



**Richmond
Valley
Council**



**Operational Plan 2024-2025
(including Financial Estimates 2024-2028)
Adopted by Council
25 June 2024**



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

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Delivering our community's priorities

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

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

Although there will be challenges ahead, there will also be great opportunities in the coming year, as we take another step towards activating the Regional Jobs Precinct and delivering much-needed housing for our growing community. We'll also complete some major milestones in 2024-25, including further development of the Northern Rivers Rail Trail, activation of the Regional Jobs Precinct, commencement of construction works for Stage 2 of the Evans Head Sewage Treatment Plant and continued upgrades to local sporting facilities in the Mid-Richmond.

We'll also continue 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 2024-25 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 2024-25 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	Manager Asset Systems & Planning	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	Complete the Mid-Richmond Place Plan project	Manager Development & Certification	Mid-Richmond Place Plans approved by Council
1A2.2	Seek funding to complete the Woodburn CBD upgrade and other key Place Plan initiatives	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
1A2.4	Incorporate priority actions from the Mid Richmond Place Plans in the revised Community Strategic Plan and 2025-29 Delivery Program	Chief of Staff	Revised CSP and new Delivery Program endorsed by the community and adopted by Council.

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 Fund repair program for roads, bridges and associated assets	Manager Infrastructure Services	Funding secured. Works completed within required timeframes and scope
1B1.2	Complete Naughton's Gap landslip restoration	Manager Asset Delivery & Projects	Construction completed within required timeframes and budget.
1B1.3	Seek funding to deliver the Richmond Terrace Rebuild project	Manager Asset Delivery & Projects	Grant applications prepared and funding secured. Construction completed within required timeframes and budget.
1B1.4	Finalise water and sewerage asset flood repairs and asset resilience works.	Manager Water/Sewer & Projects	Program of works finalised. Completed within required timeframes and scope

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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 NSW Reconstruction Authority 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 Asset Systems & Planning	Funding secured
1C1.3	Advocate for continued flood recovery support for rural industries and local businesses	General Manager	Number of advocacy/engagement activities Funding/support secured
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	Incorporate key actions from the Richmond Valley Water for Life 2050 strategy in the revised Community Strategic Plan and 2025-29 Delivery Program	Chief of Staff	Revised CSP and new Delivery Program endorsed by the community and adopted by Council.

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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
2A2.2	Promote the RV Masterplan to key government agencies, development authorities and investors	General Manager
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
2A3.2	Prepare the State of the Valley Report and lead the 2024-25 CSP review	Chief of Staff
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
2B1.2	Activate Council-owned industrial lands in the RJP precincts and explore further opportunities for commercial development	Manager Invest & Live
2B1.3	Work with Regional NSW to attract new investment to the RJP Precincts and Richmond Valley	Manager Invest & Live

Principal Activity 2C1 Increase educational opportunities		Director Projects & Business Development	
Code	Action	Responsible officer	Measures
2C1.1	Advocate for increased trade and technical training options within the Richmond Valley	Manager Invest & Live	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 Invest & Live	Examples of where Council has provided input to improve access to university and increased participation rates.
Principal Activity 2C2 Grow Government-led services		Director Projects & Business Development	
Code	Action	Responsible officer	
2C2.1	Advocate for Government-led service industries to relocate to the Richmond Valley	Manager Invest and Live	. Number of engagement/advocacy activities.
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 Invest and Live	Examples of where Council has worked with NSW Health to support increased services within the Richmond Valley.
2D: Provide more homes for our growing community			
Principal Activity 2D1: Activate residential development on flood-safe land		Director Community Service Delivery	
Code	Action	Responsible officer	
2D1.1	Work with the NSW RA to activate the Resilient Lands Program priority investigation site in the Richmond Valley	General Manager	Support received from NSW RA. Progress is site activation
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.

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Code	Action	Responsible officer	
2D1.4	Complete Heavy Haulage contributions plan	Manager Development & Certification	Review completed within required timeframes and new contributions plan adopted
Principal Activity 2D2: Provide a range of housing to suit all needs			
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 Invest and Live	Number of affordable housing options provided within the Richmond Valley.
2E: Deliver regionally significant projects			
Principal Activity 2E1: Work with regional partners to deliver the Northern Rivers Rail Trail			
Code	Action	Responsible officer	
2E1.1	Complete the upgrade of the Casino Rail Trail entry precinct and develop opportunities to link the precinct other local attractions and services	Manager Asset Delivery & Projects	Upgrade completed. Designs for linking pathways/streetscaping completed
2E1.2	Work with Lismore City Council to deliver the Bentley – Lismore stage of the Trail	Manager Asset Delivery & Projects	Bentley-Lismore section is successfully integrated with the Casino-Bentley section
2E1.3	Open opportunities for rail trail support services, tourism and associated businesses	Manager Invest & Live	Rail Trail Partner Program established

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Principal Activity 2E2 Establish Casino Showground as the premier equine facility in the Northern Rivers		Director Projects & Business Development	
Code	Action	Responsible officer	
2E2.1	Work with stakeholders to implement the Equine Centre business plan	Manager Property & Economic Projects	Number of measures within the business plan that have been implemented
2E2.2	Activate the Casino Showground, exploring new event and business opportunities across all disciplines	Manager Invest & Live	Number of new events and business bookings
2E2.3	Establish the business model for the Casino Showgrounds including required resourcing and management procedures	Manager Invest & Live	Model established and resources engaged.
Principal Activity 2E3 Upgrade regionally significant infrastructure		Director Community Service Delivery	
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 Asset Delivery & Projects	Number of grants applied for/internally funded
2E3.2	Finalise pre-construction works to deliver a new Casino Sewage Treatment Plant and seek further funding	Manager Water/Sewer & Projects	Pre-construction works completed within required timeframes and budget Regulatory approvals secured Funding applications completed

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

3A: Strengthen the Valley’s manufacturing and industry base		Director Projects & Business Development	
Code	Action	Responsible officer	Measures
Principal Activity 3A1: Encourage new manufacturing and processing industries to relocate to the Richmond Valley			
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 Invest & Live	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 Invest & Live	Number of renewable energy proposals approved and/or developed.
Principal Activity 3A2: Strengthen supply chains for key manufacturing industries		Director Projects & Business Development	
Code	Action	Responsible officer	Measures
3A2.1	Work with Regional NSW to Identify supply chain gaps and value-add opportunities for key manufacturing industries	Manager Invest & Live	Number of opportunities successfully activated
3A2.2	Encourage growth in logistics industries to support local manufacturing and agriculture	Manager Invest & Live	Number of opportunities successfully activated

3B: Grow our lifestyle and tourism markets		Director Community Service Delivery	
Principal Activity 3B1: Improve visitor accommodation options throughout the Valley		Responsible officer	Measures
Code	Action	Manager Community Connection	Discover Richmond Valley Visitor Accommodation Strategy implemented.
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	Five percent increase in seasonal bookings.
3B1.2	Continue to develop Council's caravan park at Coraki for short-term visitor accommodation	Manager Asset Systems & Planning	Opportunities identified and investigated Implementation of options available in conjunction with Community Connection
3B1.3	Provide more options for self-contained caravans and campers to stop overnight in the Richmond Valley		
Principal Activity 3B2: Explore new opportunities for visitor experiences		Director Community Service Delivery	
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 Council
3B2.2	Encourage new nature-based tourism and cultural experiences to diversify the visitor market	Manager Community Connection	Number of 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.
3C: Support continued growth in service industries		Director Projects & Business Development	
Principal Activity 3C1: Identify key service industry growth areas		Responsible officer	Measures
Code	Action	Manager Invest & Live	Number of new service industries established
3C1.1	Identify opportunities to support continued growth of local service industries and address current service industry gaps.		

3D: Support and protect agricultural enterprise		
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 Invest & Live 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	Support lessees to successfully operate the NRLX and deliver Council's vision for the facility	Manager Invest and Live RV Continuous improvement in Councils financial subsidisation of the facility
3D3.2	Complete upgrade works to NRLX effluent ponds	Manager Asset Delivery & Projects Completion of project within time and budget frameworks

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

4A: Provide opportunities to learn, create, share and celebrate		Director Community Service Delivery	
Principal Activity 4A1: Celebrate our diverse community and increase inclusion and understanding		Responsible officer	Measures
Code	Action		
4A1.1	Continue to support NAIDOC Week celebrations and events and participate in inter-agency forums	Resilience & Community Grants Coordinator	Support 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	Incorporate priority actions from the Disability Inclusion Action Plan into the in the revised Community Strategic Plan and 2025-29 Delivery Program	Chief of Staff	Actions incorporated and responsibilities allocated.

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Principal Activity 4A2: Support and deliver local events and festivals		Director Community Service Delivery	
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	Quantum of support provided Success and patronage of signature events
4A2.2	Host and support local events, civic ceremonies and festivals to encourage community connection	Manager Community Connection	Community groups taking a larger role in organising and coordinating small, localised events in their area.
4A2.3	Explore opportunities to promote public art and cultural activities	Manager Community Connection	Number of additional activities.
4A2.4	Seek funding for upgrades to Casino Civic Hall to attract more touring performances	Grants Officer	Number of grant applications submitted
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 activities supported through the Event Support Scheme.

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Principal Activity 4A3: Enhance local libraries to be culturally enriching and informative spaces		Director Organisational Services	
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	Deliver library programs for digital inclusion, innovation and creativity. Programs and events tailored to facilitate access and participation. Members and visitations numbers are maintained according to SLNSW guidelines
4A3.2	Maintain and enhance library spaces to provide greater opportunities to engage with the community	Manager Regional Library	Ensure library buildings and spaces are welcoming and remain central to service delivery. Continue to provide an environment in which everyone is comfortable and accepted
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	Deliver customer-driven evolving library collections, both physical and digital. Collection Development Policy and processes are reviewed annually to meet customer needs.
4A3.4	Monitor emerging trends and developments in the provision of library user's access to technology	Manager Regional Library	Continue to investigate and deploy enhancements to the library digital services regularly to ensure staff and library members have access to appropriate information technology resources.
4B: Enhance the unique character of our towns and villages			
Principal Activity 4B1: Implement community Place Plan actions		Director Projects & Business Development	
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 within required timeframes
4B1.2	Develop a CBD masterplan for Evans Head	Manager Development & Certification	Masterplan is developed in consultation with relevant teams Draft Masterplan completed within required timeframes

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Principal Activity 4A3: Enhance local libraries to be culturally enriching and informative spaces		Director Organisational Services	
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	Deliver library programs for digital inclusion, innovation and creativity. Programs and events tailored to facilitate access and participation. Members and visitations numbers are maintained according to SLNSW guidelines
4A3.2	Maintain and enhance library spaces to provide greater opportunities to engage with the community	Manager Regional Library	Ensure library buildings and spaces are welcoming and remain central to service delivery. Continue to provide an environment in which everyone is comfortable and accepted
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	Deliver customer-driven evolving library collections, both physical and digital. Collection Development Policy and processes are reviewed annually to meet customer needs.
4A3.4	Monitor emerging trends and developments in the provision of library user's access to technology	Manager Regional Library	Continue to investigate and deploy enhancements to the library digital services regularly to ensure staff and library members have access to appropriate information technology resources.
Principal Activity 4B2: Maintain town centres, local parks and cemeteries to a high standard		Director Community Service Delivery	
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
4B2.2	Develop and deliver integrated services for town centre maintenance, cleaning and safety improvements	Coordinator Open Spaces	Services levels achieved
4B2.3	Carry out regular park maintenance, regular safety inspections and improvements	Coordinator Open Spaces	Services levels achieved

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Principal Activity 4A3: Enhance local libraries to be culturally enriching and informative spaces		Director Organisational Services	
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	Deliver library programs for digital inclusion, innovation and creativity. Programs and events tailored to facilitate access and participation. Members and visitations numbers are maintained according to SLNSW guidelines
4A3.2	Maintain and enhance library spaces to provide greater opportunities to engage with the community	Manager Regional Library	Ensure library buildings and spaces are welcoming and remain central to service delivery. Continue to provide an environment in which everyone is comfortable and accepted
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	Deliver customer-driven evolving library collections, both physical and digital. Collection Development Policy and processes are reviewed annually to meet customer needs.
4A3.4	Monitor emerging trends and developments in the provision of library user's access to technology	Manager Regional Library	Continue to investigate and deploy enhancements to the library digital services regularly to ensure staff and library members have access to appropriate information technology resources.
4C: Encourage healthy activities, community involvement and connection			
Principal Activity 4C1: Provide well-maintained public recreation, sports facilities & swimming pools		Director Projects & Business Development	
Code	Action	Responsible officer	Measures
4C1.1	Actively seek funding for Stage 2 and 3 of the Casino Memorial Pool upgrade	Manager Asset Delivery & Projects	Funding secured
4C1.2	Maintain Woodburn, Coraki and Evans Head swimming pools to meet community needs	Manager Asset Systems & Planning	Maintenance meets agreed service levels

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Principal Activity 4A3: Enhance local libraries to be culturally enriching and informative spaces		Director Organisational Services	
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	Deliver library programs for digital inclusion, innovation and creativity. Programs and events tailored to facilitate access and participation. Members and visitations numbers are maintained according to SLNSW guidelines
4A3.2	Maintain and enhance library spaces to provide greater opportunities to engage with the community	Manager Regional Library	Ensure library buildings and spaces are welcoming and remain central to service delivery. Continue to provide an environment in which everyone is comfortable and accepted
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	Deliver customer-driven evolving library collections, both physical and digital. Collection Development Policy and processes are reviewed annually to meet customer needs.
4A3.4	Monitor emerging trends and developments in the provision of library user's access to technology	Manager Regional Library	Continue to investigate and deploy enhancements to the library digital services regularly to ensure staff and library members have access to appropriate information technology resources.
4C1.3	Continue to deliver upgrade works at Queen Elizabeth Park, Colley Park, Windsor Park and Stan Payne Oval and seek further funding for additional improvements	Manager Asset Delivery & Projects	Projects completed within required timeframes, budget and scope. Funding secured
4C1.4	Work with local sporting clubs to maintain and improve community sporting facilities and develop masterplans	Manager Asset Systems & Planning	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 bookings and visitor numbers.
4C1.6	Complete design work for the Broadwater-Evans Head section of the "three-villages cycleway" and seek funding to construct the remaining stages.	Manager Asset Systems & Planning	Complete survey and design of shared pathways and liaise with grants officer re suitable grant funding opportunities

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Principal Activity 4A3: Enhance local libraries to be culturally enriching and informative spaces		Director Organisational Services	
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	Deliver library programs for digital inclusion, innovation and creativity. Programs and events tailored to facilitate access and participation. Members and visitations numbers are maintained according to SLNSW guidelines
4A3.2	Maintain and enhance library spaces to provide greater opportunities to engage with the community	Manager Regional Library	Ensure library buildings and spaces are welcoming and remain central to service delivery. Continue to provide an environment in which everyone is comfortable and accepted
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	Deliver customer-driven evolving library collections, both physical and digital. Collection Development Policy and processes are reviewed annually to meet customer needs.
4A3.4	Monitor emerging trends and developments in the provision of library user's access to technology	Manager Regional Library	Continue to investigate and deploy enhancements to the library digital services regularly to ensure staff and library members have access to appropriate information technology resources.
Principal Activity 4C2: Provide safe family-friendly play spaces and outdoor meeting areas		Director Projects & Business Development	
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 as opportunities arise
4C2.2	Work with the community to design creative, inclusive play spaces	Manager Asset Systems & Planning	Number of playground inspections Number of play spaces designed

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Principal Activity 4A3: Enhance local libraries to be culturally enriching and informative spaces		Director Organisational Services	
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	Deliver library programs for digital inclusion, innovation and creativity. Programs and events tailored to facilitate access and participation. Members and visitations numbers are maintained according to SLNSW guidelines
4A3.2	Maintain and enhance library spaces to provide greater opportunities to engage with the community	Manager Regional Library	Ensure library buildings and spaces are welcoming and remain central to service delivery. Continue to provide an environment in which everyone is comfortable and accepted
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	Deliver customer-driven evolving library collections, both physical and digital. Collection Development Policy and processes are reviewed annually to meet customer needs.
4A3.4	Monitor emerging trends and developments in the provision of library user's access to technology	Manager Regional Library	Continue to investigate and deploy enhancements to the library digital services regularly to ensure staff and library members have access to appropriate information technology resources.
4C2.3	Encourage family entertainment and organised activities in outdoor spaces	Manager Community Connection	Number of activities conducted.

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		Director Community Service Delivery	
Code	Action	Responsible officer	Measure
Principal Activity 5A1: Support regional disaster planning, response and recovery			
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 regional improvement program

Principal Activity 5A2: Partner with agencies to deliver community education programs and resilience initiatives		Director Community Service Delivery	
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 supported provided to the regional flood risk awareness program.
5B Undertake long-term risk management planning for flood and bushfire			
Principal Activity 5B1: Complete Richmond Valley Flood Study and Floodplain Risk Management Plan		Director Community Service Delivery	
Code	Action	Responsible officer	Measure
5B1.1	Deliver a new Floodplain Risk Management Plan for the Richmond Valley	Manager Development & Certification	Funding secured Plan delivered within required timeframe and scope
Principal Activity 5B2: Implement the Richmond Valley Adverse Event Plan		Director Community Service Delivery	
Code	Action	Responsible officer	Measures
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 reviewed Outstanding actions incorporated into existing strategic plans.

5C Reduce our demand on natural resources		Director Community Service Delivery	
Principal Activity 5C1 Implement demand management programs to reduce water consumption		Responsible officer	Measures
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	Community education programs supported
5C1.2	Address water loss within Council's water networks, in partnership with Rous	Manager Water/Sewer & Projects	Water loss assessed and prioritised 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
5D: Provide cool, green spaces for our community		Director Community Service Delivery	
Principal Activity 5D1: Develop street-tree planting, shade and greening programs		Responsible officer	Measures
Code	Action	Responsible officer	Measures
5D1.1	Continue to develop Council's Community Greening Program to deliver 1000 additional trees, each year for the Richmond Valley	Manager Sustainable Communities & Environment	Number of trees planted Number of community volunteers involved
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

5E: Promote sustainable development		Director Community Service Delivery	
Principal Activity 5E1: Promote awareness of sustainability programs and options		Responsible officer	Measures
Code	Action		
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.
5E1.2	Encourage sustainable urban design in greenfield residential development	Manager Development & Certification	Sustainable urban design principles are imbedded in Councils strategic plans

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

6A: Undertake whole-of-life planning for community infrastructure		Director Projects & Business Development
Principal Activity 6A1: Develop and maintain asset management systems		Measures
Code	Action	
6A1.1	Develop implement & review Asset Management Strategy, Plans and Policies	Responsible officer Manager Asset Systems & Planning Strategies and plans are developed and reviewed in accordance with regulatory requirements
6A1.2	Develop capital works programs for asset renewals & upgrades	Manager Asset Systems & Planning Program developed with priorities for asset renewals and upgrades determined.
6A1.3	Develop annual maintenance and inspection programs for council assets	Manager Asset Systems & Planning Programs developed within required timeframes

6B: Partner with State Government to upgrade and maintain key freight links, regional roads and tourist roads		Director Projects & Business Development	
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. Continue to advocate for further funding when opportunities arise
6B1.2	Deliver flood resilience works at Thearles Canal and Dairy Flat on the Woodburn-Casino Rd	Manager Asset Delivery & Projects	Works completed within required timeframe, budget and scope
6B1.3	Work with neighbouring councils to upgrade and improve safety on Bentley Rd	Manager Asset Systems & Planning	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	Manager Asset Systems & Planning	Annual road repair program successfully delivered through co-ordination with internal and external stakeholders.

6C: Provide a network of safe, well-constructed local roads, bridges, footpaths and cycleways		Director Projects & Business Development	
Principal Activity 6C1: Deliver local infrastructure maintenance and renewal programs			
Code	Action	Responsible officer	Measures
6C1.1	Commence replacement and upgrade of Tatham Bridges on Woodburn-Casino Rd	Manager Asset Delivery & Projects	Works progressed within required timeframes, budget and scope
6C1.2	Complete Broadwater Bridge upgrades	Manager Asset Delivery & Projects	Funding secured from Lismore Council Works completed within required timeframes, budget and scope
6C1.3	Deliver annual Capital Works Program on time and within budget	Manager Asset Systems & Planning	Capital Works projects delivered on time and within budget
6C1.4	Deliver annual maintenance inspection programs on time and within budget	Manager Asset Systems & Planning	Maintenance program implemented within required timeframes and budget
6C1.5	Continue to deliver the Pedestrian Access and Mobility Plan	Manager Asset Systems & Planning	Number of items delivered from PAMP

6D: Manage water supply, sewerage and drainage effectively		Director Community Service Delivery
Principal Activity 6D1: Plan for future water/sewer services and upgrades		Measures
Code	Action	Responsible officer
6D1.1	Complete resilience and automation works at Rileys Hill sewage treatment plant	Manager Water/Sewer & Projects
6D1.2	Commence planning for the Coraki STP and SPS upgrade	Manager Water/Sewer & Projects
6D1.3	Complete new water/sewer development servicing plans	Manager Water/Sewer & Projects
Principal Activity 6D2: Deliver water capital works program		Measures
Code	Action	Responsible officer
6D2.1	Complete Casino raw water pump station upgrades, including PAC system renewal	Manager Water/Sewer & Projects
6D2.2	Finalise pre-construction works for Casino Water Treatment Plant upgrade	Manager Water/Sewer & Projects
6D2.3	Complete annual water capital works program on time and within budget	Manager Water/Sewer & Projects

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Principal Activity 6D3: Deliver quality water supply services		Director Community Service Delivery	
Code	Action	Responsible officer	Measures
6D3.1	Review and update Drinking Water Quality Management System and maintain compliance with requirements	Manager Water/Sewer & Projects	Review completed Requirements complied with
6D3.2	Complete annual water asset inspection and maintenance programs, as per schedule	Manager Water/Sewer & Projects	Annual water asset inspection and maintenance programs 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 Stage 2 augmentation	Manager Water/Sewer & Projects	Final design development and approved Construction contract awarded and works commenced.
6D4.2	Complete Rappville Sewerage Scheme construction	Manager Asset Delivery & Projects	Project delivered within required timeframes, budget and scope.
6D4.3	Complete annual sewer capital works program on time and within budget	Manager Infrastructure Services	Completed within required timeframes and scope

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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 Water/Sewer & Projects	Review of Business continuity plan completed Outstanding actions from the internal audit completed
6D5.2	Complete the Coraki inflow and infiltration strategy	Manager Water/Sewer & Projects	Strategy completed and implemented
6D5.3	Commence catchment-based initiatives to reduce inflow and infiltration	Manager Water/Sewer & Projects	Work commenced Completed within required timeframes and scope
6D5.4	Manage water and sewerage services within agreed performance standards	Manager Water/Sewer & Projects	Service levels reviewed and being met
6D5.5	Commence 2 nd stage of water/sewer pricing review	Principal Accountant	Stage 2 review scoping completed in consultation with key stakeholders.
Principal Activity 6D6: Improve local stormwater and drainage networks		Director Community Service Delivery	
Code	Action	Responsible officer	Measures
6D6.1	Seek funding to develop stormwater models for Mid-Richmond communities and complete risk management planning	Manager Asset Systems & Planning	Funding sought Models developed in consultation with relevant stakeholders
6D6.2	Seek funding to deliver priority Casino Urban Stormwater projects	Manager Asset Systems & Planning	Funding sought
6D6.3	Continue to deliver stormwater drain maintenance programs throughout the Valley	Coordinator Roads & Drainage	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

7A: Promote awareness of our natural environment and biodiversity values		Director Community Service Delivery
Principal Activity 7A1: Deliver community education programs on habitat protection and responsible land management		
Code	Action	Responsible officer
7A1.1	Work with local schools and community groups to raise awareness of the Valley's unique environment and promote participation in habitat protection programs	Educator Sustainability & Environment
7A1.2	Work with government agencies to promote responsible land management programs	Manager Sustainable Communities & Environment
		Engagement tools developed including social media material supporting school and community groups
		Agencies engaged about bushland and biodiversity management options with land managers and stakeholders.

7B: Restore and enhance local habitat zones		Director Community Service Delivery
Principal Activity 7B1: Lead and support local habitat restoration programs		Responsible officer
Code	Action	Environment & Sustainability Officer
7B1.1	Continue to deliver the native flying fox habitat restoration program	Achieve flying fox habitat restoration program grant milestones.
7B1.2	Explore opportunities to enhance native fish habitat, in consultation with community groups	Agencies engaged and meetings attended
7B1.3	Continue to support North Coast koala habitat protection programs	Partner with regional Koala agencies to support habitat protection programs.
7C: Enhance and protect local wetlands		Director Community Service Delivery
Principal Activity 7C1: Preserve and enhance biodiversity in local wetlands		Responsible officer
Code	Action	Grants Officer
7C1.1	Seek funding to develop the Richmond Park Masterplan	Grant application/s submitted
7C1.2	Work with local stakeholders to expand wetland precincts and incorporate Aboriginal knowledge and cultural practices	Engagement activities undertaken, actions developed

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		Director Community Service Delivery
Principal Activity 8A1: Secure Casino's water supply		
Code	Action	Responsible officer
8A1.1	Progress pre-construction planning and approvals for Jabour weir pool enhanced extraction water security option	Manager Water/Sewer & Projects
8A1.3	Work with high water consumption industries to reduce demand on the Casino supply	Manager Sustainable Communities & Environment
Principal Activity 8A2: Secure the Mid-Richmond's water supply		
Code	Action	Responsible officer
8A2.1	Work with Rous Water to support delivery of the Woodburn Groundwater Scheme	Manager Water/Sewer & Projects
Director Community Service Delivery		
		Pre-construction planning and approvals completed.
		Engagement plan developed and implemented to support and reduce demand on Casino water supply with high water users
		Groundwater Scheme Integration plan developed and endorsed between RVC & Rous.

