



Richmond
Valley
Council



Operational Plan 2025-2026
(including Financial Estimates 2025-2029)
Adopted by Council
24 June 2025



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

Richmond Valley Council

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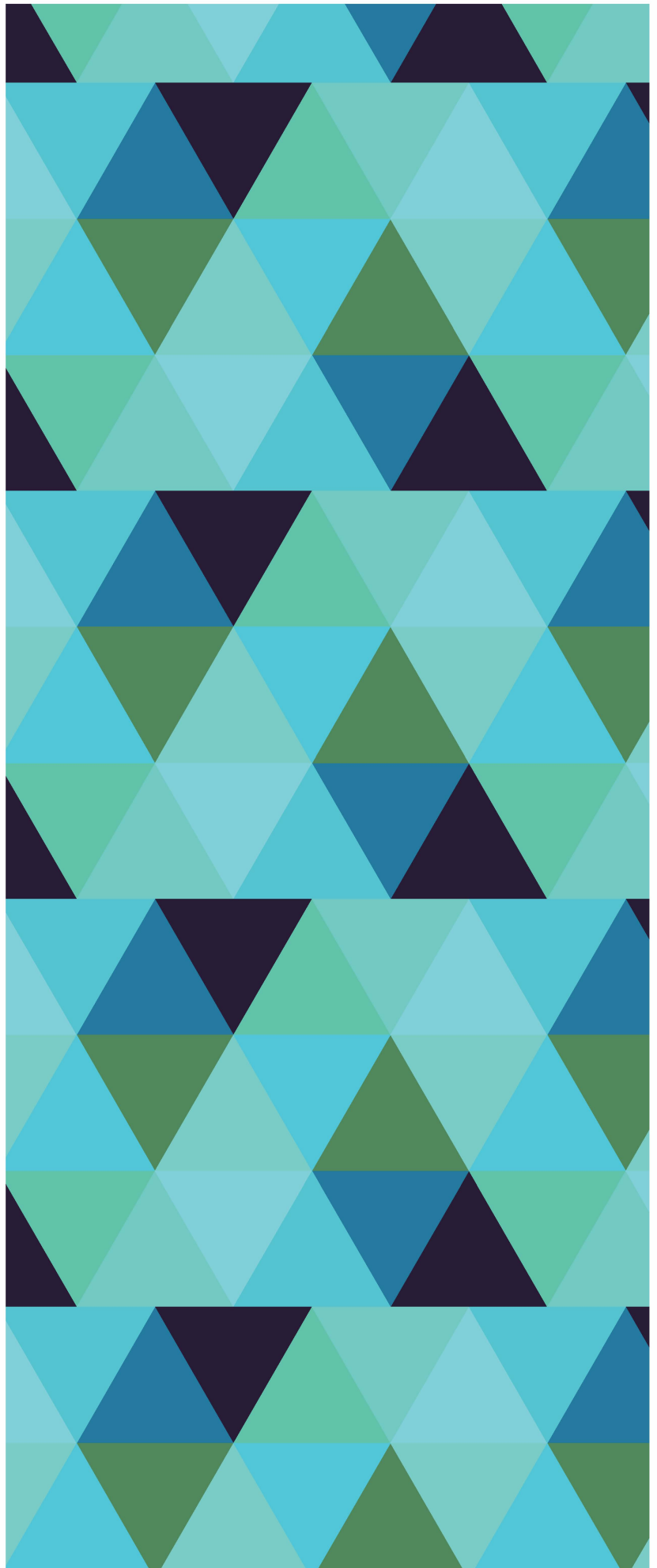
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Contents

Delivering for our Community	2
About this Plan	3
Measuring success	4
Our Four Key Directions	5
Reviewing Services.....	6
Annual Risk Management Program	7
Strengthening our role in the region	8
OBJECTIVE 1: Establish the Richmond Valley as a regional growth centre	8
OBJECTIVE 2: Adapt to regional challenges & build resilience	12
OBJECTIVE 3: Grow and diversify our economy	15
Creating great places to live	20
OBJECTIVE 4: Celebrate our local identity and lifestyle	20
OBJECTIVE 5: Provide infrastructure that meets community needs	25
Protecting our unique environment.....	30
OBJECTIVE 6: Preserve native bushland, biodiversity and waterways.....	30
OBJECTIVE 7: Reduce our impact on the environment.....	34
Delivering for our community.....	37
OBJECTIVE 8: Lead and advocate for our community	37
OBJECTIVE 9: Manage resources responsibly and provide great service.....	39
ANNEXUE A – Financial Estimates 2025-2029	45

Delivering for our Community

The Richmond Valley has an exciting future ahead, as we continue one of the largest capital works programs ever undertaken for our community, finalising disaster recovery roadworks, building future resilience to floods and delivering essential infrastructure to support long-term growth.

This Operational Plan continues the journey towards our Community Strategic Plan's 2040 vision:

A growing, sustainable community, with a relaxed lifestyle, beautiful environment and thriving economy.

The Plan explains the actions that Council will undertake in the coming year to help achieve the nine objectives of the Community Strategic Plan and the 75 Principal Activities of the 2025-29 Delivery Program. 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 continue to activate the Regional Jobs Precinct and work towards delivering much-needed housing for our growing community. We'll also achieve some major milestones in 2025-26, including completion of the Broadwater Bridge upgrade and the twin Tatham Bridges replacement, finalisation of the detailed design for the new Casino Sewage Treatment Plant, commencement of construction works for Stage 2 of the Evans Head Sewage Treatment Plant, completion of another stage of the Three Villages Cycleway, a \$1m new vehicle and fit-out for the mobile library and continued upgrades to local sporting facilities.



Broadwater Bridge deck being removed for replacement



Council's tree planting program

We'll also continue to implement our Sustainable Communities Strategy, including actions to reduce Council's carbon footprint, protect native habitat areas, and support our Community Greening Program, providing 1000 extra shade trees in public places each year.

Council will report to the community on our progress in achieving these actions throughout the year.

About this Plan

The Operational Plan supports Council's Delivery Program and helps to translate the community's strategic goals into actions. The Delivery Program includes 75 Principal Activities to support the nine CSP objectives. It is Council's commitment to the community to work towards the Community Strategic Plan vision during the current term of office. 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 262 actions which will support the 75 Principal Activities of the Delivery Program. Section Two of this document includes Council's 2025-26 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 2025-26 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 75 Principal Activities in the Delivery Program and the 262 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 and the Mid-Richmond and Casino Place Plans, developed in consultation with the community. The direction focuses on steady, well-managed growth for the Valley over the next 15 years, strengthening and diversifying our economy and providing more housing, jobs and services. It also addresses our ongoing challenge to adapt to a changing climate and continue to support flood recovery.

2. Creating great places to live

This direction is based on direct consultation with the community, including feedback from our community forums and surveys. It focuses on creating vibrant, liveable and safe communities – providing opportunities for people of all ages and abilities to come together. It also aims to ensure that our parks, playgrounds, sports fields and community facilities are well maintained and fit for purpose and essential infrastructure and services such as roads, water, sewer and waste management meet community needs.

3. Protecting our unique environment

This direction is based on our Sustainable Communities Strategy, adopted by Council in 2024 after community consultation. It focusses on preserving our native bushland and biodiversity, maintaining healthy rivers, beaches and waterways, and reducing our impacts on the environment.

4. Delivering for our community

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

Reviewing Services

To encourage continuous improvement across council operations, the IP&R guidelines require each council to identify areas of service that will be reviewed during the life of the Delivery Program.

Based on the feedback received during our community consultation, Council has identified the following areas for review over the next four years:

- Stormwater management
- Waste management services
- Water and sewerage services
- Town centre maintenance & cleaning

Year One of the Program will focus on stormwater management services. As part of the review process, Council will engage with the community and other stakeholders to determine service level expectations, appropriate measures for performance standards and the required level of resourcing to meet community expectations. The recommendations of the review will be reported to the community.



Illawong Lane drainage works being undertaken

Annual Risk Management Program

Council has introduced an annual Risk Management Program, commencing from 2025-26 focusing on key areas for organisational improvement. The program is part of the Continuous Risk Improvement Project, conducted in conjunction with Council's insurer, CivicRisk Mutual and the Audit, Risk and Improvement Committee (ARIC).

Over the life of the Delivery Program, four annual risk management programs, focusing on eight key improvement areas will be delivered. Year One of the program focuses on the following areas:

Focus Area One – Enterprise risk management

- Completing the remaining elements of the Continuous Risk Improvement Project
- Reviewing the Enterprise Risk Management Framework and risk appetite statements, in consultation with the elected Council
- Integrating the strategic risk register in organisational processes
- Developing the Performance and Risk function established under the revised organisational structure
- Strengthening risk management capabilities across the organisation

Focus Area Two – Work, health and safety

- Reviewing key risk areas in Council's Safety Management System
- Assessing the effectiveness of current risk controls
- Reviewing incident reports and near misses to identify emerging issues
- Identifying training and knowledge gaps and areas for systems improvement
- Reviewing work, health and safety key performance indicators.

Outcomes of the annual risk management program will be reported to Council's Audit Risk and Improvement Committee.

Strengthening our role in the region

OBJECTIVE 1: Establish the Richmond Valley as a regional growth centre

Strategies:

- 1A Plan for long-term sustainable growth
- 1B Provide more homes for our growing community
- 1C Create more job opportunities
- 1D Secure essential services
- 1E Provide critical infrastructure

Principal Activity 1A1: Finalise and implement the Richmond Valley Masterplan		General Manager	
Code	Action	Responsible officer	Measures
1A1.1	Complete the RV critical infrastructure review	Director Planning and Sustainable Communities	Review completed and integrated with RV Masterplan
1A1.2	Review and redraft the Local Strategic Planning Statement	Manager Development & Certification	Reviewed and updated LSPS adopted by Council
Principal Activity 1A2: Deliver the Community Strategic Plan		General Manager	
Code	Action	Responsible officer	Measures
1A2.1	Develop, deliver and report on Council's Delivery Program and Operational Plans	Chief of Staff	Delivery Program and Operational Plans adopted by Council Delivery Program Progress report delivered to Council in accordance with requirements
Principal Activity 1B1: Provide a greater choice of housing for our community		Director Planning and Sustainable Communities	
Code	Action	Responsible officer	Measures
1B1.1	Prepare housing strategies and update planning controls to support the RV Growth Management Strategy and Place Plan recommendations	Manager Development and Certification	Strategies completed within timeframes, scope and budget. Updated planning controls incorporated into the DCP Number of new housing development applications annually
1B1.2	Partner with the NSW Government and NGOs to deliver affordable and accessible housing projects	Manager Invest and Live RV	Number of housing projects delivered by Government and NGOs

1B1.3	Highlight opportunities for in-fill housing projects to investors	Manager Invest and Live RV	Number of housing projects realised
Principal Activity 1B2: Activate new housing development on flood-safe sites		General Manager	
Code	Action	Responsible officer	Measures
1B2.1	Work with the NSW Reconstruction Authority to secure funding for Stage 1 South Fairy Hill development activation (Summerland Estate)	Chief of staff	Amount of funding and support secured from Reconstruction Authority Amount of funding secured under Federal and NSW Government housing support programs
1B2.2	Continue to explore opportunities for development of flood-safe land identified in the Growth Management Strategy urban expansion areas	Manager Development and Certification	Number of developments activated
Principal Activity 1C1: Attract more government-led employment to the Valley		General Manager	
Code	Action	Responsible officer	Measures
1C1.1	Advocate to NSW Government for relocation/expansion of services in the Richmond Valley and identify suitable locations & opportunities.	Manager Invest and Live RV	Number of engagement/advocacy activities Number of new services established
1C1.2	Develop a workforce audit for the Valley to identify skills gaps, training and recruitment opportunities.	Manager Invest and Live RV	Workforce audit completed and implementation plan developed
Principal Activity 1D1: Improve educational opportunities		General Manager	
Code	Action	Responsible officer	Measures
1D1.1	Actively encourage universities to establish rural training programs in the Richmond Valley	Manager Invest and Live RV	Number of engagement/advocacy activities Number of opportunities realised
1D1.2	Advocate for more technical and trade education through TAFE & other providers, and encourage greater uptake of traineeships in local businesses	Manager Invest and Live RV	Number of engagement/advocacy activities Number of opportunities realised

Principal Activity 1D2: Improve access to health services and facilities		General Manager	
Code	Action	Responsible officer	Measures
1D2.1	Highlight health service gaps identified in the 2024 North Coast Health Needs Assessment & encourage investment to address service shortfalls	Manager Invest and Live RV	Investment matches service gaps identified Improvement in Service Availability ratios in the Health Needs Assessment
1D2.2	Partner with NSW Health to develop long-term plans for activation of the Casino Health Precinct and explore options for health care worker housing.	General Manager	Commitment and development of a plan for the Casino Health Precinct
1D2.3	Partner with NSW Reconstruction Authority and NSW Health to determine the best community purpose for the former Coraki Hospital site	General Manager	Decision for future use reflects community priorities
1D2.4	Actively support development of public and private medical facilities and health care worker housing in the Mid-Richmond	Manager Invest and Live RV	Number of medical facilities and health care worker housing established
Principal Activity 1E1: Secure long-term water supplies for our communities		Director Infrastructure Services and Projects	
Code	Action	Responsible officer	Measures
1E1.1	Finalise scoping and approvals for the Jabour Weir deep extraction project	Manager Water Sewer and Projects	Scoping and approvals finalised on time, within scope and budget
1E1.2	Work with NSW Fisheries to complete the Jabour Weir fishway upgrade	Manager Water Sewer and Projects	Project completed on time and within the scope agreed between NSW Fisheries and Council
1E1.3	Partner with Rous to support delivery of Stages 1 & 2 of the Woodburn groundwater scheme and other Mid-Richmond water security works	Manager Water Sewer and Projects	Woodburn groundwater scheme is successfully integrated with Council water network in accordance with the network objectives of Rous Water

Principal Activity 1E2: Deliver essential infrastructure to support growth		Director Infrastructure Services and Projects	
Code	Action	Responsible officer	Measures
1E2.1	Secure approvals and funding for the Casino STP replacement project and prepare decommissioning plan for the old STP site	Manager Water Sewer and Projects	Approvals and funding secured Decommissioning plan completed
1E2.2	Complete Evans Head STP Stage 2 Detailed design & approvals & commence construction	Manager Water Sewer and Projects	Detailed design is completed on time and within scope and budget Approvals are secured within required timeframes
Principal Activity 1E3: Develop long-term waste management solutions		Director Planning and Sustainable Communities	
Code	Action	Responsible officer	Measures
1E3.1	Continue to develop the Nammoona resource recovery site as the Valley's medium-term waste management option	Manager Sustainable Communities & Resource Recovery	Total tonnes of waste generated Number of tonnes landfilled and diverted from landfill Review of Master Plan completed and changes adopted
1E3.2	Review and update the RV Resource Recovery Strategy and identify long-term residual waste management options	Manager Sustainable Communities & Resource Recovery	Richmond Valley Resource Recovery strategy reviewed, amended and adopted to incorporate preferred option
1E3.3	Continue to work with Northern Rivers councils to develop viable and affordable waste management solutions and minimise residual waste volumes	Manager Sustainable Communities & Resource Recovery	Number of regional initiatives developed
Principal Activity 1E4: Secure essential transport links		Director Infrastructure Services and Projects	
Code	Action	Responsible officer	Measures
1E4.1	Develop Woodburn-Casino Rd as a major transport link. Continue upgrade program and advocate for more funding.	Manager Asset Delivery and Projects	Identified projects are delivered on time, within scope and budget
1E4.2	Advocate to TfNSW for Casino Bruxner Highway/Summerland Way upgrade to support growth.	Manager Asset Systems and Planning	Number of upgrade and expansion projects on Bruxner Highway and Summerland Way
1E4.3	Advocate for improved train, bus and transport services for the Richmond Valley	Manager Invest and Live RV	Number of engagement/advocacy activities

OBJECTIVE 2: Adapt to regional challenges & build resilience

Strategies:

- 2A Improve disaster resilience
- 2B Strengthen emergency response
- 2C Support continued flood recovery

Principal Activity 2A1: Implement long-term adaptation strategies for our communities		Director Planning and Sustainable Communities	
Code	Action	Responsible officer	Measures
2A1.1	Work with NSW RA to develop the Northern Rivers Disaster Adaptation Plan	Chief of Staff	Reconstruction Authority completes plan on time and within scope Plan is endorsed by Northern Rivers Councils and reflects Richmond Valley's priorities
2A1.2	Complete the Richmond Valley Flood Plain Risk Management Plan	Manager Development & Certification	Draft FRMP is completed on time and within scope and budget Plan is adopted by Council
2A1.3	Incorporate adaptation strategies in the Casino Place Plan	Manager Development & Certification	Addendum to Casino Place Plan is completed on time and within budget
2A1.4	Implement adaptation strategies from the Mid-Richmond and Casino Place Plans and amend the DCP as required	Manager Development & Certification	Number of adaptation strategies implemented DCP amendments reflect adaptation strategies
Principal Activity 2A2: Improve community preparedness and awareness of natural disasters		Director Planning and Sustainable Communities	
Code	Action	Responsible officer	Measures
2A2.1	Support disaster preparedness, community education programs, and community resilience teams	Resilience & Community Grants Coordinator	Number of Community Resilience Network activities Number of disaster preparedness programs delivered Level of community participation in local resilience teams
2A2.2	Provide local property owners with site-specific hazard risk information to support decision-making and preparedness	Manager Development & Certification	Number of property information requests actioned within agreed service levels

Principal Activity 2A3: Improve the resilience of essential infrastructure		Director Infrastructure Services and Projects	
Code	Action	Responsible officer	Measures
2A3.1	Advocate to TfNSW for improved flood resilience of the Summerland Way near Casino	Director Infrastructure Services & Projects	Priorities identified and commitments received from TfNSW
2A3.2	Identify and prioritise resilience works for regional and local roads to improve flood access	Manager Asset Systems and Planning	Number of areas identified to improve flood access on the critical road network Number of successful grant applications and amount of funding received
2A3.3	Complete flood resilience works for water/sewer assets	Manager Water Sewer and Projects	Identified flood resilience works are completed on time, within scope and agreed budget with Public Works
2A3.4	Complete urban stormwater modelling for Mid-Richmond villages and Evans Head	Manager Asset Systems and Planning	Stormwater assets field survey completed within specification Year 1 stormwater modelling analysis of Mid-Richmond Villages and Evans Head completed on time, within scope and budget Mitigation reports and cost estimates finalised
2A3.5	Implement stormwater drainage improvements and maintenance programs in urban and commercial areas and advocate for more funding	Manager Water Sewer and Projects	Number of stormwater assets inspected via CCTV (Visual inspections) Number of successful grant applications and amount of funding received
Principal Activity 2B1: Support regional and local emergency response arrangements		Director Planning and Sustainable communities	
Code	Action	Responsible officer	Measures
2B1.1	Continue to participate in regional and local emergency management arrangements and maintain the Regional Emergency Operations Centre	Director Planning and Sustainable communities	Level of Council participation in emergency response arrangements, in line with LEMC & LEOCON requirements The Northern Rivers Backbone EOC is maintained on standby to become operational when required
2B1.2	Maintain Council-owned emergency services facilities and review future options for more effective use	Manager Asset Systems and Planning	Number of buildings inspected and maintenance actions completed Number of future use options developed and implemented

Principal Activity 2C1: Work with the NSW Reconstruction Authority to deliver flood recovery programs		General Manager	
Code	Action	Responsible officer	Measures
2C1.1	Work with NSW RA to finalise future use of local buy-back lands and engage with the community on future public use of lands transferred to Council	Manager Asset Systems and Planning	Number of properties identified for buybacks transferred to Council Number of properties activated for community use
2C1.2	Continue to support community and business recovery programs for the 2022 and 2025 events	Manager Invest and Live RV	Participation levels in recovery programs
Principal Activity 2C2: Complete Disaster Recovery road repairs		Director Infrastructure Services and Projects	
Code	Action	Responsible officer	Measures
2C2.1	Deliver EPAR road repair projects from the 2022 flood event	Manager Asset Delivery & Projects	EPAR projects completed on time, within scope and budget
2C2.2	Complete emergency repair works and EPAR assessments for the 2025 flood event	Manager Asset Systems and Planning	Road network inspections completed and damage recorded EPAR submissions finalised within required timeframes
2C2.3	Identify and advocate for betterment funding opportunities to complement and improve outcomes from EPAR approvals	Manager Asset Systems and Planning	Number of projects identified for betterment funding. Number of funded betterment projects

