793,053	8,181,440	8,589,215	8,847,686
				Operating Expenditure					
				Indirect Expenditure					
1,655,355	1,655,355	495010	3998	Activity Based Costing - Expense	9.6%	1,813,680	1,872,053	1,915,070	1,967,352
732,734	732,734	495020	3025	Engineering Administration Expenditure	13.5%	831,842	859,728	885,476	951,047
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	4.1%	5,796	5,988	6,162	6,341
				Water Mains Operations					
85,039	85,039	495100	5020	Casino	4.3%	88,707	91,731	94,440	97,228
6,030	6,030	495105	5020	Broadwater	3.9%	6,263	6,463	6,647	6,835
6,447	6,447	495110	5020	Coraki	4.0%	6,704	6,921	7,123	7,330
9,248	9,248	495115	5020	Evans Head	4.0%	9,622	9,937	10,224	10,520
3,476	3,476	495120	5020	Rileys Hill	3.9%	3,612	3,728	3,835	3,943
7,724	7,724	495125	5020	Woodburn	3.9%	8,027	8,286	8,524	8,767
				Water Mains Maintenance					
281,235	281,235	495130	5040	Casino	3.7%	291,647	300,707	309,137	317,808
9,129	9,129	495135	5040	Broadwater	32.7%	12,117	12,499	12,853	13,216
20,751	20,751	495140	5040	Coraki	17.1%	24,309	25,097	25,821	26,564
22,163	22,163	495145	5040	Evans Head	59.1%	35,259	36,349	37,363	38,407
2,205	2,205	495150	5040	Rileys Hill	3.9%	2,291	2,365	2,431	2,501
13,700	13,700	495155	5040	Woodburn	3.5%	14,178	14,604	15,006	15,419
				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-Mar-23	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	43.0%	26,761	27,990	29,239	30,546
53,578	53,578	495180	3455	Maintenance	3.7%	55,543	57,259	58,860	60,505
				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	36.1%	60,468	62,301	64,028	65,799
0	15,075	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%	831,440	860,672	890,316	917,509
92,418	92,418	495350	3375	Maintenance	3.5%	95,689	98,583	101,309	104,113
0	2,092	495823	3387	AGRN1012 - Feb 2022 Flood	0.0%	0	0	0	0
66,337	66,337	495400	3200	Other Operations Expenses	4.1%	69,083	71,387	73,480	75,633
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	3.0%	19,126	19,649	20,164	20,691
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
1,481,863	1,481,863	499990	3999	Indirect Expenditure Depreciation	2.5%	1,518,622	1,556,300	1,594,920	1,634,506
6,937,560	6,964,802			Total Operating Expenditure	6.4%	7,378,345	7,600,306	7,805,598	8,060,482
682,322	662,312			Operating Result - Surplus/(Deficit)	-39.2%	414,708	581,134	783,617	787,204
2,164,185	2,144,175			Operating Cash Result - Surplus/(Deficit)	-10.7%	1,933,330	2,137,434	2,378,537	2,421,710
				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		1,066,670	0	664,463	578,290
				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	525,434	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-Mar-23	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%	9,779,696	10,273,231	10,791,594	11,117,051
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
0	3,000	500090	0590	Contributions - Operating	0.0%	0	0	0	0
53,732	53,732	502000	0870	Private Works	3.0%	55,344	57,004	58,714	60,475
9,649,939	9,652,939			Total Operating Revenue	6.0%	10,228,694	10,734,805	11,266,174	11,604,876
				Operating Expenditure					
				Indirect Expenditure					
1,977,515	1,977,515	505010	3998	Activity Based Costing - Expense	9.6%	2,167,804	2,238,535	2,288,013	2,350,328
809,141	809,141	505020	3025	Engineering Expenditure	12.8%	912,719	944,817	974,373	1,043,010
				Mains Operations					
215,030	215,030	505100	5520	Casino	3.5%	222,510	229,172	235,470	241,942
1,984	1,984	505105	5530	Broadwater	4.1%	2,065	2,134	2,196	2,260
32,777	32,777	505110	5520	Coraki	4.0%	34,081	35,187	36,196	37,233
13,000	13,000	505115	5520	Evans Head	4.0%	13,518	13,956	14,357	14,770
1,303	1,303	505120	5520	Rileys Hill	3.7%	1,351	1,393	1,432	1,472
17,551	17,551	505125	5520	Woodburn	4.1%	18,272	18,876	19,425	19,989
				Mains Maintenance					
67,550	67,550	505130	5540	Casino	3.8%	70,138	72,362	74,414	76,526
133,427	133,427	505135	5540	Broadwater	3.5%	138,063	142,194	146,101	150,116
15,000	15,000	505140	5540	Coraki	3.8%	15,576	16,070	16,526	16,996
20,000	20,000	505145	5540	Evans Head	3.2%	20,645	21,237	21,808	22,394
3,259	3,259	505150	5540	Rileys Hill	3.6%	3,376	3,480	3,576	3,675
25,320	25,320	505155	5540	Woodburn	3.5%	26,207	26,995	27,739	28,503
0	2,934	505810	3387	Casino - AGRN1012	0.0%	0	0	0	0
				Infiltration Survey/Inspection					
67,558	67,558	505161	5532	Casino	48.1%	100,072	102,681	105,304	107,993
40,536	40,536	505162	5532	Broadwater	-100.0%	0	0	0	0
27,023	27,023	505163	5532	Coraki	29.5%	35,006	35,918	36,835	37,776
67,558	67,558	505164	5532	Evans Head	2.7%	69,390	71,200	73,018	74,882
40,536	40,536	505166	5532	Woodburn	2.7%	41,637	42,723	43,815	44,934