8B: Improve catchment health and water quality		Director Community Service Delivery	
Principal Activity 8B1: Work with government agencies to improve the health of the Richmond River catchment		Responsible officer	Meetings attended and participation reported along with achievements.
Code	Action	Manager Sustainable Communities & Environment	
8B1.1	Partner with Local Land Services, the Northern Rivers Resilience Initiative and DPE to better understand and protect the Richmond River catchment		
Principal Activity 8B2: Work with stakeholders to address water quality risks		Director Community Service Delivery	
Code	Action	Responsible officer	Number of inspections carried out per annum and application of improvement education and regulation as required.
8B2.1	Undertake regular inspections of high-risk on-site sewerage management systems and support improved system performance	Environmental Health Officer	
8B2.2	Regulate and inspect as required underground petroleum storage systems (UPSS) and ensure compliance with regulations	Environmental Health Officer	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	Review and report annually any increased monitoring needs.
8B2.4	Partner with rural property owners and agencies to improve riparian zones	Manager Sustainable Communities & Environment	Number of meetings attended and report sought where viable
8B2.5	Ensure compliance with Environmental Licenses for Council's water/sewer assets	Environment & Sustainability Officer	Review annually all licensed sites and report non-compliances to the relevant manager/s.

8C: Support a range of recreational opportunities at local rivers and beaches		Director Projects & Business Development	
Principal Activity 8C1: Improve connection between Casino CBD and the river		Responsible officer	
Code	Action	Manager Development & Certification	CBD Masterplan completed in consultation with external and internal stakeholders and endorsed by Council
8C1.1	Identify options to connect the Casino CBD riverbank precincts and improve access to the river as part of the Casino CBD Masterplan.	Manager Asset Delivery & Projects	Project completed within required timeframes, budget and scope
8C1.2	Complete construction of the Casino pedestrian suspension bridge link to Queen Elizabeth Park	Director Projects & Business Development	
Principal Activity 8C2: Seek funding to continue to upgrade the Evans Head foreshore and improve access to the river		Responsible officer	
Code	Action	Manager Asset Systems & Planning	Number of applications prepared and funding received
8C2.1	Seek funding to implement priority foreshore improvement works from the Mid-Richmond Place Plans	Manager Asset Systems & Planning	Number of community consults facilitated
8C2.2	Work with river users to identify opportunities to improve facilities and access to our rivers throughout the Valley	Director Community Service Delivery	
Principal Activity 8C3: Maintain and protect local beaches		Responsible officer	
Code	Action	Team Leader Regulatory Services	Shared usage arrangements developed in consultation with relevant teams
8C3.1	Work with the community to develop shared usage arrangements for local beaches that protect public safety and the environment		

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		Director Projects & Business Development
Code	Action	Responsible officer
Principal Activity 9A1: Develop and implement the Richmond Valley Circular Economy Strategy		
9A1.1	Complete review of the Richmond Valley Waste Management and Resource Recovery Strategy	Waste & Resource Recovery Manager
9A1.2	Review existing resource recovery infrastructure and resources to optimize participation in the circular economy.	Waste & Resource Recovery Manager
9A1.3	Maximise recycling opportunities and manage costs by establishing more flexible materials contracts	Waste & Resource Recovery Manager
9A1.4	Investigate opportunities for the disposal of residual material beyond the capacity of the new landfill cell (Cell 6) at Nammoona Resource Recovery Centre.	Waste & Resource Recovery Manager
		Strategy completed and endorsed by Council
		New infrastructure investment
		Contracts reviewed and new initiatives implemented
		Strategy completed and endorsed by Council

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

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

Delivering for our community

OBJECTIVE 10: Lead and advocate for our community

Strategies:

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

10A: Strengthen engagement between Council and the community		Director Community Service Delivery	
Principal Activity 10A1: Develop and deliver the Richmond Valley Community Engagement Strategy			
Code	Action	Responsible officer	
10A1.1	Implement Council's Community Engagement Strategy	Manager Community Connection	Number of engagement activities undertaken
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	Appropriate strategies to remove barriers to poor communication developed and implemented.

10B: Advocate for community needs and priorities		General Manager
Principal Activity 10B1: Advocate to federal and state government for community priorities and seek grant funding		
Code	Action	Responsible officer
10B1.1	Maintain Council's grants program and actively seek funding for strategic priorities	Grants Officer
10B1.2	Build positive working relationships with local members of parliament and government agencies to support advocacy	General Manager
10B1.3	Participate in Northern Rivers Joint Organisation initiatives and advocate for regional priorities	General Manager
10C: Lead with integrity		
Principal Activity 10C1: Provide representative and accountable community governance		
Code	Action	Responsible officer
10C1.1	Ensure Council meetings are accessible to the public and continue to provide live-streaming services	Director Organisational Services
10C1.2	Prepare a Councillor learning and development program and support councillors to undertake professional development	Governance Coordinator
10C1.3	Ensure Richmond Valley Council complies with legislative requirements and processes	Governance Coordinator
10C1.4	Report annually to the community on Council's performance, in accordance with legislation	Governance Coordinator
Director Organisational Services		
Responsible officer		
Live-streaming of each Council meeting with notification of meeting dates made public.		
Engagement by councillors with training opportunities.		
Milestones in annual compliance calendar are achieved		
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

11A: Manage finances responsibly and provide value for money		Director Organisational Services
Principal Activity 11A1: Undertake long-term financial planning and ensure compliance with financial regulation		
Code	Action	Responsible officer
11A1.1	Prepare and implement Council's Long Term Financial Plan	Principal Accountant
11A1.2	Maintain Council's investment portfolio in accordance with requirements and aim for the best long-term benefit for the community	Principal Accountant
11A1.3	Provide regular reports to Council on financial performance and ensure compliance with requirements for external audit	Principal Accountant
11A1.4	Implement and monitor Council's Anti-Fraud and Corruption strategy and ensure staff receive regular training in requirements	Governance Coordinator
		Council's LTFP is reviewed and adopted by Council in June each year.
		Council's investments are made in accordance with Council's Investment Policy and reported to Council on a monthly basis
		Budget Reviews are presented to Council on a quarterly basis.
		Number of training sessions delivered.

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Principal Activity 11A2: Strengthen procurement systems		Director Organisational Services	
Code	Action	Responsible officer	
11A2.1	Manage Council's procurement function to ensure probity, value for money and support for local businesses	Coordinator Fleet & Procurement	Procurement activities carried out in compliance with legislation, policy & procedures
11A2.2	Improve customer service in council stores through enhanced technology	Coordinator Fleet & Procurement	New technologies implemented and assessed
Principal Activity 11A3: Maintain efficient rating and revenue systems		Director Organisational Services	
Code	Action	Responsible officer	
11A3.1	Maintain an equitable rating structure that supports agreed levels of service for the community	Revenue Coordinator	Rating structure is reviewed annually
11A3.2	Manage debt recovery services in accordance with Council's policies	Revenue Coordinator	Reduction in outstanding debt
11B: Strengthen Council's role as a leading local employer			
Principal Activity 11B1: Implement the Richmond Valley Council Workforce Management Strategy		Director Organisational Services	
Code	Action	Responsible officer	
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	Meet training plan targets for personal and professional development
Principal Activity 11B2: Continue to provide local employment schemes and development opportunities		Director Organisational Services	
Code	Action	Responsible officer	
11B2.1	Continue to offer Council's Youth Employment Scheme, cadetships and Try a Trade programs and encourage local participation.	Manager People & Culture	Equal to or greater intake of YES and Try a Trade program trainees into the workforce year on year.

11C: Manage organisational risks responsibly		General Manager
Principal Activity 11C1: Implement Richmond Valley Council's Enterprise Risk Management Framework		
Code	Action	Responsible officer
11C1.1	Develop annual risk management programs in response to the ERMIF key focus areas and identified risks	Chief of Staff
11C1.2	Maintain current risk registers, policies and procedures	Governance Coordinator
11C1.3	Support the operation of Council's Audit Review and Improvement Committee and undertake internal audit program	Principal Accountant
11C1.4	Maintain adequate insurance coverage to support Council's operations	Governance Coordinator
11D: Improve the sustainability of Council's operations		
Principal Activity 11D1: Use energy and resources more efficiently in council operations		Director Community Service Delivery
Code	Action	Responsible officer
11D1.1	Improve the energy efficiency of Council buildings and facilities and investigate options to install solar power, or other renewable energies	Manager Sustainable Communities & Environment
11D1.2	Investigate options to include electric vehicles as part of Council's fleet	Coordinator Fleet & Procurement
11D1.3	Encourage the use of sustainable building materials and energy/water efficient fittings/appliances in council projects	Educator Sustainability and Environment

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Code	Action	Responsible officer	
11D1.4	Reduce consumption of resources and encourage recycling at council facilities	Educator Sustainability and Environment	Funding sought to create and promote regional programs.
11E: Manage Council's commercial activities for community benefit			
Principal Activity 11E1: Identify opportunities for strategic investment and business development			
Director Projects & Business Development			
Code	Action	Responsible officer	
11E1.1	Explore options for commercial investment and land development	Manager Invest & Live	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	Review of commercial leases to bring rental agreements in line with commercial remuneration. Ongoing.

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		Director Community Service Delivery	
Code	Action	Responsible officer	
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 IT 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

12B Deliver consistent regulatory and compliance services		Director Community Service Delivery	
Principal Activity 12B1: Provide transparent and timely development assessment and planning services			
Code	Action	Responsible officer	
12B1.1	Continue to support flood-affected communities to rebuild and repair homes and businesses and improve flood resilience	Manager Development & Certification	Prioritise Development Applications for flood affected properties and respond to requests to waiver contributions 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 meet required timeframes and standards
Principal Activity 12B2: Provide community-focused Ranger and regulatory services		Director Community Service Delivery	
Code	Action	Responsible officer	
12B2.1	Manage companion animal services and stock impounding safely and effectively	Team Leader Regulatory Services	CRM's are actioned within service levels.
12B2.2	Maintain and upgrade Council's animal pound	Manager Development & Certification	Animal shelter operations meet required standards

Code	Action	Responsible officer	
12B2.3	Undertake regulatory public safety operations	Team Leader Regulatory Services	Public safety operations undertaken to required standards Number of operations undertaken
12B2.4	Provide community education on regulatory requirements and responsibilities to support public safety	Team Leader Regulatory Services	Number of community education programs developed and delivered
Principal Activity 12B3: Maintain public health and safety inspections requirements			
Code	Action	Responsible officer	
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 maintained and businesses monitored in accordance with legislation.

RVC OPERATIONAL PLAN 2024-25

12C Provide great corporate and operational support		Director Organisational Services	
Principal Activity 12C1: Use technology to support a modern, mobile workforce			
Code	Action	Responsible officer	
12C1.1	Implement the Information Technology Strategy to improve access to information in the field	Manager Information & Technology Services	Delivery of the Information Technology operational program as defined in the ICT Strategy.
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.
Principal Activity 12C2: Provide efficient corporate support services			
Code	Action	Responsible officer	
12C2.1	Manage records effectively and ensure compliance with legislative requirements	Manager Information & Technology Services	Meet recordkeeping requirements as defined in NSW legislation.
12C2.2	Maintain Councils Corporate Information Systems and ensure they are kept up to date	Manager Information & Technology Services	Ensure Corporate Information Systems are maintained and meet NSW legislative requirements.

RVC OPERATIONAL PLAN 2024-25

Principal Activity 12C3: Provide efficient operational support services		Director Community Service Delivery	
Code	Action	Responsible officer	
12C3.1	Maintain and manage Council's work depots efficiently	Coordinator Procurement and Fleet	Operations meet required service standards
12C3.2	Provide efficient workshop and fabrication shop services	Coordinator Workshops and Fleet	Operations meet required service standards
12C3.3	Complete masterplans for Coraki and Evans Head depots	Coordinator Procurement and Fleet	Masterplans completed within required timeframe and scope
12C3.4	Seek funding to deliver improvements to depots in accordance with adopted masterplans	Coordinator Procurement and Fleet	Number of grant applications submitted

ANNEXURE A – Financial Estimates 2024/2028

Richmond Valley Council Operational Plan 2024/2025 including Forward Financial Estimates
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Richmond Valley Council Operational Plan 2024/2025 including Forward Financial Estimates
Budget Summary and Cash Result

Original Budget 2023/2024	Revised Budget 31-Mar-24	Description	Original Budget % +/-	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028
		Operating Revenue					
3,341,484	1,210,857	Strengthening our role in the region	-85.6%	482,165	467,406	501,052	495,108
28,757,382	29,309,846	Creating great places to live	6.7%	30,696,879	31,912,182	33,196,358	34,439,994
9,070,837	9,224,087	Protecting our unique environment	5.1%	9,537,300	9,964,193	10,198,015	10,507,341
31,629,560	34,483,663	Delivering for our community	8.7%	34,385,125	35,157,432	35,952,530	36,892,645
72,799,263	74,228,453	Total Operating Revenue	3.2%	75,101,469	77,501,213	79,847,955	82,335,088
		Operating Expenditure					
4,724,689	4,466,727	Strengthening our role in the region	-47.7%	2,470,521	2,394,968	2,448,834	2,494,273
50,384,335	51,714,797	Creating great places to live	8.0%	54,415,669	55,533,207	56,694,976	58,588,394
10,428,167	10,604,908	Protecting our unique environment	4.0%	10,843,907	10,870,796	10,944,990	11,155,067
8,890,220	9,028,232	Delivering for our community	10.5%	9,827,021	9,873,251	10,117,925	10,399,305
74,427,411	75,814,663	Total Operating Expenditure	4.2%	77,557,117	78,672,223	80,206,726	82,637,038
(1,628,147)	(1,586,211)	Operating Result before Capital Grants and Contributions	50.8%	(2,455,648)	(1,171,010)	(358,770)	(301,950)
		Add: Capital Revenue					
13,803,759	40,386,194	Capital Grants & Contributions	176.7%	38,195,588	33,348,614	38,651,652	23,807,299
12,175,612	38,799,983	Operating Result including Capital Grants and Contributions	193.5%	35,739,940	32,177,604	38,292,882	23,505,348
		Add: Non-Cash Expenses					
18,575,508	18,575,508	Depreciation	9.6%	20,357,643	20,675,986	21,067,097	21,467,979
73,036	73,036	Rehabilitation Borrowing Expenses	-15.7%	61,554	63,093	64,671	66,288
		Add: Non-Operating Funds Employed					
2,600,000	2,600,000	Loan Funds Used	-100.0%	0	0	0	20,000,000
1,910	1,910	Deferred Debtor Repayments	2.1%	1,950	1,990	1,876	0
3,680,678	755,515	Proceeds from Sale of Assets	-6.0%	3,460,862	4,032,985	2,744,572	1,036,680
		Less: Funds Deployed for Non-Operating Purposes					
43,878,654	72,364,941	Asset Acquisition	47.7%	64,815,644	51,384,030	55,619,505	61,500,694
3,599,103	3,599,103	Loan Repayments	8.1%	3,891,584	3,428,170	3,067,582	2,284,646
(10,371,013)	(15,158,092)	Cash Surplus/(Deficit)	-12.4%	(9,085,278)	2,139,458	3,484,011	2,290,956
		Equity Movements					
(10,583,587)	(15,370,666)	Restricted Funds - Increase/(Decrease)	-11.6%	(9,358,077)	1,845,008	3,216,299	2,013,906
212,574	212,574	Working Funds - Increase/(Decrease)	28.3%	272,799	294,450	267,712	277,050

Richmond Valley Council Operational Plan 2024/2025 including Forward Financial Estimates

Theme: Strengthening our role in the region - Budget Summary

Original Budget 2023/2024	Revised Budget 31-Mar-24	Description	Original Budget % +/-	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028
		Operating Revenue					
210,000	291,062	Recovery	-100.0%	0	0	0	0
3,097,957	710,831	Economic Development	-86.2%	428,008	432,600	445,578	458,945
0	537	Real Estate Development	0.0%	0	0	0	0
12,500	187,400	Strategic Planning	0.0%	12,500	12,500	12,500	12,500
21,027	21,027	Tourism	98.1%	41,657	22,306	42,974	23,663
3,341,484	1,210,857	Total Operating Revenue	-85.6%	482,165	467,406	501,052	495,108
		Operating Expenditure					
419,319	510,720	Recovery	-83.8%	68,000	0	0	0
3,182,245	2,622,656	Economic Development	-55.6%	1,412,269	1,421,083	1,434,310	1,493,262
565,268	565,268	Real Estate Development	0.5%	567,982	572,693	573,556	579,936
188,645	388,445	Strategic Planning	-79.5%	38,645	38,645	38,645	38,645
369,212	379,638	Tourism	3.9%	383,625	362,547	402,323	382,430
4,724,689	4,466,727	Total Operating Expenditure	-47.7%	2,470,521	2,394,968	2,448,834	2,494,273
(1,383,205)	(3,255,870)	Operating Result - Surplus/(Deficit)	43.7%	(1,988,356)	(1,927,562)	(1,947,782)	(1,999,165)
(839,410)	(2,712,075)	Operating Cash Result - Surplus/(Deficit)	72.1%	(1,444,425)	(1,370,744)	(1,377,141)	(1,414,356)
		Capital Movements					
		Add: Capital Grants and Contributions		2,262,500	0	0	0
		Add: Loan Funds Used		0	0	0	0
		Add: Asset Sales		2,627,727	3,188,636	2,181,818	0
		Add: Transfer from Reserves		1,268,500	0	611,049	808,483
		Less: Capital Expenditure		5,350,000	690,000	2,000,000	0
		Less: Loan Repayments		609,383	264,560	275,262	286,399
		Less: Transfer to Reserves		7,801	1,969,888	280,827	289,609
		Program Cash Result - Surplus/(Deficit)		(1,252,882)	(1,106,556)	(1,140,363)	(1,181,881)

Richmond Valley Council Operational Plan 2024/2025 including Forward Financial Estimates

Objective 1: Rebuild and reconnect our communities

Service: Recovery

Original Budget 2023/2024	Revised Budget 31-Mar-24	Description	Original Budget % +/-	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028
		Operating Revenue					
210,000	301,401	Community Recovery Coordinator	-100.0%	0	0	0	0
0	(10,339)	Resilience NSW - Community Grants Program	0.0%	0	0	0	0
210,000	291,062	Total Operating Revenue	-100.0%	0	0	0	0
		Operating Expenditure					
210,000	301,401	Community Recovery Coordinator (Resilience NSW)	-67.6%	68,000	0	0	0
209,319	209,319	Recovery Team (OLG Funded)	-100.0%	0	0	0	0
419,319	510,720	Total Operating Expenditure	-83.8%	68,000	0	0	0
(209,319)	(219,658)	Operating Result - Surplus/(Deficit)	-67.5%	(68,000)	0	0	0
(209,319)	(219,658)	Operating Cash Result - Surplus/(Deficit)	-67.5%	(68,000)	0	0	0
		Capital Movements					
		Add: Capital Grants & Contributions		0	0	0	0
		Add: Loan Funds Used		0	0	0	0
		Add: Asset Sales		0	0	0	0
		Add: Transfer from Restricted Assets		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)		(68,000)	0	0	0

Richmond Valley Council Operational Plan 2024/2025 including Forward Financial Estimates

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

Service: Economic Development

Original Budget 2023/2024	Revised Budget 31-Mar-24	Description	Original Budget % +/-	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028
		Operating Revenue					
3,097,957	710,831	Operating revenue	-86.2%	428,008	432,600	445,578	458,945
3,097,957	710,831	Total Operating Revenue	-86.2%	428,008	432,600	445,578	458,945
		Operating Expenditure					
263,259	263,259	Economic Development Expenditure	-43.7%	148,305	152,431	146,681	151,056
1,877,877	1,315,619	Operating costs	-98.5%	27,458	28,831	30,273	31,787
5,205	7,874	Other operating costs	-100.0%	0	0	0	0
		Economic Development Initiatives					
21,000	21,000	Economic Development Projects	0.0%	21,000	5,719	0	20,000
1,500	1,500	Business Chamber Memberships	0.0%	1,500	1,500	1,500	1,500
		Invest & Live RV					
0	0	Invest & Live Expenditure	0.0%	294,448	302,681	311,162	319,898
		Borrowing Costs					
32,579	32,579	Interest on Loans	-46.4%	17,449	5,207	3,368	1,466
		Indirect Expenditure					
251,170	251,170	Activity Based Costing - Expense	15.9%	291,010	297,807	299,784	308,782
201,212	201,212	Activity Based Costing - Expense	-64.2%	72,008	74,338	75,159	78,231
528,443	528,443	Depreciation	2.0%	539,091	552,569	566,383	580,542
3,182,245	2,622,656	Total Operating Expenditure	-55.6%	1,412,269	1,421,083	1,434,310	1,493,262
(84,287)	(1,911,824)	Operating Result - Surplus/(Deficit)	1067.7%	(984,261)	(988,483)	(988,732)	(1,034,317)
444,156	(1,911,824)	Operating Cash Result - Surplus/(Deficit)	-200.2%	(445,170)	(435,914)	(422,349)	(453,775)
		Capital Movements					
		Add: Capital Grants & Contributions		2,262,500	0	0	0
		Add: Loan Funds Used		0	0	0	0
		Add: Asset Sales		0	0	0	0
		Add: Transfer from Restricted Assets		1,268,500	0	0	0
		Less: Asset Acquisition		3,500,000	0	0	0
		Less: Loan Repayments		407,439	54,112	55,951	57,852
		Less: Transfer to Restricted Assets		0	254,393	280,827	289,609
		Program Cash Result - Surplus/(Deficit)		(821,609)	(744,419)	(759,127)	(801,236)

Richmond Valley Council Operational Plan 2024/2025 including Forward Financial Estimates

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

Service: Real Estate Development

Original Budget 2023/2024	Revised Budget 31-Mar-24	Description	Original Budget % +/-	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028
0	537	Operating Revenue					
		Rental Income	0.0%	0	0	0	0
0	537	Total Operating Revenue	0.0%	0	0	0	0
		Operating Expenditure					
3,199	3,199	Property - Casino - 153 Barker St	4.3%	3,336	3,432	3,531	3,634
119,150	119,150	Real Estate Development - Ops	-20.6%	94,625	97,326	100,113	102,985
70,342	70,342	Borrowing Costs					
		Interest on Loans	-11.6%	62,182	53,677	44,815	35,579
371,211	371,211	Indirect Expenditure					
1,366	1,366	Activity Based Costing - Expense	9.9%	407,839	418,258	425,097	437,738
		Depreciation	-100.0%	0	0	0	0
565,268	565,268	Total Operating Expenditure	0.5%	567,982	572,693	573,556	579,936
(565,268)	(564,731)	Operating Result - Surplus/(Deficit)	0.5%	(567,982)	(572,693)	(573,556)	(579,936)
(563,902)	(563,365)	Operating Cash Result - Surplus/(Deficit)	0.7%	(567,982)	(572,693)	(573,556)	(579,936)
		Capital Movements					
		Add: Capital Grants & Contributions		0	0	0	0
		Add: Loan Funds Used		0	0	0	0
		Add: Asset Sales		2,627,727	3,188,636	2,181,818	0
		Add: Transfer from Restricted Assets		0	0	611,049	808,483
		Less: Asset Acquisition		1,850,000	690,000	2,000,000	0
		Less: Loan Repayments		201,944	210,448	219,311	228,547
		Less: Transfer to Restricted Assets		7,801	1,715,495	0	0
		Program Cash Result - Surplus/(Deficit)		0	0	0	0

Richmond Valley Council Operational Plan 2024/2025 including Forward Financial Estimates

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

Service: Strategic Planning

Original Budget 2023/2024	Revised Budget 31-Mar-24	Description	Original Budget % +/-	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028
		Operating Revenue					
		Planning Projects					
6,500	6,500	Heritage Advisory	0.0%	6,500	6,500	6,500	6,500
6,000	6,000	Heritage Small Grants	0.0%	6,000	6,000	6,000	6,000
0	174,900	Mid-Richmond Place Plans	0.0%	0	0	0	0
12,500	187,400	Total Operating Revenue	0.0%	12,500	12,500	12,500	12,500
		Operating Expenditure					
		Planning Projects					
13,458	13,458	Heritage Advisory	0.0%	13,458	13,458	13,458	13,458
25,187	25,187	Heritage Small Grants	0.0%	25,187	25,187	25,187	25,187
150,000	349,800	Mid-Richmond Place Plans	-100.0%	0	0	0	0
188,645	388,445	Total Operating Expenditure	-79.5%	38,645	38,645	38,645	38,645
(176,145)	(201,045)	Operating Result - Surplus/(Deficit)	-85.2%	(26,145)	(26,145)	(26,145)	(26,145)
(176,145)	(201,045)	Operating Cash Result - Surplus/(Deficit)	-85.2%	(26,145)	(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		0	0	0	0
		Less: Asset Acquisition		0	0	0	0
		Less: Loan Repayments		0	0	0	0
		Less: Transfer to Restricted Assets		0	0	0	0
		Program Cash Result - Surplus/(Deficit)		(26,145)	(26,145)	(26,145)	(26,145)