OBJECTIVE 3: Grow and diversify our economy

Strategies:

- 3A Ensure the Richmond Valley is open for business and investment ready
- 3B Activate the Regional Jobs Precinct and strengthen our manufacturing and industrial base
- 3C Support continued growth in service industries
- 3D Encourage innovation and new technologies
- 3E Grow our lifestyle and tourism markets

Principal Activity 3A1: Support a business-friendly environment		General Manager	
Code	Action	Responsible officer	Measures
3A1.1	Create an economic development dashboard with economic insights and information	Manager Invest and Live RV	Economic development dashboard is activated and accessible from RVC Website
3A1.2	Actively promote business and investment opportunities in the Richmond Valley and engage with prospective investors	Manager Invest and Live RV	Delivery of an investment prospectus for the Richmond Valley Number of investments realised
3A1.3	Provide concierge services to help businesses understand and navigate planning and regulatory processes	Manager Development & Certification	Number of businesses assisted through Development Concierge service
3A1.4	Support/provide business-to-business collaboration, networking and mentoring programs and the RV Business Awards	Manager Invest and Live RV	Number of opportunities for local business to collaborate and network and participation rates Successful delivery of the Richmond Valley Business Awards
3A1.5	Implement Council's local purchasing policies and provide training for local businesses in accessing Council tendering opportunities	Senior Leader Fleet and Procurement	Annual direct council spend with local suppliers and businesses Number of successful tenders awarded to Richmond Valley businesses
Principal Activity 3B1: Encourage new industries to establish in the Richmond Valley		General Manager	
Code	Action	Responsible officer	Measures
3B1.1	Support agricultural and food processing businesses to explore value-add opportunities	Manager Invest and Live RV	Number of new opportunities realised

3B1.2	Encourage new recycling, re-use and other waste-management industries to establish or relocate	Manager Invest and Live RV	Number of businesses relocated or expanded
3B1.3	Identify supply chain gaps that prevent local market expansion	Manager Invest and Live RV	Completion of supply chain gap report and action plan developed
3B1.4	Identify industrial development opportunities across the Mid-Richmond	Manager Invest and Live RV	Number of new opportunities realised
Principal Activity 3B2: Activate the RJP as an industry growth centre		General Manager	
Code	Action	Responsible officer	Measures
3B2.1	Finalise DCP amendments to support the RJP Masterplan	Manager Development and Certification	DCP amendments finalised within required timeframes
3B2.2	Complete Precinct 3 industry activation Stage 1	Manager Asset Delivery & Projects	Project delivered on time, within scope and budget
3B2.3	Encourage continued uptake of Council's Precinct 1 industrial lands and explore further development opportunities	Manager Invest and Live RV	Number of lots sold and developed
3B2.4	Implement a targeted investment attraction program to activate and promote the RJP	Manager Invest and Live RV	Investment attraction campaign is developed and delivered
3B2.5	Work with Regional NSW and other regional development partners to attract new investment and high-employment industries to the RJP Precincts	Manager Invest and Live RV	Level of new investment secured in the RJP
Principal Activity 3C1: Activate our CBDs and grow the retail sector		General Manager	
Code	Action	Responsible officer	Measures
3C1.1	Activate local CBDs and main streets with retail growth strategies, events and marketing	Manager Invest and Live RV	Number of activations within the CBD and main street areas
3C1.2	Procure and deliver CBD masterplans for Casino and Evans Head	Director Planning and Sustainable Communities	CBD Master Plans completed for Casino and Evans Head on time, within scope and budget Amount of funding secured for the delivery of the CBD masterplans

Principal Activity 3C2: Enhance the character of our main streets and villages		Director Infrastructure Services and Projects	
Code	Action	Responsible officer	Measures
3C2.1	Finalise handover of former Pacific Highway in Woodburn-Broadwater	Manager Asset Systems and Planning	Handover negotiation package finalised and negotiations initiated with TfNSW
3C2.2	Implement civic improvements from the Mid-Richmond Place Plans	Manager Asset Systems and Planning	Number of project elements from the Mid-Richmond Place plans designed, planned, and funded for construction.
3C2.3	Implement the Woodburn CBD Masterplan	Manager Asset Delivery & Projects	Funding secured and project elements completed on time, within scope and budget
Principal Activity 3C3: Encourage further development of professional services, trades and hospitality		General Manager	
Code	Action	Responsible officer	Measures
3C3.1	Advocate for more aged care facilities and personal support services in the Richmond Valley	Manager Invest and Live RV	Number of engagement/advocacy activities and opportunities realised
3C3.2	Identify opportunities to support continued growth of local service industries and address current service industry gaps	Manager Invest and Live RV	Service industry gaps identified and action plan developed
Principal Activity 3D1: Support tech-industries to establish and grow		General Manager	
Code	Action	Responsible officer	Measures
3D1.1	Support the establishment of renewable energy initiatives, such as solar farms and bioenergy	Manager Invest and Live RV	Number of renewable energy initiatives established
3D1.2	Encourage ag-tech industries to establish or relocate	Manager Invest and Live RV	Number of ag-tech industries established
3D1.3	Advocate for improved digital connectivity throughout the Valley	Manager Invest and Live RV	Number of engagement/advocacy activities

Principal Activity 3E1: Improve visitor accommodation options		General Manager	
Code	Action	Responsible officer	Measures
3E1.1	Develop a visitor accommodation strategy to analyse trends and identify accommodation gaps	Manager Community Connection	Accommodation Strategy procured and completed, and action plan developed to address gaps
3E1.2	Actively market investment opportunities in tourism accommodation for new and existing enterprises	Manager Community Connection	Number of new accommodation opportunities established
3E1.3	Continue to develop Council's caravan park at Coraki for short-term visitor accommodation	Manager Community Connection	Visitation rates and revenue performance
3E1.4	Provide more options for self-contained caravans and campers to stop overnight in the Richmond Valley	Manager Community Connection	Number of new opportunities established within the Richmond Valley
Principal Activity 3E2: Increase visitation to the Richmond Valley		General Manager	
Code	Action	Responsible officer	Measures
3E2.1	Review and implement the Richmond Valley Destination Management Plan	Manager Community Connection	DMP reviewed, updated and adopted by Council Implementation plan developed
3E2.2	Encourage new nature-based, agritourism and cultural experiences to diversify the visitor market	Manager Community Connection	Number of new experiences developed
3E2.3	Work with the industry to provide visitor information, tourism packages and promotions to encourage longer stays	Manager Community Connection	Number of packages and promotions developed Increase in length of stay
Principal Activity 3E3: Capitalise on regional tourism opportunities		General Manager	
Code	Action	Responsible officer	Measures
3E3.1	Continue to promote the Northern Rivers Rail Trail brand and explore value-add opportunities	Manager Invest and Live RV	Number of value-add opportunities developed

3E3.2	Continue to promote the Casino Showground as a premier rural events facility	Manager Invest and Live RV	Number of events held at the Casino Showground and attendance rates
3E3.3	Design and develop the Three Villages Cycleway as a regional signature project	Manager Invest and Live RV	Completion of the Three Villages Cycleway Masterplan Funding secured for design and development
Principal Activity 3E4: Showcase our lifestyle and signature events		General Manager	
Code	Action	Responsible officer	Measures
3E4.1	Support and deliver signature events that reflect our local lifestyle	Manager Community Connection	Number of signature events supported and delivered Attendance rates and economic impact
3E4.2	Establish and grow a new signature event for the Mid-Richmond	Manager Community Connection	New signature event developed and delivered
3E4.3	Actively promote the Richmond Valley's strengths and lifestyle advantages to encourage in-migration and investment.	Manager Invest and Live	Number of promotional activities undertaken Number of enquiries/responses generated

Creating great places to live

OBJECTIVE 4: Celebrate our local identity and lifestyle

Strategies:

- 4A Encourage community participation and connection
- 4B Providing opportunities to learn, create and celebrate
- 4C Creating safe and inclusive spaces
- 4D Ensuring facilities are well-maintained and meet community needs

Principal Activity 4A1: Celebrate our diverse community and increase understanding		General Manager	
Code	Action	Responsible officer	Measures
4A1.1	Continue to support NAIDOC Week celebrations and other Indigenous events, and participate in inter-agency forums	Resilience & Community Grants Coordinator	Number of events or programs held or partnered with that support NAIDOC week and other indigenous celebrations Number of interagency forums held and attendance levels
4A1.2	Continue to support community diversity and inclusion activities	Resilience & Community Grants Coordinator	Number of events or programs held, supported or participated in relating to inclusion
4A1.3	Review and remake the Richmond Valley Disability Inclusion Action Plan	Resilience & Community Grants Coordinator	Disability Inclusion Action Plan is reviewed and delivered within requirements
Principal Activity 4A2: Encourage young people to play an active role in the community		General Manager	
Code	Action	Responsible officer	Measures
4A2.1	Continue to offer youth activity programs at Council libraries, Casino Indoor Sports Stadium and other Council-managed sporting facilities	Resilience & Community Grants Coordinator	Number of programs and activities supported by Council at our facilities
4A2.2	Actively participate in the Richmond Valley Youth Network and support community groups and programs for youth	Resilience & Community Grants Coordinator	Number of programs held and supported through Youth Network and participation levels Participation levels in Council-led youth programs
4A2.3	Continue to implement Council's Youth Employment Program and actively market opportunities for traineeships	Manager People & Culture	Number of employees engaged through the YES program Completion rates of Council YES Trainees

4A2.4	Strengthen connections with local schools to improve youth engagement opportunities	Resilience & Community Grants Coordinator	Number of engagement activities with local schools
Principal Activity 4A3: Help community groups to grow and succeed		General Manager	
Code	Action	Responsible officer	Measures
4A3.1	Continue to offer Council's annual Community Financial Assistance Program	Resilience & Community Grants Coordinator	Number of grant applications received Amount of funding provided for community groups Number of CFAP grants successfully acquitted
4A3.2	Support local community and sporting groups to prepare grants and apply for funding	Resilience & Community Grants Coordinator	Number of grant workshops delivered and attendee numbers Number of community groups that successfully achieve grants from government programs
Principal Activity 4B1: Support and deliver local events, festivals and cultural activities		General Manager	
Code	Action	Responsible officer	Measures
4B1.1	Host and support local events, civic ceremonies and festivals to encourage community connection	Manager Community Connection	Number of local events, festivals & cultural programs supported across the Richmond Valley Attendance rates
4B1.2	Explore opportunities to promote public art and cultural activities throughout the Valley	Manager Community Connection	Amount of funding secured to support arts, culture and entertainment projects
4B1.3	Seek funding for upgrades to Casino Civic Hall to attract more touring performances	Manager Invest & Live RV	Number of successful funding applications received
4B1.4	Continue to offer Council's annual Events Funding Scheme	Manager Community Connection	Number of applications received Amount of funding provided Number of events successfully delivered by community groups Number of events sponsored by Council
4B1.5	Encourage family entertainment and organised activities in outdoor spaces	Manager Community Connection	Number of bookings and agreements

Principal Activity 4B2: Ensure local libraries are welcoming, creative and informative places		Director Organisational Services	
Code	Action	Responsible officer	Measures
4B2.1	Design, develop, and deliver a range of programs and events to cultivate creative and informative learning opportunities for the community.	Manager Regional Library	Number of programs and events held Number of attendees for programs and events held Additional qualitative data collected on new or unique programs and events
4B2.2	Maintain and develop the Regional Library's buildings and spaces to ensure they are welcoming and accessible spaces for the community's needs.	Manager Regional Library	Number of bookings for Regional Library spaces Visitation statistics for all library branches Additional qualitative data on any improvements, changes, and additions to library buildings and spaces
4B2.3	Continually develop and maintain the library's physical and digital collections to ensure the Regional Library's collection is both inclusive of and responsive to the community's needs.	Manager Regional Library	Number of loans for both the physical and digital collections Number of community suggestions for new collection items Qualitative update on new resources, items, and collection additions to the Regional Library's physical and digital collections
4B2.4	Further develop the Mobile Library vehicle and library service delivered to ensure an accessible and responsive library service is provided to the community.	Manager Regional Library	Mobile Library replacement is delivered on time, within scope and budget
Principal Activity 4C1: Implement urban design improvements to reduce crime and advocate for more policing		Director Infrastructure Services and Projects	
Code	Action	Responsible officer	Measures
4C1.1	Support community crime prevention and awareness programs	Resilience & Community Grants Coordinator	Number of programs and activities supported by Council at our facilities
4C1.2	Improve street lighting in public spaces and consider options for CCTV	Manager Asset Systems and Planning	Number of public lighting assets planned and installed in public spaces. Number of successful grant applications for CCTV within public spaces
4C1.3	Advocate for more police resources for the Richmond Valley	General Manager	Review of crime statistics provided by the Richmond Police command

Principal Activity 4D1: Provide well-maintained sports facilities and swimming pools		Director Infrastructure Services and Projects	
Code	Action	Responsible officer	Measures
4D1.1	Actively seek funding for Stage 2 and 3 of the Casino Memorial Pool upgrades	Director Infrastructure Services and Projects	Number of successful grant applications for Casino Memorial Pool
4D1.2	Maintain Casino, Woodburn, Coraki and Evans Head swimming pools to meet community needs.	Manager Asset Systems and Planning	Number of maintenance activities actioned and completed
4D1.3	Undertake required capital maintenance, including pool and facility painting at Evans Head and Coraki, and roof structure repair at Evans Head.	Manager Asset Systems and Planning	Pool network maintenance and capital improvement projects are delivered on time, within scope and budget
4D1.4	Continue to deliver upgrade works at Queen Elizabeth Park, Colley Park, Crawford Square, Albert Park, Woodburn Oval, Windsor Park and Stan Payne Oval and seek further funding for additional improvements.	Manager Asset Delivery & Projects	Funded projects are completed on time, within scope and budget Number of successful grant applications and amount of funding received
4D1.5	Work with local sporting clubs to maintain and improve community sporting facilities and develop masterplans	Manager Asset Systems and Planning	Number of maintenance activities actioned and completed Number of masterplans adopted by Council
4D1.6	Complete masterplans for Woodburn Oval and other sports facilities as required.	Manager Asset Systems and Planning	Number of masterplans adopted by Council
4D1.7	Complete Queen Elizabeth Park Rugby League Clubhouse and Woodburn Pony Clubhouse projects	Manager Asset Delivery and Projects	Projects completed on time, within scope and budget
4D1.8	Manage and maintain community facilities such as the Casino Showground, Northern Rivers Rail Trail, and Casino Indoor Sports Stadium	Manager Asset Systems and Planning	Number of maintenance activities actioned and completed Level of facility usage
Principal Activity 4D2: Provide family-friendly play spaces, community meeting places and shared pathways		Director Infrastructure Services and Projects	
Code	Action	Responsible officer	Measures
4D2.1	Seek funding to install shade structures and shade areas in council playgrounds and parks	Manager Asset Systems and Planning	Number of successful grant applications and amount of funding received

4D2.2	Work with the community to design creative, inclusive play spaces	Manager Asset Systems and Planning	Number of engagement activities Response rate from engagement activities
4D2.3	Deliver Year 1 parks inspection, maintenance & upgrade programs	Manager Asset Systems and Planning	Number of park inspections completed Number of maintenance activities actioned and completed
4D2.4	Continue to implement the Pedestrian Access and Mobility Plan	Manager Asset Systems and Planning	Number of PAMP initiatives actioned and incorporated for construction/renewal
4D2.5	Manage community halls and meeting places	Manager Asset Systems and Planning	Level of community use of facilities Number of maintenance activities actioned and completed
4D2.6	Investigate options for the repair or relocation of the Coraki Riverside Playground	Manager Asset Systems and Planning	Options identified for playground relocation and community engagement completed Preferred option presented to Council.
Principal Activity 4D3: Ensure town centres and public spaces are well maintained		Director Infrastructure Services and Projects	
Code	Action	Responsible officer	Measures
4D3.1	Maintain town centres, open spaces and cemeteries to a high standard	Manager Asset Systems and Planning	Works delivered to agreed service levels and within budget
4D3.2	Develop a new Cemeteries Management Strategy for the Richmond Valley	Manager Asset Systems and Planning	Cemeteries Management Strategy adopted by Council within required timeframes and Interment Industry Scheme requirements
4D3.3	Implement NSW cemeteries licensing, pricing and maintenance requirements	Manager Asset Systems and Planning	New pricing model adopted Maintenance service levels in alignment with Interment Industry Scheme requirements
4D3.4	Establish service level agreements for town centre maintenance	Manager Asset Systems and Planning	Service levels defined, documented with specific targeted program in accordance with budget and community expectation.

OBJECTIVE 5: Provide infrastructure that meets community needs

Strategies:

- 5A Undertake whole-of-life planning for community infrastructure
- 5B Provide a network of safe, well-constructed and maintained roads and bridges
- 5C Manage water supply and sewerage networks effectively
- 5D Provide responsible waste management services

Principal Activity 5A1: Maintain and improve asset management systems		Director Infrastructure Services and Projects	
Code	Action	Responsible officer	Measures
5A1.1	Develop, implement & review the RV Asset Management Strategy, Asset Management Plans and Policies	Manager Asset Systems and Planning	Asset Management Strategy adopted by Council within required timeframes Asset Management Plans adopted by Council within required timeframes Number of policies adopted and endorsed by Council
5A1.2	Develop annual maintenance and inspection programs for council assets	Manager Asset Systems and Planning	Number of assets inspected by category
5A1.3	Manage land acquisitions and Native Title responsibilities	Manager Asset Systems and Planning	Number of formal Native Title Manager advice provided. Number of land acquisitions finalised
5A1.4	Develop and implement a whole-of-business work order system	Manager Asset Systems and Planning	Project plan is developed and funding secured for Works Order System Trial program for single asset class work order system is completed
5A1.5	Develop and implement a Plan of Management Schedule for community land	Manager Asset Systems and Planning	Schedule developed and endorsed by Council within required timeframes
5A1.6	Identify critical assets and their risk of failure for the establishment of an asset risk register	Manager Asset Systems and Planning	Critical asset review and risk assessment completed within required timeframes Asset risk register established and incorporated into corporate risk systems
5A1.7	Implement improved asset reporting information, including mapping, performance indicator ratios and dashboards	Manager Asset Systems and Planning	Dashboard is activated and accessible for all staff

Principal Activity 5A2: Provide efficient project management and design services		Director Infrastructure Services and Projects	
Code	Action	Responsible officer	Measures
5A2.1	Apply project management methodologies consistently and improve project management systems	Manager Asset Delivery and Projects	Number of projects managed via Council's Pulse software system Number of projects delivered and commissioned on time, within scope and budget
5A2.2	Provide timely design services that meet project needs	Manager Asset Systems and Planning	Number of designs completed on time, within scope and to required standards
Principal Activity 5B1: Deliver road network capital works programs		Director Infrastructure Services and Projects	
Code	Action	Responsible officer	Measures
5B1.1	Finalise major landslip repair work, including Upper Cherry Tree, MR 145 and Bentley Road	Manager Asset Delivery and Projects	Complete EPAR funded repairs on time, within scope and budget
5B1.2	Complete upgrades on Stratheden Road and McDonalds Bridge Road	Manager Asset Delivery and Projects	Upgrades completed on time, within scope and budget and WAE submitted and approved.
5B1.3	Complete works on Little Pitt Street, Anderson Avenue, Booyong Street, Evans Road and Lancaster Street	Manager Asset Delivery and Projects	Projects completed on time, within scope and budget and WAE submitted for approved.
5B1.4	Monitor and undertake road maintenance and potholing programs across the RV network	Manager Asset Delivery and Projects	Inspection and maintenance programs completed within scope and timeframes
5B1.5	Deliver Year 1 Capital Works Program	Manager Asset Delivery and Projects	Percentage of capital works program delivered on time, within scope and budget
Principal Activity 5B2: Deliver bridge upgrade and replacement program		Director Infrastructure Services and Projects	
Code	Action	Responsible officer	Measures
5B2.1	Complete Tatham Bridges replacement project	Manager Asset Delivery and Projects	Construction program completed on time within scope and budget
5B2.2	Complete Broadwater Bridge upgrade works	Manager Asset Delivery and Projects	Construction program completed on time within scope and budget