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-Mar-23	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	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	4.0%	30,161	31,146	32,045	32,966
54,000	54,000	505252	3375	Broadwater	3.0%	55,644	57,188	58,697	60,246
132,074	132,074	505253	3375	Evans Head	3.5%	136,706	140,820	144,700	148,685
12,015	12,015	505254	3375	Rileys Hill	3.9%	12,482	12,881	13,248	13,626
50,001	50,001	505255	3375	Woodburn	3.4%	51,716	53,252	54,709	56,203
210,000	210,000	505256	3375	Casino	3.7%	217,814	224,594	230,898	237,383
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	47,237	505817	3387	Broadwater - AGRN1012	0.0%	0	0	0	0
				Treatment Plant Casino					
258,579	258,579	505300	3025	Operations	5.0%	271,449	280,244	288,490	296,989
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	3.6%	134,643	138,738	142,584	146,538
				Treatment Plant Coraki					
96,167	96,167	505400	3025	Operations	4.9%	100,835	104,054	107,091	110,221
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	3.6%	42,452	43,742	44,956	46,202
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	4.2%	336,816	346,745	356,398	366,331
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	3.6%	66,614	68,641	70,545	72,499
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	5.4%	45,006	46,484	47,873	49,305
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	3.6%	14,754	15,204	15,625	16,058
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	3.3%	41,307	42,500	43,645	44,821
5,000	5,000	505760	5550	Coraki	3.7%	5,185	5,347	5,497	5,650
20,000	20,000	505765	5600	Evans Head	3.7%	20,744	21,389	21,991	22,609
2,000	2,000	505770	5600	Riley's Hill	3.7%	2,074	2,139	2,198	2,261
2,500	2,500	505775	5600	Woodburn	3.4%	2,584	2,659	2,731	2,806
0	10,152	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-Mar-23	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	8,448,978			Total Operating Expenditure	4.5%	8,740,723	9,054,163	9,334,739	10,023,192
1,286,157	1,203,961			Operating Result - Surplus/(Deficit)	15.7%	1,487,971	1,680,642	1,931,435	1,581,684
3,645,752	3,563,556			Operating Cash Result - Surplus/(Deficit)	18.2%	3,905,678	4,157,914	4,469,761	4,182,591
				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		1,649,821	3,262,443	2,583,767	744,127
				Less: Asset Acquisition		4,071,400	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-Mar-23	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	0.0%	4,500	4,500	4,500	4,500
5,067	104,663	640010	0460	Contributions - Other	3.0%	5,219	5,376	5,537	5,703
5,067	5,067	640010	0840	Fees - Other	3.0%	5,219	5,376	5,537	5,703
16,469	16,469	640010	1180	Plan Check Fees	3.0%	16,963	17,472	17,996	18,536
				Rental Income					
0	1,579	650010	1220	Asset Management	0.0%	0	0	0	0
				Rural Road Numbering					
31,103	132,278			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	13.2%	2,503,162	2,590,773	2,668,496	2,748,550
10,849	10,849	640010	3190	Employee Costs - Team Meetings	4.5%	11,337	11,734	12,086	12,449
292,125	292,125	640010	3270	Fleet Expenses	2.5%	299,428	306,914	314,587	322,452
10,043	6,043	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	11.5%	(2,944,352)	(3,042,995)	(3,131,972)	(3,223,559)
				Activity Based Costing - Expense					
				<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	4.5%	1,054,395	1,091,300	1,124,039	1,157,760
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	5,167	650010	3690	Rural Road Numbering Expenses	2.5%	3,678	3,770	3,864	3,961
95,000	47,500	650010	3830	Valuation	2.6%	97,500	85,000	25,000	5,000
3,390	3,390	650010	4100	Inspections - Footpaths	4.5%	3,543	3,667	3,777	3,890
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	4.2%	(1,253,539)	(1,280,520)	(1,255,883)	(1,272,294)
				Activity Based Costing - Expense					
207,223	207,223	660100	3025	Works Depot - Casino	4.4%	216,243	223,831	231,538	238,494