Richmond Valley Council Operational Plan 2024/2025 including Forward Financial Estimates

Objective 3: Grow and diversify our economy

Service: Tourism

Original Budget 2023/2024	Revised Budget 31-Mar-24	Description	Original Budget % +/-	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028
17,844	17,844	Operating Revenue					
3,183	3,183	Tourism Revenue	115.1%	38,379	18,930	39,497	20,082
		Woodburn Visitor Information Centre	3.0%	3,278	3,376	3,477	3,581
21,027	21,027	Total Operating Revenue	98.1%	41,657	22,306	42,974	23,663
		Operating Expenditure					
182,652	182,652	Tourism Expenditure	-5.9%	171,812	176,868	182,075	187,435
		Visitor Information Centres					
46,863	46,863	Casino	3.2%	48,370	49,881	51,403	53,010
22,383	22,383	Evans Head	3.3%	23,131	23,888	24,673	25,487
17,082	17,082	Woodburn	3.6%	17,695	18,315	18,959	19,627
61,246	61,246	Discover Richmond Valley Projects	51.5%	92,777	64,346	95,955	67,604
25,000	35,426	Public Art	0.0%	25,000	25,000	25,000	25,000
		Indirect Expenditure					
13,986	13,986	Depreciation	-65.4%	4,840	4,249	4,258	4,267
369,212	379,638	Total Operating Expenditure	3.9%	383,625	362,547	402,323	382,430
(348,185)	(358,611)	Operating Result - Surplus/(Deficit)	-1.8%	(341,968)	(340,241)	(359,349)	(358,767)
(334,199)	(344,625)	Operating Cash Result - Surplus/(Deficit)	0.9%	(337,128)	(335,992)	(355,091)	(354,500)
		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)		(337,128)	(335,992)	(355,091)	(354,500)

Richmond Valley Council Operational Plan 2024/2025 including Forward Financial Estimates

Theme: Creating great places to live - Budget Summary

Original Budget 2023/2024	Revised Budget 31-Mar-24	Description	Original Budget % +/-	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028
100,708	197,565	Operating Revenue					
1,461,883	1,469,573	Festivals and Events	3.0%	103,729	106,840	110,045	113,346
0	5,062	Libraries	9.5%	1,601,461	1,631,266	1,678,409	1,723,273
277,261	309,808	Community Programs and Grants	0.0%	0	0	0	0
111,271	111,271	Sports Grounds, Parks and Facilities	22.1%	338,490	348,558	358,927	369,608
0	0	Community Centres and Halls	6.6%	118,607	122,166	125,832	129,607
382,433	382,433	Swimming Pools	0.0%	0	0	0	0
725,908	725,908	Cemeteries	18.0%	451,121	463,571	473,965	487,419
1,492,744	1,702,744	Planning & Development Services	3.0%	747,685	770,118	793,221	817,018
5,946,249	6,053,252	Emergency Management	-2.7%	1,452,647	1,491,723	1,531,856	1,573,079
205,277	207,173	Building and Maintaining Roads	3.5%	6,153,662	6,282,375	6,414,614	6,550,188
7,793,053	7,810,237	Stormwater	1.7%	208,764	209,808	210,857	211,911
10,228,694	10,252,692	Water Supplies	6.9%	8,327,452	8,741,527	9,176,239	9,603,389
31,901	82,127	Sewerage Services	8.8%	11,133,913	11,683,237	12,259,705	12,796,722
		Engineering Support & Asset Management	86.0%	59,348	60,993	62,688	64,434
28,757,382	29,309,846	Total Operating Revenue	6.7%	30,696,879	31,912,182	33,196,358	34,439,994
		Operating Expenditure					
346,873	517,333	Festivals and Events	6.1%	368,020	377,340	387,622	398,184
2,577,196	2,597,093	Libraries	9.5%	2,823,149	2,876,884	2,955,062	3,032,132
224,279	255,337	Community Programs and Grants	21.6%	272,652	279,971	286,694	294,706
3,802,326	3,985,276	Sports Grounds, Parks and Facilities	20.3%	4,574,320	4,672,273	4,767,669	4,883,812
923,110	947,503	Community Centres and Halls	2.1%	942,679	961,031	976,688	998,531
1,283,908	1,400,908	Swimming Pools	17.0%	1,501,683	1,518,590	1,533,327	1,551,255
423,236	423,236	Cemeteries	6.5%	450,717	463,147	473,519	486,950
3,124,777	3,303,336	Planning & Development Services	7.5%	3,359,422	3,402,322	3,478,991	3,581,594
2,713,175	2,950,939	Emergency Management	1.4%	2,749,810	2,823,941	2,888,357	2,958,376
17,777,366	17,985,167	Building and Maintaining Roads	4.5%	18,573,272	19,008,339	19,402,998	19,919,805
1,037,120	1,037,618	Stormwater	8.4%	1,124,270	1,147,092	1,160,124	1,188,048
7,378,345	7,435,315	Water Supplies	11.4%	8,218,221	8,429,526	8,657,736	8,877,444
8,740,723	8,799,933	Sewerage Services	7.5%	9,398,107	9,511,759	9,663,501	10,353,125
31,901	75,802	Engineering Support & Asset Management	86.0%	59,348	60,993	62,688	64,434
50,384,335	51,714,797	Total Operating Expenditure	8.0%	54,415,669	55,533,207	56,694,976	58,588,394
(21,626,953)	(22,404,951)	Operating Result - Surplus/(Deficit)	9.7%	(23,718,790)	(23,621,025)	(23,498,618)	(24,148,400)
(6,218,658)	(6,996,656)	Operating Cash Result - Surplus/(Deficit)	10.6%	(6,879,946)	(6,514,268)	(6,057,442)	(6,364,451)
		Capital Movements					
		Add: Capital Grants and Contributions		35,933,088	33,348,614	38,651,652	23,807,299
		Add: Loan Funds Used		0	0	0	20,000,000
		Add: Asset Sales		500	113,364	500	9,500
		Add: Transfer from Reserves		9,289,050	3,215,639	968,741	343,674
		Less: Capital Expenditure		54,599,442	47,020,250	50,121,049	56,094,650
		Less: Loan Repayments		2,853,616	2,715,116	2,323,293	1,813,718
		Less: Transfer to Reserves		493,932	625,356	1,597,026	691,534
		Program Cash Result - Surplus/(Deficit)		(19,604,297)	(20,197,373)	(20,477,917)	(20,803,880)

Richmond Valley Council Operational Plan 2024/2025 including Forward Financial Estimates

Objective 4: Celebrate our local identity and lifestyle

Service: Festivals and Events

Original Budget 2023/2024	Revised Budget 31-Mar-24	Description	Original Budget % +/-	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028
		Operating Revenue					
24,708	24,708	Events - Casino Beef Week	3.0%	25,449	26,212	26,998	27,808
76,000	102,516	Events - Casino Truck Show	3.0%	78,280	80,628	83,047	85,538
0	10,000	Events - Australia Day (Branding Grant Funding)	0.0%	0	0	0	0
0	60,341	Events - Reconnecting NSW Community (RRNSW Grant)	0.0%	0	0	0	0
100,708	197,565	Total Operating Revenue	3.0%	103,729	106,840	110,045	113,346
		Operating Expenditure					
122,427	122,427	Events Management - Ops	13.0%	138,387	142,556	146,799	151,168
		Event Support					
6,931	6,931	Anzac Day	3.2%	7,151	7,356	7,566	7,782
8,582	18,582	Australia Day	2.9%	8,834	9,072	9,319	9,571
2,283	2,283	Bentley Art Prize	1.9%	2,327	2,366	2,407	2,447
67,000	116,720	Casino Truck Show	2.5%	68,675	70,392	72,152	73,956
53,910	53,910	Casino Beef Week	1.4%	54,689	55,398	56,879	58,400
1,738	1,738	Casino Fun Run	3.3%	1,796	1,848	1,903	1,959
10,848	10,848	Co-opera	-100.0%	0	11,397	0	11,974
32,238	32,238	Other Events	37.1%	44,190	33,924	46,479	35,695
28,252	28,252	Primex	2.5%	28,958	29,682	30,424	31,185
500	500	Quota Club Fair	0.0%	500	500	500	500
1,784	1,784	Remembrance Day	3.4%	1,844	1,898	1,953	2,010
9,339	9,339	RVC Christmas Street Party	2.8%	9,598	9,851	10,111	10,377
1,041	1,041	RVC Events/Ceremonies	2.9%	1,071	1,100	1,130	1,160
0	110,740	Reconnecting NSW Community	0.0%	0	0	0	0
346,873	517,333	Total Operating Expenditure	6.1%	368,020	377,340	387,622	398,184
(246,165)	(319,768)	Operating Result - Surplus/(Deficit)	7.4%	(264,291)	(270,500)	(277,577)	(284,838)
(246,165)	(319,768)	Operating Cash Result - Surplus/(Deficit)	7.4%	(264,291)	(270,500)	(277,577)	(284,838)
		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		9,605	10,236	10,895	11,582
		Program Cash Result - Surplus/(Deficit)		(273,896)	(280,736)	(288,472)	(296,420)

Richmond Valley Council Operational Plan 2024/2025 including Forward Financial Estimates

Objective 4: Celebrate our local identity and lifestyle

Service: Libraries

Original Budget 2023/2024	Revised Budget 31-Mar-24	Description	Original Budget % +/-	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028
0	0	Operating Revenue					
		Public Libraries Revenue	0.0%	0	0	0	0
1,461,883	1,469,573	Richmond Upper Clarence Regional Library	9.5%	1,601,461	1,631,266	1,678,409	1,723,273
1,461,883	1,469,573	Total Operating Revenue	9.5%	1,601,461	1,631,266	1,678,409	1,723,273
		Operating Expenditure					
53,718	53,718	Casino Library	3.6%	55,674	57,697	59,803	61,993
11,421	11,421	Coraki Library	4.6%	11,942	12,415	12,909	13,424
7,647	7,647	Evans Head Library	2.5%	7,837	8,034	8,235	8,441
850,083	850,083	Regional Library Contributions	12.3%	954,760	970,337	999,074	1,024,501
1,323,230	1,330,920	Richmond Upper Clarence Regional Library	3.3%	1,443,094	1,485,383	1,528,924	1,573,748
0	466	National Backyard Cricket Grant	0.0%	0	0	0	0
0	829	Outreach Program	0.0%	0	0	0	0
0	912	Speech Pathology	0.0%	0	0	0	0
0	10,000	Local Newspaper Digitisation	0.0%	0	0	0	0
0	0	Local Newspaper Binding	0.0%	6,000	0	0	0
		Indirect Expenditure					
60,237	60,237	Activity Based Costing - Expense	9.3%	65,842	67,603	68,954	71,071
270,860	270,860	Depreciation	2.6%	278,000	275,415	277,163	278,954
2,577,196	2,597,093	Total Operating Expenditure	9.5%	2,823,149	2,876,884	2,955,062	3,032,132
(1,115,313)	(1,127,520)	Operating Result - Surplus/(Deficit)	9.5%	(1,221,688)	(1,245,618)	(1,276,653)	(1,308,859)
(844,453)	(856,660)	Operating Cash Result - Surplus/(Deficit)	11.8%	(943,688)	(970,203)	(999,490)	(1,029,905)
		Capital Movements					
		Add: Capital Grants & Contributions		45,400	245,400	45,400	45,400
		Add: Loan Funds Used		0	0	0	0
		Add: Asset Sales		500	102,000	500	9,500
		Add: Transfer from Restricted Assets		152,830	295,100	0	0
		Less: Asset Acquisition		322,569	759,142	129,013	154,051
		Less: Loan Repayments		0	0	0	0
		Less: Transfer to Restricted Assets		0	0	36,400	19,653
		Program Cash Result - Surplus/(Deficit)		(1,067,527)	(1,086,845)	(1,119,003)	(1,148,709)

Richmond Valley Council Operational Plan 2024/2025 including Forward Financial Estimates

Objective 4: Celebrate our local identity and lifestyle

Service: Community Programs and Grants

Original Budget 2023/2024	Revised Budget 31-Mar-24	Description	Original Budget % +/-	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028
		Operating Revenue					
0	3,803	Contributions	0.0%	0	0	0	0
0	1,259	Contributions - Momentum Youth Event	0.0%	0	0	0	0
0	5,062	Total Operating Revenue	0.0%	0	0	0	0
		Operating Expenditure					
		Community Programs and Grants					
2,170	2,170	Administration Expenses	2.5%	2,225	2,280	2,338	2,397
79,585	79,585	Donations	2.5%	81,575	83,614	85,704	87,847
92,888	92,888	Employee Costs	10.5%	102,680	105,760	108,933	112,201
0	5,500	Aboriginal Programs	0.0%	5,638	5,778	5,922	6,070
0	8,007	Community Projects	0.0%	8,207	8,412	8,622	8,838
0	4,000	Aged & Disability	0.0%	4,100	4,203	4,308	4,416
0	1,061	Projects for Women	0.0%	1,088	1,115	1,143	1,172
0	11,231	Projects for Youth	0.0%	7,614	7,804	7,999	8,199
0	1,259	Momentum Youth Event	0.0%	0	0	0	0
		Indirect Expenditure					
49,636	49,636	Activity Based Costing - Expense	19.9%	59,526	61,005	61,725	63,566
224,279	255,337	Total Operating Expenditure	21.6%	272,652	279,971	286,694	294,706
(224,279)	(250,275)	Operating Result - Surplus/(Deficit)	21.6%	(272,652)	(279,971)	(286,694)	(294,706)
(224,279)	(250,275)	Operating Cash Result - Surplus/(Deficit)	21.6%	(272,652)	(279,971)	(286,694)	(294,706)
		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)		(272,652)	(279,971)	(286,694)	(294,706)

Richmond Valley Council Operational Plan 2024/2025 including Forward Financial Estimates

Objective 4: Celebrate our local identity and lifestyle

Service: Sports Grounds, Parks & Facilities

Original Budget 2023/2024	Revised Budget 31-Mar-24	Description	Original Budget % +/-	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028
		Operating Revenue					
35,915	35,915	Sports Grounds Revenue	3.0%	36,992	38,101	39,244	40,421
43,520	43,520	Casino Sports Stadium	3.0%	44,825	46,170	47,555	48,982
0	20,000	McDonald Park Revenue	0.0%	0	0	0	0
77,370	77,370	Parks & Gardens Revenue	3.0%	79,691	82,082	84,545	87,082
74,984	87,531	Coraki Caravan Park	3.0%	77,233	79,550	81,936	84,394
16,660	16,660	Casino Showground Revenue	321.1%	70,160	72,265	74,432	76,665
28,812	28,812	Evans Head Surf Club Revenue	2.7%	29,589	30,390	31,215	32,064
277,261	309,808	Total Operating Revenue	22.1%	338,490	348,558	358,927	369,608
		Operating Expenditure					
		Sports Grounds - Casino					
15,480	15,480	Albert Park	3.5%	16,019	16,578	17,159	17,762
7,182	7,182	Albert Park Rest Area	3.2%	7,410	7,621	7,838	8,061
276,192	325,941	Casino Sports Stadium	-6.7%	257,697	265,595	273,741	282,143
52,703	52,703	Colley Park	3.6%	54,581	56,448	58,383	60,393
7,834	7,834	Jubilee Park	3.5%	8,109	8,368	8,635	8,913
6,941	6,941	McDonald Park	3.2%	7,162	7,366	7,577	7,794
0	43,000	McDonald Park - Riparian	0.0%	0	0	0	0
146,947	146,947	Queen Elizabeth Park No 1	2.4%	150,512	156,248	162,222	168,444
2,484	2,484	Queen Elizabeth Park No 2	5.0%	2,608	2,738	2,875	3,019
784	784	Queen Elizabeth Park No 3 & 4	5.0%	823	864	907	952
31,150	31,150	Queen Elizabeth Park Outer	3.0%	32,089	32,987	33,910	34,860
4,100	4,100	QE Riverbank Maintenance	0.0%	4,100	4,100	4,100	4,100
1,830	1,830	Queen Elizabeth Park No 5	5.0%	1,922	2,018	2,119	2,225
11,242	11,242	Riverview Park	3.0%	11,574	11,917	12,269	12,632
4,606	4,606	Tennis Club	4.1%	4,793	4,988	5,193	5,407
		Sports Grounds - Coraki					
20,664	20,664	Windsor Park	3.2%	21,329	21,999	22,693	23,410
		Sports Grounds - Evans Head					
39,435	39,435	Paddon/Coast Guard Park	3.3%	40,723	42,197	43,728	45,319
70,698	70,698	Stan Payne Oval	3.6%	73,277	76,159	79,166	82,299
2,793	2,793	Waterfront Structures	2.5%	2,863	2,935	3,008	3,083

Richmond Valley Council Operational Plan 2024/2025 including Forward Financial Estimates

Objective 4: Celebrate our local identity and lifestyle

Service: Sports Grounds, Parks & Facilities

Original Budget 2023/2024	Revised Budget 31-Mar-24	Description	Original Budget % +/-	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028
		Operating Expenditure (continued)					
7,838	7,838	Sports Grounds - Rappville	3.6%	8,117	8,398	8,690	8,995
4,429	4,429	Rappville Showground					
		Tennis Club	2.9%	4,556	4,687	4,823	4,962
		Sports Grounds - Woodburn					
29,090	29,090	Woodburn Oval	3.9%	30,214	31,322	32,474	33,674
		Topsoil (SRV 08/09)					
20,000	20,000	Topdressing, Coring & Thatching	0.0%	20,000	20,000	20,000	20,000
		Borrowing Costs					
11,937	11,937	Interest on Loans	-56.2%	5,232	0	0	0
		Indirect Expenditure					
287,169	287,169	Activity Based Costing - Expense	15.2%	330,686	340,020	342,916	354,385
634,144	634,144	Depreciation	14.2%	724,400	724,400	724,400	724,400
		Parks - Casino					
29,574	29,574	Coronation Park	3.1%	30,487	31,419	32,384	33,381
33,260	33,260	Crawford Square	3.3%	34,348	35,458	36,611	37,803
14,121	14,121	Elsmar Jones Park	3.5%	14,620	15,068	15,532	16,012
12,044	12,044	Jabiru Wetlands	3.1%	12,423	12,773	13,133	13,506
0	40,000	Other Activities	0.0%	0	0	0	0
10,573	10,573	McAuliffe Park	2.8%	10,872	11,177	11,491	11,814
50,000	50,000	Casino Riverbank Presentation	0.0%	50,000	50,000	50,000	50,000
4,302	4,302	Savins Park	4.3%	4,487	4,651	4,821	4,998
9,023	9,023	Webb Park	4.1%	9,391	9,748	10,121	10,507
9,870	9,870	Barker St Green Space	2.5%	10,117	10,370	10,629	10,895
		Parks - Broadwater					
10,499	13,999	Broadwater Memorial Park	3.7%	10,884	11,249	11,627	12,019
		Parks - Coraki					
39,254	54,954	Coraki Riverside Park	3.3%	40,557	41,921	43,336	44,805
68,012	80,559	Coraki Caravan Park	3.3%	70,265	72,537	74,891	77,330
4,597	4,597	Coraki Dog Off Leash Area	3.2%	4,743	4,878	5,017	5,160
		Parks - Evans Head					
3,849	3,849	Airforce Beach	3.5%	3,982	4,107	4,237	4,370
16,000	16,000	Evans Head Foreshore Reserve	3.2%	16,509	16,979	17,461	17,957
5,233	5,233	Evans Head Memorial Reserve	3.2%	5,403	5,567	5,737	5,911
10,536	10,536	Kalimna Park	3.0%	10,851	11,216	11,589	11,978
2,103	2,103	Lilli Pilli PI Reserve	2.9%	2,165	2,224	2,285	2,347
15,820	15,820	Razorback Lookout	3.6%	16,387	16,941	17,517	18,116
9,912	9,912	Shark Bay	3.7%	10,274	10,621	10,978	11,349
0	2,500	Evans Head Skate Park	0.0%	0	0	0	0

Richmond Valley Council Operational Plan 2024/2025 including Forward Financial Estimates

Objective 4: Celebrate our local identity and lifestyle

Service: Sports Grounds, Parks & Facilities

Original Budget 2023/2024	Revised Budget 31-Mar-24	Description	Original Budget % +/-	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028
		Operating Expenditure (continued)					
		Parks - Woodburn					
56,851	56,851	Woodburn Riverside Park	3.6%	58,899	61,128	63,450	65,868
5,000	5,000	Woodburn Riverside Park Maintenance (SRV 08/09)	0.0%	5,000	5,000	5,000	5,000
		Parks Other					
21,538	21,538	Coastal Reserve Biodiversity	2.5%	22,076	22,628	23,194	23,774
894	894	Landcare Groups	2.5%	916	939	962	986
1,137	1,137	Landcare Trailer Maintenance	2.5%	1,165	1,194	1,224	1,255
13,099	13,099	New Year's Eve	3.0%	13,497	13,870	14,255	14,652
0	18,000	Parks Other - Vegetation Offset Initiative	0.0%	0	0	0	0
2,500	2,500	Termite Inspections (SRV 08/09)	0.0%	2,500	2,500	2,500	2,500
3,000	3,000	Reserves Litter Removal (SRV 08/09)	0.0%	3,000	3,000	3,000	3,000
8,000	8,000	Riverbank Litter Collection (SRV 08/09)	0.0%	8,000	8,000	8,000	8,000
15,000	12,954	Playground Maintenance (SRV 14/15)	0.0%	15,000	15,000	15,000	15,000
129,122	129,122	Other Parks Operating Expenditure	3.7%	133,861	138,264	142,825	147,553
		Borrowing Costs					
9,559	9,559	Interest on Loans	-26.2%	7,050	4,608	2,640	1,003
		Indirect Costs					
275,179	275,179	Activity Based Costing - Expense	9.7%	301,905	310,199	315,199	324,978
285,971	285,971	Depreciation	11.3%	318,178	323,597	329,152	334,846
		Other Sport and Recreation					
121,763	121,763	Showground Casino	93.9%	236,152	244,015	252,171	260,619
78,261	78,261	Evans Head Surf Club	3.5%	80,995	84,292	87,738	91,332
0		Northern Rivers Rail Trail	0.0%	83,938	86,037	88,188	90,393
		Indirect Expenses					
158,629	158,629	Activity Based Costing - Expense	9.9%	174,334	178,963	181,765	188,053
290,928	290,928	Depreciation	119.2%	637,647	652,701	668,971	685,647
		Public Toilets					
68,210	68,210	Casino	3.3%	70,461	72,685	74,990	77,372
9,252	9,252	Broadwater	2.5%	9,485	9,723	9,968	10,218
20,184	20,184	Coraki	2.5%	20,688	21,206	21,736	22,279
46,536	46,536	Evans Head	3.1%	47,976	49,318	50,700	52,118
54,640	54,640	Woodburn	2.6%	56,034	57,454	58,908	60,402
15,000	15,000	Additional Maintenance (SRV 14/15)	0.0%	15,000	15,000	15,000	15,000

Richmond Valley Council Operational Plan 2024/2025 including Forward Financial Estimates

Objective 4: Celebrate our local identity and lifestyle

Service: Sports Grounds, Parks & Facilities

Original Budget 2023/2024	Revised Budget 31-Mar-24	Description	Original Budget % +/-	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028
		Operating Expenditure (continued)					
1,622	1,622	Borrowing Costs					
		Interest on Loans	-25.4%	1,210	784	382	117
		Indirect Expenditure					
51,045	51,045	Activity Based Costing - Expense	10.6%	56,477	57,914	59,044	60,786
3,152	3,152	Depreciation	5.2%	3,315	3,398	3,484	3,571
3,802,326	3,985,276	Total Operating Expenditure	20.3%	4,574,320	4,672,273	4,767,669	4,883,812
(3,525,065)	(3,675,468)	Operating Result - Surplus/(Deficit)	20.2%	(4,235,830)	(4,323,715)	(4,408,742)	(4,514,204)
(2,310,870)	(2,461,273)	Operating Cash Result - Surplus/(Deficit)	10.4%	(2,552,290)	(2,619,619)	(2,682,735)	(2,765,740)
		Capital Movements					
		Add: Capital Grants & Contributions		771,314	25,233	25,611	25,995
		Add: Loan Funds Used		0	0	0	0
		Add: Asset Sales		0	0	0	0
		Add: Transfer from Restricted Assets		1,133,210	86,037	88,188	90,393
		Less: Asset Acquisition		2,250,586	275,233	275,611	275,995
		Less: Loan Repayments		264,676	75,209	61,141	44,186
		Less: Transfer to Restricted Assets		0	0	0	0
		Program Cash Result - Surplus/(Deficit)		(3,163,028)	(2,858,791)	(2,905,688)	(2,969,533)

Richmond Valley Council Operational Plan 2024/2025 including Forward Financial Estimates