Principal Activity 5B3: Deliver annual inspection and maintenance programs for road networks		Director Infrastructure Services and Projects	
Code	Action	Responsible officer	Measures
5B3.1	Deliver Year 1 Inspection & Maintenance Program	Manager Asset Systems and Planning	Annual inspection and maintenance program completed within scope and timeframes
Principal Activity 5C1: Provide safe and efficient water supply services		Director Infrastructure Services and Projects	
Code	Action	Responsible officer	Measures
5C1.1	Implement, audit and improve Council's Drinking Water Quality Management System and maintain compliance with standards and operating licences	Manager Water Sewer and Projects	Drinking water quality management system audit actions are implemented in accordance with requirements Compliance levels with all applicable regulatory and health standards and requirements
5C1.2	Complete and commission the Casino Raw Water Pump Station upgrade	Manager Water Sewer and Projects	Raw Water Pump Station upgrades are completed on time, within scope and budget
5C1.3	Finalise design & approvals for Casino Water Treatment Plant upgrade	Manager Water Sewer and Projects	Casino Water Treatment Plant upgrade design is finalised on time, within scope and budget Section 60 Approval is obtained
5C1.4	Complete water network performance review and develop improvement program	Manager Water Sewer and Projects	Water network performance review is completed, and action/improvement plan is developed
5C1.5	Deliver annual water capital works program	Manager Water Sewer and Projects	Capital works program is completed on time, within scope and budget
Principal Activity 5C2: Maintain safe and reliable sewerage networks		Director Infrastructure Services and Projects	
Code	Action	Responsible officer	Measures
5C2.1	Ensure compliance with environmental licences and operating standards	Manager Water Sewer and Projects	Level of compliance with environmental licences and operating standards
5C2.2	Complete Rappville sewerage scheme construction and commissioning	Manager Asset Delivery & Projects	Construction program completed on time, within scope and budget
5C2.3	Complete network flood resilience improvement works	Manager Water Sewer and Projects	Flood resilience works are completed on time, within scope and budget

5C2.4	Continue to implement inflow and infiltration reduction programs for Casino and Coraki networks and complete Evans Head & Mid-Richmond villages I & I studies	Manager Water Sewer and Projects	Inflow & infiltration program for Casino and Coraki is implemented on time, within scope and budget Evans Head & Mid-Richmond villages inflow & infiltration studies are completed within required timeframes
5C2.5	Deliver annual sewer capital works program	Manager Water Sewer and Projects	Percentage of capital works program delivered on time, within scope and budget
Principal Activity 5C3: Manage Council's water business effectively		Director Infrastructure Services and Projects	
Code	Action	Responsible officer	Measures
5C3.1	Manage water/sewer public health, operational and business risks and test/review critical incident procedures annually	Manager Water Sewer and Projects	Water & Sewer risk registers are reviewed and incorporated into corporate risk systems Critical incident procedures are reviewed and tested and risk assessments completed within required timeframes
5C3.2	Deliver water and sewerage services to the community on a cost-recovery basis and within agreed levels of service	Manager Water Sewer and Projects	Works delivered to agreed service levels and within budget Water & Sewer services are delivered on a cost recovery basis
5C3.3	Maintain productive relationships with industry regulators and associations	Manager Water Sewer and Projects	Number of engagement/advocacy and professional development activities
Principal Activity 5C4: Improve local stormwater and drainage networks		Director Infrastructure Services and Projects	
Code	Action	Responsible officer	Measures
5C4.1	Seek funding to deliver priority Casino Urban Stormwater projects	Manager Asset Systems and Planning	Number of successful grant applications and amount of funding received
5C4.2	Continue to deliver stormwater drain maintenance programs throughout the valley	Manager Asset Delivery & Projects	Construction program completed on time, within scope and budget
5C4.3	Work with Rous on improving rural flood mitigation infrastructure	Manager Asset Systems and Planning	Resolution of orphan assets within the Richmond Valley LGA Assessment of the CSIRO flood study 2025 completed with Rous Water Number of improvements identified for flood mitigation

5C4.4	Seek funding for stormwater studies and improvement programs for Mid-Richmond communities, and complete risk management planning	Manager Asset Systems and Planning	Percentage of field survey collection completed for stormwater assets Stormwater modelling analysis for Mid-Richmond communities is completed, with potential mitigation options report and costings estimates Number of successful grant applications and amount of funding received
Principal Activity 5D1: Manage resource recovery facilities effectively		Director Planning and Sustainable Communities	
Code	Action	Responsible officer	Measures
5D1.1	Review expansion needs and deliver upgrade works at Nammoona Resource Recovery Facility	Manager Sustainable Communities & Resource Recovery	Cell 6B expansion triggers identified and implemented Upgrade works delivered on time, within scope and budget
5D1.2	Review, complete and implement Site Masterplans for the Nammoona and Evans Head Resource Recovery Facilities	Manager Sustainable Communities & Resource Recovery	Master plans reviewed and revised plans adopted
5D1.3	Ensure compliance with Environment Protection Licences (EPL), Landfill Environmental Management Plans (LEMP) and relevant legislation	Manager Sustainable Communities & Resource Recovery	Number of EPL audits EPL amended with LEMP updates within required timeframes Nammoona LEMP amended and approved by the EPA
5D1.4	Undertake a review of RVCs decommissioned waste facilities to optimise maintenance requirements and economics	Manager Sustainable Communities & Resource Recovery	Number of decommissioned sites maintenance requirements reviewed and actioned
Principal Activity 5D2: Maintain kerbside collection services to meet community needs		Director Planning and Sustainable Communities	
Code	Action	Responsible officer	Measures
5D2.1	Maintain and upgrade waste collection fleet	Manager Sustainable Communities & Resource Recovery	Number of vehicles maintained and upgraded if required
5D2.2	Review efficiencies of existing collection runs and continue to explore opportunities to extend collection services as appropriate.	Manager Sustainable Communities & Resource Recovery	Number of Collection run efficiencies identified Number of extended collection services considered

Protecting our unique environment

OBJECTIVE 6: Preserve native bushland, biodiversity and waterways

Strategies:

- 6A Protect biodiversity and encourage community participation in habitat restoration
- 6B Enhance and protect local wetlands
- 6C Improve catchment health and water quality
- 6D Provide opportunities to enjoy and protect local beaches and waterways

Principal Activity 6A1: Lead and support local habitat restoration programs and encourage responsible land management		Director Planning and Sustainable Communities	
Code	Action	Responsible officer	Measures
6A1.1	Continue to deliver grant-funded Flying Fox habitat restoration and community education programs	Manager Sustainable Communities & Resource Recovery	Number of trees planted Number of engagement programs completed Participation levels in engagement programs
6A1.2	Support and promote sustainable farming programs and on-farm habitat development/restoration programs	Manager Sustainable Communities & Resource Recovery	Number of sustainable farming programs and on-farm habitat development/restoration programs supported
6A1.3	Explore options to enhance & protect native fish habitat, in consultation with community groups	Manager Sustainable Communities & Resource Recovery	Number of engagement activities and options developed
6A1.4	Continue to support North Coast koala habitat protection programs	Manager Sustainable Communities & Resource Recovery	Number of activities supported Numbers in koala communities
6A1.5	Ensure required environmental studies are completed and published for council-managed development proposals	Manager Development & Certification	Environmental studies completed and published within required timeframes
Principal Activity 6B1: Encourage community involvement in wetland restoration and development		Director Planning and Sustainable Communities	
Code	Action	Responsible officer	Measures

6B1.1	Seek funding to develop the Richmond Park Masterplan	Manager Sustainable Communities & Resource Recovery	Number of potential funding sources identified Number of successful funding applications
6B1.2	Work with local stakeholders to restore and expand wetland precincts and incorporate traditional knowledge and cultural practices	Manager Sustainable Communities & Resource Recovery	Number of potential funding sources identified Number of successful funding applications
6B1.3	Explore options for more beneficial uses of local wetlands, such as nature tourism or stormwater management	Manager Sustainable Communities & Resource Recovery	Number of options for beneficial use of wetlands identified and actioned
Principal Activity 6C1: Work with stakeholders to improve Richmond River catchment health and address water quality risks		Director Planning and Sustainable Communities	
Code	Action	Responsible officer	Measures
6C1.1	Advocate to the NSW Government to deliver the catchment improvement actions in the Far North Coast Regional Water Strategy	Manager Sustainable Communities & Resource Recovery	Number of engagement / advocacy activities
6C1.2	Undertake regular inspections of high-risk on-site sewerage management systems and encourage improved system performance with a focus on water supply sub-catchment	Manager Sustainable Communities & Resource Recovery	Number of inspections carried out on high-risk systems Number of properties identified in sub-catchment for improved performance
6C1.3	Regulate and inspect as required underground petroleum storage systems (UPSS) and ensure compliance with regulations	Manager Sustainable Communities & Resource Recovery	Number of inspections carried out
6C1.4	Undertake and support increased water quality monitoring of the Richmond River system and Evans River	Manager Sustainable Communities & Resource Recovery	Number of sites sampled in the Richmond River and Evans River system Results of water quality monitoring
6C1.5	Partner with rural property owners and agencies to improve riparian zones	Manager Sustainable Communities & Resource Recovery	Number of engagement events and improvement programs

Principal Activity 6D1: Improve community access and recreational opportunities at local rivers		Director Infrastructure Services and Projects	
Code	Action	Responsible officer	Measures
6D1.1	Develop preferred options for Broadwater river access	Manager Asset Systems and Planning	Preferred option for river access is identified and community engagement completed
6D1.2	Complete Casino suspension bridge construction & commissioning	Manager Asset Delivery and Projects	Construction program completed on time, within scope and budget
6D1.3	Source extra funding to undertake and complete the repair of Halsteads Drive	Manager Asset Systems and Planning	Number of successful funding applications and amount of funding received Construction program completed on time, within scope and budget
6D1.4	Complete precinct planning for the Evans Head foreshore area and seek funding for improvements	Manager Development & Certification	Number of engagement activities Precinct plan is delivered within requirements Number of successful funding applications and amount of funding received
6D1.5	Seek funding to implement Place Plan recommendations for improvements to the Coraki foreshore areas	Manager Asset Systems and Planning	Number of successful funding applications and amount of funding received
6D1.6	Seek funding to implement recommendations for connecting Woodburn riverside precincts to the upgraded CBD areas	Manager Asset Systems and Planning	Number of successful funding applications and amount of funding received
Principal Activity 6D2: Manage and protect local beaches and coastal areas		Director Planning and Sustainable Communities	
Code	Action	Responsible officer	Measures
6D2.1	Develop shared usage arrangements for beaches that protect public safety, ecosystems and habitats, and monitor compliance	Manager Sustainable Communities & Resource Recovery	Number of complaints/incidents on Richmond Valley beaches
6D2.2	Improve access to local beaches for people of all abilities	Manager Asset Systems and Planning	Number of improvement projects completed on time, within scope and budget

6D2.3	Monitor beach water quality and coastal erosion	Manager Sustainable Communities & Resource Recovery	Number of sites monitored and recorded Results of beach water quality and coastal erosion monitoring
6D2.4	Work with the NSW Government to continue shark monitoring programs	Manager Sustainable Communities & Resource Recovery	Number of shark monitoring activities supported
6D2.5	Maintain beaches, signage and services to agreed standards	Manager Asset Systems and Planning	Number of maintenance activities actioned and completed

OBJECTIVE 7: Reduce our impact on the environment

Strategies:

- 7A Promote responsible water usage
- 7B Deliver community greening programs
- 7C Reduce, recycle and reuse waste products
- 7D Reduce our carbon footprint

Principal Activity 7A1: Implement water demand management programs		Director Infrastructure Services and Projects	
Code	Action	Responsible officer	Measures
7A1.1	Partner with Rous County Council to deliver the regional demand management strategy	Manager Water Sewer and Projects	Regional Demand Management Strategy is reviewed and updated in partnership with Rous Water
7A1.2	Develop and implement a new drought management strategy for Council's water supply	Manager Water Sewer and Projects	Drought Management Strategy is developed in partnership with other stakeholders
7A1.3	Work with high water use commercial/industrial customers to reduce water consumption and peak demand	Manager Sustainable Communities & Resource Recovery	Number of engagement activities with industry and water savings achieved
7A1.4	Roll out smart metering for Mid-Richmond water customers	Manager Water Sewer and Projects	Smart water meters program is delivered on time, within scope and budget
7A1.5	Reduce Council's own water consumption and system water loss	Manager Water Sewer and Projects	Water loss studies are progressed and action plans developed
Principal Activity 7B1: Deliver street-tree planting and growing programs		Director Planning and Sustainable Communities	
Code	Action	Responsible officer	Measures
7B1.1	Continue to roll out Council's Community Greening Program to deliver 1000 additional trees each year for the Richmond Valley	Manager Sustainable Communities & Resource Recovery	Number of trees and shrubs planted
7B1.2	Establish seedling raising programs in local schools to provide tree stock	Manager Sustainable Communities & Resource Recovery	Number of schools participating. Number of plants raised

7B1.3	Provide information on suitable street planting species and encourage neighbourhood planting programs	Manager Sustainable Communities & Resource Recovery	Number of street trees planted and species identified at suitable locations
Principal Activity 7B2: Plant more shade trees in parks and public places		Director Planning and Sustainable Communities	
Code	Action	Responsible officer	Measures
7B2.1	Develop a planting program for Council's open spaces to add, replace and maintain suitable species of shade trees and native plants	Manager Sustainable Communities & Resource Recovery	Program developed and implemented
7B2.2	Identify suitable shade species for planting near shared pathways and deliver planting programs in high-priority areas	Manager Sustainable Communities & Resource Recovery	Number of trees planted
Principal Activity 7C1: Reduce, recycle and reuse waste products		Director Planning and Sustainable Communities	
Code	Action	Responsible officer	Measures
7C1.1	Provide regional messaging and community education to increase recycling and reduce contamination rates in Richmond Valley waste streams	Manager Sustainable Communities & Resource Recovery	Number of NEWaste educational events carried out with regional messaging
7C1.2	Explore opportunities for more beneficial use of various waste streams	Manager Sustainable Communities & Resource Recovery	Number of potential opportunities identified and realised
7C1.3	Continue community awareness programs to educate consumers on waste minimisation and avoidance	Manager Sustainable Communities & Resource Recovery	Number of engagement activities
Principal Activity 7D1: Reduce emissions from Council operations and encourage community reduction programs		Director Planning and Sustainable Communities	
Code	Action	Responsible officer	Measures
7D1.1	Monitor and report on greenhouse gas emissions from council operations	Manager Sustainable Communities & Resource Recovery	Reduction in emission outputs from Council operations

7D1.2	Continue to roll out solar installations at Council facilities and reduce energy consumption	Manager Sustainable Communities & Resource Recovery	Number of solar projects identified as priority installations Number of successful funding applications
7D1.3	Explore new technology and design options to reduce emissions from Council's sewerage networks and landfill site	Manager Sustainable Communities & Resource Recovery	Number of potential options for improved future emissions management identified and implemented
7D1.4	Provide community awareness programs and support emissions reduction initiatives	Manager Sustainable Communities & Resource Recovery	Number of community awareness and engagement initiatives

Delivering for our community

OBJECTIVE 8: Lead and advocate for our community

Strategies:

- 8A Strengthen community engagement and participation
- 8B Advocate for community needs and priorities
- 8C Lead with integrity

Principal Activity 8A1: Review and deliver the Richmond Valley Community Engagement Strategy		General Manager	
Code	Action	Responsible officer	Measures
8A1.1	Review Council's Community Engagement Strategy to incorporate Community Participation Plan requirements	Manager Community Connection	Strategy reviewed and adopted by Council within required timeframes Strategy reflects recommendations/outcomes of Community Survey
8A1.2	Continue to work with community, business advisory groups and youth networks and develop an ongoing program of listening tours and engagement	Manager Community Connection	Number of engagement activities conducted in line with the Community Engagement Strategy
8A1.3	Keep the community up to date with information through social media, newsletters, Council's website and other media	Manager Community Connection	Reach, views and interactions with online activities Feedback on communication activities from the community
Principal Activity 8B1: Advocate to federal and state government for community priorities and seek grant funding		General Manager	
Code	Action	Responsible officer	Measures
8B1.1	Maintain Council's grants program and actively seek funding for priority projects	Manager Invest and Live RV	Number of successful grant applications and funding secured Number of priority projects identified
8B1.2	Build positive working relationships with local members of parliament, government agencies and working groups to support advocacy	General Manager	Feedback from Government Ministers, agencies and Local Members Funding and support delivered following Council advocacy

8B1.3	Participate in Northern Rivers Joint Organisation initiatives and advocate for regional priorities	General Manager	Attendance, input and engagement in NRJO meetings and initiatives
Principal Activity 8C1: Provide representative and accountable community governance		General Manager	
Code	Action	Responsible officer	Measures
8C1.1	Ensure Council meetings are accessible to the public and continue to provide live-streaming services	Governance Coordinator	Meetings continue to be accessible and live-streamed
8C1.2	Review and update Council's Code of Meeting Practice	Governance Coordinator	Code of Meeting Practice reviewed and updated within requirements
8C1.3	Prepare a Councillor learning and development program and support councillors to undertake professional development	Governance Coordinator	Councillor Professional Development Plans completed and Councillors supported to complete actions in Plans
8C1.4	Ensure Richmond Valley Council complies with statutory requirements and processes	Governance Coordinator	Level of compliance with annual requirements and timeframes
8C1.5	Report annually to the community on Council's performance, in accordance with legislative requirements	Governance Coordinator	Annual Reports delivered on time and in accordance with legislative requirements

OBJECTIVE 9: Manage resources responsibly and provide great service

Strategies:

- 9A Manage finances responsibly and provide value for money
- 9B Manage Council businesses and commercial activities for community benefit
- 9C Strengthen Council's role as a leading local employer
- 9D Manage organisational risks
- 9E Provide a high standard of customer service
- 9F Deliver consistent regulatory and compliance services
- 9G Provide efficient corporate and operational support

Principal Activity 9A1: Undertake long-term financial planning and ensure compliance with financial regulations		Director Organisational Services	
Code	Action	Responsible officer	Measures
9A1.1	Prepare and implement Council's Long Term Financial Plan	Manager Finance	Long Term Financial Plan is reviewed and adopted by Council with required timeframes
9A1.2	Maintain Council's investment portfolio in accordance with requirements and aim for the best long-term benefit for the community	Manager Finance	Council's investments are made in accordance with Council's Investment Policy and reported to Council monthly
9A1.3	Manage reserves in accordance with legislative requirements	Manager Finance	Financial reports are presented to Council on a quarterly basis in accordance with requirements
9A1.4	Provide regular reports to Council on financial performance and ensure compliance with requirements for external audit	Manager Finance	Financial reports are delivered to Council within statutory timelines Financial statements are compliant with the Local Government Accounting Code and issued with an unqualified audit opinion from the Auditor General.
9A1.5	Commence Stage 2 of water/sewer pricing and development contributions review	Manager Finance	Review completed and implemented in accordance with proposed Revenue policy timeframes
9A1.6	Investigate options for long-term funding of drainage improvements	Manager Finance	Long-term funding option is identified and endorsed by Council
9A1.7	Implement and monitor Council's Anti-Fraud and Corruption strategy and ensure staff receive regular training in requirements	Governance Coordinator	Council's Anti-Fraud and Corruption strategy actions implemented Number of training sessions completed Number of potential fraud and corruption incidents detected

Principal Activity 9A2: Strengthen procurement systems		Director Organisational Services	
Code	Action	Responsible officer	Measures
9A2.1	Manage Council's procurement function to ensure probity, value for money and support for local businesses	Senior Leader Fleet & Procurement	Number of supply agreements with local businesses
9A2.2	Improve customer service in council stores through enhanced technology	Senior Leader Fleet & Procurement	Roll out of barcode scanning on Evans Head and Casino Stores completed to improve stocktake audit functionality.
9A2.3	Improve Fleet Whole of Life Cost through improved recording of maintenance and downtime using enhanced tracking and utilisation	Senior Leader Fleet & Procurement	Fleet Management system is successfully procured or developed to deliver improved data on fleet utilisation.
Principal Activity 9A3: Maintain rating and revenue systems that meet community needs		Director Organisational Services	
Code	Action	Responsible officer	Measures
9A3.1	Maintain and regularly review Council's rating structure to ensure equity and adequate community investment levels	Manager Finance	Rating structure is reviewed in accordance with Revenue Policy and legislative timeframes Fees and charges calculations undertaken in accordance with requirements
9A3.2	Manage debt recovery services in accordance with Council's policies	Manager Finance	Number of rate defaults Outstanding rates and charges remain under 10%
Principal Activity 9B1: Identify opportunities for strategic investment and business development		Director Infrastructure Services and Projects	
Code	Action	Responsible officer	Measures
9B1.1	Manage Council-owned quarries efficiently	Manager Asset Systems and Planning	Level of council use of quarry materials on the road network Leases are renewed with terms and conditions to optimise financial performance and minimise risks.
9B1.2	Effectively manage Council's land, property and facility portfolio, including leases, licences and contracts	Manager Asset Systems and Planning	Number of community spaces occupied Compliance with lease terms and conditions. Leases are renewed with terms and conditions to optimise financial performance and minimise risks.
9B1.3	Complete upgrade works to NRLX facility, including effluent ponds	Manager Asset Delivery and Projects	Upgrade works are delivered on time, within budget and scope.