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-Mar-23	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	5.1%	86,129	88,767	91,452	94,227
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%	(426,716)	(439,973)	(453,472)	(466,388)
31,103	53,592			Total Operating Expenditure	2.6%	31,901	32,724	33,570	34,442
0	78,686			Operating Result - Surplus/(Deficit)	0.0%	(0)	(0)	0	0
127,724	206,410			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-Mar-23	Project	Activity	Description	Original Budget % +/-	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027
504,772	615,334			Operating Revenue	-4.1%	484,095	498,620	513,579	528,987
0	200,905			Environmental Health	0.0%	0	0	0	0
7,997,984	16,166,593			Environmental Management	7.4%	8,586,742	8,951,867	9,250,035	9,497,885
				Waste Management					
8,502,756	16,982,832			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	18.4%	1,439,506	1,487,085	1,529,186	1,573,391
485,771	729,166			Environmental Management	5.8%	513,765	517,060	530,285	543,904
8,005,578	13,339,531			Waste Management	5.9%	8,474,896	8,771,409	8,867,861	9,055,057
9,707,451	15,418,019			Total Operating Expenditure	7.4%	10,428,167	10,775,554	10,927,332	11,172,353
(1,204,695)	1,564,813			Operating Result - Surplus/(Deficit)	12.7%	(1,357,330)	(1,325,067)	(1,163,718)	(1,145,481)
(93,576)	2,675,932			Operating Cash Result - Surplus/(Deficit)	119.8%	(205,712)	(172,317)	(9,806)	9,622
				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		2,690,878	1,003,076	416,687	411,507
				Less: Capital Expenditure		4,635,970	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)		(1,453,236)	(1,499,461)	(1,539,702)	(1,581,988)

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-Mar-23	Project	Activity	Description	Original Budget % +/-	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027
				Operating Revenue					
174,744	174,744	120010	0260	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%	50,735	52,056	53,394	54,764
271,001	271,001	120010	3025	Regulatory Control	5.9%	287,023	296,365	304,898	313,674
44,604	44,604	120050	3455	Impounding Shelter	3.8%	46,308	47,753	49,096	50,477
				Indirect Expenditure					
92,641	92,641	120991	3998	Activity Based Costing - Expense	8.6%	100,616	104,021	106,971	110,111
5,419	5,419	120990	3999	Depreciation	2.2%	5,540	5,663	5,790	5,920
365,003	365,003	130010	3025	Health	43.0%	522,109	539,842	555,760	572,152
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	11.0%	384,225	397,371	408,173	420,071
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	18.4%	1,439,506	1,487,085	1,529,186	1,573,391
(711,330)	(733,988)			Operating Result - Surplus/(Deficit)	34.3%	(955,411)	(988,465)	(1,015,607)	(1,044,404)
(705,511)	(728,169)			Operating Cash Result - Surplus/(Deficit)	34.3%	(949,471)	(982,402)	(1,009,417)	(1,038,084)
				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)		(949,471)	(982,402)	(1,009,417)	(1,038,084)

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-Mar-23	Project	Activity	Description	Original Budget % +/-	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027
				Operating Revenue					
0	113,500	160104	0590	RV Flood Emergency Management Revenue	0.0%	0	0	0	0
0	87,405	160227	0290	Restoration of burnt riparian areas	0.0%	0	0	0	0
0	200,905			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	0	160203	3455	Richmond River Coastal Zone Management Plan	0.0%	10,000	0	0	0
0	17,490	160226	3455	Richmond Valley Flood Study	0.0%	0	0	0	0
0	112,405	160227	3455	Flood & Risk Impact Assessment	0.0%	0	0	0	0
77,671	77,671	160991	3998	Indirect Expenditure Activity Based Costing - Expense	10.0%	85,462	88,299	90,805	93,437
485,771	729,166			Total Operating Expenditure	5.8%	513,765	517,060	530,285	543,904
(485,771)	(528,261)			Operating Result - Surplus/(Deficit)	5.8%	(513,765)	(517,060)	(530,285)	(543,904)
(485,771)	(528,261)			Operating Cash Result - Surplus/(Deficit)	5.8%	(513,765)	(517,060)	(530,285)	(543,904)
				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	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)		(503,765)	(517,060)	(530,285)	(543,904)