Objective 4: Celebrate our local identity and lifestyle

Service: Community Centres and Halls

Original Budget 2023/2024	Revised Budget 31-Mar-24	Description	Original Budget % +/-	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028
		Operating Revenue					
5,916	5,916	Casino Art Gallery	3.0%	6,093	6,276	6,464	6,658
833	833	Casino Band Hall	3.0%	858	884	911	938
14,069	14,069	Casino Civic Hall	3.0%	14,491	14,926	15,374	15,835
88,132	88,132	Casino Community & Cultural Centre	3.0%	90,776	93,499	96,304	99,193
12	12	Casino Drill Hall	0.0%	12	12	12	12
274	274	Casino Historical Museum	2.9%	282	290	299	308
115	115	Casino Lions Club	2.6%	118	122	126	130
115	115	Casino Rotary Club	2.6%	118	122	126	130
0	0	Evans Head Senior Citizens Hall	0.0%	4,000	4,120	4,244	4,371
567	567	Evans Head Pre-School	3.0%	584	602	620	639
1,238	1,238	Yorklea Community Centre	3.0%	1,275	1,313	1,352	1,393
111,271	111,271	Total Operating Revenue	6.6%	118,607	122,166	125,832	129,607
		Operating Expenditure					
4,627	4,627	Casino Art Gallery	4.2%	4,820	4,997	5,179	5,370
3,871	3,871	Casino Band Hall	4.9%	4,059	4,237	4,421	4,615
39,087	44,087	Casino Civic Hall	3.8%	40,584	42,079	43,637	45,259
97,747	97,747	Casino Community and Cultural Centre	3.8%	101,473	105,287	109,258	113,396
48,364	48,364	Casino Drill Hall	3.0%	49,816	51,230	52,689	54,190
11,576	11,576	Casino Historical Museum	4.4%	12,090	12,556	13,042	13,549
13,034	13,034	Casino Neighbourhood Centre	5.2%	13,715	14,219	14,742	15,287
1,010	1,010	Casino Playgroup Hall	2.6%	1,036	1,062	1,089	1,116
1,688	1,688	Casino Scout Hall	2.5%	1,730	1,774	1,818	1,863
18,006	18,006	Broadwater Community Hall	3.7%	18,664	19,298	19,957	20,642
1,234	3,234	Clovass Community Centre	4.9%	1,294	1,357	1,423	1,493
10,793	10,793	Coraki Baby Health Centre	4.7%	11,302	11,743	12,202	12,683
12,070	12,070	Coraki Youth Hall	4.3%	12,591	13,057	13,542	14,045
0	17,393	Coraki Youth Hall - Insurance Repairs	0.0%	0	0	0	0
9,069	9,069	Evans Head Recreation Hall	4.1%	9,445	9,823	10,217	10,629
3,161	3,161	Evans Head Scout Hall	3.9%	3,284	3,408	3,536	3,670
8,292	8,292	Evans Head Senior Citizens Hall	4.2%	8,641	9,000	9,378	9,772
8,991	8,991	Evans Head Living Museum	3.6%	9,318	9,625	9,944	10,276
8,153	8,153	Fairy Hill Hall	4.0%	8,483	8,753	9,033	9,323
2,003	2,003	Leeville Hall	-100.0%	0	0	0	0
20,039	20,039	Rappville Hall	3.2%	20,685	21,311	21,958	22,628
9,402	9,402	Rileys Hill Community Centre	4.1%	9,785	10,099	10,425	10,762
7,913	7,913	Woodburn Hall	4.1%	8,235	8,564	8,909	9,267
6,078	6,078	Woodview Hall	3.8%	6,307	6,529	6,761	7,001
3,208	3,208	Yorklea Community Centre	4.6%	3,354	3,506	3,666	3,833

Richmond Valley Council Operational Plan 2024/2025 including Forward Financial Estimates

Objective 4: Celebrate our local identity and lifestyle

Service: Community Centres and Halls

Original Budget 2023/2024	Revised Budget 31-Mar-24	Description	Original Budget % +/-	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028
		Operating Expenditure (continued)					
174,375	174,375	Indirect Expenditure	10.9%	193,462	199,011	201,356	209,356
399,319	399,319	Activity Based Costing - Expense	-2.7%	388,506	388,506	388,506	388,506
		Depreciation					
923,110	947,503	Total Operating Expenditure	2.1%	942,679	961,031	976,688	998,531
(811,839)	(836,232)	Operating Result - Surplus/(Deficit)	1.5%	(824,072)	(838,865)	(850,856)	(868,924)
(412,520)	(436,913)	Operating Cash Result - Surplus/(Deficit)	5.6%	(435,566)	(450,359)	(462,350)	(480,418)
		Capital Movements					
		Add: Capital Grants & Contributions		140,787	0	0	0
		Add: Loan Funds Used		0	0	0	0
		Add: Asset Sales		0	0	0	0
		Add: Transfer from Restricted Assets		93,859	0	0	0
		Less: Asset Acquisition		283,283	49,367	50,108	50,860
		Less: Loan Repayments		0	0	0	0
		Less: Transfer to Restricted Assets		0	0	0	0
		Program Cash Result - Surplus/(Deficit)		(484,203)	(499,726)	(512,458)	(531,278)

Richmond Valley Council Operational Plan 2024/2025 including Forward Financial Estimates

Objective 4: Celebrate our local identity and lifestyle

Service: Swimming Pools

Original Budget 2023/2024	Revised Budget 31-Mar-24	Description	Original Budget % +/-	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028
		Operating Revenue					
0	0	Total Operating Revenue	0.0%	0	0	0	0
		Operating Expenditure					
321,686	359,146	Casino Swimming Pool	14.5%	368,454	377,999	387,799	397,861
59,698	77,228	Coraki Swimming Pool	32.6%	79,189	81,194	83,251	85,361
347,645	404,955	Evans Head Aquatic Centre	19.5%	415,388	426,088	437,070	448,343
81,728	86,428	Woodburn Swimming Pool	8.5%	88,638	90,899	93,219	95,597
		Interest Expense					
110,104	110,104	Interest Expense	-9.5%	99,618	88,885	77,924	65,325
		Indirect Expenditure					
90,949	90,949	Activity Based Costing - Expense	13.1%	102,896	106,025	106,563	111,268
272,098	272,098	Depreciation	27.7%	347,500	347,500	347,500	347,500
1,283,908	1,400,908	Total Operating Expenditure	17.0%	1,501,683	1,518,590	1,533,327	1,551,255
(1,283,908)	(1,400,908)	Operating Result - Surplus/(Deficit)	17.0%	(1,501,683)	(1,518,590)	(1,533,327)	(1,551,255)
(1,011,810)	(1,128,810)	Operating Cash Result - Surplus/(Deficit)	14.1%	(1,154,183)	(1,171,090)	(1,185,827)	(1,203,755)
		Capital Movements					
		Add: Capital Grants & Contributions		328,125	0	0	0
		Add: Loan Funds Used		0	0	0	0
		Add: Asset Sales		0	0	0	0
		Add: Transfer from Restricted Assets		98,750	0	0	0
		Less: Asset Acquisition		426,875	0	0	0
		Less: Loan Repayments		219,207	230,086	241,047	253,647
		Less: Transfer to Restricted Assets		0	0	0	0
		Program Cash Result - Surplus/(Deficit)		(1,373,389)	(1,401,176)	(1,426,873)	(1,457,401)

Richmond Valley Council Operational Plan 2024/2025 including Forward Financial Estimates

Objective 4: Celebrate our local identity and lifestyle

Service: Cemeteries

Original Budget 2023/2024	Revised Budget 31-Mar-24	Description	Original Budget % +/-	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028
		Operating Revenue					
286,745	286,745	Casino Cemetery	14.2%	327,563	336,307	342,882	352,403
37,228	37,228	Coraki Cemetery	29.9%	48,344	49,794	51,289	52,827
58,460	58,460	Evans Head Cemetery	28.7%	75,214	77,470	79,794	82,189
382,433	382,433	Total Operating Revenue	18.0%	451,121	463,571	473,965	487,419
		Operating Expenditure					
182,421	182,421	Casino Lawn Cemetery	3.0%	187,962	193,183	198,554	204,074
42,025	42,025	Casino West St Cemetery	3.3%	43,399	44,652	45,939	47,265
21,223	21,223	Coraki Cemetery	2.5%	21,754	22,298	22,855	23,426
27,537	27,537	Evans Head Lawn Cemetery	2.5%	28,225	28,931	29,654	30,395
9,550	9,550	Woodburn Cemetery	2.5%	9,789	10,034	10,285	10,542
13,358	13,358	Other Expenses	2.6%	13,700	14,250	14,824	15,423
		Indirect Expenditure					
101,066	101,066	Activity Based Costing - Expense	13.7%	114,888	118,024	118,838	122,441
26,056	26,056	Depreciation	19.0%	31,000	31,775	32,570	33,384
423,236	423,236	Total Operating Expenditure	6.5%	450,717	463,147	473,519	486,950
(40,803)	(40,803)	Operating Result - Surplus/(Deficit)	-101.0%	404	424	446	469
(14,747)	(14,747)	Operating Cash Result - Surplus/(Deficit)	-312.9%	31,404	32,199	33,016	33,853
		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		40,000	40,000	30,000	30,000
		Less: Loan Repayments		0	0	0	0
		Less: Transfer to Restricted Assets		31,404	32,199	33,016	33,853
		Program Cash Result - Surplus/(Deficit)		(40,000)	(40,000)	(30,000)	(30,000)

Richmond Valley Council Operational Plan 2024/2025 including Forward Financial Estimates

Objective 5: Live sustainably in a changing climate

Service: Town Planning & Development Services

Original Budget 2023/2024	Revised Budget 31-Mar-24	Description	Original Budget % +/-	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028
		Operating Revenue					
		Planning & Development Services					
65,564	65,564	Advertising Fees	3.0%	67,531	69,557	71,644	73,793
13,707	13,707	Archive Fee	3.0%	14,118	14,542	14,978	15,427
8,333	8,333	Certificates - Building Certificates	3.0%	8,583	8,840	9,105	9,378
76,491	76,491	Certificates - S149	3.0%	78,786	81,150	83,585	86,093
13,707	13,707	Certificates - S735A	3.0%	14,118	14,542	14,978	15,427
2,690	2,690	Complying Development Fees	3.0%	2,771	2,854	2,940	3,028
19,889	19,889	Drainage Diagram Fees	3.0%	20,486	21,101	21,734	22,386
230,406	230,406	Fees - Other	3.0%	237,318	244,438	251,771	259,324
2,622	2,622	Infringement Notice Fees	3.0%	2,701	2,782	2,865	2,951
11,670	11,670	Inspection Fees - Accessways	3.0%	12,020	12,381	12,752	13,135
185,764	185,764	Inspection Fees - Building Compliance	3.0%	191,337	197,077	202,989	209,079
28,648	28,648	Inspection Fees - Pools	3.0%	29,507	30,392	31,304	32,243
33,816	33,816	Inspection Fees - Sewer Connection	3.0%	34,830	35,875	36,951	38,060
5,376	5,376	Linen Plan Signing Fees	3.0%	5,537	5,703	5,874	6,050
3,360	3,360	Long Service Levy Commission Revenue	3.0%	3,461	3,565	3,672	3,782
8,240	8,240	Plumbing Permits - S68	3.0%	8,487	8,742	9,004	9,274
2,186	2,186	Rural Road Numbering Fees	3.0%	2,252	2,320	2,390	2,462
13,439	13,439	Subdivision Fees	3.0%	13,842	14,257	14,685	15,126
725,908	725,908	Total Operating Revenue	3.0%	747,685	770,118	793,221	817,018
		Operating Expenditure					
		Planning & Development Services					
39,021	39,021	Administration Expenses	2.5%	39,996	40,996	42,022	43,072
1,673,851	1,773,851	Employee Costs	2.3%	1,712,086	1,763,449	1,816,352	1,870,843
84,050	84,050	Fleet Expenses	2.5%	86,151	88,305	90,513	92,776
2,270	2,270	M & R - Equipment	2.5%	2,327	2,385	2,445	2,506
90,749	90,749	Operating Expenses	2.5%	93,018	44,094	45,196	46,326
1,705	1,705	Rural Road Numbering Expenses	2.5%	1,748	1,792	1,837	1,883
0	78,559	Flood Response Planning Grant	0.0%	0	0	0	0

Richmond Valley Council Operational Plan 2024/2025 including Forward Financial Estimates

Objective 5: Live sustainably in a changing climate

Service: Town Planning & Development Services

Original Budget 2023/2024	Revised Budget 31-Mar-24	Description	Original Budget % +/-	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028
		Operating Expenditure (continued)					
500	500	Indirect Expenditure	0.0%	500	500	500	500
1,232,631	1,232,631	Depreciation	15.5%	1,423,596	1,460,801	1,480,126	1,523,688
		Activity Based Costing - Expense					
3,124,777	3,303,336	Total Operating Expenditure	7.5%	3,359,422	3,402,322	3,478,991	3,581,594
(2,398,869)	(2,577,428)	Operating Result - Surplus/(Deficit)	8.9%	(2,611,737)	(2,632,204)	(2,685,770)	(2,764,576)
(2,398,369)	(2,576,928)	Operating Cash Result - Surplus/(Deficit)	8.9%	(2,611,237)	(2,631,704)	(2,685,270)	(2,764,076)
		Capital Movements					
		Add: Capital Grants & Contributions		452,923	407,981	413,141	418,404
		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		452,923	407,981	413,141	418,404
		Program Cash Result - Surplus/(Deficit)		(2,611,237)	(2,631,704)	(2,685,270)	(2,764,076)

Richmond Valley Council Operational Plan 2024/2025 including Forward Financial Estimates

Objective 5: Live sustainably in a changing climate

Service: Emergency Management

Original Budget 2023/2024	Revised Budget 31-Mar-24	Description	Original Budget % +/-	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028
		Operating Revenue					
1,478,591	1,688,591	Fire Control Revenue	-2.7%	1,438,069	1,476,707	1,516,390	1,557,149
2,898	2,898	Emergency Services - SES	3.0%	2,985	3,075	3,167	3,262
11,255	11,255	Emergency Services - Emergency Committee	3.0%	11,593	11,941	12,299	12,668
0	0	Emergency Services - Flood Anniversary Events	0.0%	0	0	0	0
1,492,744	1,702,744	Total Operating Revenue	-2.7%	1,452,647	1,491,723	1,531,856	1,573,079
		Operating Expenditure					
		Fire Control					
162,471	162,471	Regional Fire Control Centre	-3.0%	157,663	162,420	167,336	172,416
138,863	138,863	Richmond Valley Council Zone - M & R	-3.2%	134,439	138,162	141,997	145,947
32,736	32,736	Richmond Valley Council Zone - Non-Claimable	3.3%	33,827	34,784	35,771	36,790
138,599	188,599	Lismore City Council (LCC) Zone - M & R	-3.2%	134,177	137,887	141,708	145,644
102,300	262,300	Kyogle Council Zone - M & R	-3.3%	98,969	101,635	104,378	107,199
		Statutory Contributions					
135,163	135,163	NSW Fire and Rescue	0.1%	135,353	138,737	142,205	145,760
484,654	484,654	NSW Rural Fire Service - Richmond Valley Council	-1.6%	477,001	488,926	501,149	513,678
479,191	479,191	NSW Rural Fire Service - Lismore City Council	-1.6%	471,623	483,414	495,499	507,886
436,126	436,126	NSW Rural Fire Service - Kyogle Council	-1.6%	429,238	439,969	450,968	462,242
109,236	109,236	Emergency Services Levy	-22.5%	84,673	86,790	88,960	91,184
8,196	8,196	Casino SES	4.2%	8,539	8,837	9,146	9,468
6,425	6,425	Broadwater SES	4.6%	6,723	6,962	7,210	7,469
2,910	2,910	Coraki SES	3.6%	3,016	3,129	3,247	3,370
9,570	9,570	Woodburn SES	4.4%	9,992	10,370	10,764	11,173

Richmond Valley Council Operational Plan 2024/2025 including Forward Financial Estimates

Objective 5: Live sustainably in a changing climate

Service: Emergency Management

Original Budget 2023/2024	Revised Budget 31-Mar-24	Description	Original Budget % +/-	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028
0	27,764	Operating Expenditure (continued)					
		NRJO Flood Events	0.0%	0	0	0	0
		Indirect Expenditure					
139,775	139,775	Activity Based Costing - Expense	14.4%	159,902	164,706	166,463	172,143
326,960	326,960	Depreciation	23.8%	404,675	417,213	421,556	426,007
2,713,175	2,950,939	Total Operating Expenditure	1.4%	2,749,810	2,823,941	2,888,357	2,958,376
(1,220,431)	(1,248,195)	Operating Result - Surplus/(Deficit)	6.3%	(1,297,163)	(1,332,218)	(1,356,501)	(1,385,297)
(893,471)	(921,235)	Operating Cash Result - Surplus/(Deficit)	-0.1%	(892,488)	(915,005)	(934,945)	(959,290)
		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)		(892,488)	(915,005)	(934,945)	(959,290)

Richmond Valley Council Operational Plan 2024/2025 including Forward Financial Estimates

Objective 6: Provide infrastructure that meets community needs

Service: Building and Maintaining Roads

Original Budget 2023/2024	Revised Budget 31-Mar-24	Description	Original Budget % +/-	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028
		Operating Revenue					
271,027	251,275	Urban Local Roads	-46.6%	144,637	147,786	151,301	154,913
890,663	901,663	Sealed Rural Local Roads	15.9%	1,032,216	1,032,786	1,033,373	1,033,978
868,929	984,684	Sealed Rural Regional Roads	10.8%	962,731	986,799	1,011,469	1,036,756
5,776	5,776	Aerodromes - Casino	3.0%	5,950	6,129	6,313	6,503
105,494	105,494	Street Lighting	3.0%	108,659	111,919	115,277	118,735
353,678	353,678	RMCC Routine Services - HW16	2.5%	362,520	371,583	380,873	390,395
579,848	579,848	RMCC Ordered Works - HW16	2.5%	594,344	609,203	624,433	640,044
2,093,104	2,093,104	RMCC Ordered Works - MR83	2.5%	2,145,432	2,199,068	2,254,045	2,310,396
5,946,249	6,053,252	Total Operating Revenue	3.5%	6,153,662	6,282,375	6,414,614	6,550,188
		Operating Expenditure					
		Street Cleaning					
196,996	196,996	Casino CBD	2.8%	202,559	207,953	213,492	219,178
38,968	38,968	Casino Urban Streets	2.7%	40,020	41,060	42,128	43,223
15,916	15,916	Broadwater	2.7%	16,346	16,772	17,209	17,658
22,479	22,479	Coraki	2.9%	23,135	23,762	24,406	25,071
73,388	73,388	Evans Head	2.9%	75,504	77,538	79,624	81,769
35,588	35,588	Woodburn	2.8%	36,588	37,560	38,557	39,584
		Indirect Expenditure					
74,422	74,422	Activity Based Costing - Expense	10.5%	82,210	84,528	85,809	88,302
		Urban Road Maintenance					
481,709	472,709	Casino	2.9%	495,910	510,120	524,741	539,804
47,137	39,868	Broadwater	3.0%	48,551	49,888	51,259	52,670
71,409	71,409	Coraki	3.0%	73,577	75,616	77,714	79,869
145,599	145,599	Evans Head	3.0%	149,983	154,118	158,366	162,734
21,318	21,318	Rappville	3.5%	22,064	22,726	23,408	24,110
6,597	6,597	Rileys Hill	3.2%	6,805	6,997	7,194	7,398
50,558	50,558	Woodburn	3.0%	52,069	53,499	54,968	56,477
28,420	28,420	Weed Spraying	3.3%	29,345	30,189	31,057	31,951

Richmond Valley Council Operational Plan 2024/2025 including Forward Financial Estimates

Objective 6: Provide infrastructure that meets community needs

Service: Building and Maintaining Roads

Original Budget 2023/2024	Revised Budget 31-Mar-24	Description	Original Budget % +/-	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028
		Operating Expenditure (continued)					
11,743	11,743	Bus Shelter Maintenance	2.9%	12,087	12,416	12,751	13,098
22,228	22,228	Carpark Maintenance - Casino	3.1%	22,920	23,590	24,282	24,995
2,672	2,672	Carpark Maintenance - Evans Head	2.9%	2,750	2,824	2,902	2,981
0	84,261	Fixing Local Rds (FLR) - Pothole Repair Program	0.0%	0	0	0	0
30,000	10,000	Additional Maintenance (S94A)	0.0%	30,000	30,000	30,000	30,000
		Indirect Expenditure					
459,851	459,851	Activity Based Costing - Expense	16.0%	533,296	552,755	549,681	579,451
2,190,580	2,190,580	Depreciation	3.0%	2,256,800	2,304,046	2,360,467	2,418,298
		Urban Bridge Maintenance					
3,353	3,353	Casino	3.0%	3,455	3,551	3,649	3,750
2,509	2,509	Rileys Hill	3.1%	2,588	2,662	2,737	2,816
		Indirect Expenditure					
143,515	143,515	Depreciation	39.4%	200,000	205,000	210,125	215,378
834,065	795,565	Sealed Rural Local Roads	2.8%	857,831	880,782	904,362	928,572
12,033	12,033	Quarry Road Maintenance	2.7%	12,355	12,674	13,001	13,337
50,000	50,000	Rural Roads Drainage (RSV 14/15)	0.0%	50,000	50,000	50,000	50,000
		Borrowing Costs					
66,971	66,971	Interest on Loans	-26.9%	48,949	31,597	18,469	8,691
		Indirect Expenditure					
610,310	610,310	Activity Based Costing - Expense	15.9%	707,420	734,211	727,614	769,942
2,934,281	2,934,281	Depreciation	2.5%	3,007,633	3,082,819	3,159,884	3,238,876
36,181	36,181	Sealed Rural Roads Bridge Maintenance	2.7%	37,160	38,127	39,121	40,139
		Indirect Expenditure					
645,504	645,504	Depreciation	2.5%	661,642	678,183	695,138	712,516
191,674	191,674	Sealed Rural Regional Roads	30.6%	250,346	254,133	276,326	287,627
		Indirect Expenditure					
153,464	153,464	Activity Based Costing - Expense	14.2%	175,254	181,853	180,573	190,728
764,855	764,855	Depreciation	5.9%	810,000	810,000	810,000	810,000
260,345	260,345	Depreciation	-17.4%	215,000	220,375	225,884	231,531

Richmond Valley Council Operational Plan 2024/2025 including Forward Financial Estimates

Objective 6: Provide infrastructure that meets community needs

Service: Building and Maintaining Roads

Original Budget 2023/2024	Revised Budget 31-Mar-24	Description	Original Budget % +/-	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028
		Operating Expenditure (continued)					
		Unsealed Roads Maintenance					
		Unsealed Grading					
517,277	517,277	Lower River	2.9%	532,171	546,493	561,200	576,308
517,287	715,597	Rural West	2.9%	532,188	546,510	561,222	576,334
122,013	122,013	Unsealed Rural Local Road Maintenance	3.2%	125,977	130,212	135,028	140,683
		Borrowing Costs					
4,055	4,055	Interest on Loans	-25.4%	3,025	1,961	956	293
		Indirect Expenditure					
352,104	352,104	Activity Based Costing - Expense	13.9%	401,140	413,975	415,908	433,409
778,303	778,303	Depreciation	3.4%	805,000	805,000	805,000	805,000
		Unsealed Rural Local Bridges					
30,788	30,788	Unsealed Rural Local Bridges	3.1%	31,728	32,608	33,515	34,447
		Indirect Expenditure					
197,833	197,833	Depreciation	9.7%	217,000	222,425	227,986	233,686
		Footpath Maintenance					
21,580	21,580	Casino	2.9%	22,196	22,789	23,400	24,027
3,723	3,723	Broadwater	3.3%	3,844	3,954	4,069	4,185
5,995	5,995	Coraki	3.0%	6,172	6,340	6,515	6,693
9,079	9,079	Evans Head	3.0%	9,349	9,605	9,869	10,139
4,334	4,334	Woodburn	3.0%	4,463	4,585	4,711	4,840
		Indirect Expenditure					
89,773	89,773	Activity Based Costing - Expense	13.7%	102,085	105,679	105,587	110,726
290,183	290,183	Depreciation	4.4%	303,000	310,575	318,339	326,297
		Aerodromes					
20,016	20,016	Casino Aerodrome	2.8%	20,578	21,125	21,687	22,266

Richmond Valley Council Operational Plan 2024/2025 including Forward Financial Estimates