9B1.4	Explore options for commercial investment and land development	Manager Property and Economic Projects	Land development projects provide a financial return to Council Projects achieve Council's policy aims of increasing land supply
Principal Activity 9C1: Provide a safe, healthy and inclusive workplace		Director Organisational Services	
Code	Action	Responsible officer	Measures
9C1.1	Review and implement Council's workforce safety management systems and strengthen workplace safety culture	Manager People & Culture	Lost-time injury frequency rate Workers' compensation premiums BeSafe Safety Management System is delivered on time, within budget and scope Increase in lead and lag reporting rates
9C1.2	Engage with local ATSI communities on council employment and training opportunities, and encourage cultural awareness in the workforce	Manager People & Culture	Number of employees who identify as ATSI against Richmond Valley population benchmark Number of ATSI workplace partnership programs
9C1.3	Deliver Council's Disability Inclusion Action Plan priorities in the workforce	Manager People & Culture	Implementation of Disability Inclusion Action Plan actions through the workforce strategy
Principal Activity 9C2: Provide more opportunities for local employment and career development at Council		Director Organisational Services	
Code	Action	Responsible officer	Measures
9C2.1	Develop and implement formal pathways that map out career opportunities and employee development	Manager People & Culture	Staff participation in training programs Number of successful internal applicants
9C2.2	Create an Employee Value Proposition that attracts skilled workers to the region and retains existing employees	Manager People & Culture	Number of EVP incentives implemented Staff turnover rate against NSW benchmarks Participation rates in job interviews
9C2.3	Create and encourage opportunities for work experience programs	Manager People & Culture	Participation levels in work experience and employment programs
Principal Activity 9D1: Implement Richmond Valley Council's Enterprise Risk Management Framework		General Manager	
Code	Action	Responsible officer	Measures
9D1.1	Complete Continuous Risk Improvement Program Project	Chief of Staff	Project is delivered on time and within scope

9D1.2	Implement and review the Enterprise Risk Management Framework and maintain current risk registers, policies and procedures	Chief of Staff	Enterprise Risk Management framework is reviewed and adopted by Council
9D1.3	Implement Year 1 Risk Management Program	Chief of Staff	Risk register is maintained in accordance with procedure Risk management program is completed and recommendations provided to ARIC
9D1.4	Support the operation of Council's Audit Review and Improvement Committee and undertake internal audit program	Manager Finance	Council's ARIC meets on a quarterly basis, with reviews scheduled as per the executed Internal Audit Plan annually
9D1.5	Maintain adequate insurance coverage to support Council's operations	Governance Coordinator	Risks are adequately insured via relevant insurance policies
Principal Activity 9E1: Implement Council's Customer Service Charter		Director Organisational Services	
Code	Action	Responsible officer	Measures
9E1.1	Provide information to the community on customer service standards and expectations	Manager Regional Library	Customer Service Charter is reviewed and adopted by Council
9E1.2	Continue to explore opportunities for online customer services	Manager Regional Library	Number of online customer service opportunities identified
9E1.3	Provide regular reports to Council on performance against Customer Service benchmarks	Manager Regional Library	Quarterly report provided to Council detailing service levels and performance measures
Principal Activity 9F1: Provide transparent and timely development assessment and planning services		Director Planning and Sustainable Communities	
Code	Action	Responsible officer	Measures
9F1.1	Support applicants to understand regulatory requirements and prepare quality applications, through the Development Concierge Service	Manager Development and Certification	Quarterly report provided to Council detailing the deliverables of the Concierge service
9F1.2	Maintain benchmarks for development assessment and certification times	Manager Development and Certification	Application processing time benchmarks and achieved and reported to Council monthly
9F1.3	Provide quality development inspection and certification services	Manager Development and Certification	Professional services are delivered within agreed service levels and in accordance with legislative requirements and standards

9F1.4	Manage statutory processes efficiently	Manager Development and Certification	Processes meet required timeframes and standards
Principal Activity 9F2: Provide community-focused Ranger and regulatory services		Director Planning and Sustainable Communities	
Code	Action	Responsible officer	Measures
9F2.1	Manage companion animal services and stock impounding safely and effectively	Manager Development and Certification	Number of companion animals registered Number of animals successfully rehomed from animal pound
9F2.2	Maintain and upgrade Council's animal pound	Manager Development and Certification	Upgrade works are completed on time and within scope and budget Number of maintenance activities actioned and completed
9F2.3	Implement Council's Compliance and Enforcement Guidelines to prioritise actions and ensure fair and consistent regulatory response	Manager Development and Certification	Number of enforcement actions undertaken annually by Rangers (by category)
Principal Activity 9F3: Maintain public health and safety inspection requirements		Director Planning and Sustainable Communities	
Code	Action	Responsible officer	Measures
9F3.1	Undertake food safety inspections in accordance with requirements	Manager Sustainable Communities & Resource Recovery	Number of inspections reported annually in accordance with the Food Regulation Partnership Agreement with the NSW Food Authority
9F3.2	Continue to undertake public swimming pool monitoring program	Manager Sustainable Communities & Resource Recovery	Public swimming pools are monitored and non-compliances reported in accordance with NSW Health guidelines
9F3.3	Undertake health inspections at local businesses, as required	Manager Sustainable Communities & Resource Recovery	Registers maintained and businesses monitored in accordance with legislation
Principal Activity 9G1: Strengthen cyber-security, and utilise new technologies to improve safety and efficiency		Director Organisational Services	
Code	Action	Responsible officer	Measures
9G1.1	Achieve Essential 8 (Maturity Level One) and NSW mandatory cybersecurity requirements and audit compliance	Manager Information and Technology Services	Business disruption due to cyber incidents is minimised by implementing controls, policies, procedures, and plans that meet the requirements of the Essential 8 Maturity Level 1

9G1.2	Increase staff and Councillor awareness of cyber security risks	Manager Information and Technology Services	Improved rates of cyber security maturity at RVC through successful implementation of training, awareness campaigns, and phishing simulations.
9G1.3	Implement Council's Information Technology Strategy to improve efficiency	Manager Information and Technology Services	IT Strategy objective to create a secure, agile, and efficient technology environment is successfully achieved.
9G1.4	Implement Council's Cybersecurity Strategy	Manager Information and Technology Services	Local Government Cybersecurity guidelines are implemented through the Cybersecurity Strategy with annual reporting to the Executive.
Principal Activity 9G2: Maintain efficient business systems and processes		Director Organisational Services	
Code	Action	Responsible officer	Measures
9G2.1	Increase staff access to telecommunications and technology in the field	Manager Information and Technology Services	All field staff have access to reliable mobile technology, tools and information that enable them to perform their duties in an efficient and effective manner
9G2.2	Manage records effectively and ensure compliance with legislative requirements	Manager Information and Technology Services	Corporate record systems are maintained and meet NSW legislative requirements
9G2.3	Complete Stage 2 Tech One migration	Manager Information and Technology Services	Project is delivered on time, within scope and budget
Principal Activity 9G3: Provide efficient operational support		Director Organisational Services	
Code	Action	Responsible officer	Measures
9G3.1	Maintain and manage Council's work depots efficiently	Senior Leader Fleet & Procurement	Access control and tracking functions are implemented and depot security improved.
9G3.2	Deliver improvements to depots in accordance with adopted masterplans	Senior Leader Fleet & Procurement	Improvements to the Casino Depot are delivered on time, within scope and budget
9G3.3	Provide efficient workshop and fabrication shop services	Senior Leader Fleet & Procurement	Service parts control improvements are implemented and service and delivery times improved.

ANNEXUE A – Financial Estimates 2025-2029

Richmond Valley Council Operational Plan 2025/2026 including Forward Financial Estimates
Table of Contents

Table of Contents	Page
Budget Summary and Cash Result	4
1 Strengthening our role in the region	
Budget Summary	5
1 Establish the Richmond Valley as a regional growth centre	
Strategic Planning	6
Water Supplies Critical Infrastructure	7
Sewerage Services Critical Infrastructure	8
2 Adapt to regional challenges & build resilience	
Emergency Management	9-10
Property and Economic Projects	11
Disaster Recovery	12
3 Grow and diversify our economy	
Economic Development	13
Tourism	14
2 Creating great places to live	
Budget Summary	15
4 Create our local identity and lifestyle	
Festivals and Events	16
Libraries	17
Community Programs and Grants	18
Sports Grounds, Parks and Facilities	19-22
Community Centres and Halls	23-24
Swimming Pools	25
Cemeteries	26
5 Provide infrastructure that meets community needs	
Building and Maintaining Roads	27-30
Stormwater Management	31
Water Supplies	32-33
Sewerage Services	34-36
Engineering Support & Asset Management	37-38
Waste Management	39-40
3 Protecting our unique environment	
Budget Summary	41
6 Protect native bushland, biodiversity and waterways	
Environmental Sustainability	42
Environmental Management	43
7 Reduce our impacts on the environment	
Environmental Programs	44
4 Delivering for our community	
Budget Summary	45
8 Lead and advocate for our community	
Governance & Advocacy	46-47
Community Connection	48
9 Manage resources responsibly and provide great service	
Financial Services	49
People & Culture	50-51
Work Health & Safety	52
Fleet Management	53
Quarries	54-55
Private Works	56
Customer Service	57
Information Technology Services	58
Development & Regulatory Services	59-60
Capital Revenue	61-63
Capital Works Program	64-71
Restricted Assets Schedule	72-73

Richmond Valley Council Operational Plan 2025/2026 including Forward Financial Estimates

Budget Summary and Cash Result

Original Budget 2024/2025	Revised Budget 31-Mar-25	Description	Original Budget % +/-	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
		Operating Revenue					
1,934,812	5,669,199	Strengthening our role in the region	193.9%	5,686,163	2,080,494	2,116,440	2,193,940
37,422,792	38,033,674	Creating great places to live	10.7%	41,434,650	42,431,042	44,067,184	45,858,962
429,027	485,760	Protecting our unique environment	27.3%	546,143	352,096	340,263	350,470
35,314,838	36,477,673	Delivering for our community	3.0%	36,368,741	37,439,742	38,511,374	39,631,703
75,101,469	80,666,306	Total Operating Revenue	11.9%	84,035,698	82,303,373	85,035,261	88,035,075
		Operating Expenditure					
5,220,331	6,561,882	Strengthening our role in the region	124.2%	11,702,880	5,694,020	5,820,312	5,971,180
56,768,214	64,030,530	Creating great places to live	17.2%	66,507,335	66,645,629	68,675,299	67,985,277
1,870,930	2,001,969	Protecting our unique environment	8.7%	2,034,507	1,947,374	1,965,198	2,019,765
13,697,641	15,335,512	Delivering for our community	6.6%	14,597,742	14,809,924	15,228,369	15,878,440
77,557,116	87,929,893	Total Operating Expenditure	22.3%	94,842,465	89,096,947	91,689,179	91,854,662
(2,455,646)	(7,263,587)	Operating Result before Capital Grants and Contributions	340.1%	(10,806,767)	(6,793,574)	(6,653,918)	(3,819,587)
		Add: Capital Revenue					
38,195,588	38,401,644	Capital Grants & Contributions	19.6%	45,696,735	38,714,511	19,888,395	938,785
35,739,942	31,138,057	Operating Result including Capital Grants and Contributions	-2.4%	34,889,968	31,920,937	13,234,477	(2,880,802)
		Add: Non-Cash Expenses					
20,357,643	24,334,280	Depreciation	21.2%	24,672,900	24,644,214	25,133,202	22,827,944
61,554	61,554	Rehabilitation Borrowing Expenses	2.5%	63,093	64,671	66,288	67,945
0	2,200,000	Gain/Loss on Disposal of Assets	0.0%	2,200,000	2,200,000	2,200,000	2,200,000
		Add: Non-Operating Funds Employed					
0	0	Loan Funds Used	0.0%	0	0	20,000,000	0
1,950	1,950	Deferred Debtor Repayments	2.1%	1,990	1,876	0	0
3,460,862	1,252,182	Proceeds from Sale of Assets	49.5%	5,173,633	3,041,652	2,764,241	3,631,256
		Less: Funds Deployed for Non-Operating Purposes					
64,815,644	60,656,238	Asset Acquisition	22.7%	79,543,272	59,761,694	58,052,722	15,792,403
3,891,584	3,891,584	Loan Repayments	-13.0%	3,385,226	2,876,206	2,080,760	2,085,222
(9,085,278)	(5,559,799)	Cash Surplus/(Deficit)	75.3%	(15,926,914)	(764,550)	3,264,726	7,968,718
		Equity Movements					
(9,358,077)	(5,832,597)	Restricted Funds - Increase/(Decrease)	73.4%	(16,228,253)	(1,111,648)	2,940,226	7,658,803
272,799	272,798	Working Funds - Increase/(Decrease)	10.5%	301,339	347,098	324,500	309,915

Richmond Valley Council Operational Plan 2025/2026 including Forward Financial Estimates

Theme: Strengthening our role in the region - Budget Summary

Original Budget 2024/2025	Revised Budget 31-Mar-25	Description	Original Budget % +/-	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
		Operating Revenue					
12,500	257,500	Strategic Planning	0.0%	12,500	12,500	12,500	12,500
0	0	Water Supplies - Critical Infrastructure	0.0%	0	0	0	0
0	0	Sewerage Services - Critical Infrastructure	0.0%	0	0	0	0
1,452,647	1,468,042	Emergency Management	6.1%	1,541,093	1,581,951	1,623,916	1,667,016
0	3,327,439	Property and Economic Projects	0.0%	3,680,100	0	0	0
0	14,395	Disaster Recovery	0.0%	0	0	0	0
428,008	557,864	Economic Development	0.5%	430,164	443,069	456,361	470,052
41,657	43,959	Tourism	-46.5%	22,306	42,974	23,663	44,372
1,934,812	5,669,199	Total Operating Revenue	193.9%	5,686,163	2,080,494	2,116,440	2,193,940
		Operating Expenditure					
38,645	302,716	Strategic Planning	0.0%	38,645	38,645	38,645	38,645
0	0	Water Supplies - Critical Infrastructure	0.0%	0	0	0	0
0	0	Sewerage Services - Critical Infrastructure	0.0%	0	0	0	0
2,749,810	2,765,205	Emergency Management	7.2%	2,946,867	3,007,920	3,081,978	3,157,189
567,982	1,467,982	Property and Economic Projects	1088.1%	6,747,937	642,765	651,798	661,995
68,000	68,000	Disaster Recovery	-100.0%	0	0	0	0
1,412,269	1,552,125	Economic Development	12.3%	1,586,498	1,582,049	1,644,867	1,669,637
383,625	405,854	Tourism	-0.2%	382,934	422,640	403,024	443,713
5,220,331	6,561,882	Total Operating Expenditure	124.2%	11,702,880	5,694,020	5,820,312	5,971,180
(3,285,519)	(892,683)	Operating Result - Surplus/(Deficit)	83.1%	(6,016,717)	(3,613,526)	(3,703,872)	(3,777,240)
(2,336,913)	55,923	Operating Cash Result - Surplus/(Deficit)	111.6%	(4,944,487)	(2,529,509)	(2,598,940)	(2,650,868)
		Capital Movements					
		Add: Capital Grants and Contributions		23,618,515	35,176,500	16,450,000	0
		Add: Loan Funds Used		0	0	20,000,000	0
		Add: Asset Sales		4,259,090	2,181,818	1,889,090	3,000,000
		Add: Transfer from Reserves		9,828,941	5,176,500	1,450,000	0
		Less: Capital Expenditure		34,625,513	40,373,000	37,920,000	150,000
		Less: Loan Repayments		264,560	275,262	286,399	238,172
		Less: Transfer to Reserves		0	1,542,571	1,239,386	2,268,608
		Program Cash Result - Surplus/(Deficit)		(2,128,014)	(2,185,524)	(2,255,635)	(2,307,648)

Richmond Valley Council Operational Plan 2025/2026 including Forward Financial Estimates

Objective 1: Establish the Richmond Valley as a regional growth centre

Service: Strategic Planning

Original Budget 2024/2025	Revised Budget 31-Mar-25	Description	Original Budget % +/-	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
		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	245,000	Summerland Estate Resilient Land Program	0.0%	0	0	0	0
12,500	257,500	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
0	9,144	Mid-Richmond Place Plans	0.0%	0	0	0	0
0	9,927	Mid-Richmond Place Plans + Options Study (OLG)	0.0%	0	0	0	0
0	245,000	Summerland Estate Resilient Land Program	0.0%	0	0	0	0
38,645	302,716	Total Operating Expenditure	0.0%	38,645	38,645	38,645	38,645
(26,145)	(45,216)	Operating Result - Surplus/(Deficit)	0.0%	(26,145)	(26,145)	(26,145)	(26,145)
(26,145)	(45,216)	Operating Cash Result - Surplus/(Deficit)	0.0%	(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 2025/2026 including Forward Financial Estimates

Objective 1: Establish the Richmond Valley as a regional growth centre

Service: Water Supplies Critical Infrastructure

Original Budget 2024/2025	Revised Budget 31-Mar-25	Description	Original Budget % +/-	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
		Operating Revenue					
0	0	Total Operating Revenue	0.0%	0	0	0	0
		Operating Expenditure					
0	0	Total Operating Expenditure	0.0%	0	0	0	0
0	0	Operating Result - Surplus/(Deficit)	0.0%	0	0	0	0
0	0	Operating Cash Result - Surplus/(Deficit)	0.0%	0	0	0	0
		Capital Movements					
		Add: Capital Grants & Contributions		0	1,150,000	1,450,000	0
		Add: Loan Funds Used		0	0	0	0
		Add: Asset Sales		0	0	0	0
		Add: Transfer from Restricted Assets		0	1,150,000	1,450,000	0
		Less: Asset Acquisition		0	2,300,000	2,900,000	0
		Less: Loan Repayments		0	0	0	0
		Less: Transfer to Restricted Assets		0	0	0	0
		Program Cash Result - Surplus/(Deficit)		0	0	0	0

Richmond Valley Council Operational Plan 2025/2026 including Forward Financial Estimates

Objective 1: Establish the Richmond Valley as a regional growth centre

Service: Sewerage Services Critical Infrastructure

Original Budget 2024/2025	Revised Budget 31-Mar-25	Description	Original Budget % +/-	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
		Operating Revenue					
0	0	Total Operating Revenue	0.0%	0	0	0	0
		Operating Expenditure					
0	0	Total Operating Expenditure	0.0%	0	0	0	0
0	0	Operating Result - Surplus/(Deficit)	0.0%	0	0	0	0
0	0	Operating Cash Result - Surplus/(Deficit)	0.0%	0	0	0	0
		Capital Movements					
		Add: Capital Grants & Contributions		2,625,000	34,026,500	15,000,000	0
		Add: Loan Funds Used		0	0	20,000,000	0
		Add: Asset Sales		0	0	0	0
		Add: Transfer from Restricted Assets		5,575,000	4,026,500	0	0
		Less: Asset Acquisition		8,200,000	38,053,000	35,000,000	0
		Less: Loan Repayments		0	0	0	0
		Less: Transfer to Restricted Assets		0	0	0	0
		Program Cash Result - Surplus/(Deficit)		0	0	0	0