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-Mar-23	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	33,143	140030	0217	Other Revenue	-50.0%	10,000	10,300	10,609	10,927
1,448,466	1,643,466	140150	0460	Nammoona Landfill	14.6%	1,659,347	1,709,128	1,760,402	1,813,214
253,274	298,274	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	16,166,593			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	3.2%	560,960	578,764	595,347	612,414
444,683	444,683	140105	3070	Recycling Collection Expenditure	-20.4%	353,999	364,210	374,059	384,182
730,146	730,146	140110	3185	Organics Collection Expenditure	-15.6%	616,548	631,266	647,732	664,637
848,855	848,855	140115	3025	Waste Other Expenditure	-4.7%	809,096	835,355	859,358	884,055
90,008	90,008	140116	3185	Sustainability & Environment - Educator	-49.1%	45,848	47,233	48,538	49,879
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
0	185,578	140125	3455	Bora Ridge Transfer Stn Return Grant funding	0.0%	0	0	0	0
				Nammoona Landfill					
2,629,875	2,629,875	140150	3025	Operating Expenditure	23.0%	3,233,850	3,323,628	3,412,044	3,502,155
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-Mar-23	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	3.7%	25,939	21,585	22,211	22,856
4,620	4,620	140170	3455	Broadwater Landfill	3.3%	4,771	4,907	5,039	5,175
886,698	886,698	140180	3025	Evans Head Transfer Station	18.5%	1,050,753	1,080,098	1,108,805	1,138,282
21,209	21,209	140190	3185	Rappville Landfill	7.9%	22,880	23,646	24,342	25,056
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	1,508,322	140904	4901	Petersons Waste Transport to QLD	0.0%	0	0	0	0
0	3,150,227	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	8.6%	490,202	507,825	521,252	536,586
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	13,339,531			Total Operating Expenditure	5.9%	8,474,896	8,771,409	8,867,861	9,055,057
(7,594)	2,827,062			Operating Result - Surplus/(Deficit)	-1572.8%	111,846	180,458	382,174	442,828
1,137,099	3,971,755			Operating Cash Result - Surplus/(Deficit)	10.6%	1,257,524	1,327,145	1,529,896	1,591,611
				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		2,680,878	1,003,076	416,687	411,507
				Less: Asset Acquisition		4,635,970	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-Mar-23	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	23,162,404			Community Connection	0.0%	0	0	0	0
21,756	115,597			Financial Services	6.2%	23,337,123	23,931,653	24,539,386	25,162,451
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	2,258,475			Fleet Management	3.0%	5,657,156	5,826,871	6,001,677	6,181,727
92,742	97,742			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	96,569			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	34,666,269			Total Operating Revenue	6.1%	31,629,560	32,542,741	33,397,882	34,275,555
2,585,094	2,585,094			Operating Expenditure					
191,957	191,957			Governance & Advocacy	6.8%	2,761,332	3,069,916	2,936,523	3,023,138
142,849	142,849			Community Connection	6.3%	204,042	210,410	216,311	222,381
40,000	120,000			Financial Services	2.9%	147,046	151,368	155,816	160,397
0	0			People & Culture	-100.0%	0	0	0	0
4,826,394	4,826,394			Work Health & Safety	0.0%	0	0	0	0
438,555	438,555			Fleet Management	4.3%	5,031,745	5,176,107	5,316,500	5,461,195
86,970	174,623			Quarries	5.9%	464,410	477,936	490,667	503,878
4,905	34,905			Private Works	4.5%	90,892	93,661	96,253	98,930
181,869	270,653			Customer Service	33.6%	6,552	6,749	6,951	7,160
				Information Technology Services	1.3%	184,201	186,593	189,045	191,560
8,498,593	8,785,030			Total Operating Expenditure	4.6%	8,890,220	9,372,740	9,408,066	9,668,639
21,315,278	25,881,239			Operating Result - Surplus/(Deficit)	6.7%	22,739,340	23,170,001	23,989,816	24,606,916
22,791,581	27,357,542			Operating Cash Result - Surplus/(Deficit)	6.5%	24,284,176	24,752,423	25,610,762	26,267,350
				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		327,327	259,933	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		1,730,163	1,883,381	2,937,243	2,956,267
				Program Cash Result - Surplus/(Deficit)		20,736,329	20,996,191	21,490,205	21,849,068

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-Mar-23	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	2.5%	5,028	5,154	5,283	5,415
24,229	24,229	560010	0260	Activity Based Costing - Income	3.0%	24,956	25,705	26,476	27,270
130	130	560010	0290	Contributions - LPMA/NCAT	3.1%	134	138	142	146
3,183	3,183	560010	0460	Contributions - Other	3.0%	3,278	3,376	3,477	3,581
0	3,000,000	560010	0700	Fees - Other	0.0%	0	0	0	0
405,746	405,746	560010	1235	Insurance Claims	47.3%	597,614	615,542	634,008	653,028
				Salary Efficiency Dividend					
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	3.3%	281,491	289,551	297,838	305,286
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	10.5%	1,425,296	1,487,616	1,517,828	1,564,419
				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	9.4%	579,492	599,743	617,718	636,233
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	7.1%	93,721	96,894	99,641	102,598
				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	22.8%	749,943	776,191	799,477	823,461
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	12.8%	(1,175,284)	(1,253,395)	(1,259,325)	(1,301,777)



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-Mar-23	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	-15.9%	160,752	166,378	171,370	176,510
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	6.8%	2,761,332	3,069,916	2,936,523	3,023,138
(2,146,901)	853,099			Operating Result - Surplus/(Deficit)	-0.8%	(2,130,322)	(2,420,001)	(2,267,137)	(2,333,698)
(2,144,601)	855,399			Operating Cash Result - Surplus/(Deficit)	-0.8%	(2,128,022)	(2,417,701)	(2,264,837)	(2,331,398)
				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)		(2,126,112)	(2,415,751)	(2,262,847)	(2,329,522)

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-Mar-23	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	6.3%	262,480	271,667	279,817	288,211
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	3.9%	(157,691)	(162,953)	(167,704)	(172,595)
191,957	191,957			Total Operating Expenditure	6.3%	204,042	210,410	216,311	222,381
(191,957)	(191,957)			Operating Result - Surplus/(Deficit)	6.3%	(204,042)	(210,410)	(216,311)	(222,381)
(190,357)	(190,357)			Operating Cash Result - Surplus/(Deficit)	6.3%	(202,442)	(208,810)	(214,711)	(220,781)
				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)		(202,442)	(208,810)	(214,711)	(220,781)