Objective 6: Provide infrastructure that meets community needs

Service: Building and Maintaining Roads

Original Budget 2023/2024	Revised Budget 31-Mar-24	Description	Original Budget % +/-	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028
		Operating Expenditure (continued)					
		Indirect Expenditure					
126,293	126,293	Activity Based Costing - Expense	9.6%	138,418	142,250	144,306	148,936
77,958	77,958	Depreciation	2.7%	80,098	82,101	84,154	86,258
		Street Lighting					
111,423	111,423	Casino	5.0%	116,994	122,844	128,986	135,435
4,646	4,646	Broadwater	5.0%	4,878	5,122	5,378	5,647
10,770	10,770	Coraki	5.0%	11,309	11,874	12,468	13,091
25,886	25,886	Evans Head	5.0%	27,180	28,539	29,966	31,464
2,038	2,038	Rappville	5.0%	2,140	2,247	2,359	2,477
8,384	8,384	Woodburn	5.0%	8,803	9,243	9,705	10,190
127,686	127,686	Traffic Route	5.0%	134,070	140,774	147,813	155,204
217	217	Other Areas	5.1%	228	239	251	264
		Indirect Expenditure					
24,835	24,835	Activity Based Costing - Expense	11.2%	27,617	28,391	28,843	29,679
		State Road Maintenance					
306,716	306,716	RMCC Routine Services - HW16	2.5%	314,384	322,243	330,301	338,557
677,639	677,639	RMCC Routine Services - MR83	2.5%	694,581	711,945	729,743	747,987
483,786	483,786	RMCC Ordered Works - HW16	2.5%	495,880	508,277	520,985	534,009
1,679,503	1,679,503	RMCC Ordered Works - MR83	0.9%	1,695,182	1,742,380	1,796,970	1,846,235
		Indirect Expenditure					
408,605	408,605	Activity Based Costing - Expense	10.0%	449,442	462,111	468,881	482,515
17,777,366	17,985,167	Total Operating Expenditure	4.5%	18,573,272	19,008,339	19,402,998	19,919,805
(11,831,116)	(11,931,915)	Operating Result - Surplus/(Deficit)	5.0%	(12,419,610)	(12,725,964)	(12,988,384)	(13,369,617)
(3,547,759)	(3,648,558)	Operating Cash Result - Surplus/(Deficit)	8.9%	(3,863,437)	(4,005,440)	(4,091,407)	(4,291,777)
		Capital Movements					
		Add: Capital Grants & Contributions		30,213,415	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		2,946,073	991,386	747,913	56,824
		Less: Asset Acquisition		37,708,826	6,698,053	6,573,317	5,855,244
		Less: Loan Repayments		576,731	471,910	356,889	237,593
		Less: Transfer to Restricted Assets		0	0	0	0
		Program Cash Result - Surplus/(Deficit)		(8,989,506)	(9,764,017)	(9,853,700)	(9,907,790)

Richmond Valley Council Operational Plan 2024/2025 including Forward Financial Estimates

Objective 6: Provide infrastructure that meets community needs

Service: Stormwater Management

Original Budget 2023/2024	Revised Budget 31-Mar-24	Description	Original Budget % +/-	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028
205,277	207,173	Operating Revenue					
		Stormwater Revenue	1.7%	208,764	209,808	210,857	211,911
205,277	207,173	Total Operating Revenue	1.7%	208,764	209,808	210,857	211,911
		Operating Expenditure					
105,785	105,785	Casino	3.1%	109,042	112,086	115,217	118,435
0	498	Casino Urban Drainage Study	0.0%	0	0	0	0
7,717	7,717	Broadwater	3.1%	7,954	8,175	8,403	8,637
13,815	13,815	Coraki	3.2%	14,252	14,654	15,070	15,497
40,146	40,146	Evans Head	3.1%	41,380	42,533	43,720	44,939
11,556	11,556	Rileys Hill Outfall Channel	3.0%	11,904	12,233	12,571	12,918
18,298	18,298	Woodburn	3.1%	18,857	19,380	19,919	20,472
40,000	40,000	Borrowing Costs					
		Interest on Loans	88.2%	75,263	68,682	61,767	54,502
251,902	251,902	Indirect Expenditure					
		Activity Based Costing - Expense	12.7%	284,018	293,710	293,427	307,867
547,901	547,901	Depreciation	2.5%	561,599	575,639	590,030	604,781
1,037,120	1,037,618	Total Operating Expenditure	8.4%	1,124,270	1,147,092	1,160,124	1,188,048
(831,843)	(830,445)	Operating Result - Surplus/(Deficit)	10.1%	(915,506)	(937,284)	(949,267)	(976,137)
(283,942)	(282,544)	Operating Cash Result - Surplus/(Deficit)	24.6%	(353,907)	(361,645)	(359,237)	(371,356)
		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		1,461,881	64,666	32,640	35,813
		Less: Asset Acquisition		1,595,000	195,000	160,000	160,000
		Less: Loan Repayments		75,645	79,474	83,497	87,724
		Less: Transfer to Restricted Assets		0	0	0	0
		Program Cash Result - Surplus/(Deficit)		(562,671)	(571,453)	(570,094)	(583,267)

Richmond Valley Council Operational Plan 2024/2025 including Forward Financial Estimates

Objective 6: Provide infrastructure that meets community needs

Service: Water Supplies

Original Budget 2023/2024	Revised Budget 31-Mar-24	Description	Original Budget % +/-	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028
		Operating Revenue					
7,541,069	7,541,069	Annual & User Charges	6.3%	8,018,784	8,424,523	8,850,700	9,298,335
16,480	16,480	Interest Income	3.0%	16,974	17,483	18,007	18,547
33,500	33,500	Interest on Investments	152.3%	84,505	87,040	89,651	63,113
62,510	62,510	Other Revenue	3.0%	64,385	66,317	68,306	70,355
		Operating Grants & Contributions					
84,150	84,150	Grant Revenue	2.0%	85,800	87,450	89,100	90,750
0	17,184	Contributions - Other	0.0%	0	0	0	0
55,344	55,344	Private Works	3.0%	57,004	58,714	60,475	62,289
7,793,053	7,810,237	Total Operating Revenue	6.9%	8,327,452	8,741,527	9,176,239	9,603,389
		Operating Expenditure					
		Indirect Expenditure					
1,813,680	1,813,680	Activity Based Costing - Expense	10.2%	1,999,062	2,059,622	2,069,148	2,144,867
831,842	872,092	Engineering Administration Expenditure	8.6%	903,128	930,069	997,833	986,454
5,884	5,884	Dams & Weirs Operations	5.0%	6,178	6,487	6,811	7,152
5,796	5,796	Dams & Weirs Maintenance	-74.1%	1,500	1,543	1,588	1,634
		Water Mains Operations					
88,707	88,707	Casino	-9.8%	80,001	82,343	84,755	87,238
6,263	6,263	Broadwater	47.4%	9,232	9,494	9,765	10,040
6,704	6,704	Coraki	97.3%	13,229	13,610	14,003	14,406
9,622	9,622	Evans Head	185.8%	27,502	28,285	29,092	29,922
3,612	3,612	Rileys Hill	36.7%	4,939	5,079	5,223	5,372
8,027	8,027	Woodburn	43.4%	11,512	11,841	12,179	12,527
		Water Mains Maintenance					
291,647	291,647	Casino	-10.9%	259,916	267,204	274,701	282,407
12,117	12,117	Broadwater	-21.6%	9,500	9,769	10,045	10,329
24,309	24,309	Coraki	25.5%	30,501	31,375	32,276	33,200
35,259	35,259	Evans Head	89.2%	66,723	68,579	70,486	72,447
2,291	2,291	Rileys Hill	484.1%	13,382	13,767	14,163	14,570
14,178	14,178	Woodburn	90.4%	27,001	27,739	28,500	29,281

Richmond Valley Council Operational Plan 2024/2025 including Forward Financial Estimates

Objective 6: Provide infrastructure that meets community needs

Service: Water Supplies

Original Budget 2023/2024	Revised Budget 31-Mar-24	Description	Original Budget % +/-	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028
		Operating Expenditure (continued)					
		Water Reservoirs					
26,761	26,761	Operations	166.3%	71,256	74,274	77,426	80,720
55,543	55,543	Maintenance	3.1%	57,259	58,860	60,505	62,197
		Pump Station					
9,283	9,283	Operations	5.0%	9,747	10,234	10,746	11,283
123,284	123,284	Energy Costs	5.0%	129,448	135,920	142,716	149,852
60,468	60,468	Maintenance	3.0%	62,301	64,028	65,799	67,619
		Casino Water Treatment Plant					
831,440	831,440	Operations	-2.6%	809,810	836,910	865,014	894,166
95,689	95,689	Maintenance	3.0%	98,583	101,309	104,113	106,993
69,083	69,083	Other Operations Expenses	3.3%	71,387	73,480	75,633	77,849
10,778	10,778	SCADA Strategy	159.8%	28,000	11,323	11,606	11,896
19,126	19,126	Other Maintenance Expenses	-44.6%	10,602	10,881	11,165	11,458
0	0	Water Filling Stations	0.0%	1,300	1,337	1,377	1,416
1,348,700	1,348,700	Bulk Water Purchases	10.0%	1,483,900	1,520,998	1,559,023	1,597,999
0	16,720	Water Network Model Review	0.0%	0	0	0	0
49,630	49,630	Private Works Expenditure	2.5%	50,871	52,228	53,621	55,053
		Indirect Expenditure					
1,518,622	1,518,622	Depreciation	23.2%	1,870,451	1,910,938	1,958,424	2,007,097
7,378,345	7,435,315	Total Operating Expenditure	11.4%	8,218,221	8,429,526	8,657,736	8,877,444
414,708	374,922	Operating Result - Surplus/(Deficit)	-73.7%	109,231	312,001	518,503	725,945
1,933,330	1,893,544	Operating Cash Result - Surplus/(Deficit)	2.4%	1,979,682	2,222,939	2,476,927	2,733,042
		Capital Movements					
		Add: Capital Grants & Contributions		1,738,819	5,050,000	8,320,000	8,220,000
		Add: Loan Funds Used		0	0	0	0
		Add: Asset Sales		0	0	0	0
		Add: Transfer from Restricted Assets		786,497	0	0	0
		Less: Asset Acquisition		4,504,998	7,098,000	10,736,500	10,745,000
		Less: Loan Repayments		0	0	0	0
		Less: Transfer to Restricted Assets		0	174,939	60,427	208,042
		Program Cash Result - Surplus/(Deficit)		0	0	0	(0)

Richmond Valley Council Operational Plan 2024/2025 including Forward Financial Estimates

Objective 6: Provide infrastructure that meets community needs

Service: Sewerage Services

Original Budget 2023/2024	Revised Budget 31-Mar-24	Description	Original Budget % +/-	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028
		Operating Revenue					
9,779,696	9,779,696	Rates & Annual Charges	8.1%	10,572,339	11,105,657	11,665,790	12,254,080
18,540	18,540	Interest Income	3.0%	19,096	19,669	20,259	20,867
242,203	242,203	Interest on Investments	44.3%	349,469	359,953	370,751	313,723
49,811	49,811	Other Revenue	3.0%	51,305	52,844	54,430	56,063
83,100	83,100	Grants	1.9%	84,700	86,400	88,000	89,700
0	23,998	Contributions - Other	0.0%	0	0	0	0
55,344	55,344	Private Works	3.0%	57,004	58,714	60,475	62,289
10,228,694	10,252,692	Total Operating Revenue	8.8%	11,133,913	11,683,237	12,259,705	12,796,722
		Operating Expenditure					
		Indirect Expenditure					
2,167,804	2,167,804	Activity Based Costing - Expense	14.4%	2,480,949	2,555,918	2,569,585	2,665,137
912,719	952,969	Engineering Expenditure	7.4%	979,923	1,010,331	1,081,718	1,074,122
		Mains Operations					
222,510	222,510	Casino	3.0%	229,172	235,470	241,942	248,593
2,065	2,065	Broadwater	3.3%	2,134	2,196	2,260	2,325
34,081	34,081	Coraki	3.2%	35,187	36,196	37,233	38,303
13,518	13,518	Evans Head	76.6%	23,877	24,563	25,271	25,998
1,351	1,351	Rileys Hill	196.1%	4,000	4,112	4,227	4,345
18,272	18,272	Woodburn	35.4%	24,743	25,454	26,185	26,937
		Mains Maintenance					
70,138	70,138	Casino	3.2%	72,362	74,414	76,526	78,696
138,063	138,063	Broadwater	3.0%	142,194	146,101	150,116	154,243
15,576	15,576	Coraki	3.2%	16,070	16,526	16,996	17,480
20,645	20,645	Evans Head	2.9%	21,237	21,808	22,394	22,995
3,376	3,376	Rileys Hill	3.1%	3,480	3,576	3,675	3,778
26,207	26,207	Woodburn	3.0%	26,995	27,739	28,503	29,289
		Infiltration Survey/Inspection					
100,072	100,072	Casino	2.6%	102,681	105,304	107,993	110,750
0	0	Broadwater	0.0%	0	0	0	0
35,006	35,006	Coraki	2.6%	35,918	36,835	37,776	38,740
69,390	69,390	Evans Head	2.6%	71,200	73,018	74,882	76,795
41,637	41,637	Woodburn	2.6%	42,723	43,815	44,934	46,082

Richmond Valley Council Operational Plan 2024/2025 including Forward Financial Estimates

Objective 6: Provide infrastructure that meets community needs

Service: Sewerage Services

Original Budget 2023/2024	Revised Budget 31-Mar-24	Description	Original Budget % +/-	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028
		Operating Expenditure (continued)					
35,564	35,564	Pump Stations					
		Operations	-3.9%	34,185	35,894	37,689	39,573
115,474	115,474	Energy Costs	5.0%	121,248	127,310	133,676	140,360
		Pump Stations - Maintenance					
30,161	30,161	Coraki	133.0%	70,276	72,304	74,387	76,534
55,644	55,644	Broadwater	0.6%	55,993	57,462	58,969	60,518
136,706	136,706	Evans Head	3.0%	140,820	144,700	148,685	152,782
12,482	12,482	Rileys Hill	3.2%	12,881	13,248	13,626	14,016
51,716	51,716	Woodburn	47.6%	76,311	78,458	80,663	82,932
217,814	217,814	Casino	0.1%	217,957	224,086	230,388	236,869
		Treatment Plant Casino					
271,449	271,449	Operations	-4.4%	259,520	267,107	274,930	282,989
72,900	72,900	Energy Costs	5.0%	76,545	80,372	84,391	88,611
134,643	134,643	Maintenance	3.0%	138,738	142,584	146,538	150,604
0	0	Replacement Planning	0.0%	0	0	0	0
		Treatment Plant Coraki					
100,835	100,835	Operations	3.2%	104,054	107,091	110,221	113,445
8,041	8,041	Energy Costs	5.0%	8,443	8,865	9,308	9,773
42,452	42,452	Maintenance	3.0%	43,742	44,956	46,202	47,482
		Treatment Plant Evans Head					
336,816	336,816	Operations	10.3%	371,435	381,847	392,567	403,599
79,165	79,165	Energy Costs	5.0%	83,123	87,279	91,643	96,225
66,614	66,614	Maintenance	3.0%	68,641	70,545	72,499	74,511
		Treatment Plant Rileys Hill					
45,006	45,006	Operations	-15.9%	37,841	38,974	40,143	41,347
8,041	8,041	Energy Costs	5.0%	8,443	8,865	9,308	9,773
14,754	14,754	Maintenance	3.1%	15,204	15,625	16,058	16,503
		Other Maintenance					
21,556	21,556	SCADA	39.2%	30,000	30,750	31,519	32,307
41,307	41,307	Casino	2.9%	42,500	43,645	44,821	46,030
5,185	5,185	Coraki	131.4%	12,000	12,336	12,682	13,038
20,744	20,744	Evans Head	116.9%	45,000	46,263	47,562	48,897
2,074	2,074	Riley's Hill	3.1%	2,139	2,198	2,261	2,326
2,584	2,584	Woodburn	175.4%	7,116	7,308	7,505	7,707
0	18,960	Sewer Network Model Review	0.0%	0	0	0	0

Richmond Valley Council Operational Plan 2024/2025 including Forward Financial Estimates

Objective 6: Provide infrastructure that meets community needs

Service: Sewerage Services

Original Budget 2023/2024	Revised Budget 31-Mar-24	Description	Original Budget % +/-	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028
		Operating Expenditure (continued)					
451,466	451,466	Interest Expense	-19.6%	362,880	268,733	178,016	617,648
2,417,707	2,417,707	Indirect Expenditure Depreciation	6.9%	2,585,600	2,597,600	2,661,663	2,727,327
49,392	49,392	Private Works Expenses	2.5%	50,627	51,978	53,365	54,791
8,740,723	8,799,933	Total Operating Expenditure	7.5%	9,398,107	9,511,759	9,663,501	10,353,125
1,487,971	1,452,759	Operating Result - Surplus/(Deficit)	16.7%	1,735,806	2,171,478	2,596,204	2,443,597
3,905,678	3,870,466	Operating Cash Result - Surplus/(Deficit)	23.6%	4,321,406	4,769,078	5,257,867	5,170,924
		Capital Movements					
		Add: Capital Grants & Contributions		2,242,305	27,200,000	29,427,500	14,677,500
		Add: Loan Funds Used		0	0	0	20,000,000
		Add: Asset Sales		0	11,364	0	0
		Add: Transfer from Restricted Assets		2,555,951	1,748,450	0	130,644
		Less: Asset Acquisition		7,402,305	31,870,455	32,061,500	38,788,500
		Less: Loan Repayments		1,717,357	1,858,437	1,580,719	1,190,568
		Less: Transfer to Restricted Assets		0	0	1,043,148	0
		Program Cash Result - Surplus/(Deficit)		0	(0)	0	0

Richmond Valley Council Operational Plan 2024/2025 including Forward Financial Estimates

Objective 6: Provide infrastructure that meets community needs

Service: Engineering Support & Asset Management

Original Budget 2023/2024	Revised Budget 31-Mar-24	Description	Original Budget % +/-	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028
		Operating Revenue					
4,500	54,726	Engineering Support Services					
		Contributions - Other	0.0%	4,500	4,500	4,500	4,500
5,219	5,219	Fees - Other	474.8%	30,000	30,900	31,827	32,782
5,219	5,219	Plan Check Fees	3.0%	5,376	5,537	5,703	5,874
16,963	16,963	Rental Income	3.0%	17,472	17,996	18,536	19,092
		Asset Management					
0	0	Rural Road Numbering	0.0%	2,000	2,060	2,122	2,186
31,901	82,127	Total Operating Revenue	86.0%	59,348	60,993	62,688	64,434
		Operating Expenditure					
		Engineering Support					
97,595	97,595	Administration Expenses	2.5%	100,035	102,536	105,099	107,727
3,572	7,616	Deed of Release	2.5%	3,661	3,753	3,847	3,943
2,503,162	2,543,019	Employee Costs	4.1%	2,605,649	2,683,819	2,764,333	2,847,263
11,337	11,337	Employee Costs - Team Meetings	3.5%	11,734	12,086	12,449	12,823
299,428	299,428	Fleet Expenses	2.5%	306,914	314,587	322,452	330,513
10,294	10,294	M & R - Equipment	2.5%	10,551	10,815	11,085	11,362
7,833	7,833	M & R - Radios	2.5%	8,029	8,230	8,436	8,647
36,656	36,656	Operating Expenses	2.6%	37,607	38,584	39,587	40,616
6,376	6,376	Depreciation	80.4%	11,500	12,488	12,680	12,877
		Indirect Costs					
(2,944,352)	(2,944,352)	Activity Based Costing - Expense	3.2%	(3,038,332)	(3,127,965)	(3,219,402)	(3,313,523)
		Asset Management					
1,839	1,839	Administration Expenses	2.5%	1,885	1,932	1,980	2,030
0	0	Aerial Photography	0.0%	0	0	0	100,000
11,358	11,358	Asset Data Collection	2.5%	11,642	11,933	12,231	12,537
10,506	10,506	Asset Management System	2.5%	10,769	11,038	11,314	11,597
1,054,395	1,054,395	Employee Costs	23.9%	1,306,241	1,345,428	1,385,792	1,427,367
64,898	64,898	Fleet Expenses	2.5%	66,520	68,183	69,888	71,635
569	569	M & R - Equipment	2.5%	583	598	613	628
1,164	1,164	Operating Expenses	2.5%	1,193	1,223	1,254	1,285
3,678	3,678	Rural Road Numbering Expenses	2.5%	3,770	3,864	3,961	4,060
97,500	97,500	Valuation	-30.8%	67,500	102,500	7,500	7,500
3,543	3,543	Inspections - Footpaths	3.5%	3,667	3,777	3,890	4,007
4,089	4,089	Inspections - Playground Equipment	2.5%	4,191	4,296	4,403	4,513
		Indirect Costs					
(1,253,539)	(1,253,539)	Activity Based Costing - Expense	17.7%	(1,475,961)	(1,552,712)	(1,500,704)	(1,644,973)
216,243	216,243	Works Depot - Casino	3.1%	223,040	230,706	238,664	246,925

Richmond Valley Council Operational Plan 2024/2025 including Forward Financial Estimates

Objective 6: Provide infrastructure that meets community needs

Service: Engineering Support & Asset Management

Original Budget 2023/2024	Revised Budget 31-Mar-24	Description	Original Budget % +/-	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028
86,129	86,129	Operating Expenditure (continued)					
		Works Depot - Evans Head	3.1%	88,767	91,452	94,227	97,094
124,344	124,344	Indirect Expenditure					
(426,716)	(426,716)	Depreciation	-3.7%	119,800	124,563	127,600	130,712
		Activity Based Costing - Expense	1.1%	(431,607)	(446,721)	(460,491)	(474,731)
31,901	75,802	Total Operating Expenditure	86.0%	59,348	60,993	62,688	64,434
0	6,325	Operating Result - Surplus/(Deficit)	0.0%	0	0	0	(0)
130,720	137,045	Operating Cash Result - Surplus/(Deficit)	0.4%	131,300	137,051	140,280	143,589
		Capital Movements					
		Add: Capital Grants & Contributions		0	0	0	0
		Add: Loan Funds Used		0	0	0	0
		Add: Asset Sales		0	0	0	0
		Add: Transfer from Restricted Assets		60,000	30,000	100,000	30,000
		Less: Asset Acquisition		65,000	35,000	105,000	35,000
		Less: Loan Repayments		0	0	0	0
		Less: Transfer to Restricted Assets		0	0	0	0
		Program Cash Result - Surplus/(Deficit)		126,300	132,051	135,280	138,589

Richmond Valley Council Operational Plan 2024/2025 including Forward Financial Estimates

Theme: Protecting our unique environment - Budget Summary

Original Budget 2023/2024	Revised Budget 31-Mar-24	Description	Original Budget % +/-	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028
484,095	514,415	Operating Revenue	13.5%	549,593	559,825	550,731	544,857
0	83,709	Environmental Health	0.0%	66,666	66,667	0	0
8,586,742	8,625,963	Environmental Management	3.9%	8,921,041	9,337,701	9,647,284	9,962,484
		Waste Management					
9,070,837	9,224,087	Total Operating Revenue	5.1%	9,537,300	9,964,193	10,198,015	10,507,341
1,439,506	1,460,256	Operating Expenditure	15.0%	1,656,071	1,674,883	1,682,795	1,695,510
513,765	613,377	Environmental Health	21.4%	623,723	637,083	549,539	563,672
8,474,896	8,531,275	Environmental Management	1.1%	8,564,113	8,558,831	8,712,656	8,895,885
		Waste Management					
10,428,167	10,604,908	Total Operating Expenditure	4.0%	10,843,907	10,870,796	10,944,990	11,155,067
(1,357,330)	(1,380,821)	Operating Result - Surplus/(Deficit)	-3.7%	(1,306,607)	(906,603)	(746,975)	(647,726)
(246,090)	(269,581)	Operating Cash Result - Surplus/(Deficit)	-97.7%	(5,770)	395,861	556,644	657,076
		Capital Movements					
		Add: Capital Grants and Contributions		0	0	0	0
		Add: Loan Funds Used		0	0	0	0
		Add: Asset Sales		100,727	224,909	6,818	264,545
		Add: Transfer from Reserves		38,512	17,767	23,267	0
		Less: Capital Expenditure		1,025,066	1,373,000	1,148,909	2,396,658
		Less: Loan Repayments		428,585	448,494	469,026	184,529
		Less: Transfer to Reserves		300,691	480,008	622,294	49,827
		Program Cash Result - Surplus/(Deficit)		(1,620,873)	(1,662,965)	(1,653,500)	(1,709,393)

Richmond Valley Council Operational Plan 2024/2025 including Forward Financial Estimates

Objective 7: Preserve native bushland and biodiversity

Service: Environmental Health

Original Budget 2023/2024	Revised Budget 31-Mar-24	Description	Original Budget % +/-	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028
		Operating Revenue					
0	17,580	Beach Control	0.0%	0	0	0	0
179,986	179,986	Regulatory Control	3.0%	185,387	190,949	196,678	202,578
1,791	1,791	Impounding Shelter	3.0%	1,845	1,900	1,957	2,016
302,318	302,318	LGNSW Flying Fox Habitat Restoration Program	3.0%	311,388	320,730	330,352	340,263
0	0	Health	0.0%	50,973	46,246	21,744	0
0	12,740	Koala Strategy	0.0%	0	0	0	0
484,095	514,415	Total Operating Revenue	13.5%	549,593	559,825	550,731	544,857
		Operating Expenditure					
50,735	50,735	Beach Control	2.6%	52,056	53,394	54,764	56,171
0	17,580	Safety Barrier - Maintenance	0.0%	0	0	0	0
287,023	287,023	Regulatory Control	4.0%	298,606	307,207	316,055	325,159
46,308	46,308	Impounding Shelter	-3.0%	44,937	46,195	47,489	48,820
		Indirect Expenditure					
100,616	100,616	Activity Based Costing - Expense	16.2%	116,955	120,131	120,431	123,991
5,540	5,540	Depreciation	-30.5%	3,850	4,342	4,436	4,532
522,109	525,909	Health	7.0%	558,688	575,171	592,145	609,619
		Indirect Expenditure					
384,225	384,225	Activity Based Costing - Expense	16.5%	447,580	459,327	466,253	479,850
400	400	Depreciation	-25.0%	300	400	400	400
42,550	17,550	Flying Fox Colony Richmond River Casino	-56.3%	18,614	29,704	35,811	46,968
0	0	Flying Fox Habitat Planting Sites (LGNSW Grant)	0.0%	83,115	64,013	45,011	0
0	0	FFHR Project Coordinator (LGNSW Grant)	0.0%	25,000	15,000	0	0
0	18,000	Emission Data Management System	0.0%	0	0	0	0
0	6,370	Koala Strategy	0.0%	6,370	0	0	0
1,439,506	1,460,256	Total Operating Expenditure	15.0%	1,656,071	1,674,883	1,682,795	1,695,510
(955,411)	(945,841)	Operating Result - Surplus/(Deficit)	15.8%	(1,106,478)	(1,115,058)	(1,132,064)	(1,150,653)
(949,471)	(939,901)	Operating Cash Result - Surplus/(Deficit)	-9.2%	(1,102,328)	(1,110,316)	(1,127,228)	(1,145,721)
		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		38,512	17,767	23,267	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)		(1,063,816)	(1,092,549)	(1,103,961)	(1,145,721)