Richmond Valley Council Operational Plan 2025/2026 including Forward Financial Estimates

Objective 2: Adapt to regional challenges & build resilience

Service: Emergency Management

Original Budget 2024/2025	Revised Budget 31-Mar-25	Description	Original Budget % +/-	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
		Operating Revenue					
1,438,069	1,450,057	Fire Control Revenue	5.6%	1,518,018	1,558,784	1,600,654	1,643,656
2,985	2,985	Emergency Services - SES	3.0%	3,075	3,167	3,262	3,360
11,593	15,000	Emergency Services - Emergency Committee	72.5%	20,000	20,000	20,000	20,000
1,452,647	1,468,042	Total Operating Revenue	6.1%	1,541,093	1,581,951	1,623,916	1,667,016
		Operating Expenditure					
		Fire Control					
157,663	161,045	Regional Fire Control Centre	-23.9%	119,959	123,822	127,825	131,973
134,439	137,322	Richmond Valley Council Zone - M & R	19.2%	160,220	165,127	170,202	175,451
33,827	34,549	Richmond Valley Council Zone - Non-Claimable	21.5%	41,104	42,485	43,914	45,395
134,177	137,055	Lismore City Council (LCC) Zone - M & R	10.9%	148,790	153,270	157,900	162,684
98,969	101,092	Kyogle Council Zone - M & R	23.0%	121,699	125,407	129,241	133,207
		Statutory Contributions					
135,353	135,353	NSW Fire and Rescue	9.0%	147,515	151,203	154,983	158,858
477,001	477,001	NSW Rural Fire Service - Richmond Valley Council	6.0%	505,684	518,326	531,284	544,566
471,623	471,623	NSW Rural Fire Service - Lismore City Council	6.0%	499,983	512,483	525,295	538,427
429,238	429,238	NSW Rural Fire Service - Kyogle Council	6.0%	455,049	466,426	478,087	490,039
84,673	84,673	Emergency Services Levy	-14.5%	72,388	74,198	76,053	77,954
8,539	8,539	Casino SES	-3.4%	8,252	8,546	8,854	9,175
6,723	6,723	Broadwater SES	-0.7%	6,679	6,929	7,190	7,463
3,016	3,016	Coraki SES	63.7%	4,937	4,940	5,107	5,281
9,992	9,992	Woodburn SES	-27.7%	7,228	7,490	7,765	8,050

Richmond Valley Council Operational Plan 2025/2026 including Forward Financial Estimates

Objective 2: Adapt to regional challenges & build resilience

Service: Emergency Management

Original Budget 2024/2025	Revised Budget 31-Mar-25	Description	Original Budget % +/-	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
		Operating Expenditure (continued)					
0	0	Emergency Preparedness	0.0%	10,000	10,000	10,000	10,000
0	3,407	Emergency Services - Emergency Committee	0.0%	10,000	10,000	10,000	10,000
		Indirect Expenditure					
159,902	159,902	Activity Based Costing - Expense	11.5%	178,330	180,017	185,933	191,099
404,675	404,675	Depreciation	11.0%	449,050	447,251	452,345	457,567
2,749,810	2,765,205	Total Operating Expenditure	7.2%	2,946,867	3,007,920	3,081,978	3,157,189
(1,297,163)	(1,297,163)	Operating Result - Surplus/(Deficit)	8.4%	(1,405,774)	(1,425,969)	(1,458,062)	(1,490,173)
(892,488)	(892,488)	Operating Cash Result - Surplus/(Deficit)	7.2%	(956,724)	(978,718)	(1,005,717)	(1,032,606)
		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)		(956,724)	(978,718)	(1,005,717)	(1,032,606)

Richmond Valley Council Operational Plan 2025/2026 including Forward Financial Estimates

Objective 2: Adapt to regional challenges & build resilience

Service: Property and Economic Projects

Original Budget 2024/2025	Revised Budget 31-Mar-25	Description	Original Budget % +/-	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
		Operating Revenue					
0	3,327,439	Cassino Drive Industrial Precinct (BLERF)	0.0%	3,680,100	0	0	0
0	3,327,439	Total Operating Revenue	0.0%	3,680,100	0	0	0
		Operating Expenditure					
3,336	3,336	Property - Casino - 153 Barker St	-53.3%	1,557	1,634	1,716	1,802
94,625	94,625	Real Estate Development - Ops	50.8%	142,701	147,342	152,144	157,112
0	900,000	Cassino Drive Industrial Precinct (BLERF)	0.0%	6,107,539	0	0	0
		Borrowing Costs					
62,182	62,182	Interest on Loans	-13.7%	53,677	44,815	35,579	25,954
		Indirect Expenditure					
407,839	407,839	Activity Based Costing - Expense	8.5%	442,463	448,974	462,359	477,127
0	0	Depreciation	0.0%	0	0	0	0
567,982	1,467,982	Total Operating Expenditure	1088.1%	6,747,937	642,765	651,798	661,995
(567,982)	1,859,457	Operating Result - Surplus/(Deficit)	440.1%	(3,067,837)	(642,765)	(651,798)	(661,995)
(567,982)	1,859,457	Operating Cash Result - Surplus/(Deficit)	440.1%	(3,067,837)	(642,765)	(651,798)	(661,995)
		Capital Movements					
		Add: Capital Grants & Contributions		0	0	0	0
		Add: Loan Funds Used		0	0	0	0
		Add: Asset Sales		4,259,090	2,181,818	1,889,090	3,000,000
		Add: Transfer from Restricted Assets		3,193,693	0	0	0
		Less: Asset Acquisition		4,174,498	0	0	0
		Less: Loan Repayments		210,448	219,311	228,547	238,172
		Less: Transfer to Restricted Assets		0	1,319,742	1,008,745	2,099,833
		Program Cash Result - Surplus/(Deficit)		0	0	0	0

Richmond Valley Council Operational Plan 2025/2026 including Forward Financial Estimates

Objective 2: Adapt to regional challenges & build resilience

Service: Disaster Recovery

Original Budget 2024/2025	Revised Budget 31-Mar-25	Description	Original Budget % +/-	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
		Operating Revenue					
0	14,395	Community Recovery Coordinator	0.0%	0	0	0	0
0	14,395	Total Operating Revenue	0.0%	0	0	0	0
		Operating Expenditure					
68,000	68,000	Community Recovery Coordinator (Resilience NSW)	-100.0%	0	0	0	0
68,000	68,000	Total Operating Expenditure	-100.0%	0	0	0	0
(68,000)	(53,605)	Operating Result - Surplus/(Deficit)	-100.0%	0	0	0	0
(68,000)	(53,605)	Operating Cash Result - Surplus/(Deficit)	-100.0%	0	0	0	0
		Capital Movements					
		Add: Capital Grants & Contributions		16,681,015	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		16,681,015	0	0	0
		Less: Loan Repayments		0	0	0	0
		Less: Transfer to Restricted Assets		0	0	0	0
		Program Cash Result - Surplus/(Deficit)		0	0	0	0

Richmond Valley Council Operational Plan 2025/2026 including Forward Financial Estimates

Objective 3: Grow and diversify our economy

Service: Economic Development

Original Budget 2024/2025	Revised Budget 31-Mar-25	Description	Original Budget % +/-	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
		Operating Revenue					
428,008	557,864	Operating revenue	0.5%	430,164	443,069	456,361	470,052
428,008	557,864	Total Operating Revenue	0.5%	430,164	443,069	456,361	470,052
		Operating Expenditure					
148,305	158,305	Economic Development Expenditure	5.9%	157,019	151,411	155,934	160,590
27,458	157,314	Operating costs	184.9%	78,240	60,402	62,654	64,999
		Economic Development Initiatives					
21,000	21,000	Economic Development Projects	-72.8%	5,719	0	20,000	0
1,500	1,500	Business Chamber Memberships	0.0%	1,500	1,500	1,500	1,500
		Invest & Live RV					
294,448	294,448	Invest & Live Expenditure	12.1%	330,072	339,287	348,777	358,549
		Borrowing Costs					
17,449	17,449	Interest on Loans	-70.2%	5,207	3,368	1,466	0
		Indirect Expenditure					
291,010	291,010	Activity Based Costing - Expense	7.2%	312,046	313,076	322,489	333,215
72,008	72,008	Activity Based Costing - Expense	10.6%	79,635	80,518	83,748	86,277
539,091	539,091	Depreciation	14.5%	617,060	632,487	648,299	664,507
1,412,269	1,552,125	Total Operating Expenditure	12.3%	1,586,498	1,582,049	1,644,867	1,669,637
(984,261)	(994,261)	Operating Result - Surplus/(Deficit)	17.5%	(1,156,334)	(1,138,980)	(1,188,506)	(1,199,585)
(445,170)	(994,261)	Operating Cash Result - Surplus/(Deficit)	21.1%	(539,274)	(506,493)	(540,207)	(535,078)
		Capital Movements					
		Add: Capital Grants & Contributions		4,312,500	0	0	0
		Add: Loan Funds Used		0	0	0	0
		Add: Asset Sales		0	0	0	0
		Add: Transfer from Restricted Assets		1,060,249	0	0	0
		Less: Asset Acquisition		5,570,000	20,000	20,000	150,000
		Less: Loan Repayments		54,112	55,951	57,852	0
		Less: Transfer to Restricted Assets		0	222,830	230,641	168,776
		Program Cash Result - Surplus/(Deficit)		(790,637)	(805,274)	(848,700)	(853,854)

Richmond Valley Council Operational Plan 2025/2026 including Forward Financial Estimates

Objective 3: Grow and diversify our economy

Service: Tourism

Original Budget 2024/2025	Revised Budget 31-Mar-25	Description	Original Budget % +/-	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
		Operating Revenue					
38,379	38,379	Tourism Revenue	-50.7%	18,930	39,497	20,082	40,684
3,278	5,580	Woodburn Visitor Information Centre	3.0%	3,376	3,477	3,581	3,688
41,657	43,959	Total Operating Revenue	-46.5%	22,306	42,974	23,663	44,372
		Operating Expenditure					
171,812	171,812	Tourism Expenditure	10.5%	189,874	195,479	201,250	207,192
		Visitor Information Centres					
48,370	48,370	Casino	-4.2%	46,361	49,204	50,620	52,079
23,131	23,131	Evans Head	38.1%	31,939	32,810	33,708	34,632
17,695	19,997	Woodburn	9.0%	19,294	19,913	20,554	21,218
0	1,290	VIC Insurance Repairs	0.0%	0	0	0	0
92,777	107,749	Discover Richmond Valley Projects	-30.6%	64,346	95,955	67,604	99,294
25,000	28,665	Public Art	0.0%	25,000	25,000	25,000	25,000
		Indirect Expenditure					
4,840	4,840	Depreciation	26.4%	6,120	4,279	4,288	4,298
383,625	405,854	Total Operating Expenditure	-0.2%	382,934	422,640	403,024	443,713
(341,968)	(361,895)	Operating Result - Surplus/(Deficit)	5.5%	(360,628)	(379,666)	(379,361)	(399,341)
(337,128)	(357,055)	Operating Cash Result - Surplus/(Deficit)	5.2%	(354,508)	(375,387)	(375,073)	(395,043)
		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)		(354,508)	(375,387)	(375,073)	(395,043)

Richmond Valley Council Operational Plan 2025/2026 including Forward Financial Estimates

Theme: Creating great places to live - Budget Summary

Original Budget 2024/2025	Revised Budget 31-Mar-25	Description	Original Budget % +/-	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
		Operating Revenue					
103,729	324,499	Festivals and Events	80.1%	186,840	192,445	198,218	204,164
1,601,461	1,602,500	Libraries	2.7%	1,644,684	1,771,274	1,818,628	1,871,422
0	3,803	Community Programs and Grants	0.0%	0	0	0	0
338,490	371,130	Sports Grounds, Parks and Facilities	29.8%	439,192	450,015	463,430	477,246
118,607	118,607	Community Centres and Halls	-2.8%	115,305	118,765	122,327	125,998
0	0	Swimming Pools	0.0%	0	0	0	0
451,121	451,121	Cemeteries	5.0%	473,677	479,444	493,061	506,817
6,153,662	6,370,430	Building and Maintaining Roads	11.1%	6,834,575	7,140,274	7,368,667	7,500,054
208,764	208,764	Stormwater	0.3%	209,343	210,390	211,442	212,499
8,327,452	8,353,630	Water Supplies	9.4%	9,109,863	9,559,413	10,002,302	10,532,175
11,133,913	11,185,027	Sewerage Services	8.9%	12,121,727	12,716,640	13,273,078	13,983,618
64,552	123,122	Engineering Support & Asset Management	2.8%	66,353	68,209	70,121	72,090
8,921,041	8,921,041	Waste Management	14.7%	10,233,091	9,724,173	10,045,910	10,372,879
37,422,792	38,033,674	Total Operating Revenue	10.7%	41,434,650	42,431,042	44,067,184	45,858,962
		Operating Expenditure					
368,020	576,173	Festivals and Events	26.7%	466,309	479,094	492,144	506,568
2,823,149	2,824,188	Libraries	5.5%	2,979,081	3,105,623	3,186,856	3,274,449
272,652	288,035	Community Programs and Grants	6.6%	290,616	297,433	305,773	314,468
4,574,320	4,728,700	Sports Grounds, Parks and Facilities	4.6%	4,783,430	4,771,462	4,888,087	5,008,127
942,679	942,679	Community Centres and Halls	14.2%	1,076,565	1,033,843	1,057,374	1,080,691
1,501,683	1,501,683	Swimming Pools	7.1%	1,608,480	1,592,885	1,612,190	1,631,533
450,717	450,717	Cemeteries	10.2%	496,485	507,210	522,038	537,195
18,573,272	19,911,580	Building and Maintaining Roads	6.5%	19,786,263	20,023,121	20,554,256	21,049,174
1,124,270	1,344,376	Stormwater	10.3%	1,240,350	1,254,720	1,284,609	1,310,345
8,218,221	8,906,501	Water Supplies	14.8%	9,431,807	9,635,716	9,868,975	10,136,477
9,398,107	12,670,621	Sewerage Services	40.4%	13,197,503	13,152,925	13,924,019	11,938,470
64,552	1,425,122	Engineering Support & Asset Management	2070.9%	1,401,353	1,403,209	1,405,121	1,407,090
8,456,573	8,460,156	Waste Management	15.3%	9,749,092	9,388,388	9,573,858	9,790,690
56,768,214	64,030,530	Total Operating Expenditure	17.2%	66,507,335	66,645,629	68,675,299	67,985,277
(19,345,422)	(25,996,856)	Operating Result - Surplus/(Deficit)	29.6%	(25,072,685)	(24,214,587)	(24,608,115)	(22,126,315)
(1,478,935)	(4,153,732)	Operating Cash Result - Surplus/(Deficit)	-37.1%	(930,503)	(148,992)	(114,653)	(760)
		Capital Movements					
		Add: Capital Grants and Contributions		21,698,220	3,238,011	3,138,395	738,785
		Add: Loan Funds Used		0	0	0	0
		Add: Asset Sales		159,864	193,682	258,591	131,409
		Add: Transfer from Reserves		14,663,910	4,914,210	2,804,741	629,130
		Less: Capital Expenditure		42,387,759	16,858,694	17,602,722	13,427,983
		Less: Loan Repayments		3,120,666	2,600,944	1,794,361	1,847,050
		Less: Transfer to Reserves		6,355,400	5,366,122	3,602,207	3,282,499
		Program Cash Result - Surplus/(Deficit)		(16,272,334)	(16,628,850)	(16,912,217)	(17,058,967)

Richmond Valley Council Operational Plan 2025/2026 including Forward Financial Estimates

Objective 4: Celebrate our local identity and lifestyle

Service: Festivals and Events

Original Budget 2024/2025	Revised Budget 31-Mar-25	Description	Original Budget % +/-	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
		Operating Revenue					
25,449	25,449	Events - Casino Beef Week	3.0%	26,212	26,998	27,808	28,642
78,280	251,252	Events - Casino Truck Show	105.2%	160,628	165,447	170,410	175,522
0	32,000	Events - COW FM Country Music Festival	0.0%	0	0	0	0
0	1,498	Events - Christmas Street Party	0.0%	0	0	0	0
0	4,300	Events - Richmond Valley Street Fair	0.0%	0	0	0	0
0	10,000	Events - Australia Day (Branding Grant Funding)	0.0%	0	0	0	0
103,729	324,499	Total Operating Revenue	80.1%	186,840	192,445	198,218	204,164
		Operating Expenditure					
138,387	138,387	Events Management - Ops	31.0%	181,239	186,727	192,295	198,032
		Event Support					
7,151	7,151	Anzac Day	3.8%	7,424	7,636	7,854	8,078
8,834	18,834	Australia Day	3.3%	9,124	9,372	9,626	9,888
2,327	2,327	Bentley Art Prize	2.3%	2,381	2,422	2,463	2,506
68,675	183,830	Casino Truck Show	75.3%	120,392	123,402	126,487	129,649
54,689	54,689	Casino Beef Week	1.5%	55,488	56,972	58,495	60,060
1,796	4,897	Casino Fun Run	2.9%	1,848	1,903	1,959	2,016
0	0	Casino Show	0.0%	11,397	0	11,974	0
0	40,000	COW FM Country Music Festival	0.0%	0	0	0	0
44,190	41,089	Other Events	-23.2%	33,924	46,479	35,695	49,899
28,958	28,958	Primex	2.5%	29,682	30,424	31,185	31,965
500	500	Quota Club Fair	0.0%	500	500	500	500
1,844	1,844	Remembrance Day	4.1%	1,919	1,975	2,032	2,092
9,598	11,096	RVC Christmas Street Party	3.0%	9,886	10,147	10,414	10,688
1,071	1,071	RVC Events/Ceremonies	3.2%	1,105	1,135	1,165	1,195
0	21,500	Richmond Valley Street Fair	0.0%	0	0	0	0
0	20,000	Casino Truck Show Marketing (Grant)	0.0%	0	0	0	0
368,020	576,173	Total Operating Expenditure	26.7%	466,309	479,094	492,144	506,568
(264,291)	(251,674)	Operating Result - Surplus/(Deficit)	5.7%	(279,469)	(286,649)	(293,926)	(302,404)
(264,291)	(251,674)	Operating Cash Result - Surplus/(Deficit)	5.7%	(279,469)	(286,649)	(293,926)	(302,404)
		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		40,236	42,045	43,923	45,873
		Program Cash Result - Surplus/(Deficit)		(319,705)	(328,694)	(337,849)	(348,277)

Richmond Valley Council Operational Plan 2025/2026 including Forward Financial Estimates