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-Mar-23	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	1,913,358	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%	10,205,851	10,466,897	10,734,544	11,008,958
3,080,289	3,080,289	580010	1151	Rates Revenue - Farmland	4.0%	3,202,915	3,283,368	3,365,847	3,450,403
2,362,860	2,362,860	580010	1152	Rates Revenue - Business	3.4%	2,442,923	2,503,939	2,566,482	2,630,592
21,965,662	23,162,404			Total Operating Revenue	6.2%	23,337,123	23,931,653	24,539,386	25,162,451
				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	4.6%	1,415,207	1,464,740	1,508,681	1,553,941
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	4.9%	(1,865,522)	(1,925,606)	(1,980,344)	(2,036,648)
142,849	142,849			Total Operating Expenditure	2.9%	147,046	151,368	155,816	160,397
21,822,813	23,019,555			Operating Result - Surplus/(Deficit)	6.3%	23,190,077	23,780,285	24,383,570	25,002,054
21,825,313	23,022,055			Operating Cash Result - Surplus/(Deficit)	6.3%	23,192,577	23,782,785	24,386,070	25,004,554
				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		646,900	737,700	1,001,000	1,195,100
				Program Cash Result - Surplus/(Deficit)		22,545,677	23,045,085	23,385,070	23,809,454

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-Mar-23	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	13,841	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
0	80,000	610041	0290	Training - Professional Development	0.0%	0	0	0	0
21,756	115,597			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	11.0%	780,016	807,317	831,537	856,483
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	4.5%	5,403	5,592	5,760	5,932
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	15.8%	(877,619)	(907,404)	(934,144)	(961,673)
6,196,498	6,196,498	610030	3195	Employee Leave Entitlements	14.7%	7,106,598	7,367,069	7,614,314	7,841,981
31,666	31,666	610031	3025	Industrial Relations	2.5%	32,458	33,269	34,101	34,953
				Learning & Development					
149,734	229,734	610040	4000	Training - Compliance	4.5%	156,472	161,949	166,808	171,812
150,135	150,135	610041	4000	Training - Professional Development	4.5%	156,891	162,382	167,254	172,272
				RVC Meetings					
1,986	1,986	610045	3125	Consultative Committee	4.5%	2,075	2,147	2,212	2,279
38,073	38,073	610045	3280	General Staff Meetings	4.5%	39,787	41,179	42,414	43,687
7,450	7,450	610045	3743	Staff Appraisals	4.5%	7,786	8,057	8,299	8,548
3,310	3,310	610045	3815	Union Meetings	4.5%	3,459	3,580	3,687	3,798
3,310	3,310	610045	3955	WHS Committee	4.5%	3,459	3,580	3,687	3,798

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-Mar-23	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>	14.1%	(7,508,985)	(7,783,212)	(8,042,776)	(8,283,128)
				Oncost Credits					
40,000	120,000			Total Operating Expenditure	-100.0%	0	0	0	0
(18,244)	(4,403)			Operating Result - Surplus/(Deficit)	-222.8%	22,409	23,082	23,775	24,488
(17,844)	(4,003)			Operating Cash Result - Surplus/(Deficit)	-227.8%	22,809	23,482	24,175	24,888
				Capital Movements					
				Add: Capital Grants & Contributions		0	0	0	0
				Add: Loan Funds Used		0	0	0	0
				Add: Asset Sales		0	0	0	0
				Add: Transfer from Restricted Assets		0	0	0	0
				Less: Asset Acquisition		0	0	0	0
				Less: Loan Repayments		0	0	0	0
				Less: Transfer to Restricted Assets		0	0	0	0
				Program Cash Result - Surplus/(Deficit)		22,809	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-Mar-23	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
2,583	2,583	610020	3025	Operating Expenditure 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	-1.1%	187,816	194,390	200,222	206,229
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
(280,751)	(280,751)	610991	3998	Indirect Costs Activity Based Costing - Expense	-17.9%	(230,544)	(238,186)	(245,113)	(252,243)
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-Mar-23	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	3.0%	215,319	221,779	228,432	235,285
147,519	147,519	680010	0590	Contributions - Staff Vehicles	3.0%	151,945	156,503	161,198	166,034
5,135,817	5,135,817	680010	0850	Grant Revenue	3.0%	5,289,892	5,448,589	5,612,047	5,780,408
				Plant Hire Charges					
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	3.3%	128,324	132,045	135,613	139,278
103,337	103,337	670020	3025	Coraki Fabrication	4.8%	108,303	111,821	115,219	118,717
52,806	52,806	670030	3025	Evans Head	3.3%	54,563	56,166	57,702	59,279
				<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	3.5%	(331,588)	(340,947)	(349,979)	(359,262)
				<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	6.0%	367,620	380,488	391,902	403,660
2,379,356	2,379,356	680010	3270	Fleet Expenses	3.6%	2,464,966	2,535,079	2,604,792	2,676,512
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	7.7%	959,820	990,218	1,017,726	1,046,391
4,826,394	4,826,394			Total Operating Expenditure	4.3%	5,031,745	5,176,107	5,316,500	5,461,195
665,990	665,990			Operating Result - Surplus/(Deficit)	-6.1%	625,411	650,764	685,177	720,532
1,881,866	1,881,866			Operating Cash Result - Surplus/(Deficit)	-0.6%	1,871,192	1,927,196	1,993,027	2,060,585
				<b>Capital Movements</b>					
				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		306,127	238,453	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	754,511	542,645
				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-Mar-23	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	1,220,700	520050	0290	Petersons Quarry	2.0%	997,651	1,097,505	1,119,556	1,142,050
632,200	861,600	530050	0900	Woodview Quarry - Private Sales	8.9%	688,483	709,138	730,413	752,325
1,786,370	2,258,475			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%	123,994	127,178	130,406	133,711
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	9.6%	17,344	17,921	18,434	18,969
				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	9.1%	109,333	112,941	116,122	119,467
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-Mar-23	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	9.1%	109,025	112,626	115,816	119,158
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	5.9%	464,410	477,936	490,667	503,878
1,347,815	1,819,920			Operating Result - Surplus/(Deficit)	4.1%	1,403,185	1,515,612	1,551,814	1,588,784
1,408,297	1,880,402			Operating Cash Result - Surplus/(Deficit)	4.0%	1,465,098	1,578,992	1,616,695	1,655,204
				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		1,083,263	1,145,681	1,181,731	1,218,522
				Program Cash Result - Surplus/(Deficit)		381,834	433,311	434,964	436,682