Richmond Valley Council Operational Plan 2024/2025 including Forward Financial Estimates

Objective 8: Maintain healthy rivers, beaches and waterways

Service: Environmental Management

Original Budget 2023/2024	Revised Budget 31-Mar-24	Description	Original Budget % +/-	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028
		Operating Revenue					
0	0	RV Flood Emergency Management Revenue	0.0%	0	0	0	0
0	40,456	Restoration of burnt riparian areas	0.0%	0	0	0	0
0	0	Flood & Risk Impact Assessment	0.0%	66,666	66,667	0	0
0	43,253	Richmond Valley Flood Study	0.0%	0	0	0	0
0	83,709	Total Operating Revenue	0.0%	66,666	66,667	0	0
		Operating Expenditure					
132,225	132,225	Noxious Plants Management Expenditure	2.5%	135,531	138,919	142,392	145,952
0	0	Restoration of burnt riparian areas	0.0%	0	0	0	0
286,078	286,078	Flood Management Contribution to RRCC	2.5%	293,230	300,561	308,075	315,777
10,000	10,000	Richmond River Coastal Zone Management Plan	-100.0%	0	0	0	0
0	25,950	Richmond Valley Flood Study	0.0%	0	0	0	0
0	41,642	Flood & Risk Impact Assessment	0.0%	0	0	0	0
0	0	Richmond Valley Floodplain Risk Management	0.0%	100,000	100,000	0	0
0	32,020	Sustainability - Ops	0.0%	0	0	0	0
85,462	85,462	Indirect Expenditure	11.1%	94,962	97,603	99,072	101,943
85,462	85,462	Activity Based Costing - Expense	11.1%	94,962	97,603	99,072	101,943
513,765	613,377	Total Operating Expenditure	21.4%	623,723	637,083	549,539	563,672
(513,765)	(529,668)	Operating Result - Surplus/(Deficit)	8.4%	(57,057)	(570,416)	(549,539)	(563,672)
(513,765)	(529,668)	Operating Cash Result - Surplus/(Deficit)	8.4%	(57,057)	(570,416)	(549,539)	(563,672)
		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)		(57,057)	(570,416)	(549,539)	(563,672)

Richmond Valley Council Operational Plan 2024/2025 including Forward Financial Estimates

Objective 9: Manage waste responsibly

Service: Waste Management

Original Budget 2023/2024	Revised Budget 31-Mar-24	Description	Original Budget % +/-	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028
		Operating Revenue					
6,445,593	6,484,814	Waste Collection Charges					
10,300	10,300	Annual Charges	1.1%	6,517,911	6,865,300	7,102,983	7,344,692
77,250	77,250	Interest Income	3.0%	10,609	10,927	11,255	11,593
93,500	93,500	Street Bin Collection	3.0%	79,568	81,955	84,414	86,946
		Grant Revenue	0.6%	94,050	94,050	94,600	94,600
10,000	10,000	Other Revenue	3.0%	10,300	10,609	10,927	11,255
1,659,347	1,659,347	Nammoona Landfill	15.1%	1,909,128	1,966,402	2,025,394	2,086,157
280,623	280,623	Evans Head Transfer Station	3.0%	289,042	297,712	306,643	315,841
10,129	10,129	Rappville Transfer Station	3.0%	10,433	10,746	11,068	11,400
8,586,742	8,625,963	Total Operating Revenue	3.9%	8,921,041	9,337,701	9,647,284	9,962,484
		Operating Expenditure					
560,960	560,960	Waste Collection Expenditure	0.7%	564,634	580,793	597,424	614,540
353,999	353,999	Recycling Collection Expenditure	1.5%	359,164	368,862	378,830	389,068
616,548	616,548	Organics Collection Expenditure	2.0%	628,931	645,328	662,161	679,439
809,096	809,096	Waste Other Expenditure	8.1%	874,838	838,225	862,289	887,049
45,848	45,848	Sustainability & Environment - Educator	-50.8%	22,540	23,104	23,682	24,274
0	28,059	Waste Composition Audit	0.0%	85,000	0	0	0
3,233,850	3,242,170	Nammoona Landfill Operating Expenditure	-9.6%	2,922,684	3,001,350	3,082,181	3,165,233
40,378	40,378	Rehabilitation	2.5%	41,387	42,422	43,483	44,570

Richmond Valley Council Operational Plan 2024/2025 including Forward Financial Estimates

Objective 9: Manage waste responsibly

Service: Waste Management

Original Budget 2023/2024	Revised Budget 31-Mar-24	Description	Original Budget % +/-	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028
		Operating Expenditure (continued)					
25,939	25,939	Bora Ridge Transfer Station	21.8%	31,585	22,211	22,856	23,521
4,771	4,771	Broadwater Landfill	2.9%	4,907	5,039	5,175	5,315
1,050,753	1,050,753	Evans Head Transfer Station	-0.6%	1,044,790	1,072,438	1,100,824	1,129,978
22,880	22,880	Rappville Landfill	2.9%	23,548	24,240	24,952	25,685
4,479	4,479	Rosewood Ave	2.5%	4,591	4,706	4,824	4,945
0	20,000	Waste Strategy and Nammoona Masterplan	0.0%	20,000	0	0	0
109,893	109,893	Interest Expense	6.1%	116,614	96,706	76,173	57,319
490,202	490,202	Indirect Expenditure	15.0%	563,600	578,107	572,502	589,649
1,105,300	1,105,300	Activity Based Costing - Expense	13.6%	1,255,300	1,255,300	1,255,300	1,255,300
		Depreciation					
8,474,896	8,531,275	Total Operating Expenditure	1.1%	8,564,113	8,558,831	8,712,656	8,895,885
111,846	94,688	Operating Result - Surplus/(Deficit)	219.1%	356,928	778,871	934,628	1,066,599
1,257,524	1,240,366	Operating Cash Result - Surplus/(Deficit)	31.5%	1,653,615	2,076,593	2,233,411	2,366,469
		Capital Movements					
		Add: Capital Grants & Contributions		0	0	0	0
		Add: Loan Funds Used		0	0	0	0
		Add: Asset Sales		100,727	224,909	6,818	264,545
		Add: Transfer from Restricted Assets		0	0	0	0
		Less: Asset Acquisition		1,025,066	1,373,000	1,148,909	2,396,658
		Less: Loan Repayments		428,585	448,494	469,026	184,529
		Less: Transfer to Restricted Assets		300,691	480,008	622,294	49,827
		Program Cash Result - Surplus/(Deficit)		0	0	0	0

Richmond Valley Council Operational Plan 2024/2025 including Forward Financial Estimates

Theme: Delivering for our community - Budget Summary

Original Budget 2023/2024	Revised Budget 31-Mar-24	Description	Original Budget % +/-	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028
631,010	631,010	Operating Revenue					
0	0	Governance & Advocacy	0.6%	634,671	653,685	673,268	693,438
23,337,123	25,987,279	Community Connection	0.0%	0	0	0	0
22,409	66,171	Financial Services	10.4%	25,765,825	26,299,191	26,848,522	27,535,843
0	152,020	People & Culture	3.0%	23,082	23,775	24,488	25,223
5,657,156	5,657,156	Work Health & Safety	0.0%	0	0	0	0
1,867,595	1,872,260	Fleet Management	3.5%	5,856,871	6,032,577	6,213,554	6,399,960
95,524	95,524	Quarries	6.4%	1,987,004	2,027,027	2,067,911	2,109,677
6,552	6,552	Private Works	3.0%	98,390	101,342	104,382	107,513
12,191	15,691	Customer Service	3.0%	6,749	6,951	7,160	7,375
		Information Technology Services	2.8%	12,533	12,884	13,245	13,616
31,629,560	34,483,663	Total Operating Revenue	8.7%	34,385,125	35,157,432	35,952,530	36,892,645
2,761,332	2,786,582	Operating Expenditure					
204,042	204,042	Governance & Advocacy	22.0%	3,369,416	3,242,349	3,326,767	3,425,302
147,046	147,046	Community Connection	1.5%	207,010	213,098	219,065	225,200
(0)	40,882	Financial Services	-27.3%	106,972	110,088	113,297	116,599
0	0	People & Culture	-100.0%	0	0	0	0
5,031,745	5,031,745	Work Health & Safety	0.0%	0	0	0	0
464,410	469,075	Fleet Management	5.8%	5,324,825	5,469,375	5,604,590	5,757,143
90,892	90,892	Quarries	14.1%	529,917	544,175	554,859	570,119
6,552	24,552	Private Works	5.1%	95,538	98,170	100,627	103,428
184,201	233,416	Customer Service	3.0%	6,749	6,951	7,160	7,375
		Information Technology Services	1.3%	186,593	189,045	191,560	194,139
8,890,219	9,028,232	Total Operating Expenditure	10.5%	9,827,021	9,873,251	10,117,925	10,399,305
22,739,341	25,455,431	Operating Result - Surplus/(Deficit)	8.0%	24,558,105	25,284,180	25,834,605	26,493,341
24,251,519	26,967,609	Operating Cash Result - Surplus/(Deficit)	8.4%	26,293,690	27,057,220	27,650,937	28,354,048
		Capital Movements					
		Add: Capital Grants and Contributions		0	0	0	0
		Add: Loan Funds Used		0	0	0	0
		Add: Deferred Debtor Repayments		1,950	1,990	1,876	0
		Add: Asset Sales		731,908	506,076	555,436	762,635
		Add: Transfer from Reserves		1,252,662	25,867	26,264	177,571
		Less: Capital Expenditure		3,841,136	2,300,781	2,349,547	3,009,386
		Less: Loan Repayments		0	0	0	0
		Less: Transfer to Reserves		1,688,223	2,029,029	2,345,474	2,312,664
		Program Cash Result - Surplus/(Deficit)		22,750,850	23,261,344	23,539,492	23,972,203

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Objective 10: Lead and advocate for our community

Service: Governance & Advocacy

Original Budget 2023/2024	Revised Budget 31-Mar-24	Description	Original Budget % +/-	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028
		Operating Revenue					
5,028	5,028	Corporate Administration					
		Activity Based Costing - Income	2.5%	5,154	5,283	5,415	5,550
24,956	24,956	Contributions - LPMA/NCAT	3.0%	25,705	26,476	27,270	28,088
134	134	Contributions - Other	3.0%	138	142	146	150
3,278	3,278	Fees - Other	3.0%	3,376	3,477	3,581	3,688
597,614	597,614	Salary Efficiency Dividend	0.4%	600,298	618,307	636,856	655,962
631,010	631,010	Total Operating Revenue	0.6%	634,671	653,685	673,268	693,438
		Operating Expenditure					
		Governance					
63,579	63,579	Administration Expenses	81.1%	115,169	118,048	120,999	124,024
281,491	281,491	Councillor Expenses	3.8%	292,235	300,603	308,118	315,820
3,876	3,876	Donations	3.8%	4,022	4,168	4,262	4,393
0	0	Election Expenses	0.0%	203,455	0	0	0
15,174	15,174	Fleet Expenses	2.5%	15,553	15,942	16,341	16,750
15,493	15,493	Regional Arts Board Contribution	2.5%	15,880	16,277	16,684	17,101
10,612	10,612	Staff Christmas Party	2.5%	10,877	11,149	11,428	11,714
1,425,296	1,425,296	Activity Based Costing - Expense	17.0%	1,667,428	1,700,869	1,744,927	1,798,838
		General Managers Office					
8,559	8,559	Administration Expenses	2.5%	8,773	8,991	9,217	9,447
10,250	10,250	Civic Duties	2.5%	10,506	10,769	11,038	11,314
579,492	579,492	Employee Costs	11.8%	648,123	667,550	687,560	708,168
24,936	24,936	Fleet Expenses	2.5%	25,559	26,198	26,853	27,524
93,721	93,721	Activity Based Costing - Expense	23.7%	115,972	119,048	119,530	123,120
		Corporate Administration					
102,152	102,152	Administration Expenses	2.5%	104,707	107,325	110,010	112,761
10,506	20,756	Business Continuity Plan	2.5%	10,769	11,038	11,314	11,597
0	15,000	Privacy Management Plan	0.0%	0	0	0	0
749,943	749,943	Employee Costs	5.0%	787,612	811,240	835,578	860,645
10,506	10,506	Fleet Expenses	2.5%	10,769	11,038	11,314	11,597
0	15,000	Fraud Risk Assessment	0.0%	15,000	0	15,000	0
15,000	0	Governance Health Check	-100.0%	0	15,000	0	15,000
20,000	20,000	Integrated Planning & Reporting	175.0%	55,000	20,000	20,000	20,000
1,137	1,137	M & R - Equipment	2.5%	1,165	1,194	1,224	1,255
297,136	297,136	Operating Expenses	2.1%	303,367	318,406	334,194	350,770
2,300	2,300	Depreciation	0.0%	2,300	2,300	2,300	2,300
		Indirect Costs					
(1,175,284)	(1,175,284)	Activity Based Costing - Expense	6.9%	(1,256,316)	(1,262,163)	(1,304,522)	(1,348,449)

Richmond Valley Council Operational Plan 2024/2025 including Forward Financial Estimates

Objective 10: Lead and advocate for our community

Service: Governance & Advocacy

Original Budget 2023/2024	Revised Budget 31-Mar-24	Description	Original Budget % +/-	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028
		Operating Expenditure (continued)					
3,185	3,185	Project Management Office					
160,752	160,752	Administration Expenses	2.5%	3,264	3,346	3,430	3,515
31,519	31,519	Employee Costs	3.2%	165,920	170,898	176,025	181,306
		Fleet Expenses	2.5%	32,307	33,115	33,943	34,792
2,761,332	2,786,582	Total Operating Expenditure	22.0%	3,369,416	3,242,349	3,326,767	3,425,302
(2,130,322)	(2,155,572)	Operating Result - Surplus/(Deficit)	28.4%	(2,734,745)	(2,588,664)	(2,653,499)	(2,731,864)
(2,128,022)	(2,153,272)	Operating Cash Result - Surplus/(Deficit)	28.4%	(2,732,445)	(2,586,364)	(2,651,199)	(2,729,564)
		Capital Movements					
		Add: Capital Grants & Contributions		0	0	0	0
		Add: Loan Funds Used		0	0	0	0
		Add: Deferred Debtor Repayments		1,950	1,990	1,876	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)		(2,730,495)	(2,584,374)	(2,649,323)	(2,729,564)

Richmond Valley Council Operational Plan 2024/2025 including Forward Financial Estimates

Objective 10: Lead and advocate for our community

Service: Community Connection

Original Budget 2023/2024	Revised Budget 31-Mar-24	Description	Original Budget % +/-	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028
		Operating Revenue					
0	0	Total Operating Revenue	0.0%	0	0	0	0
		Operating Expenditure					
		Community Connection					
44,504	44,504	Administration Expenses	2.5%	45,617	46,757	47,927	49,125
262,480	262,480	Employee Costs	-0.5%	261,120	268,954	277,022	285,333
12,713	12,713	Fleet Expenses	2.5%	13,031	13,357	13,691	14,033
22,265	22,265	LGA Newsletter	2.5%	22,822	23,393	23,978	24,577
9,351	9,351	Operating Expenses	2.5%	9,585	9,824	10,070	10,322
8,820	8,820	Whispir Communications Platform	2.5%	9,041	9,267	9,499	9,736
		Indirect Expenditure					
1,600	1,600	Depreciation	-18.8%	1,300	1,600	1,600	1,600
(157,691)	(157,691)	Activity Based Costing - Expense	-1.4%	(155,506)	(160,054)	(164,722)	(169,526)
204,042	204,042	Total Operating Expenditure	1.5%	207,010	213,098	219,065	225,200
(204,042)	(204,042)	Operating Result - Surplus/(Deficit)	1.5%	(207,010)	(213,098)	(219,065)	(225,200)
(202,442)	(202,442)	Operating Cash Result - Surplus/(Deficit)	1.6%	(205,710)	(211,498)	(217,465)	(223,600)
		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)		(205,710)	(211,498)	(217,465)	(223,600)

Richmond Valley Council Operational Plan 2024/2025 including Forward Financial Estimates

Objective 11: Manage resources responsibly

Service: Financial Services

Original Budget 2023/2024	Revised Budget 31-Mar-24	Description	Original Budget % +/-	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028
		Operating Revenue					
		Financial Services					
18,039	18,039	Activity Based Costing - Income	2.5%	18,490	18,952	19,426	19,912
56,228	56,228	Certificates - S603	3.0%	57,915	59,652	61,442	63,285
62,520	62,520	Debtors Summons Fees	-68.0%	20,000	20,600	21,218	21,855
4,000	4,000	Fees - Other	3.0%	4,120	4,244	4,371	4,502
5,835	5,835	Misc Rebates	3.0%	6,010	6,190	6,376	6,567
424	424	Rous Water Agency Fees	3.1%	437	450	464	478
		General Purpose Revenue					
6,200,273	6,550,429	Grant Revenue	14.0%	7,068,380	7,241,682	7,419,164	7,601,033
1,138,115	3,438,115	Interest Income	73.5%	1,974,258	1,909,486	1,845,770	1,904,662
10,205,851	10,205,851	Rates Revenue - Residential	4.7%	10,689,807	10,963,027	11,243,153	11,530,357
3,202,915	3,202,915	Rates Revenue - Farmland	3.7%	3,322,599	3,406,059	3,491,620	3,579,336
2,442,923	2,442,923	Rates Revenue - Business	6.6%	2,603,809	2,668,849	2,735,518	2,803,856
23,337,123	25,987,279	Total Operating Revenue	10.4%	25,765,825	26,299,191	26,848,522	27,535,843
		Operating Expenditure					
		Financial Services					
371,780	371,780	Administration Expenses	1.9%	378,906	388,378	398,087	408,039
1,415,207	1,415,207	Employee Costs	18.3%	1,673,637	1,723,846	1,775,561	1,828,827
27,500	27,500	Fleet Expenses	2.5%	28,188	28,893	29,615	30,355
95,131	95,131	Internal Audit	4.9%	99,750	102,244	104,800	107,420
100,450	100,450	Operating Expenses	20.8%	121,304	124,337	127,446	130,632
2,500	2,500	Depreciation	0.0%	2,500	2,500	2,500	2,500
		Indirect Costs					
(1,865,522)	(1,865,522)	Activity Based Costing - Expense	17.8%	(2,197,313)	(2,260,110)	(2,324,712)	(2,391,174)
147,046	147,046	Total Operating Expenditure	-27.3%	106,972	110,088	113,297	116,599
23,190,077	25,840,233	Operating Result - Surplus/(Deficit)	10.6%	25,658,853	26,189,103	26,735,225	27,419,244
23,192,577	25,842,733	Operating Cash Result - Surplus/(Deficit)	10.6%	25,661,353	26,191,603	26,737,725	27,421,744
		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		613,100	776,600	982,900	1,156,800
		Program Cash Result - Surplus/(Deficit)		25,048,253	25,415,003	25,754,825	26,264,944

Richmond Valley Council Operational Plan 2024/2025 including Forward Financial Estimates

Objective 11: Manage resources responsibly

Service: People & Culture

Original Budget 2023/2024	Revised Budget 31-Mar-24	Description	Original Budget % +/-	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028
		Operating Revenue					
4,030	4,030	Contributions - Early Reportng Incentive	3.0%	4,151	4,276	4,404	4,536
0	43,762	LSL Contributions	0.0%	0	0	0	0
2,252	2,252	Contributions - Other	3.0%	2,320	2,390	2,462	2,536
16,127	16,127	Paid Parental Leave Revenue	3.0%	16,611	17,109	17,622	18,151
22,409	66,171	Total Operating Revenue	3.0%	23,082	23,775	24,488	25,223
		Operating Expenditure					
10,967	10,967	Administration Expenses	2.5%	11,242	11,523	11,811	12,106
780,016	780,016	Employee Costs	9.3%	852,809	878,394	904,745	931,887
10,250	10,250	Fleet Expenses	2.5%	10,506	10,769	11,038	11,314
1,137	1,137	M & R - Equipment	2.5%	1,165	1,194	1,224	1,255
5,403	5,403	Organisational Development	3.5%	5,592	5,760	5,932	6,110
69,446	69,446	Recruitment Expenses	2.5%	71,182	72,961	74,785	76,655
0	0	On Boarding	0.0%	20,000	20,500	21,013	21,538
400	400	Depreciation	175.0%	1,100	913	926	939
		Indirect Costs					
(877,619)	(843,062)	Activity Based Costing - Expense	36.0%	(1,193,596)	(1,222,014)	(1,031,474)	(1,061,804)
7,106,598	7,106,598	Employee Leave Entitlements	0.8%	7,162,585	7,383,068	7,603,799	7,831,131
32,458	32,458	Industrial Relations	2.5%	33,269	34,101	34,953	35,827
0	0	Award Payment	0.0%	220,000	220,000	0	0
		Learning & Development					
156,472	156,472	Training - Compliance	45.1%	227,032	233,843	240,858	248,084
156,891	163,216	Training - Professional Development	-38.0%	97,299	100,218	103,225	106,321
		RVC Meetings					
2,075	2,075	Consultative Committee	3.5%	2,147	2,212	2,279	2,347
39,787	39,787	General Staff Meetings	3.5%	41,179	42,414	43,687	44,998
7,786	7,786	Staff Appraisals	3.5%	8,057	8,299	8,548	8,805
3,459	3,459	Union Meetings	3.5%	3,580	3,687	3,798	3,911
3,459	3,459	WHS Committee	3.5%	3,580	3,687	3,798	3,911

Richmond Valley Council Operational Plan 2024/2025 including Forward Financial Estimates

Objective 11: Manage resources responsibly

Service: People & Culture

Original Budget 2023/2024	Revised Budget 31-Mar-24	Description	Original Budget % +/-	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028
(7,508,985)	(7,508,985)	Oncosts					
		Oncost Credits	0.9%	(7,578,728)	(7,811,529)	(8,044,945)	(8,285,335)
(0)	40,882	Total Operating Expenditure	-100.0%	0	0	0	0
22,409	25,289	Operating Result - Surplus/(Deficit)	3.0%	23,082	23,775	24,488	25,223
22,809	25,689	Operating Cash Result - Surplus/(Deficit)	6.0%	24,182	24,688	25,414	26,162
		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)		24,182	24,688	25,414	26,162

Richmond Valley Council Operational Plan 2024/2025 including Forward Financial Estimates

Objective 11: Manage resources responsibly

Service: Work Health & Safety

Original Budget 2023/2024	Revised Budget 31-Mar-24	Description	Original Budget % +/-	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028
0	152,020	Operating Revenue Contributions - WHS Incentive Payments	0.0%	0	0	0	0
0	152,020	Total Operating Revenue	0.0%	0	0	0	0
		Operating Expenditure					
2,648	2,648	Administration Expenses	2.5%	2,714	2,782	2,852	2,923
2,270	2,270	Emergency Preparedness	2.5%	2,327	2,385	2,445	2,506
187,816	187,816	Employee Costs	-0.9%	186,048	191,629	197,378	203,300
17,126	17,126	Fleet Expenses	2.5%	17,554	17,993	18,443	18,904
1,362	1,362	M & R - Equipment	2.5%	1,396	1,431	1,467	1,504
2,328	2,328	Operating Expenses	2.5%	2,386	2,446	2,507	2,570
0	0	Drug & Alcohol Awareness	0.0%	4,000	4,100	4,203	4,308
5,794	5,794	WHS Equipment	2.5%	5,939	6,087	6,239	6,395
11,200	11,200	WHS Programs	2.5%	11,480	11,767	12,061	12,363
0	34,557	WHS Health and Wellbeing Program	0.0%	0	0	0	0
		Indirect Costs					
(230,544)	(265,101)	Activity Based Costing - Expense	1.4%	(233,844)	(240,620)	(247,595)	(254,773)
0	0	Total Operating Expenditure	0.0%	0	0	0	0
0	152,020	Operating Result - Surplus/(Deficit)	0.0%	0	0	0	0
0	152,020	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		15,480	15,867	16,264	16,671
		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)		15,480	15,867	16,264	16,671

Richmond Valley Council Operational Plan 2024/2025 including Forward Financial Estimates