Objective 4: Celebrate our local identity and lifestyle

Service: Libraries

Original Budget 2024/2025	Revised Budget 31-Mar-25	Description	Original Budget % +/-	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
		Operating Revenue					
0	0	Public Libraries Revenue	0.0%	0	0	0	0
0	642	Donations	0.0%	0	0	0	0
0	397	Grant Revenue	0.0%	0	0	0	0
1,601,461	1,601,461	Richmond Upper Clarence Regional Library	2.7%	1,644,684	1,771,274	1,818,628	1,871,422
1,601,461	1,602,500	Total Operating Revenue	2.7%	1,644,684	1,771,274	1,818,628	1,871,422
		Operating Expenditure					
55,674	55,674	Casino Library	48.9%	82,873	85,666	88,566	91,573
11,942	11,942	Coraki Library	67.8%	20,040	20,714	21,413	22,137
7,837	7,837	Evans Head Library	-2.8%	7,620	7,811	8,006	8,206
954,760	954,760	Regional Library Contributions	2.3%	976,985	1,065,415	1,093,231	1,125,944
1,443,094	1,443,094	Richmond Upper Clarence Regional Library	5.1%	1,516,703	1,553,857	1,599,285	1,646,044
		Cost of Assets Sold	0.0%	15,000	15,000	15,000	15,000
0	642	Speech Pathology	0.0%	0	0	0	0
6,000	6,000	Local Newspaper Binding	-100.0%	0	0	0	0
0	397	Grandparents Day	0.0%	0	0	0	0
		Indirect Expenditure					
65,842	65,842	Activity Based Costing - Expense	6.2%	69,910	71,268	73,455	75,585
278,000	278,000	Depreciation	4.3%	289,950	285,891	287,900	289,959
2,823,149	2,824,188	Total Operating Expenditure	5.5%	2,979,081	3,105,623	3,186,856	3,274,449
(1,221,688)	(1,221,688)	Operating Result - Surplus/(Deficit)	9.2%	(1,334,397)	(1,334,349)	(1,368,228)	(1,403,027)
(943,688)	(943,688)	Operating Cash Result - Surplus/(Deficit)	10.7%	(1,044,447)	(1,048,458)	(1,080,328)	(1,113,068)
		Capital Movements					
		Add: Capital Grants & Contributions		562,400	62,400	62,400	62,400
		Add: Loan Funds Used		0	0	0	0
		Add: Asset Sales		102,500	500	9,500	500
		Add: Transfer from Restricted Assets		239,201	0	0	0
		Less: Asset Acquisition		987,841	111,178	135,770	103,289
		Less: Loan Repayments		0	0	0	0
		Less: Transfer to Restricted Assets		0	124,167	109,752	138,500
		Program Cash Result - Surplus/(Deficit)		(1,128,187)	(1,220,903)	(1,253,950)	(1,291,957)

Richmond Valley Council Operational Plan 2025/2026 including Forward Financial Estimates

Objective 4: Celebrate our local identity and lifestyle

Service: Community Programs and Grants

Original Budget 2024/2025	Revised Budget 31-Mar-25	Description	Original Budget % +/-	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
0	3,803	Operating Revenue					
		Contributions	0.0%	0	0	0	0
0	3,803	Total Operating Revenue	0.0%	0	0	0	0
		Operating Expenditure					
		Community Programs and Grants					
2,225	2,225	Administration Expenses	-18.4%	1,815	1,861	1,908	1,956
81,575	81,575	Donations	2.5%	83,614	85,704	87,847	90,043
102,680	102,680	Employee Costs	12.7%	115,736	119,208	122,785	126,468
5,638	5,638	Aboriginal Programs	2.5%	5,778	5,922	6,070	6,222
8,207	8,207	Community Projects	2.5%	8,412	8,622	8,838	9,059
4,100	4,100	Aged & Disability	2.5%	4,203	4,308	4,416	4,526
1,088	1,088	Projects for Women	2.5%	1,115	1,143	1,172	1,201
7,614	11,417	Projects for Youth	2.5%	7,804	7,999	8,199	8,404
0	11,580	Indigenous Youth Cricket Program	0.0%	0	0	0	0
		Indirect Expenditure					
59,526	59,526	Activity Based Costing - Expense	4.4%	62,139	62,666	64,538	66,589
272,652	288,035	Total Operating Expenditure	6.6%	290,616	297,433	305,773	314,468
(272,652)	(284,232)	Operating Result - Surplus/(Deficit)	6.6%	(290,616)	(297,433)	(305,773)	(314,468)
(272,652)	(284,232)	Operating Cash Result - Surplus/(Deficit)	6.6%	(290,616)	(297,433)	(305,773)	(314,468)
		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)		(290,616)	(297,433)	(305,773)	(314,468)

Richmond Valley Council Operational Plan 2025/2026 including Forward Financial Estimates

Objective 4: Celebrate our local identity and lifestyle

Service: Sports Grounds, Parks & Facilities

Original Budget 2024/2025	Revised Budget 31-Mar-25	Description	Original Budget % +/-	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
		Operating Revenue					
36,992	36,992	Sports Grounds Revenue	10.9%	41,021	39,986	41,186	42,421
44,825	44,825	Casino Sports Stadium	-34.7%	29,274	30,152	31,057	31,989
79,691	79,691	Parks & Gardens Revenue	3.0%	82,082	84,545	87,082	89,694
0	32,640	Jabiru Wetlands Weed Control	0.0%	0	0	0	0
77,233	77,233	Coraki Caravan Park	18.0%	91,160	93,895	96,712	99,614
70,160	70,160	Casino Showground Revenue	135.6%	165,265	170,222	175,329	180,589
29,589	29,589	Evans Head Surf Club Revenue	2.7%	30,390	31,215	32,064	32,939
338,490	371,130	Total Operating Revenue	29.8%	439,192	450,015	463,430	477,246
		Operating Expenditure					
		Sports Grounds - Casino					
16,019	16,019	Albert Park	2.0%	16,344	16,910	17,498	18,112
7,410	7,410	Albert Park Rest Area	3.8%	7,690	7,908	8,134	8,364
257,697	257,697	Casino Sports Stadium	-2.5%	251,202	258,589	266,207	274,073
54,581	54,581	Colley Park	13.9%	62,149	64,365	66,670	69,066
0	10,000	Colley Park - Demolish playground	0.0%	0	0	0	0
0	4,994	Colley Park - Electrical Upgrade	0.0%	0	0	0	0
8,109	8,109	Jubilee Park	2.0%	8,270	8,531	8,802	9,084
7,162	7,162	McDonald Park	3.1%	7,383	7,594	7,811	8,035
0	7,000	McDonald Park Boat Ramp	0.0%	0	0	0	0
0	15,279	McDonald Park - Riparian	0.0%	0	0	0	0
150,512	150,512	Queen Elizabeth Park No 1	6.0%	159,533	165,658	172,039	178,686
2,608	2,608	Queen Elizabeth Park No 2	39.8%	3,647	3,829	4,020	4,222
823	823	Queen Elizabeth Park No 3 & 4	-13.5%	712	748	785	824
32,089	32,089	Queen Elizabeth Park Outer	2.8%	32,993	33,913	34,858	35,832
4,100	4,100	QE Riverbank Maintenance	1.0%	4,141	4,100	4,100	4,100
1,922	1,922	Queen Elizabeth Park No 5	66.4%	3,198	3,358	3,526	3,702
0	0	Sporting Gds Casino - QE Park No 6	0.0%	100	105	110	116
0	0	Sporting Gds Casino - QE Park No 7	0.0%	100	105	110	116
11,574	11,574	Riverview Park	6.1%	12,275	12,643	13,024	13,419
4,793	4,793	Tennis Club	-10.5%	4,292	4,462	4,639	4,822
		Sports Grounds - Coraki					
21,329	21,329	Windsor Park	8.6%	23,160	23,906	24,679	25,476
		Sports Grounds - Evans Head					
40,723	40,723	Paddon/Coast Guard Park	-50.5%	20,175	20,887	21,625	22,395
73,277	73,277	Stan Payne Oval	25.4%	91,889	95,608	99,490	103,540
2,863	2,863	Waterfront Structures	2.5%	2,935	3,008	3,083	3,160

Richmond Valley Council Operational Plan 2025/2026 including Forward Financial Estimates

Objective 4: Celebrate our local identity and lifestyle

Service: Sports Grounds, Parks & Facilities

Original Budget 2024/2025	Revised Budget 31-Mar-25	Description	Original Budget % +/-	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
		Operating Expenditure (continued)					
		Sports Grounds - Rappville					
8,117	8,117	Rappville Showground	17.7%	9,550	9,899	10,264	10,643
4,556	4,556	Tennis Club	16.1%	5,290	5,456	5,627	5,804
0	9,000	Rappville Tennis Playground	0.0%	0	0	0	0
		Sports Grounds - Woodburn					
30,214	30,214	Woodburn Oval	23.5%	37,310	38,762	40,273	41,845
		Topsoil (SRV 08/09)					
20,000	20,000	Topdressing, Coring & Thatching	0.0%	20,000	20,000	20,000	20,000
		Borrowing Costs					
5,232	5,232	Interest on Loans	-100.0%	0	0	0	0
		Indirect Expenditure					
330,686	330,686	Activity Based Costing - Expense	9.1%	360,828	363,278	375,353	386,743
724,400	724,400	Depreciation	13.2%	820,150	724,400	724,400	724,400
		Parks - Casino					
30,487	30,487	Coronation Park	38.9%	42,354	43,602	44,890	46,219
34,348	34,348	Crawford Square	30.7%	44,897	46,257	47,662	49,111
14,620	14,620	Elsmer Jones Park	5.1%	15,362	15,837	16,330	16,838
12,423	12,423	Jabiru Wetlands	3.7%	12,884	13,248	13,623	14,009
0	32,661	Other Activities	0.0%	0	0	0	0
0	32,640	Jabiru Wetlands Weed Control	0.0%	0	0	0	0
10,872	10,872	McAuliffe Park	1.6%	11,041	11,347	11,662	11,987
50,000	50,000	Casino Riverbank Presentation	0.0%	50,000	50,000	50,000	50,000
4,487	4,487	Savins Park	1.5%	4,556	4,720	4,892	5,071
9,391	9,391	Webb Park	-14.9%	7,988	8,270	8,563	8,869
10,117	10,117	Barker St Green Space	12.4%	11,370	11,679	11,998	12,325
		Parks - Broadwater					
10,884	10,884	Broadwater Memorial Park	5.3%	11,456	11,845	12,247	12,667
		Parks - Coraki					
40,557	40,557	Coraki Riverside Park	5.3%	42,696	44,146	45,652	47,215
0	12,104	Coraki Riverside Park - Flood repairs	0.0%	0	0	0	0
70,265	70,265	Coraki Caravan Park	67.0%	117,368	120,843	124,432	128,135
4,743	4,743	Coraki Dog Off Leash Area	3.8%	4,921	5,062	5,206	5,355
		Parks - Evans Head					
3,982	3,982	Airforce Beach	-2.2%	3,895	4,014	4,136	4,262
16,509	16,509	Evans Head Foreshore Reserve	3.8%	17,132	17,620	18,118	18,634
5,403	5,403	Evans Head Memorial Reserve	15.0%	6,212	6,414	6,621	6,838
10,851	10,851	Kalimna Park	-2.0%	10,629	10,971	11,327	11,694
2,165	2,165	Lilli Pilli PI Reserve	3.3%	2,237	2,298	2,361	2,426
16,387	16,387	Razorback Lookout	7.4%	17,600	18,206	18,837	19,490
10,274	10,274	Shark Bay	3.0%	10,586	10,940	11,306	11,687

Richmond Valley Council Operational Plan 2025/2026 including Forward Financial Estimates

Objective 4: Celebrate our local identity and lifestyle

Service: Sports Grounds, Parks & Facilities

Original Budget 2024/2025	Revised Budget 31-Mar-25	Description	Original Budget % +/-	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
		Operating Expenditure (continued)					
		Parks - Woodburn					
58,899	58,899	Woodburn Riverside Park	-30.2%	41,139	42,454	43,818	45,224
5,000	5,000	Woodburn Riverside Park Maintenance (SRV 08/09)	0.0%	5,000	5,000	5,000	5,000
		Parks Other					
22,076	41,999	Coastal Reserve Biodiversity	-100.0%	0	0	0	0
916	916	Landcare Groups	2.5%	939	962	986	1,011
1,165	1,165	Landcare Trailer Maintenance	2.5%	1,194	1,224	1,255	1,286
13,497	13,497	New Year's Eve	3.0%	13,903	14,289	14,687	15,094
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	15,000	Playground Maintenance (SRV 14/15)	0.0%	15,000	15,000	15,000	15,000
133,861	133,861	Other Parks Operating Expenditure	16.1%	155,373	160,931	166,701	172,697
		Borrowing Costs					
7,050	7,050	Interest on Loans	-34.6%	4,608	2,640	1,003	0
		Indirect Costs					
301,906	301,906	Activity Based Costing - Expense	8.3%	326,836	331,660	341,931	352,329
318,178	318,178	Depreciation	16.7%	371,290	368,843	375,529	382,382
		Other Sport and Recreation					
236,152	236,152	Showground Casino	26.9%	299,689	309,283	319,217	329,494
0	0	Showground - Casino - Free Camping	0.0%	1,000	1,025	1,051	1,077
80,995	91,774	Evans Head Surf Club	-8.7%	73,953	76,874	79,919	83,095
83,938	83,938	Northern Rivers Rail Trail	65.4%	138,823	142,334	145,937	149,633
		Indirect Expenses					
174,334	174,334	Activity Based Costing - Expense	9.0%	190,062	192,871	199,503	206,184
637,647	637,647	Depreciation	-33.8%	421,990	431,560	442,302	453,312
		Public Toilets					
70,461	70,461	Casino	-0.9%	69,838	71,939	74,105	76,339
9,485	9,485	Broadwater	2.5%	9,725	9,970	10,220	10,477
20,688	20,688	Coraki	42.8%	29,535	30,481	31,461	32,478
47,976	47,976	Evans Head	8.4%	52,027	53,538	55,088	56,687
56,034	56,034	Woodburn	2.2%	57,264	58,709	60,191	61,710
15,000	15,000	Additional Maintenance (SRV 14/15)	0.0%	15,000	15,000	15,000	15,000

Richmond Valley Council Operational Plan 2025/2026 including Forward Financial Estimates

Objective 4: Celebrate our local identity and lifestyle

Service: Sports Grounds, Parks & Facilities

Original Budget 2024/2025	Revised Budget 31-Mar-25	Description	Original Budget % +/-	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
		Operating Expenditure (continued)					
1,210	1,210	Borrowing Costs					
		Interest on Loans	-35.2%	784	382	117	0
56,477	56,477	Indirect Expenditure					
3,315	3,315	Activity Based Costing - Expense	7.5%	60,737	61,838	63,667	65,700
		Depreciation	12.2%	3,720	3,814	3,910	4,007
4,574,320	4,728,700	Total Operating Expenditure	4.6%	4,783,430	4,771,462	4,888,087	5,008,127
(4,235,830)	(4,357,570)	Operating Result - Surplus/(Deficit)	2.6%	(4,344,238)	(4,321,447)	(4,424,657)	(4,530,881)
(2,552,290)	(2,674,030)	Operating Cash Result - Surplus/(Deficit)	6.8%	(2,727,088)	(2,792,830)	(2,878,516)	(2,966,780)
		Capital Movements					
		Add: Capital Grants & Contributions		1,671,879	25,611	25,995	26,385
		Add: Loan Funds Used		0	0	0	0
		Add: Asset Sales		0	0	0	0
		Add: Transfer from Restricted Assets		1,812,050	142,334	145,937	149,633
		Less: Asset Acquisition		3,690,106	275,611	275,995	276,500
		Less: Loan Repayments		75,209	61,141	44,186	0
		Less: Transfer to Restricted Assets		0	0	0	0
		Program Cash Result - Surplus/(Deficit)		(3,008,474)	(2,961,637)	(3,026,765)	(3,067,262)

Richmond Valley Council Operational Plan 2025/2026 including Forward Financial Estimates

Objective 4: Celebrate our local identity and lifestyle

Service: Community Centres and Halls

Original Budget 2024/2025	Revised Budget 31-Mar-25	Description	Original Budget % +/-	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
		Operating Revenue					
6,093	6,093	Casino Art Gallery	-99.8%	11	11	11	11
858	858	Casino Band Hall	-41.7%	500	515	530	546
14,491	14,491	Casino Civic Hall	3.0%	14,926	15,374	15,835	16,310
90,776	90,776	Casino Community & Cultural Centre	3.0%	93,499	96,304	99,193	102,170
12	12	Casino Drill Hall	0.0%	12	12	12	12
282	282	Casino Historical Museum	6.4%	300	309	318	328
118	118	Casino Lions Club	3.4%	122	126	130	134
118	118	Casino Rotary Club	3.4%	122	126	130	134
4,000	4,000	Evans Head Senior Citizens Hall	3.0%	4,120	4,244	4,371	4,502
584	584	Evans Head Pre-School	3.1%	602	620	639	658
1,275	1,275	Yorklea Community Centre	-14.4%	1,091	1,124	1,158	1,193
118,607	118,607	Total Operating Revenue	-2.8%	115,305	118,765	122,327	125,998
		Operating Expenditure					
4,820	4,820	Casino Art Gallery	14.2%	5,506	5,702	5,907	6,121
4,059	4,059	Casino Band Hall	-0.8%	4,026	4,199	4,382	4,574
40,584	40,584	Casino Civic Hall	14.1%	46,292	47,913	49,596	51,344
101,473	101,473	Casino Community and Cultural Centre	2.5%	104,026	107,686	111,490	115,445
49,816	49,816	Casino Drill Hall	28.7%	64,116	66,207	68,375	70,620
12,090	12,090	Casino Historical Museum	5.0%	12,700	13,215	13,752	14,312
13,715	13,715	Casino Neighbourhood Centre	-27.1%	10,001	10,439	10,898	11,378
1,036	1,036	Casino Playgroup Hall	106.9%	2,143	2,224	2,308	2,395
1,730	1,730	Casino Scout Hall	89.2%	3,274	3,393	3,517	3,647
18,664	18,664	Broadwater Community Hall	-1.3%	18,415	19,072	19,755	20,465
1,294	1,294	Clovass Community Centre	-25.5%	964	1,011	1,060	1,112
11,302	11,302	Coraki Baby Health Centre	-37.8%	7,028	7,331	7,648	7,978
12,591	12,591	Coraki Youth Hall	0.8%	12,695	13,179	13,680	14,205
9,445	9,445	Evans Head Recreation Hall	1.2%	9,561	9,923	10,300	10,693
3,284	3,284	Evans Head Scout Hall	-5.5%	3,104	3,218	3,336	3,459
8,641	8,641	Evans Head Senior Citizens Hall	49.5%	12,916	13,470	14,050	14,656
9,318	9,318	Evans Head Living Museum	30.9%	12,199	12,627	13,074	13,536
8,483	8,483	Fairy Hill Hall	6.3%	9,018	9,312	9,614	9,929
20,685	20,685	Rappville Hall	114.3%	44,321	45,545	46,806	48,103
9,785	9,785	Rileys Hill Community Centre	-2.6%	9,530	9,849	10,179	10,522
8,235	8,235	Woodburn Hall	-3.5%	7,944	8,257	8,582	8,922
6,307	6,307	Woodview Hall	-6.6%	5,891	6,097	6,310	6,533
3,354	3,354	Yorklea Community Centre	-2.1%	3,284	3,433	3,589	3,752

Richmond Valley Council Operational Plan 2025/2026 including Forward Financial Estimates

Objective 4: Celebrate our local identity and lifestyle

Service: Community Centres and Halls

Original Budget 2024/2025	Revised Budget 31-Mar-25	Description	Original Budget % +/-	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
		Operating Expenditure (continued)					
		Indirect Expenditure					
193,462	193,462	Activity Based Costing - Expense	13.4%	219,441	222,035	230,660	238,484
388,506	388,506	Depreciation	15.4%	448,170	388,506	388,506	388,506
942,679	942,679	Total Operating Expenditure	14.2%	1,076,565	1,033,843	1,057,374	1,080,691
(824,072)	(824,072)	Operating Result - Surplus/(Deficit)	16.6%	(961,260)	(915,078)	(935,047)	(954,693)
(435,566)	(435,566)	Operating Cash Result - Surplus/(Deficit)	17.8%	(513,090)	(526,572)	(546,541)	(566,187)
		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		125,375	0	0	0
		Less: Asset Acquisition		129,742	50,108	50,860	51,623
		Less: Loan Repayments		0	0	0	0
		Less: Transfer to Restricted Assets		0	0	0	0
		Program Cash Result - Surplus/(Deficit)		(517,457)	(576,680)	(597,401)	(617,810)

Richmond Valley Council Operational Plan 2025/2026 including Forward Financial Estimates