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-Mar-23	Project	Activity	Description	Original Budget % +/-	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027
92,742	97,742	200000	0870	Operating Revenue					
				Private Works Revenue	3.0%	95,524	98,390	101,342	104,382
92,742	97,742			Total Operating Revenue	3.0%	95,524	98,390	101,342	104,382
				Operating Expenditure					
62,811	67,811	200000	3500	Private Works Expenses	3.5%	64,992	66,936	68,775	70,665
0	1,147	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
0	69,006	201482	3500	Pwks - Pacific Complete Rifle Range Rd Rectification	0.0%	0	0	0	0
				Indirect Expenditure					
24,159	24,159	202991	3998	Activity Based Costing - Expense	7.2%	25,900	26,725	27,478	28,265
86,970	174,623			Total Operating Expenditure	4.5%	90,892	93,661	96,253	98,930
5,772	(76,881)			Operating Result - Surplus/(Deficit)	-19.7%	4,632	4,729	5,089	5,452
5,772	(76,881)			Operating Cash Result - Surplus/(Deficit)	-19.7%	4,632	4,729	5,089	5,452
				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)		4,632	4,729	5,089	5,452

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-Mar-23	Project	Activity	Description	Original Budget % +/-	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027
4,905	4,905	590010	0460	Operating Revenue					
0	0	630100	0290	Council Offices	3.0%	5,052	5,204	5,360	5,521
				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					
293,252	293,252	590100	3260	Council Offices	5.4%	309,202	320,722	332,630	344,900
3,608	3,608	590105	3330	Casino	17.5%	4,240	4,425	4,606	4,795
68,451	68,451	590110	3260	Casino Annex	7.5%	73,593	76,097	78,673	81,278
				Evans Head					
164,788	164,788	590990	3999	Indirect Expenditure	2.4%	168,671	172,650	176,729	180,910
(525,194)	(525,194)	590991	3998	Depreciation	4.8%	(550,654)	(568,690)	(587,278)	(606,362)
				Activity Based Costing - Expense					
17,707	17,707	630100	3025	Customer Service	2.5%	18,149	18,603	19,069	19,546
1,052,658	1,052,658	630100	3185	Administration Expenses	6.3%	1,118,970	1,158,068	1,192,776	1,228,525
0	30,000	630200	3185	Employee Costs	0.0%	0	0	0	0
0	0	630100	3455	Employee Costs - OLG Funded	0.0%	1,500	1,538	1,576	1,615
				Operating Expenses					
(1,070,365)	(1,070,365)	630991	3998	Indirect Costs	6.2%	(1,137,119)	(1,176,664)	(1,211,830)	(1,248,047)
				Activity Based Costing - Expense					
4,905	34,905			Total Operating Expenditure	33.6%	6,552	6,749	6,951	7,160
0	(30,000)			Operating Result - Surplus/(Deficit)	0.0%	0	0	0	0
164,788	134,788			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-Mar-23	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					
7,210	11,920	600010	0460	Activity Based Costing - Income	2.5%	4,765	4,884	5,006	5,131
				Fees - Other	3.0%	7,426	7,649	7,878	8,114
0	80,000	600041	0590	Planning Portal Integration to TechOne	0.0%	0	0	0	0
11,859	96,569			Total Operating Revenue	2.8%	12,191	12,533	12,884	13,245
				Operating Expenditure					
				Information Technology					
142,245	146,955	600010	3025	Administration Expenses	7.6%	153,051	156,878	160,801	164,820
1,017,336	1,017,336	600010	3185	Employee Costs	26.9%	1,291,114	1,336,303	1,376,392	1,417,684
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	80,000	600041	3455	Planning Portal Integration to TechOne	0.0%	0	0	0	0
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
(2,401,736)	(2,401,736)	600991	3998	Indirect Costs	16.6%	(2,799,811)	(2,883,678)	(2,963,464)	(3,045,498)
				Activity Based Costing - Expense					
181,869	270,653			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)	4,800,000	0	0	0
Total Tourism	4,800,000	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	4,995,300	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
Woodburn Riverside - Jetty Upgrade	63,393	0	0	0
LPMA Surf Club Grant	24,493	24,860	25,233	25,611
Casino Showground and Racecourse Upgrade	4,600,000	0	0	0
Total Sports Grounds, Parks & Facilities	5,952,237	24,860	25,233	25,611
<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