Objective 11: Manage resources responsibly

Service: Fleet Management

Original Budget 2023/2024	Revised Budget 31-Mar-24	Description	Original Budget % +/-	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028
0	0	Operating Revenue					
		Workshops	0.0%	0	0	0	0
215,319	215,319	Plant Operations	16.9%	251,779	259,332	267,112	275,125
151,945	151,945	Contributions - Staff Vehicles	3.0%	156,503	161,198	166,034	171,015
5,289,892	5,289,892	Grant Revenue	3.0%	5,448,589	5,612,047	5,780,408	5,953,820
		Plant Hire Charges					
5,657,156	5,657,156	Total Operating Revenue	3.5%	5,856,871	6,032,577	6,213,554	6,399,960
		Operating Expenditure					
		Workshops					
128,324	128,324	Casino	2.9%	132,045	135,613	139,278	143,041
108,303	108,303	Coraki Fabrication	3.2%	111,805	115,202	118,707	122,329
54,563	54,563	Evans Head	2.9%	56,166	57,702	59,279	60,902
		Indirect Expenditure					
40,398	40,398	Depreciation	93.6%	78,200	80,380	81,897	83,452
(331,588)	(331,588)	Activity Based Costing - Expense	14.1%	(378,216)	(388,897)	(399,161)	(409,724)
		Plant Operations					
7,428	7,428	Administration Expenses	2.5%	7,614	7,804	7,999	8,199
367,620	367,620	Employee Costs	0.1%	368,018	379,058	390,429	402,142
2,464,966	2,464,966	Fleet Expenses	2.1%	2,517,307	2,586,131	2,656,918	2,729,728
26,528	26,528	Operating Expenses	2.5%	27,191	27,871	28,568	29,282
		Indirect Expenditure					
1,205,383	1,205,383	Depreciation	11.2%	1,340,000	1,373,500	1,407,838	1,443,034
959,820	959,820	Activity Based Costing - Expense	10.9%	1,064,695	1,095,011	1,112,838	1,144,758
5,031,745	5,031,745	Total Operating Expenditure	5.8%	5,324,825	5,469,375	5,604,590	5,757,143
625,411	625,411	Operating Result - Surplus/(Deficit)	-14.9%	532,046	563,202	608,964	642,817
1,871,192	1,871,192	Operating Cash Result - Surplus/(Deficit)	4.2%	1,950,246	2,017,082	2,098,699	2,169,303
		Capital Movements					
		Add: Capital Grants & Contributions		0	0	0	0
		Add: Loan Funds Used		0	0	0	0
		Add: Asset Sales		731,908	506,076	555,436	762,635
		Add: Transfer from Restricted Assets		1,227,182	0	0	150,900
		Less: Asset Acquisition		3,831,136	2,290,781	2,339,547	2,999,386
		Less: Loan Repayments		0	0	0	0
		Less: Transfer to Restricted Assets		0	151,997	232,691	0
		Program Cash Result - Surplus/(Deficit)		78,200	80,380	81,897	83,452

Richmond Valley Council Operational Plan 2024/2025 including Forward Financial Estimates

Objective 11: Manage resources responsibly

Service: Quarries

Original Budget 2023/2024	Revised Budget 31-Mar-24	Description	Original Budget % +/-	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028
		Operating Revenue					
172,187	172,187	Casino Depot Stockpile	3.0%	177,353	182,673	188,153	193,797
9,274	9,274	Evans Head Depot Stockpile	3.0%	9,552	9,839	10,134	10,438
997,651	997,651	Petersons Quarry	8.4%	1,081,434	1,103,163	1,125,329	1,147,942
688,483	693,148	Woodview Quarry - Private Sales	4.4%	718,666	731,352	744,295	757,501
1,867,595	1,872,260	Total Operating Revenue	6.4%	1,987,004	2,027,027	2,067,911	2,109,677
		Operating Expenditure					
		Other Stockpiles					
123,994	123,994	Casino Depot	2.6%	127,178	130,406	133,711	137,099
7,480	7,480	Evans Head Depot	2.5%	7,666	7,858	8,054	8,256
		Other Stockpiles Indirect Expenditure					
17,344	17,344	Activity Based Costing - Expense	10.7%	19,196	19,739	20,044	20,626
		Petersons Quarry Expenditure					
21,556	21,556	Administration Expenditure	2.6%	22,108	22,674	23,255	23,851
12,983	12,983	Borrowing Costs	-100.0%	0	0	0	0
		Petersons Quarry Indirect Expenditure					
109,333	109,333	Activity Based Costing - Expense	32.6%	144,984	149,095	151,451	155,913
20,533	20,533	Depreciation	2.1%	20,964	21,405	21,857	22,322
		Woodview Quarry					
12,957	17,622	Administration Expenditure	2.5%	13,287	13,626	13,973	14,330
19,675	19,675	Borrowing Costs	2.5%	20,167	20,671	21,188	21,718
809	809	Administration Expenditure	2.5%	829	850	871	893

Richmond Valley Council Operational Plan 2024/2025 including Forward Financial Estimates

Objective 11: Manage resources responsibly

Service: Quarries

Original Budget 2023/2024	Revised Budget 31-Mar-24	Description	Original Budget % +/-	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028
		Operating Expenditure (continued)					
109,025	109,025	Woodview Quarry Indirect Expenditure	32.6%	144,597	148,687	151,063	155,484
8,722	8,722	Activity Based Costing - Expense	2.5%	8,941	9,164	9,393	9,627
		Depreciation					
464,410	469,075	Total Operating Expenditure	14.1%	529,917	544,175	554,859	570,119
1,403,185	1,403,185	Operating Result - Surplus/(Deficit)	3.8%	1,457,087	1,482,852	1,513,052	1,539,558
1,465,098	1,465,098	Operating Cash Result - Surplus/(Deficit)	2.9%	1,507,159	1,534,092	1,565,490	1,593,225
		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		1,075,123	1,100,432	1,129,882	1,155,864
		Program Cash Result - Surplus/(Deficit)		432,036	433,659	435,607	437,361

Richmond Valley Council Operational Plan 2024/2025 including Forward Financial Estimates

Objective 11: Manage resources responsibly

Service: Private Works

Original Budget 2023/2024	Revised Budget 31-Mar-24	Description	Original Budget % +/-	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028
95,524	95,524	Operating Revenue					
		Private Works Revenue	3.0%	98,390	101,342	104,382	107,513
95,524	95,524	Total Operating Revenue	3.0%	98,390	101,342	104,382	107,513
		Operating Expenditure					
64,992	64,992	Private Works Expenses	3.0%	66,936	68,775	70,665	72,607
25,900	25,900	Indirect Expenditure Activity Based Costing - Expense	10.4%	28,602	29,395	29,962	30,821
90,892	90,892	Total Operating Expenditure	5.1%	95,538	98,170	100,627	103,428
4,632	4,632	Operating Result - Surplus/(Deficit)	-38.4%	2,852	3,172	3,755	4,085
4,632	4,632	Operating Cash Result - Surplus/(Deficit)	-38.4%	2,852	3,172	3,755	4,085
		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)		2,852	3,172	3,755	4,085

Richmond Valley Council Operational Plan 2024/2025 including Forward Financial Estimates

Objective 12: Provide great service

Service: Customer Service

Original Budget 2023/2024	Revised Budget 31-Mar-24	Description	Original Budget % +/-	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028
		Operating Revenue					
5,052	5,052	Council Offices	3.0%	5,204	5,360	5,521	5,687
1,500	1,500	Customer Service	3.0%	1,545	1,591	1,639	1,688
6,552	6,552	Total Operating Revenue	3.0%	6,749	6,951	7,160	7,375
		Operating Expenditure					
		Council Offices					
309,202	309,202	Casino	84.6%	570,634	588,786	607,584	627,055
4,240	4,240	Casino Annex	4.4%	4,425	4,606	4,795	4,992
73,593	73,593	Evans Head	3.3%	76,047	78,620	81,288	84,061
		Indirect Expenditure					
168,671	168,671	Depreciation	5.2%	177,518	177,414	181,612	185,915
(550,654)	(550,654)	Activity Based Costing - Expense	49.5%	(823,420)	(844,066)	(869,758)	(896,336)
		Customer Service					
18,149	18,149	Administration Expenses	2.5%	18,603	19,069	19,546	20,035
1,118,970	1,136,970	Employee Costs	11.4%	1,246,546	1,283,908	1,322,392	1,362,028
1,500	1,500	Operating Expenses	2.5%	1,538	1,576	1,615	1,655
		Indirect Costs					
0	0	Depreciation	0.0%	900	923	946	970
(1,137,119)	(1,137,119)	Activity Based Costing - Expense	11.3%	(1,266,042)	(1,303,885)	(1,342,860)	(1,383,000)
6,552	24,552	Total Operating Expenditure	3.0%	6,749	6,951	7,160	7,375
0	(18,000)	Operating Result - Surplus/(Deficit)	0.0%	0	0	0	0
168,671	150,671	Operating Cash Result - Surplus/(Deficit)	5.8%	178,418	178,337	182,558	186,885
		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)		178,418	178,337	182,558	186,885

Richmond Valley Council Operational Plan 2024/2025 including Forward Financial Estimates

Objective 12: Provide great service

Service: Information Technology Services

Original Budget 2023/2024	Revised Budget 31-Mar-24	Description	Original Budget % +/-	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028
4,765	4,765	Operating Revenue					
7,426	7,426	Activity Based Costing - Income	2.5%	4,884	5,006	5,131	5,259
0	3,500	Fees - Other	3.0%	7,649	7,878	8,114	8,357
		Contributions - Other	0.0%	0	0	0	0
12,191	15,691	Total Operating Revenue	2.8%	12,533	12,884	13,245	13,616
		Operating Expenditure					
		Information Technology					
153,051	153,051	Administration Expenses	2.5%	156,878	160,801	164,820	168,941
1,291,114	1,294,614	Employee Costs	8.3%	1,398,324	1,440,274	1,483,482	1,527,987
0		Fleet Expenses	0.0%	15,000	15,375	15,759	16,153
25,467	25,467	M & R - Equipment	2.5%	26,104	26,757	27,426	28,112
71,661	71,661	Mobile Computing	2.5%	73,453	75,289	77,171	79,100
1,209,038	1,209,038	Operating Expenses	9.7%	1,326,250	1,360,356	1,395,363	1,431,294
61,671	61,671	Depreciation	32.5%	81,695	82,270	84,275	86,330
60,769	60,769	Public Safety CCTV	0.4%	61,038	61,314	61,597	61,887
7,562	7,562	IT Projects	9.1%	8,251	8,957	9,681	10,423
15,312	15,312	Penetration Testing	2.5%	15,695	16,087	16,489	16,901
28,367	28,367	Cyber Security	2.5%	29,076	29,803	30,548	31,312
60,000	60,000	Techone CIA Upgrade	0.0%	60,000	60,000	60,000	60,000
0	45,715	Planning Portal Integration to TechOne	0.0%	0	0	0	0
		Indirect Costs					
(2,799,811)	(2,799,811)	Activity Based Costing - Expense	9.5%	(3,065,171)	(3,148,238)	(3,235,051)	(3,324,301)
184,201	233,416	Total Operating Expenditure	1.3%	186,593	189,045	191,560	194,139
(172,010)	(217,725)	Operating Result - Surplus/(Deficit)	1.2%	(174,060)	(176,161)	(178,315)	(180,523)
(110,339)	(156,054)	Operating Cash Result - Surplus/(Deficit)	-16.3%	(92,365)	(93,891)	(94,040)	(94,193)
		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)		(92,365)	(93,891)	(94,040)	(94,193)

Richmond Valley Council Operational Plan 2024/2025 including Forward Financial Estimates

Capital Revenue 2024/2025 - 2027/2028

Description	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028
Capital Grants & Contributions				
Strengthening our role in the region				
<u>Economic Development</u>				
Effluent Management System Upgrades (Betterment Funding)	2,262,500	0	0	0
Total Economic Development	2,262,500	0	0	0
Total strengthening our role in the region capital grants & contributions	2,262,500	0	0	0
Creating great places to live				
<u>Libraries</u>				
Mobile Library Replacement	0	200,000	0	0
Library Car Fund RVC	3,522	3,503	3,503	3,503
Library Car Fund Kyogle	1,478	1,497	1,497	1,497
Mobile Library Fund RVC	17,646	15,246	15,246	15,246
Mobile Library Fund Kyogle	13,354	15,754	15,754	15,754
Laptop Fund RVC	2,113	2,102	2,102	2,102
Laptop Fund Kyogle	887	898	898	898
Laptop Fund RVC	4,508	4,484	4,484	4,484
Laptop Fund Kyogle	1,892	1,916	1,916	1,916
Total Libraries	45,400	245,400	45,400	45,400
<u>Swimming Pools</u>				
Casino Pool Clubhouse Upgrade	328,125	0	0	0
Total Swimming Pools	328,125	0	0	0
<u>Sports Grounds, Parks & Facilities</u>				
LPMA Surf Club Grant	24,860	25,233	25,611	25,995
Coraki Riverside Pontoon Extension	41,923	0	0	0
Woodburn Riverside - Jetty Upgrade	63,393	0	0	0
Colley Park - (SPN Grant)	49,521	0	0	0
Windsor Park (SPN Grant)	11,815	0	0	0
Stan Payne Sporting Facilities (SPN Grant)	17,946	0	0	0
Woodburn Oval (SPN Grant)	15,256	0	0	0
Revitalisation of Shark Bay (SCCF5)	42,600	0	0	0
Woodburn Pony and Tennis Clubhouse (CAP)	504,000	0	0	0
Total Sports Grounds, Parks & Facilities	771,314	25,233	25,611	25,995
<u>Community Centres and Halls</u>				
Woodburn Memorial Hall Carpark (CAP)	140,787	0	0	0
Community Centres and Halls	140,787	0	0	0
<u>Planning & Development Services</u>				
S7.12 Contributions	200,000	150,000	150,000	150,000
S7.11 Rural Development Heavy Haulage Contributions	252,923	257,981	263,141	268,404
Total Planning & Development Services	452,923	407,981	413,141	418,404

Richmond Valley Council Operational Plan 2024/2025 including Forward Financial Estimates

Capital Revenue 2024/2025 - 2027/2028

Description	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028
Capital Grants & Contributions (continued)				
Creating great places to live (continued)				
<u>Building and Maintaining Roads</u>				
RMS PAMP Program	20,000	20,000	20,000	20,000
Fixing Country Roads - Country Lane	168,750	0	0	0
Sealed Rds Capital Grants	0	400,000	400,000	400,000
AGRN1012 Natural Disaster Feb 2022 Sealed Roads	7,385,278	0	0	0
AGRN1012 Natural Disaster Feb 2022 Unsealed Roads	253,620	0	0	0
Betterment of Naughtons Gap	1,500,000	0	0	0
Tatham Bridges Replacement (NRRRP)	17,580,000	0	0	0
Betterment of Casino Footbridge (CAP 22)	3,305,767	0	0	0
Total Building and Maintaining Roads	30,213,415	420,000	420,000	420,000
<u>Water Supplies</u>				
S64 Contributions	200,000	150,000	150,000	150,000
Casino Water Security Project (SSWP410)	100,000	0	0	0
Regional Leakage Reduction Program	125,153	0	0	0
Safe & Secure Water Program	350,000	1,400,000	1,250,000	0
Jabour Weir Fishway Construction	0	0	0	1,150,000
Regional Jobs Precinct	963,666	3,500,000	6,920,000	6,920,000
Total Water Supplies	1,738,819	5,050,000	8,320,000	8,220,000
<u>Sewerage Services</u>				
S64 Contributions	200,000	100,000	100,000	100,000
Sewer Augmentation	1,000,000	23,000,000	22,000,000	7,250,000
Sewer Expansion Infrastructure	1,042,305	4,100,000	7,327,500	7,327,500
Total Sewerage Services	2,242,305	27,200,000	29,427,500	14,677,500
Total creating great places to live capital grants & contributions	35,933,088	33,348,614	38,651,652	23,807,299
Total Capital Grants & Contributions	38,195,588	33,348,614	38,651,652	23,807,299
Loan Funds Utilised				
Creating great places to live				
<u>Sewerage Services</u>				
Loan Borrowings - Sewerage Services	0	0	0	20,000,000
Total Sewerage Services	0	0	0	20,000,000
Total creating great places to live loan funds utilised	0	0	0	20,000,000
Total Loan Funds Utilised	0	0	0	20,000,000

Richmond Valley Council Operational Plan 2024/2025 including Forward Financial Estimates

Capital Revenue 2024/2025 - 2027/2028

Description	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028
Deferred Debtor Repayments				
Delivering for our community				
<u>Governance & Advocacy</u>				
Deferred Debtor Repay - Pac Coast Rail	1,950	1,990	1,876	0
Total Governance & Advocacy	1,950	1,990	1,876	0
Total delivering for our community deferred debtor repayments	1,950	1,990	1,876	0
Total Deferred Debtor Repayments	1,950	1,990	1,876	0
Proceeds from the Sale of Assets				
Strengthening our role in the region				
<u>Real Estate Development</u>				
Reynolds Rd Industrial Land	2,627,727	1,938,636	2,181,818	0
Industrial Land Sale	0	1,250,000	0	0
Total Real Estate Development	2,627,727	3,188,636	2,181,818	0
Total strengthen our role in the region proceeds from the sale of assets	2,627,727	3,188,636	2,181,818	0
Creating great places to live				
<u>Libraries</u>				
Library Car/Truck Trade-in	0	101,500	0	9,000
Library Book Sales	500	500	500	500
Total Libraries	500	102,000	500	9,500
<u>Sewerage Services</u>				
Plant Sales	0	11,364	0	0
Total Sewerage Services	0	11,364	0	0
Total creating great places to live proceeds from the sale of assets	500	113,364	500	9,500
Protecting our unique environment				
<u>Waste Management</u>				
Plant Sales	100,727	224,909	6,818	264,545
Total Waste Management	100,727	224,909	6,818	264,545
Total protecting our unique environment proceeds from the sale of assets	100,727	224,909	6,818	264,545
Delivering for our community				
<u>Fleet Management</u>				
Plant Sales	731,908	506,076	555,436	762,635
Total Fleet Management	731,908	506,076	555,436	762,635
Total delivering for our community proceeds from the sale of assets	731,908	506,076	555,436	762,635
Total Proceeds from the Sale of Assets	3,460,862	4,032,985	2,744,572	1,036,680
Total Capital Revenue	41,658,400	37,383,589	41,398,100	44,843,979

Richmond Valley Council Operational Plan 2024/2025 including Forward Financial Estimates

Capital Expenditure 2024/2025 - 2027/2028

Description	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028
Strengthening our role in the region				
<u>Economic Development</u>				
Effluent Management System Upgrades (Betterment Funding)	3,500,000	0	0	0
Total Economic Development	3,500,000	0	0	0
<u>Real Estate Development</u>				
Real Estate Development	1,850,000	690,000	2,000,000	0
Total Real Estate Development	1,850,000	690,000	2,000,000	0
Total strengthening our role in the region capital expenditure	5,350,000	690,000	2,000,000	0
Creating great places to live				
<u>Libraries</u>				
Library Car Replacement	0	642,000	0	35,000
Library Book Purchases	104,862	107,484	110,171	112,925
Laptop Replacement Program	9,000	0	9,000	0
Workroom Casino Library	10,000	0	0	0
Casino Library Multi-purpose meeting rooms	179,229	0	0	0
Install New Door & People Counters	10,000	0	0	0
Furniture Purchases	9,478	9,658	9,842	6,126
Total Libraries	322,569	759,142	129,013	154,051
<u>Swimming Pools</u>				
Casino Pool Clubhouse Upgrade	426,875	0	0	0
Total Swimming Pools	426,875	0	0	0
<u>Sports Grounds, Parks & Facilities</u>				
<u>Casino</u>				
QE Park Upgrades (Multi Sports Facility)	257,800	0	0	0
Colley Park - Irrigation training field (SPN Grant)	51,500	0	0	0
<u>Evans Head</u>				
Surf Club Upgrades	24,860	25,233	25,611	25,995
Stan Payne - Cricket Nets (SPN Grant)	106,649	0	0	0
Stan Payne - Top Soil (SPN Grant)	49,924	0	0	0
Shark Bay - Revitalisation (SCCF5)	198,984	0	0	0
<u>Woodburn</u>				
Woodburn R/side Pk - Jetty Upgrade (Boating Now)	63,393	0	0	0
Woodburn Oval - Irrigation connection (SPN Grant)	127,911	0	0	0
Woodburn Oval - Pony & Tennis Clubhouse (CAP)	840,000	0	0	0
<u>Coraki</u>				
Coraki Riverside Pontoon Extension (Boating Now)	41,923	0	0	0
Windsor Park - Top soiling (SPN Grant)	57,642	0	0	0
<u>All Areas</u>				
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
<u>Public Toilets</u>				
Refurbishments	220,000	40,000	40,000	40,000
Total Sports Grounds, Parks & Facilities	2,250,586	275,233	275,611	275,995

Richmond Valley Council Operational Plan 2024/2025 including Forward Financial Estimates

Capital Expenditure 2024/2025 - 2027/2028

Description	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028
Creating great places to live (continued)				
Community Centres and Halls				
Asset Renewals to be allocated	48,637	49,367	50,108	50,860
Woodburn Hall – Carpark (CAP)	234,646	0	0	0
Total Community Centres and Halls	283,283	49,367	50,108	50,860
Cemeteries				
<i>Casino Lawn Cemetery</i>				
Concrete Strips	17,000	0	15,000	15,000
Columbarium Walls	13,000	0	0	10,000
Expansion Earthworks	0	15,000	0	0
Expansion Infrastructure	0	10,000	10,000	0
<i>Coraki Cemetery</i>				
Concrete Strips	0	5,000	0	0
<i>Evans Head Lawn Cemetery</i>				
Concrete Strips	5,000	0	5,000	5,000
Columbarium Wall	0	10,000	0	0
Expansion Infrastructure	5,000	0	0	0
Total Cemeteries	40,000	40,000	30,000	30,000
Building & Maintaining Roads				
<i>Urban Local Roads & Bridges</i>				
<i>Roads to Recovery Program</i>				
<i>Casino</i>				
Urban Rds - TBA	0	501,107	501,107	501,107
Anderson Ave (RTR \$386,107)	386,107	0	0	0
Stapleton Ave (RTR \$115,000, SRV \$5,000)	120,000	0	0	0
<i>SRV 14/15</i>				
<i>Evans Head</i>				
Booyong Street	70,000	0	0	0
<i>Laneways</i>				
Unallocated	0	75,000	75,000	75,000
<i>Kerb & Gutter Replacement Program - All Areas</i>				
All Areas	308,660	200,000	200,000	200,000
<i>Urban Road Sign Renewals</i>				
All Areas	54,700	55,794	57,189	58,619
<i>Urban Reseal Program</i>				
All Areas	442,109	450,951	460,963	470,502
<i>Urban Heavy Patching Program</i>				
Urban Heavy Patching - All Areas	46,832	48,004	49,204	49,700
<i>PAMP Program</i>				
PAMP Program	40,000	40,000	40,000	40,000
<i>Crown Lands Flood Recovery Program</i>				
Halstead's Drive Access Restoration	947,500	0	0	0
<i>Fixing Country Roads</i>				
Fixing Country Roads - Country Lane	650,000	0	0	0

Richmond Valley Council Operational Plan 2024/2025 including Forward Financial Estimates

Capital Expenditure 2024/2025 - 2027/2028

Description	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028
Creating great places to live (continued)				
Building & Maintaining Roads (continued)				
<i>Urban Local Roads & Bridges (continued)</i>				
<i>AGRN1012 Natural Disaster EPAR - Sealed Urban Roads</i>				
Cedar Street, Woodburn	416,461	0	0	0
Richmond Street, Woodburn	249,213	0	0	0
Wagner Street, Woodburn	125,304	0	0	0
Oak Lane, Casino	7,646	0	0	0
Cassia Street, Evans Head	6,139	0	0	0
Memorial Airport Drive, Evans Head	198,293	0	0	0
Flame Street, Evans Head	19,867	0	0	0
Currajong Street, Evans Head	24,014	0	0	0
Cypress Street, Evans Head	11,224	0	0	0
Evans Road, Evans Head	4,618	0	0	0
Fletts Lane, Evans Head	9,083	0	0	0
Total Urban Local Roads & Bridges Capital Expenditure	4,137,770	1,370,856	1,383,463	1,394,928
<i>Sealed Rural Local Roads & Bridges</i>				
<i>Roads to Recovery Program</i>				
Sealed Rural Local Roads & Bridges - TBA	0	501,108	501,108	501,108
McDonalds Bridge Rd - CH 1200-5000 (RTR \$501,108, SRV \$499,057)	1,000,165	0	0	0
<i>Betterment Program</i>				
Betterment of Naughtons Gap	1,500,000	0	0	0
<i>Sealed Rural Local Roads & Bridges</i>				
Sealed Rural Local Roads & Bridges - TBA	0	499,057	499,057	499,057
RERRF - To be allocated	1,092,131	935,783	691,570	0
<i>AGRN1012 Natural Disaster EPAR - Sealed Local Roads</i>				
Naughtons Gap Rd Landslip	6,313,416	0	0	0
Capital Grants Works	0	400,000	400,000	400,000
Heavy Patching	118,642	121,608	124,648	127,764
Rural Roads Drainage	0	40,726	41,541	42,372
Signage Renewal	11,000	11,000	11,000	11,000
Guardrail Replacement Program	75,927	70,000	70,000	70,000
Guardrail - Gap Rd	34,000	0	0	0
Rural Reseal Program	900,000	1,250,000	1,250,000	1,297,807
Total Sealed Rural Local Roads & Bridges	11,045,281	3,829,282	3,588,924	2,949,108
<i>Sealed Rural Regional Roads & Bridges</i>				
Tatham Bridges Replacement (NRRRP)	17,580,000	0	0	0
Contribution to REPAIR Program	184,131	187,814	191,570	195,401
Signage Renewal	5,000	5,000	5,000	5,000
Reseal Program	108,000	108,000	108,000	108,000
Heavy Patching	240,000	250,000	250,000	250,000
<i>AGRN1012 Natural Disaster EPAR - Sealed Regional Roads</i>				
Hare Street, Casino (Boundary to Centre)	248,529	0	0	0
Total Sealed Rural Regional Roads & Bridges	18,365,660	550,814	554,570	558,401