Objective 4: Celebrate our local identity and lifestyle

Service: Swimming Pools

Original Budget 2024/2025	Revised Budget 31-Mar-25	Description	Original Budget % +/-	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
		Operating Revenue					
0	0	Total Operating Revenue	0.0%	0	0	0	0
		Operating Expenditure					
368,454	368,454	Casino Swimming Pool	6.1%	390,915	400,957	411,264	421,841
79,189	79,189	Coraki Swimming Pool	6.4%	84,239	86,379	88,574	90,825
415,388	415,388	Evans Head Aquatic Centre	10.1%	457,199	468,890	480,887	493,198
88,638	88,638	Woodburn Swimming Pool	4.0%	92,191	94,532	96,933	99,394
		Interest Expense					
99,618	99,618	Interest Expense	-10.8%	88,885	77,924	65,325	52,936
		Indirect Expenditure					
102,896	102,896	Activity Based Costing - Expense	12.8%	116,090	116,703	121,707	125,839
347,500	347,500	Depreciation	9.1%	378,960	347,500	347,500	347,500
1,501,683	1,501,683	Total Operating Expenditure	7.1%	1,608,480	1,592,885	1,612,190	1,631,533
(1,501,683)	(1,501,683)	Operating Result - Surplus/(Deficit)	7.1%	(1,608,480)	(1,592,885)	(1,612,190)	(1,631,533)
(1,154,183)	(1,154,183)	Operating Cash Result - Surplus/(Deficit)	6.5%	(1,229,520)	(1,245,385)	(1,264,690)	(1,284,033)
		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		230,086	241,047	253,647	266,035
		Less: Transfer to Restricted Assets		0	0	0	0
		Program Cash Result - Surplus/(Deficit)		(1,459,606)	(1,486,432)	(1,518,336)	(1,550,068)

Richmond Valley Council Operational Plan 2025/2026 including Forward Financial Estimates

Objective 4: Celebrate our local identity and lifestyle

Service: Cemeteries

Original Budget 2024/2025	Revised Budget 31-Mar-25	Description	Original Budget % +/-	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
		Operating Revenue					
327,563	327,563	Casino Cemetery	5.0%	343,941	345,816	355,425	365,053
48,344	48,344	Coraki Cemetery	5.0%	50,761	52,284	53,852	55,467
75,214	75,214	Evans Head Cemetery	5.0%	78,975	81,344	83,784	86,297
451,121	451,121	Total Operating Revenue	5.0%	473,677	479,444	493,061	506,817
		Operating Expenditure					
187,962	187,962	Casino Lawn Cemetery	10.7%	208,148	213,672	219,817	226,136
43,399	43,399	Casino West St Cemetery	6.5%	46,224	47,558	48,930	50,346
21,754	21,754	Coraki Cemetery	3.6%	22,528	23,179	23,849	24,539
28,225	28,225	Evans Head Lawn Cemetery	25.2%	35,351	36,356	37,388	38,450
9,789	9,789	Woodburn Cemetery	4.1%	10,191	10,482	10,781	11,088
13,700	13,700	Other Expenses	11.9%	15,329	15,954	16,607	17,287
		Indirect Expenditure					
114,888	114,888	Activity Based Costing - Expense	7.8%	123,864	124,287	128,052	131,820
31,000	31,000	Depreciation	12.4%	34,850	35,722	36,614	37,529
450,717	450,717	Total Operating Expenditure	10.2%	496,485	507,210	522,038	537,195
404	404	Operating Result - Surplus/(Deficit)	-5744.1%	(22,808)	(27,766)	(28,977)	(30,378)
31,404	31,404	Operating Cash Result - Surplus/(Deficit)	-61.7%	12,042	7,956	7,637	7,151
		Capital Movements					
		Add: Capital Grants & Contributions		0	0	0	0
		Add: Loan Funds Used		0	0	0	0
		Add: Asset Sales		0	0	0	0
		Add: Transfer from Restricted Assets		0	0	0	0
		Less: Asset Acquisition		40,000	30,000	30,000	40,000
		Less: Loan Repayments		0	0	0	0
		Less: Transfer to Restricted Assets		12,042	7,956	7,637	7,151
		Program Cash Result - Surplus/(Deficit)		(40,000)	(30,000)	(30,000)	(40,000)

Richmond Valley Council Operational Plan 2025/2026 including Forward Financial Estimates

Objective 5: Provide infrastructure that meets community needs

Service: Building and Maintaining Roads

Original Budget 2024/2025	Revised Budget 31-Mar-25	Description	Original Budget % +/-	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
		Operating Revenue					
144,637	634,637	Urban Local Roads	237.2%	487,786	652,409	364,513	478,622
1,032,216	722,884	Sealed Rural Local Roads	37.0%	1,414,119	1,434,264	1,826,599	1,716,822
962,731	962,731	Sealed Rural Regional Roads	1.9%	981,033	1,005,559	1,030,698	1,056,465
0	36,100	Footpath Broadwater - Shared Pathway Design and Master Plan	0.0%	0	0	0	0
5,950	5,950	Aerodromes - Casino	111.1%	12,562	12,939	13,328	13,727
108,659	108,659	Street Lighting	-9.8%	98,000	98,000	98,000	98,000
362,520	362,520	RMCC Routine Services - HW16	-36.8%	229,282	235,015	240,890	246,912
594,344	594,344	RMCC Ordered Works - HW16	2.5%	609,203	624,433	640,044	656,045
2,145,432	2,145,432	RMCC Ordered Works - MR83	2.5%	2,199,068	2,254,045	2,310,396	2,368,156
6,153,662	6,370,430	Total Operating Revenue	11.1%	6,834,575	7,140,274	7,368,667	7,500,054
		Operating Expenditure					
		Street Cleaning					
202,559	202,559	Casino CBD	3.1%	208,793	214,356	220,069	225,936
40,020	40,020	Casino Urban Streets	2.9%	41,170	42,241	43,340	44,468
16,346	16,346	Broadwater	2.9%	16,817	17,256	17,706	18,168
23,135	23,135	Coraki	3.3%	23,896	24,545	25,212	25,897
75,504	75,504	Evans Head	3.2%	77,932	80,031	82,188	84,402
36,588	36,588	Woodburn	3.1%	37,719	38,721	39,751	40,810
		Indirect Expenditure					
82,210	82,210	Activity Based Costing - Expense	8.8%	89,425	90,639	93,280	95,960
		Urban Road Maintenance					
495,910	495,910	Casino	2.3%	507,409	521,829	536,675	551,954
48,551	48,551	Broadwater	3.4%	50,214	51,595	53,015	54,474
73,577	73,577	Coraki	3.5%	76,128	78,240	80,411	82,643
149,983	149,983	Evans Head	3.5%	155,158	159,440	163,841	168,361
22,064	22,064	Rappville	4.4%	23,027	23,718	24,430	25,162
6,805	6,805	Rileys Hill	3.7%	7,058	7,257	7,463	7,674
52,069	52,069	Woodburn	6.3%	55,373	56,897	58,464	60,074
29,345	29,345	Weed Spraying	3.9%	30,482	31,359	32,262	33,192

Richmond Valley Council Operational Plan 2025/2026 including Forward Financial Estimates

Objective 5: Provide infrastructure that meets community needs

Service: Building and Maintaining Roads

Original Budget 2024/2025	Revised Budget 31-Mar-25	Description	Original Budget % +/-	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
		Operating Expenditure (continued)					
12,087	12,087	Bus Shelter Maintenance	3.3%	12,486	12,822	13,172	13,530
22,920	22,920	Carpark Maintenance - Casino	-23.2%	17,611	18,274	18,963	19,680
2,750	2,750	Carpark Maintenance - Evans Head	3.3%	2,840	2,919	2,998	3,080
30,000	30,000	Additional Maintenance (S94A)	0.0%	30,000	30,000	30,000	30,000
		Indirect Expenditure					
533,296	533,296	Activity Based Costing - Expense	15.7%	617,180	614,895	646,612	667,667
2,256,800	2,561,758	Depreciation	12.6%	2,540,370	2,595,238	2,658,939	2,724,233
		Urban Bridge Maintenance					
3,455	3,455	Casino	3.5%	3,576	3,674	3,776	3,881
2,588	2,588	Rileys Hill	3.7%	2,685	2,761	2,840	2,921
		Indirect Expenditure					
200,000	224,445	Depreciation	11.1%	222,290	227,847	233,543	239,382
857,831	796,859	Sealed Rural Local Roads	3.1%	884,808	908,509	932,844	957,838
0	3,768	Box Ridge Culvert	0.0%	0	0	0	0
12,355	12,355	Quarry Road Maintenance	2.8%	12,703	13,030	13,367	13,712
50,000	50,000	Rural Roads Drainage (RSV 14/15)	0.0%	50,000	50,000	50,000	50,000
		Borrowing Costs					
48,949	48,949	Interest on Loans	-35.4%	31,597	18,469	8,691	2,502
		Indirect Expenditure					
707,420	707,420	Activity Based Costing - Expense	17.2%	828,851	823,606	868,794	897,544
3,007,633	3,404,624	Depreciation	12.1%	3,371,940	3,456,182	3,542,582	3,631,142
37,160	37,160	Sealed Rural Roads Bridge Maintenance	2.9%	38,231	39,226	40,248	41,297
		Indirect Expenditure					
661,642	736,063	Depreciation	10.2%	728,990	747,215	765,895	785,042
250,346	250,346	Sealed Rural Regional Roads	-8.1%	229,952	251,447	262,032	257,090
		Indirect Expenditure					
175,254	175,254	Activity Based Costing - Expense	15.7%	202,763	201,761	212,546	219,413
810,000	910,561	Depreciation	11.3%	901,810	810,000	810,000	810,000
215,000	235,675	Depreciation	8.6%	233,410	239,245	245,226	251,357

Richmond Valley Council Operational Plan 2025/2026 including Forward Financial Estimates

Objective 5: Provide infrastructure that meets community needs

Service: Building and Maintaining Roads

Original Budget 2024/2025	Revised Budget 31-Mar-25	Description	Original Budget % +/-	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
		Operating Expenditure (continued)					
		Unsealed Roads Maintenance					
		Unsealed Grading					
532,171	532,171	Lower River	3.2%	549,140	563,927	579,117	594,720
532,188	804,972	Rural West	3.2%	549,191	563,983	579,178	594,784
125,977	166,505	Unsealed Rural Local Road Maintenance	2.2%	128,703	135,445	141,113	148,005
		Borrowing Costs					
3,025	3,025	Interest on Loans	-35.2%	1,961	956	293	0
		Indirect Expenditure					
401,140	401,140	Activity Based Costing - Expense	12.1%	449,702	451,768	470,351	485,085
805,000	882,324	Depreciation	8.6%	873,850	805,000	805,000	805,000
		Unsealed Rural Local Bridges					
31,728	31,728	Unsealed Rural Local Bridges	3.5%	32,849	33,763	34,702	35,668
		Indirect Expenditure					
217,000	235,539	Depreciation	7.5%	233,280	239,112	245,090	251,217
		Footpath Maintenance					
22,196	22,196	Casino	3.1%	22,895	23,509	24,139	24,785
3,844	3,844	Broadwater	3.9%	3,994	4,110	4,227	4,349
6,172	6,172	Coraki	3.4%	6,380	6,556	6,735	6,920
9,349	9,349	Evans Head	3.4%	9,666	9,931	10,203	10,483
4,463	4,463	Woodburn	3.4%	4,614	4,741	4,871	5,004
0	36,100	Broadwater Shared Pathway Design	0.0%	0	0	0	0
		Indirect Expenditure					
102,085	102,085	Activity Based Costing - Expense	14.1%	116,471	116,484	121,949	125,761
303,000	331,186	Depreciation	8.3%	328,010	336,210	344,615	353,230
		Aerodromes					
20,578	20,578	Casino Aerodrome	3.1%	21,214	21,779	22,360	22,955

Richmond Valley Council Operational Plan 2025/2026 including Forward Financial Estimates

Objective 5: Provide infrastructure that meets community needs

Service: Building and Maintaining Roads

Original Budget 2024/2025	Revised Budget 31-Mar-25	Description	Original Budget % +/-	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
		Operating Expenditure (continued)					
		Indirect Expenditure					
138,418	138,418	Activity Based Costing - Expense	7.2%	148,379	150,294	155,110	159,838
80,098	80,098	Depreciation	9.9%	88,040	90,241	92,497	94,809
		Street Lighting					
116,994	116,994	Casino	-18.8%	95,000	99,750	104,738	109,975
4,878	4,878	Broadwater	-18.0%	4,000	4,200	4,410	4,631
11,309	11,309	Coraki	-16.0%	9,500	9,975	10,474	10,998
27,180	27,180	Evans Head	-19.1%	22,000	23,100	24,255	25,468
2,140	2,140	Rappville	-29.9%	1,500	1,575	1,654	1,737
8,803	8,803	Woodburn	64.7%	14,500	15,225	15,986	16,785
134,070	134,070	Traffic Route	-36.6%	85,000	89,250	93,713	98,399
228	228	Other Areas	75.4%	400	420	441	463
		Indirect Expenditure					
27,617	27,617	Activity Based Costing - Expense	8.1%	29,866	30,293	31,173	32,068
		State Road Maintenance					
314,384	314,384	RMCC Routine Services - HW16	-36.8%	198,838	203,809	208,903	214,125
694,581	694,581	RMCC Routine Services - MR83	0.8%	700,113	717,615	735,555	753,944
495,880	495,880	RMCC Ordered Works - HW16	2.5%	508,277	520,986	534,010	547,361
1,695,182	1,695,182	RMCC Ordered Works - MR83	0.0%	1,695,179	1,748,444	1,796,343	1,845,590
		Indirect Expenditure					
449,442	449,442	Activity Based Costing - Expense	8.8%	489,058	495,427	509,875	524,532
18,573,272	19,911,580	Total Operating Expenditure	6.5%	19,786,263	20,023,121	20,554,256	21,049,174
(12,419,610)	(13,541,150)	Operating Result - Surplus/(Deficit)	4.3%	(12,951,688)	(12,882,847)	(13,185,588)	(13,549,120)
(3,863,437)	(3,938,877)	Operating Cash Result - Surplus/(Deficit)	-11.2%	(3,429,698)	(3,336,557)	(3,442,201)	(3,603,708)
		Capital Movements					
		Add: Capital Grants & Contributions		18,763,864	400,000	400,000	400,000
		Add: Loan Funds Used		0	0	0	0
		Add: Asset Sales		0	0	0	0
		Add: Transfer from Restricted Assets		4,301,213	556,372	56,854	66,326
		Less: Asset Acquisition		28,356,048	6,613,746	6,307,465	6,265,692
		Less: Loan Repayments		471,910	356,889	237,593	113,588
		Less: Transfer to Restricted Assets		0	0	0	0
		Program Cash Result - Surplus/(Deficit)		(9,192,579)	(9,350,820)	(9,530,405)	(9,516,662)

Richmond Valley Council Operational Plan 2025/2026 including Forward Financial Estimates

Objective 5: Provide infrastructure that meets community needs

Service: Stormwater Management

Original Budget 2024/2025	Revised Budget 31-Mar-25	Description	Original Budget % +/-	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
		Operating Revenue					
208,764	208,764	Stormwater Revenue	0.3%	209,343	210,390	211,442	212,499
208,764	208,764	Total Operating Revenue	0.3%	209,343	210,390	211,442	212,499
		Operating Expenditure					
109,042	109,042	Casino	3.6%	112,954	116,111	119,356	122,692
7,954	7,954	Broadwater	3.5%	8,236	8,465	8,701	8,944
0	30,000	Broadwater Stormwater Study	0.0%	0	0	0	0
14,252	14,252	Coraki	3.7%	14,783	15,202	15,634	16,076
41,380	41,380	Evans Head	3.6%	42,860	44,056	45,285	46,551
11,904	0	Rileys Hill Outfall Channel	3.5%	12,317	12,657	13,006	13,366
18,857	18,857	Woodburn	3.5%	19,523	20,066	20,624	21,197
0	202,010	Stormwater Network Camera Investigation	0.0%	0	0	0	0
		Borrowing Costs					
75,263	75,263	Interest on Loans	3.7%	78,069	70,866	63,270	55,260
		Indirect Expenditure					
284,018	284,018	Activity Based Costing - Expense	13.7%	323,018	322,992	338,320	349,335
561,599	561,599	Depreciation	11.9%	628,590	644,305	660,413	676,923
1,124,270	1,344,376	Total Operating Expenditure	10.3%	1,240,350	1,254,720	1,284,609	1,310,345
(915,506)	(1,135,612)	Operating Result - Surplus/(Deficit)	12.6%	(1,031,007)	(1,044,330)	(1,073,167)	(1,097,846)
(353,907)	(574,013)	Operating Cash Result - Surplus/(Deficit)	13.7%	(402,417)	(400,025)	(412,754)	(420,923)
		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		681,933	89,186	95,730	102,682
		Less: Asset Acquisition		758,904	160,000	160,000	160,000
		Less: Loan Repayments		132,372	139,576	147,172	155,181
		Less: Transfer to Restricted Assets		0	0	0	0
		Program Cash Result - Surplus/(Deficit)		(611,760)	(610,415)	(624,196)	(633,422)

Richmond Valley Council Operational Plan 2025/2026 including Forward Financial Estimates

Objective 5: Provide infrastructure that meets community needs

Service: Water Supplies

Original Budget 2024/2025	Revised Budget 31-Mar-25	Description	Original Budget % +/-	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
		Operating Revenue					
8,018,784	8,018,784	Annual & User Charges	9.8%	8,803,309	9,240,474	9,699,998	10,192,998
16,974	16,974	Interest Income	3.0%	17,483	18,007	18,547	19,103
84,505	84,505	Interest on Investments	3.0%	87,040	89,651	63,113	95,450
64,385	64,385	Other Revenue	3.0%	66,317	68,306	70,355	72,466
		Operating Grants & Contributions					
85,800	85,800	Grant Revenue	-10.3%	77,000	82,500	88,000	88,000
57,004	57,004	Private Works	3.0%	58,714	60,475	62,289	64,158
0	26,178	Network Master Plan	0.0%	0	0	0	0
8,327,452	8,353,630	Total Operating Revenue	9.4%	9,109,863	9,559,413	10,002,302	10,532,175
		Operating Expenditure					
		Indirect Expenditure					
1,999,062	1,999,062	Activity Based Costing - Expense	10.4%	2,207,572	2,214,880	2,294,843	2,363,322
903,128	903,128	Engineering Administration Expenditure	8.4%	978,841	1,039,691	1,028,881	1,058,931
6,178	6,178	Dams & Weirs Operations	-100.0%	0	0	0	0
1,500	1,500	Dams & Weirs Maintenance	135.9%	3,538	3,641	3,748	3,857
		Water Mains Operations					
80,001	80,001	Casino	-23.1%	61,550	63,346	65,194	67,093
9,232	9,232	Broadwater	52.8%	14,109	14,510	14,921	15,346
13,229	13,229	Coraki	-13.4%	11,459	11,789	12,128	12,479
27,502	27,502	Evans Head	3.7%	28,512	29,326	30,162	31,023
4,939	4,939	Rileys Hill	3.7%	5,121	5,266	5,416	5,572
11,512	11,512	Woodburn	3.7%	11,942	12,282	12,633	12,995
		Water Mains Maintenance					
259,916	259,916	Casino	3.5%	269,102	276,657	284,421	292,403
9,500	9,500	Broadwater	27.1%	12,079	12,420	12,772	13,133
30,501	30,501	Coraki	-27.2%	22,199	22,838	23,494	24,169
66,723	66,723	Evans Head	-24.2%	50,589	52,002	53,453	54,947
13,382	13,382	Rileys Hill	-61.3%	5,180	5,344	5,495	5,654
27,001	27,001	Woodburn	-40.6%	16,032	16,536	16,989	17,454

Richmond Valley Council Operational Plan 2025/2026 including Forward Financial Estimates