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>				
<b>Building and Maintaining Roads</b>				
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	166,475	0	0	0
Willox Bridge (Fixing Country Bridges)	482,988	0	0	0
Total Building and Maintaining Roads	2,360,034	420,000	420,000	420,000
<b>Water Supplies</b>				
S64 Contributions	150,000	150,000	150,000	150,000
Total Water Supplies	150,000	150,000	150,000	150,000
<b>Sewerage Services</b>				
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	8,808,459	6,942,063	37,143,473	8,944,907
Total Capital Grants & Contributions	13,803,759	7,165,263	37,385,273	9,191,543
<b>Loan Funds Utilised</b>				
<b>Creating great places to live</b>				
<b>Sewerage Services</b>				
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
<b>Stormwater Management</b>				
Loan Borrowings - Stormwater Management	1,600,000	0	0	0
Total Stormwater Management	1,600,000	0	0	0
Total creating great places to live loan funds utilised	1,600,000	3,000,000	3,000,000	20,000,000
<b>Protecting our unique environment</b>				
<b>Waste Management</b>				
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
Total Loan Funds Utilised	2,600,000	3,000,000	3,000,000	20,000,000

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>				
<u>Protecting our unique environment</u>				
<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
<u>Delivering for our community</u>				
<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	20,086,347	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	2,767,500	6,100,000	2,500,000	2,000,000
Total Real Estate Development	2,767,500	6,100,000	2,500,000	2,000,000
<u>Tourism</u>				
Northern Rivers Rail Trail (Casino to Bentley)	5,514,003	0	0	0
Total Tourism	5,514,003	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	8,466,958	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>				
<u>Casino</u>				
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
<u>Casino Showground</u>				
Showground and Racecourse Upgrade	5,200,000	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
Woodburn Riverside - Jetty Upgrade	63,393	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>9,961,713</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
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
Creating great places to live (continued)				
<u>Building &amp; Maintaining Roads</u>				
<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	330,000	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	1,388,145	1,359,748	1,370,856	1,383,463
<i>Sealed Rural Local Roads &amp; Bridges</i>				
<i>Roads to Recovery Program</i>				
Sealed Rural Local Roads & Bridges - TBA	0	501,108	501,108	501,108
Manifold Rd - CH TBA	501,107	0	0	0
Springgrove 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
Sealed Rural Local Roads & Bridges - TBA	499,057	499,057	499,057	499,057
Reynolds Rd Bridge (FCB)	1,285,800	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>4,602,777</b>	<b>2,539,734</b>	<b>2,543,499</b>	<b>2,547,354</b>
<i>Sealed Rural Regional Roads &amp; Bridges</i>				
Willlox Bridge (Fixing Country Bridges)	733,177	0	0	0
MR145 Hare Street Casino (REPAIR)	346,996	0	0	0
Contribution to REPAIR Program	0	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>1,433,173</b>	<b>537,131</b>	<b>550,814</b>	<b>554,570</b>
<i>Unsealed Rural Local Roads &amp; Bridges</i>				
Lolback Bridge (FCB)	583,902	0	0	0
Gravel Resheets	274,626	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>447,659</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	8,556,756	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	2,100,000	0	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	150,000
Total Stormwater Management	2,209,189	195,000	195,000	160,000
<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	1,592,400	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
Total Sewerage Services	4,071,400	14,803,000	44,306,455	31,446,000
<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
Total Engineering Support & Asset Management	35,000	65,000	35,000	105,000
Total Creating great places to live Capital Expenditure	28,192,581	22,225,800	53,903,467	40,462,479



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 (BWRF)	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
Sealed Access	0	0	30,000	0
Compactor Bin Facility Upgrade	15,000	0	0	0
Total Waste Management	4,635,970	2,050,544	1,677,545	1,540,909
Total Protecting our unique environment Capital Expenditure	4,635,970	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	43,878,654	33,088,603	60,152,705	46,096,527

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	0	0	0	0	0	0	0	0	0	0	0	0	0
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	801,553	(714,003)	0	87,550	0	0	87,550	0	0	87,550	0	0	87,550
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)	0	0	0	0	0	0	0	0	0	0	0	0	0
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	1,589,810	(914,319)	0	675,491	0	0	675,491	0	0	675,491	0	0	675,491
Unexpended Grant - Fixing Local Roads	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 - BCRRF - 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	89,043	0	0	89,043	0	0	89,043	0	0	89,043	0	0	89,043
Unexpended Grant - Department Planning & Environment - Streets Shared Space Barker Street	0	0	0	0	0	0	0	0	0	0	0	0	0
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	223,728	0	0	223,728	0	0	223,728	0	0	223,728	0	0	223,728
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 Round 2	747,881	(747,881)	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 Grant - Crown Lands Flood Recovery Program	363,200	0	0	363,200	0	0	363,200	0	0	363,200	0	0	363,200
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	1,841,177	0	0	1,841,177	0	0	1,841,177	0	0	1,841,177	0	0	1,841,177
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	5,637,594	(2,586,801)	85,100	3,135,893	(441,663)	55,800	2,750,030	(97,645)	68,800	2,721,184	(614,792)	74,800	2,181,193
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	(480,356)	15,200	541,255	(141,585)	9,600	409,269	(140,554)	10,200	278,915	(104,517)	7,700	182,097
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	6,415	1,200	88,317	6,646	1,600	96,563	6,897	2,400	105,860	7,157	2,900	115,917