Richmond Valley Council Operational Plan 2024/2025 including Forward Financial Estimates

Capital Expenditure 2024/2025 - 2027/2028

Description	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028
Creating great places to live (continued)				
Building & Maintaining Roads (continued)				
<i>Unsealed Rural Local Roads & Bridges</i>				
Gravel Resheets	300,069	704,768	799,960	705,657
Additional Gravel Resheets	137,481	139,833	142,900	142,900
<i>AGRN1012 Natural Disaster EPAR - Unsealed Rural Roads</i>				
Marks Lane Culvert Replacement, Leeville	187,430	0	0	0
Old Tenterfield Road Causeway, Whiporie	66,190	0	0	0
Total Unsealed Rural Local Roads & Bridges	691,170	844,601	942,860	848,557
<i>Footpaths</i>				
<i>Casino</i>				
Hotham Street - Canterbury to Barker (western side)	45,000	0	0	0
Hickey Street - connect existing to Barker St (eastern side)	0	25,000	0	0
Betterment of Casino Footbridge (CAP 22)	3,305,767	0	0	0
<i>Evans Head</i>				
Elm Street - Cedar to Cherry (western side)	0	25,000	0	0
<i>Woodburn</i>				
Woodburn Street - Wattle to Booyong (eastern)				
Cedar Street - River to Richmond (western side)	0	20,000	0	0
<i>Rappville</i>				
Rappville Shared Pathway	56,378	0	0	0
<i>Renewals to be allocated</i>				
Casino Footpaths - Renewals to be allocated	47,500	23,000	93,500	94,000
Evans Head Footpaths - Renewals to be allocated	9,300	9,500	10,000	10,250
Total Footpaths	3,463,945	102,500	103,500	104,250
<i>Aerodromes</i>				
<i>Casino</i>				
Line mark Runway	5,000	0	0	0
Total Aerodromes	5,000	0	0	0
Total Building and Maintaining Roads Capital Expenditure	37,708,826	6,698,053	6,573,317	5,855,244
Stormwater Management				
<i>Casino</i>				
Drainage Improvements	10,000	10,000	10,000	10,000
Replace concrete pipes -Railway station (76152, 76157)	40,000	0	0	0
Increase Drainage Points in Colches St	30,000	0	0	0
<i>Coraki</i>				
Acid Sulphate Management Plans	20,000	0	0	0
<i>Evans Head</i>				
Illawong Ln Drainage Improvements	1,400,000	0	0	0
Stormwater Network Camera Investigation	20,000	0	0	0
Carabeen St Swamp Improvements to Open Drain	50,000	0	0	0
Increase Drainage Points in Cypress St	25,000	0	0	0
Currajong Street CDS Unit Rehab				
<i>Woodburn/Rappville/Rileys Hill</i>				
Drainage Rappville - Construct Drainage Line Nandabah Street	0	105,000	0	0
Drainage Rileys Hill - Construct Open Drain Crown Rd Reserve	0	80,000	0	0
<i>All Areas</i>				
Renewals to be allocated	0	0	150,000	150,000
Total Stormwater Management	1,595,000	195,000	160,000	160,000

Richmond Valley Council Operational Plan 2024/2025 including Forward Financial Estimates

Capital Expenditure 2024/2025 - 2027/2028

Description	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028
Creating great places to live (continued)				
<u>Water Supplies</u>				
<i>Mains Replacements - Casino</i>				
Mains to be allocated	0	0	0	380,000
Valve Renewals - to be allocated	20,000	20,000	20,000	25,000
Colches St; Railway Bridge	175,000	0	0	0
Wharf St; East Street to drain	30,000	0	0	0
Dean St; Hickey St to Wheat St	69,000	0	0	0
Centre St; Canterbury St to Barker St	100,000	0	0	0
Centre St; Richmond St to Lot C DP342092	100,000	0	0	0
Swanson Lane; Lot 2 DP589417 to Diary St	25,000	0	0	0
Colches St; Swanson Ln to Bruxner Hwy	160,000	0	0	0
Bruxner Hwy; Colches St to Bruxner Hwy; Colches St to Sextonville Rd	0	230,000	230,000	230,000
Sandilands St; Colches St Nth to Hotham St	0	62,000	0	0
Cassia Ave; Hotham St east	0	40,000	0	0
Dyraaba St; Hotham St east	0	30,000	0	0
East St; Sharon Ct to Dyraaba St	0	65,000	0	0
Gillette St; Fergusson St to Canterbury St	0	35,000	0	0
Kyogle St; Hotham St east	0	26,000	0	0
Lennox St; West St to Centre St	0	85,000	0	0
High St; Apsley St to PVC @ 30 High St	0	0	60,000	0
Arthur St; Canterbury St to Gitana St	0	0	85,500	0
Casino High School	0	0	114,000	0
North St; Hotham St to Railway	0	0	35,000	0
Park Ln; North St to Riverside Ln	0	0	42,000	0
Short St; Johnston St to Cumberland St	0	0	69,000	0
West St; McElroy St to Division St	0	0	36,000	0
<i>Mains Replacements - Coraki</i>				
Mains to be allocated	0	0	0	45,000
Queen Elizabeth Dr; Yabsley north to Lagoon Rd	0	80,000	0	0
Bridge Str; Adam St crossing	10,000	0	0	0
<i>Mains Replacements - Evans Head</i>				
Mains to be allocated	0	0	0	70,000
250mm Bridge crossing	250,000	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 (Casino)	0	0	0	300,000
Smart Metering - Mid Richmond (Coraki)	0	0	300,000	0
<i>Water Reservoir - Casino</i>				
Sth Booster Stn upgrade	80,000	0	0	0
Nth Res Backbone Comms upgrade	223,000	0	0	0
Sed Tanks Drain Valves	40,000	0	0	0
Sed Tanks Sludge Valves	10,000	0	0	0
<i>Water Reservoir - Coraki</i>				
Coraki Booster PS upgrade	120,000	0	0	0
Res High Level Sensor Upgrade	9,500	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>				
RWPS Roller Door Refurbishment	80,000	0	0	0
Casino Water Security	200,000	300,000	0	0
Zone Meter refurbishment	50,000	0	0	0
RWPS Solar Installation	484,527	0	0	0
Process Approvals (e.g. Ozon dosing)	500,000	2,500,000	2,500,000	0

Richmond Valley Council Operational Plan 2024/2025 including Forward Financial Estimates

Capital Expenditure 2024/2025 - 2027/2028

Description	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028
Creating great places to live (continued)				
<u>Water Supplies (continued)</u>				
<i>Other</i>				
Provide Water to new release areas Lower River	0	0	200,000	0
Enabling Water Infrastructure Fairy Hill Land Development	514,622	1,500,000	3,880,000	3,880,000
Regional Jobs Precinct Area 1	244,529	1,200,000	1,600,000	1,600,000
Regional Jobs Precinct Area 2	137,825	800,000	840,000	840,000
Regional Jobs Precinct Area 3	66,690	0	600,000	600,000
W Other Cap - Supply System Improv Casino (Naughtons Gap Rd)	80,000	0	0	0
Jabour Weir Fishway Construction	0	0	0	2,300,000
Water Network modelling assessment	80,000	0	0	0
Water Leak Reduction Works	250,305	0	0	0
Future Water Renewals	200,000	50,000	50,000	400,000
<i>Plant & Equipment</i>				
Plant Purchases	10,000	10,000	10,000	10,000
Total Water Supplies	4,504,998	7,098,000	10,736,500	10,745,000
<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	100,000
Manhole Repairs to be allocated	200,000	200,000	300,000	300,000
Broadwater Sewer Scheme Supply e-One Unit - to be allocated	15,000	15,000	15,000	15,000
Relining Program	0	800,000	0	800,000
Future Sewer Renewals	100,000	100,000	100,000	100,000
RJP Area 1 Infrastructure	368,461	1,200,000	2,715,000	2,715,000
RJP Area 2 Infrastructure	83,362	0	750,000	750,000
RJP Area 3 Infrastructure	121,709	400,000	895,000	895,000
Enabling Sewer Infrastructure Fairy Hill Land Development	468,773	2,500,000	2,967,500	2,967,500
<i>Sewer Mains</i>				
<i>Evans Head</i>				
Duplicate Rising Main from WWPS1 to WWPS8 150 dia	0	0	0	400,000
Replace Rising Main 4 to WWPS 200 dia	0	0	0	500,000
<i>Sewerage Pump Stations</i>				
<i>Casino</i>				
PS14 Upgrade	0	250,000	0	0
PS1 - RTU Renewal	45,000	0	0	0
Sewer System Improvements	100,000	50,000	0	0
<i>Evans Head</i>				
PS1 Replace Pump Impellers	0	0	59,000	0
RTU Upgrade	0	45,000	0	0
PS5 Replace Pumps	0	0	0	24,000
PS6 Replace Pumps	0	0	0	38,000
PS7 Replace Pumps	0	0	0	24,000
<i>Broadwater</i>				
MHL Dosing system upgrade	50,000	0	0	0
RTU Renewal	90,000	0	0	0
<i>Sewerage Treatment Plants</i>				
<i>Casino</i>				
Augmentation	3,600,000	20,000,000	20,000,000	27,000,000
<i>Coraki</i>				
Reuse automation	0	100,000	0	0
Stage 1 Upgrade - Design	0	0	100,000	200,000
Stage 1 Upgrade - Construction	0	0	0	1,400,000

Richmond Valley Council Operational Plan 2024/2025 including Forward Financial Estimates

Capital Expenditure 2024/2025 - 2027/2028

Description	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028
Creating great places to live (continued)				
<u>Sewerage Services (continued)</u>				
<i>Evans Head</i>				
Stage 2 Design & Construction	2,000,000	6,000,000	4,000,000	0
Reuse effluent water scheme	0	0	0	500,000
<i>Plant & Equipment</i>				
Plant & Equipment	30,000	80,455	30,000	30,000
Total Sewerage Services	7,402,305	31,870,455	32,061,500	38,788,500
<u>Engineering Support & Asset Management</u>				
Office Furniture	5,000	5,000	5,000	5,000
<i>Casino Depot</i>				
Depot Renewals	50,000	20,000	20,000	20,000
Pavement Rehab & Sealing	0	0	70,000	0
<i>Evans Head Depot</i>				
Depot Renewals	10,000	10,000	10,000	10,000
Total Engineering Support & Asset Management	65,000	35,000	105,000	35,000
Total Creating great places to live Capital Expenditure	54,599,442	47,020,250	50,121,049	56,094,650
Protecting our unique environment				
<u>Waste Management</u>				
<i>Plant Purchases</i>				
Plant Purchases	586,363	1,333,000	40,909	1,246,658
<i>Nammoona Landfill</i>				
Cell Capping	0	0	1,108,000	300,000
Cell 6B Approval & Construction	0	0	0	850,000
Refurbish Skip Bins	10,000	0	0	0
Tippler Bins	8,000	0	0	0
Sorting conveyor purchase	0	10,000	0	0
Front Fence	20,000	0	0	0
Network Cameras	12,000	0	0	0
Back of FERRC	10,000	0	0	0
Front of FERRC	40,000	0	0	0
Signs	10,000	0	0	0
Front gate	15,000	0	0	0
<i>Evans Head Transfer Station</i>				
Transfer Station Masterplan	20,000	0	0	0
Push Walls for Fogo	15,000	0	0	0
New Shed	80,000	0	0	0
Front Gate	15,000	0	0	0
Signage	5,000	0	0	0
Roof Weighbridge	20,000	0	0	0
Rappville Shed	10,000	0	0	0
Parking	10,000	0	0	0
Sealed Access	0	30,000	0	0
<i>Pound Upgrade</i>				
Pound Upgrades (OLG)	138,703	0	0	0
Total Waste Management	1,025,066	1,373,000	1,148,909	2,396,658
Total Protecting our unique environment Capital Expenditure	1,025,066	1,373,000	1,148,909	2,396,658

Richmond Valley Council Operational Plan 2024/2025 including Forward Financial Estimates

Capital Expenditure 2024/2025 - 2027/2028

Description	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028
Delivering for our community				
<u>Fleet Management</u>				
Workshops - Plant Purchases	30,000	30,000	30,000	30,000
Plant Purchases	3,801,136	2,260,781	2,309,547	2,969,386
Total Fleet Management	3,831,136	2,290,781	2,339,547	2,999,386
<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	3,841,136	2,300,781	2,349,547	3,009,386
Total capital expenditure	64,815,644	51,384,030	55,619,505	61,500,694

Richmond Valley Council Operational Plan 2024/2025 including Forward Financial Estimates

Restricted Assets Schedule (All Funds)

Description	2024/2025			2025/2026			2026/2027			2027/2028			
	Opening Balance 1/07/2024	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	Estimated Transfer to/(from)	Interest Earned	Estimated Balance 30/06/2028
General Fund													
External Restrictions													
Unexpended Grant - Evans Head Landcare	741	0	0	741	0	0	741	0	0	741	0	0	741
Unexpended Grant - Regional Roads Block Grant	87,003	0	0	87,003	0	0	87,003	0	0	87,003	0	0	87,003
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 - 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	121,397	0	0	121,397	0	0	121,397	0	0	121,397	0	0	121,397
Unexpended Grant - LPMA - Surf Club Grant	8,275	0	0	8,275	0	0	8,275	0	0	8,275	0	0	8,275
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 - 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 - North Coast Regional Waste Investment Report	79,135	0	0	79,135	0	0	79,135	0	0	79,135	0	0	79,135
Unexpended Grant - Fixing Country Roads - Country Lane	293,750	(293,750)	0	0	0	0	0	0	0	0	0	0	0
Unexpended Grant - Flying Fox Colony - Manifold Rd	380	0	0	380	0	0	380	0	0	380	0	0	380
Unexpended Grant - Resilience NSW - Flood Recovery \$3.375mil	528,632	(138,703)	0	389,929	0	0	389,929	0	0	389,929	0	0	389,929
Unexpended Grant - Stronger Country Communities Fund Round	156,384	(156,384)	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	2,273	0	0	2,273	0	0	2,273	0	0	2,273	0	0	2,273
Unexpended Grant - A Sporting Chance - Rappville Sporting Grounds	45,000	0	0	45,000	0	0	45,000	0	0	45,000	0	0	45,000
Unexpended Grant - TfNSW - AGRN 1012 Natural Disaster Funding	1,855,000	0	0	1,855,000	0	0	1,855,000	0	0	1,855,000	0	0	1,855,000
Unexpended Grant - PWA - Rappville Sewerage	27,609	0	0	27,609	0	0	27,609	0	0	27,609	0	0	27,609
Unexpended Grant - Sports Priority Needs	417,181	(299,088)	0	118,093	0	0	118,093	0	0	118,093	0	0	118,093
Unexpended Grant - Multi Sport Community Facility - QE Park	398,071	(257,800)	0	140,271	0	0	140,271	0	0	140,271	0	0	140,271
Unexpended Grant - Crown Lands Flood Recovery Program	947,500	(947,500)	0	0	0	0	0	0	0	0	0	0	0
Unexpended Grant - Public Library Infrastructure Grant 2022/23	173,803	(173,803)	0	0	0	0	0	0	0	0	0	0	0
Unexpended Grant - BLERF - Casino Industrial Precincts	21,287	0	0	21,287	0	0	21,287	0	0	21,287	0	0	21,287
Unexpended Grant - TfNSW - Regional and Local Road Repair Program	2,725,264	(1,092,131)	0	1,633,133	(935,783)	0	697,350	(691,570)	0	5,780	0	0	5,780
Unexpended Grant - Evans Head Sewage Treatment Project - SSWP412	121,094	0	0	121,094	0	0	121,094	0	0	121,094	0	0	121,094
Unexpended Grant - Casino Water Security Project - SSWP410	100,000	0	0	100,000	0	0	100,000	0	0	100,000	0	0	100,000
Unexpended Grant - Flying Fox Habitat Restoration Grant	73,176	(32,142)	0	41,034	(17,767)	0	23,267	(23,267)	0	0	0	0	0
Unexpended Grant - Heritage Advisory Grant	163	0	0	163	0	0	163	0	0	163	0	0	163
Unexpended Grant - Betterment of Casino Pool Clubhouse Upgrade	98,750	(98,750)	0	0	0	0	0	0	0	0	0	0	0
Unexpended Grant - Richmond River Flood Model Study	17,303	0	0	17,303	0	0	17,303	0	0	17,303	0	0	17,303
Unexpended Grant - Richmond Valley Council Koala Vehicle Strike Mitigation Project 2023	6,370	(6,370)	0	0	0	0	0	0	0	0	0	0	0
Unexpended Grant - Community Asset Program - Betterment of Woodburn Memorial Hall Carpark	93,859	(93,859)	0	0	0	0	0	0	0	0	0	0	0
Unexpended Grant - Community Asset Program - Betterment of Woodburn Oval - Pony & Tennis Clubhouse	336,000	(336,000)	0	0	0	0	0	0	0	0	0	0	0
Unexpended Grant - Betterment of NRLX Effluent Management System	1,237,500	(1,237,500)	0	0	0	0	0	0	0	0	0	0	0
Unexpended Contribution - RUCRL Mobile Library Replacement Fund	302,901	36,400	0	339,301	(295,100)	0	44,201	36,400	0	80,601	19,400	0	100,001
Unexpended Contribution - Hannigan DA 2005/188 Bennis 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	362,376	(15,480)	0	346,896	(15,867)	0	331,029	(16,264)	0	314,765	(16,671)	0	298,094
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	8,838	0	0	8,838	0	0	8,838	0	0	8,838	0	0	8,838
Unexpended Contribution - Pacific Complete Asset Handover	1,367,822	0	0	1,367,822	0	0	1,367,822	0	0	1,367,822	0	0	1,367,822
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 Loan - Illawong Lane	900,000	(900,000)	0	0	0	0	0	0	0	0	0	0	0
Domestic Waste Management	3,287,630	721,425	65,800	4,074,855	959,427	101,900	5,136,181	92,876	141,200	5,370,257	440,788	161,100	5,972,145
On-Site Sewerage Fees	217,219	0	4,300	221,519	0	5,500	227,019	0	6,200	233,219	0	7,000	240,219
Stormwater Management Service Charge	1,227,806	(561,881)	24,600	690,525	(64,666)	17,300	643,159	(32,640)	17,700	628,219	(35,813)	18,800	611,206
Section 7.11 - Quarry Road Contributions	84,238	6,646	1,700	92,584	6,897	2,300	101,781	7,157	2,800	111,738	7,426	3,400	122,564
Section 7.11 - Rural Development Heavy Haulage	1,287,740	252,923	25,800	1,566,463	257,981	39,200	1,863,644	263,141	51,300	2,178,085	268,404	65,300	2,511,788
Section 7.12 Development Contributions Plan	1,980,735	113,200	39,600	2,133,535	87,500	53,300	2,274,335	86,500	62,500	2,423,335	85,750	72,700	2,581,785
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)	494,494	0	0	494,494	0	0	494,494	0	0	494,494	0	0	494,494
Total External Restrictions	21,757,132	(5,510,547)	161,800	16,408,385	(17,378)	219,500	16,610,506	(277,668)	281,700	16,614,539	769,283	328,300	17,712,122

Richmond Valley Council Operational Plan 2024/2025 including Forward Financial Estimates

Restricted Assets Schedule (All Funds)

Description	2024/2025			2025/2026			2026/2027			2027/2028			
	Opening Balance 1/07/2024	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	Estimated Transfer to/(from)	Interest Earned	Estimated Balance 30/06/2028
Internal Restrictions													
Employee Leave Entitlements - Richmond Valley Council	1,496,706	0	29,900	1,526,606	0	38,200	1,564,806	0	43,000	1,607,806	0	48,200	1,656,006
Employee Leave Entitlements - Richmond Upper Clarence Regional Library	53,332	0	1,100	54,432	0	1,400	55,832	0	1,500	57,332	0	1,700	59,032
Richmond Upper Clarence Regional Library	107,018	(15,427)	2,100	93,691	0	2,300	95,991	0	2,600	98,591	253	3,000	101,844
Unexpended Rates Special Variation	208,643	(21,000)	0	187,643	(5,719)	0	181,924	0	0	181,924	0	0	181,924
Financial Assistance Grant Advance Payment	6,406,537	0	0	6,406,537	0	0	6,406,537	0	0	6,406,537	0	0	6,406,537
Insurance Reserve	2,234,128	(180,000)	44,700	2,098,828	0	52,500	2,151,328	0	59,200	2,210,528	0	66,300	2,276,828
Plant Replacement	3,072,486	(1,287,182)	61,400	1,846,704	121,997	46,200	2,014,901	132,691	55,400	2,202,992	(180,900)	66,100	2,088,193
Real Estate and Infrastructure	407,268	(12,199)	8,100	403,169	1,695,495	10,100	2,108,764	(621,049)	58,000	1,545,715	(818,483)	46,400	773,632
Petersons Quarry	2,352,438	461,419	47,000	2,860,857	473,413	71,500	3,405,770	487,482	93,700	3,986,952	499,774	119,600	4,606,326
Woodview Quarry	2,710,043	310,781	54,200	3,075,024	319,038	76,900	3,470,963	329,259	95,500	3,895,722	337,687	116,900	4,350,309
Quarry Rehabilitation	573,650	50,000	11,500	635,150	50,000	15,900	701,050	50,000	19,300	770,350	50,000	23,100	843,450
Road Rehabilitation Reserve	2,622,895	252,923	52,500	2,928,318	257,981	73,200	3,259,499	263,141	89,600	3,612,240	268,404	108,400	3,989,043
Economic Development	0	0	0	0	270,112	0	270,112	0	280,827	7,400	558,339	16,800	864,748
Other Waste Management	5,018,241	(236,395)	100,400	4,882,246	188,672	122,100	5,193,019	123,509	142,800	5,459,328	151,152	163,800	5,774,280
Other Waste Management - Plant Reserve	1,015,016	(45,636)	20,300	989,680	(668,090)	24,700	346,290	405,909	9,500	761,698	(542,113)	22,900	242,486
Rural Road Safety Program	91,103	0	0	91,103	0	0	91,103	0	0	91,103	0	0	91,103
RMS State Roads Maintenance Contract	6,118	0	100	6,218	0	200	6,418	0	200	6,618	0	200	6,818
Public Cemeteries Perpetual Maintenance Reserve	185,663	31,404	3,700	220,767	32,199	5,500	258,466	33,016	7,100	298,582	33,853	9,000	341,436
Northern Rivers Rail Trail Maintenance Reserve	655,011	(83,938)	13,100	584,173	(86,037)	14,600	512,736	(88,188)	14,100	438,648	(90,393)	13,200	361,455
Events Funding	60,488	9,605	1,200	71,293	10,236	1,800	83,329	10,895	2,300	96,524	11,582	2,900	111,006
Carry Over Works	3,506,636	(352,538)	0	3,154,098	0	0	3,154,098	0	0	3,154,098	0	0	3,154,098
Total Internal Restrictions	32,783,420	(1,118,182)	451,300	32,116,538	2,659,297	557,100	35,332,935	1,407,492	701,200	37,441,627	10,426	828,500	38,280,553
Total General Fund Restrictions	54,540,552	(6,628,729)	613,100	48,524,923	2,641,919	776,600	51,943,442	1,129,824	982,900	54,056,166	779,708	1,156,800	55,992,674
Sewerage Fund													
External Restrictions													
Section 64 Contributions	6,042,255	(991,000)	191,000	5,242,255	(3,122,011)	222,011	2,342,255	(1,028,632)	128,632	1,442,255	41,948	58,052	1,542,255
Infrastructure Replacement	5,013,135	(1,914,420)	158,469	3,257,184	1,013,608	137,942	4,408,734	1,701,029	242,119	6,351,882	(486,315)	255,671	6,121,238
Total Sewerage Fund Restrictions	11,055,390	(2,905,420)	349,469	8,499,439	(2,108,403)	359,953	6,750,989	672,397	370,751	7,794,137	(444,367)	313,723	7,663,493
Water Fund													
External Restrictions													
Section 64 Contributions	3,021,344	167,700	32,300	3,221,344	110,566	39,434	3,371,344	108,512	41,488	3,521,344	119,745	30,255	3,671,344
Infrastructure Replacement	4,875,387	(1,038,697)	52,200	3,888,890	(22,667)	47,606	3,913,830	(137,736)	48,163	3,824,257	25,184	32,858	3,882,298
Total Water Fund Restrictions	7,896,731	(870,997)	84,500	7,110,234	87,899	87,040	7,285,174	(29,224)	89,651	7,345,601	144,929	63,113	7,553,642
Total Restrictions (All Funds)	73,492,673	(10,405,146)	1,047,069	64,134,596	621,415	1,223,593	65,979,604	1,772,997	1,443,302	69,195,903	480,270	1,533,636	71,209,809