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 - Ex Copmanhurst Roads	4,785	0	100	4,885	0	100	4,985	0	100	5,085	0	100	5,185	
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	1,658,257	88,900	25,000	1,772,157	88,200	31,500	1,891,857	87,500	47,300	2,026,657	86,500	55,700	2,168,857	
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	
Total External Restrictions	23,419,918	(8,895,028)	168,300	14,693,190	(434,680)	149,400	14,407,910	(367,330)	202,600	14,243,180	(547,417)	225,900	13,921,663	
Internal Restrictions														
Employee Leave Entitlements - Richmond Valley Council	1,386,601	0	20,900	1,407,501	0	25,100	1,432,601	0	35,800	1,468,401	0	40,400	1,508,801	
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	(11,300)	2,900	151,872	(13,900)	3,800	141,772	(16,640)	3,900	129,032	
Unexpended Rates Special Variation	812,946	(267,110)	0	545,836	(21,000)	0	524,836	(5,719)	0	519,117	0	0	519,117	
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	2,987,457	0	45,100	3,032,557	0	54,000	3,086,557	0	77,200	3,163,757	0	87,000	3,250,757	
Plant Replacement	3,096,600	(336,127)	46,800	2,807,273	(298,453)	50,000	2,558,819	724,511	64,000	3,347,331	442,645	92,100	3,882,076	
Real Estate and Infrastructure	6,868,084	(522,685)	103,700	6,449,099	(2,979,287)	114,800	3,584,612	(308,154)	89,600	3,366,058	2,186,881	92,600	5,645,539	
Petersons Quarry	2,067,081	394,642	31,200	2,492,923	418,625	44,400	2,955,948	430,052	73,900	3,459,901	441,606	95,100	3,996,607	
Woodview Quarry	2,261,789	316,501	34,200	2,612,490	333,225	46,500	2,992,215	350,971	74,800	3,417,986	369,194	94,000	3,881,180	
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	474,945	601,347	7,200	1,083,492	1,027,763	19,300	2,130,555	1,254,115	53,300	3,437,971	1,081,949	94,500	4,614,420	
Other Waste Management	4,242,869	581,287	64,100	4,888,256	(245,777)	87,000	4,729,479	(150,952)	118,200	4,696,727	(202,624)	129,200	4,623,303	
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	178,068	(14,747)	2,700	166,021	(15,710)	3,000	153,310	(15,259)	3,800	141,851	(14,841)	3,900	130,910	
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	74,413	9,000	0	83,413	9,605	0	93,018	10,236	0	103,254	10,895	0	114,149	
Carry Over Works	2,777,080	(232,548)	0	2,544,532	0	0	2,544,532	0	0	2,544,532	0	0	2,544,532	
Total Internal Restrictions	36,107,511	381,032	478,600	36,967,143	(1,704,113)	588,300	35,851,330	2,508,520	798,400	39,158,250	5,112,695	969,200	45,240,145	
Total General Fund Restrictions	59,527,429	(8,513,996)	646,900	51,660,333	(2,138,793)	737,700	50,259,240	2,141,190	1,001,000	53,401,430	4,565,278	1,195,100	59,161,808	
Sewerage Fund														
External Restrictions														
Section 64 Contributions	5,714,892	(97,167)	97,167	5,714,892	(113,191)	113,191	5,714,892	(157,340)	157,340	5,714,892	(224,100)	224,100	5,714,892	
Infrastructure Replacement	8,530,387	(1,794,857)	145,036	6,880,566	(3,398,721)	136,278	3,618,123	(2,683,380)	99,613	1,034,356	(784,688)	40,561	290,228	
Total Sewerage Fund Restrictions	14,245,279	(1,892,024)	242,203	12,595,458	(3,511,912)	249,469	9,333,015	(2,840,720)	256,953	6,749,248	(1,008,788)	264,661	6,005,120	
Water Fund														
External Restrictions														
Section 64 Contributions	3,072,541	136,700	13,300	3,222,541	133,294	16,706	3,372,541	133,310	16,690	3,522,541	130,214	19,786	3,672,541	
Infrastructure Replacement	4,650,163	(1,236,870)	20,200	3,433,493	357,635	17,799	3,808,927	(833,313)	18,850	2,994,464	(745,110)	16,820	2,266,174	
Total Water Fund Restrictions	7,722,704	(1,100,170)	33,500	6,656,034	490,929	34,505	7,181,468	(700,003)	35,540	6,517,005	(614,896)	36,606	5,938,715	
Total Restrictions (All Funds)	81,495,412	(11,506,190)	922,603	70,911,825	(5,159,776)	1,021,674	66,773,723	(1,399,533)	1,293,493	66,667,683	2,941,594	1,496,367	71,105,644	