Objective 5: Provide infrastructure that meets community needs

Service: Water Supplies

Original Budget 2024/2025	Revised Budget 31-Mar-25	Description	Original Budget % +/-	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
		Operating Expenditure (continued)					
		Water Reservoirs					
71,256	71,256	Operations	28.0%	91,183	95,031	99,050	103,247
57,259	57,259	Maintenance	3.5%	59,285	60,942	62,647	64,401
		Pump Station					
9,747	9,747	Operations	-28.2%	7,000	7,350	7,718	8,104
129,448	129,448	Energy Costs	5.0%	135,920	142,716	149,852	157,345
62,301	62,301	Maintenance	3.4%	64,438	66,221	68,054	69,939
		Casino Water Treatment Plant					
809,810	809,810	Operations	28.9%	1,043,821	1,077,859	1,113,121	1,149,663
98,583	98,583	Maintenance	45.0%	142,934	146,887	150,944	155,114
71,387	71,387	Other Operations Expenses	34.9%	96,325	99,174	102,110	105,134
28,000	28,000	SCADA Strategy	3.9%	29,100	12,734	13,052	13,378
10,602	10,602	Other Maintenance Expenses	2.9%	10,908	11,194	11,487	11,788
1,300	1,300	Water Filling Stations	3.8%	1,350	1,391	1,430	1,472
1,483,900	1,483,900	Bulk Water Purchases	1.8%	1,511,000	1,548,775	1,587,494	1,627,181
0	52,356	Water Network Master Plan	0.0%	0	0	0	0
50,871	50,871	Private Works Expenditure	2.7%	52,228	53,621	55,053	56,522
		Indirect Expenditure					
1,870,451	2,031,375	Depreciation	7.6%	2,013,490	2,056,293	2,107,413	2,159,811
0	475,000	Gain/Loss on Disposal of Assets	0.0%	475,000	475,000	475,000	475,000
8,218,221	8,906,501	Total Operating Expenditure	14.8%	9,431,807	9,635,716	9,868,975	10,136,477
109,231	(552,871)	Operating Result - Surplus/(Deficit)	-394.7%	(321,944)	(76,303)	133,327	395,698
1,979,682	1,953,504	Operating Cash Result - Surplus/(Deficit)	9.4%	2,166,546	2,454,990	2,715,740	3,030,509
		Capital Movements					
		Add: Capital Grants & Contributions		500,077	2,550,000	2,550,000	150,000
		Add: Loan Funds Used		0	0	0	0
		Add: Asset Sales		0	0	0	0
		Add: Transfer from Restricted Assets		2,100,616	2,619,460	2,457,760	0
		Less: Asset Acquisition		4,767,239	6,474,450	6,273,500	2,110,000
		Less: Loan Repayments		0	0	0	0
		Less: Transfer to Restricted Assets		0	1,150,000	1,450,000	1,070,509
		Program Cash Result - Surplus/(Deficit)		0	0	0	0

Richmond Valley Council Operational Plan 2025/2026 including Forward Financial Estimates

Objective 5: Provide infrastructure that meets community needs

Service: Sewerage Services

Original Budget 2024/2025	Revised Budget 31-Mar-25	Description	Original Budget % +/-	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
		Operating Revenue					
10,572,339	10,572,339	Rates & Annual Charges	9.3%	11,553,547	12,128,225	12,732,136	13,376,744
19,096	19,096	Interest Income	3.0%	19,669	20,259	20,867	21,493
349,469	349,469	Interest on Investments	3.0%	359,953	370,751	313,723	375,478
51,305	51,305	Other Revenue	3.0%	52,844	54,430	56,063	57,745
84,700	84,700	Grants	-9.1%	77,000	82,500	88,000	88,000
57,004	58,404	Private Works	3.0%	58,714	60,475	62,289	64,158
0	24,214	Network Master Plan	0.0%	0	0	0	0
0	25,500	Pump Station Performance Assessment	0.0%	0	0	0	0
11,133,913	11,185,027	Total Operating Revenue	8.9%	12,121,727	12,716,640	13,273,078	13,983,618
		Operating Expenditure					
		Indirect Expenditure					
2,480,949	2,480,949	Activity Based Costing - Expense	10.5%	2,742,389	2,753,879	2,854,814	2,941,430
979,923	979,923	Engineering Expenditure	18.3%	1,158,825	1,227,831	1,225,554	1,264,537
		Mains Operations					
229,172	229,172	Casino	3.4%	236,889	243,404	250,100	256,981
2,134	2,134	Broadwater	136.8%	5,053	5,199	5,350	5,506
35,187	35,187	Coraki	-41.2%	20,682	21,274	21,885	22,513
23,877	23,877	Evans Head	91.6%	45,742	47,377	48,752	50,166
4,000	4,000	Rileys Hill	3.6%	4,145	4,261	4,380	4,503
24,743	24,743	Woodburn	-38.8%	15,147	15,582	16,031	16,492
0	0	Rappville	0.0%	0	2,000	2,050	2,101
		Mains Maintenance					
72,362	72,362	Casino	-42.9%	41,347	42,522	43,728	44,968
142,194	142,194	Broadwater	-20.7%	112,713	115,811	118,995	122,269
16,070	16,070	Coraki	-18.6%	13,083	13,455	13,839	14,232
21,237	21,237	Evans Head	-24.3%	16,078	16,511	16,954	17,409
3,480	3,480	Rileys Hill	3.5%	3,603	3,703	3,807	3,914
26,995	26,995	Woodburn	-62.7%	10,068	10,344	10,629	10,922
0	0	Rappville	0.0%	0	5,000	5,125	5,253
		Infiltration Survey/Inspection					
102,681	102,681	Casino	66.8%	171,245	175,619	180,105	184,707
0	0	Broadwater	0.0%	0	0	0	0
35,918	35,918	Coraki	-58.2%	15,021	15,405	15,799	16,203
71,200	57,100	Evans Head	-71.9%	20,029	20,540	21,065	21,604
42,723	42,723	Woodburn	-83.6%	7,010	7,189	7,373	7,562

Richmond Valley Council Operational Plan 2025/2026 including Forward Financial Estimates

Objective 5: Provide infrastructure that meets community needs

Service: Sewerage Services

Original Budget 2024/2025	Revised Budget 31-Mar-25	Description	Original Budget % +/-	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
		Operating Expenditure (continued)					
		Pump Stations					
34,185	34,185	Operations	-26.9%	25,000	26,250	27,563	28,941
121,248	121,248	Energy Costs	44.3%	175,000	183,750	192,938	202,585
		Pump Stations - Maintenance					
70,276	70,276	Coraki	-30.8%	48,612	50,034	51,490	52,988
55,993	55,993	Broadwater	-30.2%	39,107	40,136	41,189	42,273
140,820	140,820	Evans Head	3.4%	145,552	149,563	153,687	157,926
12,881	12,881	Rileys Hill	3.5%	13,336	13,716	14,110	14,511
76,311	76,311	Woodburn	3.6%	79,073	81,297	83,585	85,939
217,957	217,957	Casino	17.7%	256,568	263,790	271,219	278,857
0	0	Rappville	0.0%	0	21,335	21,942	22,568
		Treatment Plant Casino					
259,520	259,520	Operations	17.9%	305,896	314,645	323,649	332,918
76,545	76,545	Energy Costs	5.0%	80,372	84,391	88,611	93,042
138,738	138,738	Maintenance	145.9%	341,093	102,359	105,202	108,124
0	0	Replacement Planning	0.0%	0	0	0	0
		Treatment Plant Coraki					
104,054	104,054	Operations	37.9%	143,526	147,523	151,743	156,084
8,443	8,443	Energy Costs	171.2%	22,900	24,045	25,247	26,509
43,742	43,742	Maintenance	3.5%	45,279	46,535	47,824	49,152
		Treatment Plant Evans Head					
371,435	371,435	Operations	9.2%	405,655	416,837	428,336	440,167
83,123	83,123	Energy Costs	5.0%	87,279	91,643	96,225	101,036
68,641	68,641	Maintenance	90.8%	130,945	134,579	138,316	142,156
		Treatment Plant Rileys Hill					
37,841	37,841	Operations	-0.5%	37,644	38,740	39,870	41,034
8,443	8,443	Energy Costs	5.0%	8,865	9,308	9,773	10,262
15,204	15,204	Maintenance	64.5%	25,013	25,876	26,594	27,331
		Treatment Plant Rappville					
0	0	Operations	0.0%	20,000	19,679	20,251	20,839
0	0	Energy Costs	0.0%	10,000	10,500	11,025	11,576
0	0	Maintenance	0.0%	10,000	10,500	11,025	11,576
		Other Maintenance					
30,000	30,000	SCADA	2.5%	30,750	31,519	32,307	33,115
42,500	42,500	Casino	-52.9%	20,000	20,647	21,205	21,776
12,000	12,000	Coraki	-16.0%	10,082	10,364	10,655	10,956
45,000	45,000	Evans Head	-55.2%	20,163	20,729	21,312	21,911
2,139	2,139	Riley's Hill	3.6%	2,216	2,280	2,345	2,411
7,116	7,116	Woodburn	3.2%	7,347	7,545	7,748	7,958
0	13,950	Sewer - Fencing Access Union Street	0.0%	0	0	0	0
0	48,428	Sewer - Network Master Plan	0.0%	0	0	0	0
0	64,623	Pump Station Performance Assessment	0.0%	0	0	0	0

Richmond Valley Council Operational Plan 2025/2026 including Forward Financial Estimates

Objective 5: Provide infrastructure that meets community needs

Service: Sewerage Services

Original Budget 2024/2025	Revised Budget 31-Mar-25	Description	Original Budget % +/-	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
		Operating Expenditure (continued)					
362,880	362,880	Interest Expense	-25.9%	268,733	178,016	617,648	1,073,552
		Indirect Expenditure					
2,585,600	5,355,213	Depreciation	105.0%	5,300,450	5,384,524	5,518,260	2,848,872
0	390,000	Gain/Loss on Disposal of Assets	0.0%	390,000	390,000	390,000	390,000
50,627	50,627	Private Works Expenses	2.7%	51,978	53,365	54,791	56,253
9,398,107	12,670,621	Total Operating Expenditure	40.4%	13,197,503	13,152,925	13,924,019	11,938,470
1,735,806	(1,485,594)	Operating Result - Surplus/(Deficit)	-162.0%	(1,075,776)	(436,285)	(650,941)	2,045,148
4,321,406	4,259,619	Operating Cash Result - Surplus/(Deficit)	-57.0%	4,614,674	5,338,239	5,257,319	5,284,020
		Capital Movements					
		Add: Capital Grants & Contributions		200,000	200,000	100,000	100,000
		Add: Loan Funds Used		0	0	0	0
		Add: Asset Sales		11,364	0	0	1,818
		Add: Transfer from Restricted Assets		4,903,522	899,670	0	0
		Less: Asset Acquisition		2,387,727	1,074,000	2,451,000	2,259,182
		Less: Loan Repayments		1,766,832	1,337,408	931,263	1,122,426
		Less: Transfer to Restricted Assets		5,575,000	4,026,500	1,975,056	2,004,230
		Program Cash Result - Surplus/(Deficit)		0	0	0	0

Richmond Valley Council Operational Plan 2025/2026 including Forward Financial Estimates

Objective 5: Provide infrastructure that meets community needs

Service: Engineering Support & Asset Management

Original Budget 2024/2025	Revised Budget 31-Mar-25	Description	Original Budget % +/-	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
		Operating Revenue					
		Council Offices					
5,204	5,204	Council Offices	3.0%	5,360	5,521	5,687	5,858
		Engineering Support Services					
4,500	32,778	Contributions - Other	0.0%	4,500	4,500	4,500	4,500
30,000	35,522	Fees - Other	3.0%	30,900	31,827	32,782	33,765
0	4,770	Flood Information	0.0%	0	0	0	0
0	20,000	Grant Revenue	0.0%	0	0	0	0
5,376	5,376	Plan Check Fees	3.0%	5,537	5,703	5,874	6,050
17,472	17,472	Rental Income	3.0%	17,996	18,536	19,092	19,665
		Asset Management					
2,000	2,000	Rural Road Numbering	3.0%	2,060	2,122	2,186	2,252
64,552	123,122	Total Operating Revenue	2.8%	66,353	68,209	70,121	72,090
		Operating Expenditure					
		Council Offices					
570,634	561,634	Casino	-48.3%	295,066	305,509	316,365	327,650
4,425	4,425	Casino Annex	-51.8%	2,135	2,201	2,267	2,338
76,047	85,047	Evans Head	22.1%	92,846	95,789	98,835	101,986
		Indirect Expenditure					
177,518	177,518	Depreciation	10.3%	195,890	198,398	203,120	207,960
(823,420)	(823,420)	Activity Based Costing - Expense	-29.5%	(580,577)	(596,376)	(614,900)	(634,076)
		Engineering Support					
100,035	102,863	Administration Expenses	-33.1%	66,922	68,595	70,310	72,068
3,661	3,661	Deed of Release	2.5%	3,753	3,847	3,943	4,042
2,605,649	2,634,429	Employee Costs	13.2%	2,949,739	3,038,231	3,129,377	3,223,258
11,734	11,734	Employee Costs - Team Meetings	3.0%	12,086	12,449	12,823	13,208
306,914	306,914	Fleet Expenses	2.5%	314,587	322,452	330,513	338,776
10,551	10,551	M & R - Equipment	2.5%	10,815	11,085	11,362	11,646
8,029	8,029	M & R - Radios	2.5%	8,230	8,436	8,647	8,863
37,607	44,569	Operating Expenses	21.9%	45,853	47,219	48,630	50,088
11,500	11,500	Depreciation	12.0%	12,880	13,513	13,731	13,954
0	1,335,000	Gain/Loss on Disposal of Assets	0.0%	1,335,000	1,335,000	1,335,000	1,335,000
		Indirect Costs					
(3,038,332)	(3,038,332)	Activity Based Costing - Expense	10.8%	(3,365,932)	(3,465,261)	(3,567,088)	(3,671,923)

Richmond Valley Council Operational Plan 2025/2026 including Forward Financial Estimates

Objective 5: Provide infrastructure that meets community needs

Service: Engineering Support & Asset Management

Original Budget 2024/2025	Revised Budget 31-Mar-25	Description	Original Budget % +/-	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
		Operating Expenditure (continued)					
		Asset Management					
1,885	1,885	Administration Expenses	202.4%	5,700	5,843	5,989	6,139
0	0	Aerial Photography	0.0%	0	0	100,000	0
11,642	11,642	Asset Data Collection	2.5%	11,933	12,231	12,537	12,850
10,769	10,769	Asset Management System	2.5%	11,038	11,314	11,597	11,887
1,306,241	1,306,241	Employee Costs	25.2%	1,635,251	1,684,309	1,734,838	1,786,884
66,520	66,520	Fleet Expenses	47.8%	98,300	100,758	103,277	105,859
583	583	M & R - Equipment	2.6%	598	613	628	644
1,193	1,193	Operating Expenses	2.5%	1,223	1,254	1,285	1,317
3,770	3,770	Rural Road Numbering Expenses	2.5%	3,864	3,961	4,060	4,162
67,500	54,500	Valuation	51.9%	102,500	7,500	7,500	124,500
3,667	3,667	Inspections - Footpaths	3.0%	3,777	3,890	4,007	4,126
4,191	4,191	Inspections - Playground Equipment	2.5%	4,296	4,403	4,513	4,626
		Indirect Costs					
(1,475,961)	(1,475,961)	Activity Based Costing - Expense	27.1%	(1,876,420)	(1,833,954)	(1,988,045)	(2,060,742)
223,040	223,040	Works Depot - Casino	9.0%	243,199	251,383	259,872	268,681
88,767	88,767	Works Depot - Evans Head	18.0%	104,771	107,901	111,134	114,478
		Indirect Expenditure					
119,800	119,800	Depreciation	10.4%	132,280	137,253	140,607	144,044
(431,607)	(431,607)	Activity Based Costing - Expense	11.3%	(480,250)	(496,537)	(511,613)	(527,203)
64,552	1,425,122	Total Operating Expenditure	2070.9%	1,401,353	1,403,209	1,405,121	1,407,090
0	(1,302,000)	Operating Result - Surplus/(Deficit)	0.0%	(1,335,000)	(1,335,000)	(1,335,000)	(1,335,000)
131,300	164,300	Operating Cash Result - Surplus/(Deficit)	159.7%	341,050	349,164	357,458	365,958
		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		500,000	0	0	0
		Less: Asset Acquisition		545,000	115,000	45,000	45,000
		Less: Loan Repayments		0	0	0	0
		Less: Transfer to Restricted Assets		0	0	0	0
		Program Cash Result - Surplus/(Deficit)		296,050	234,164	312,458	320,958

Richmond Valley Council Operational Plan 2025/2026 including Forward Financial Estimates

Objective 5: Provide infrastructure that meets community needs

Service: Waste Management

Original Budget 2024/2025	Revised Budget 31-Mar-25	Description	Original Budget % +/-	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
		Operating Revenue					
		Waste Collection Charges					
6,517,911	6,517,911	Annual Charges	4.8%	6,833,178	7,150,850	7,398,671	7,649,520
10,609	10,609	Interest Income	3.0%	10,927	11,255	11,593	11,941
79,568	79,568	Street Bin Collection	9.7%	87,317	89,500	91,738	94,031
94,050	94,050	Grant Revenue	-1.2%	92,961	94,600	94,600	94,600
10,300	10,300	Other Revenue	3.0%	10,609	10,927	11,255	11,593
1,909,128	1,909,128	Nammoona Landfill	51.3%	2,888,541	2,048,197	2,109,645	2,172,934
289,042	289,042	Evans Head Transfer Station	3.4%	298,812	307,776	317,008	326,518
10,433	10,433	Rappville Transfer Station	3.0%	10,746	11,068	11,400	11,742
8,921,041	8,921,041	Total Operating Revenue	14.7%	10,233,091	9,724,173	10,045,910	10,372,879
		Operating Expenditure					
564,634	564,634	Waste Collection Expenditure	0.4%	566,669	583,081	599,980	617,388
359,164	359,164	Recycling Collection Expenditure	42.3%	511,232	524,747	538,621	552,867
628,931	628,931	Organics Collection Expenditure	0.4%	631,596	648,137	665,119	682,556
874,838	874,838	Waste Other Expenditure	-0.5%	870,534	895,744	921,686	948,385
		Nammoona Landfill					
2,922,684	2,922,684	Operating Expenditure	34.2%	3,923,004	3,558,075	3,637,767	3,735,955
41,387	41,387	Rehabilitation	2.5%	42,422	43,483	44,570	45,684
31,585	31,585	Bora Ridge Transfer Station	-43.8%	17,761	18,292	18,839	19,404
4,907	4,907	Broadwater Landfill	3.2%	5,064	5,201	5,341	5,485
1,044,790	1,044,790	Evans Head Transfer Station	5.7%	1,104,412	1,133,749	1,163,884	1,194,827
23,548	23,548	Rappville Landfill	6.8%	25,159	25,901	26,664	27,452
4,591	4,591	Rosewood Ave	2.5%	4,706	4,824	4,945	5,069

Richmond Valley Council Operational Plan 2025/2026 including Forward Financial Estimates

Objective 5: Provide infrastructure that meets community needs

Service: Waste Management

Original Budget 2024/2025	Revised Budget 31-Mar-25	Description	Original Budget % +/-	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
		Operating Expenditure (continued)					
20,000	23,583	Waste Strategy and Nammoona Masterplan	-100.0%	0	0	0	0
		Interest Expense					
116,614	116,614	Interest Expense	-12.9%	101,629	81,002	62,034	52,715
		Indirect Expenditure					
563,600	563,600	Activity Based Costing - Expense	10.0%	619,795	610,852	629,109	647,604
1,255,300	1,255,300	Depreciation	5.6%	1,325,110	1,255,300	1,255,300	1,255,300
8,456,573	8,460,156	Total Operating Expenditure	15.3%	9,749,092	9,388,388	9,573,858	9,790,690
464,468	460,885	Operating Result - Surplus/(Deficit)	4.2%	483,999	335,785	472,052	582,189
1,761,155	1,757,572	Operating Cash Result - Surplus/(Deficit)	5.1%	1,851,531	1,634,568	1,771,922	1,883,173
		Capital Movements					
		Add: Capital Grants & Contributions		0	0	0	0
		Add: Loan Funds Used		0	0	0	0
		Add: Asset Sales		46,000	193,182	249,091	129,091
		Add: Transfer from Restricted Assets		0	607,188	48,460	310,489
		Less: Asset Acquisition		725,152	1,954,601	1,873,132	2,116,697
		Less: Loan Repayments		444,257	464,883	180,500	189,820
		Less: Transfer to Restricted Assets		728,122	15,454	15,840	16,236
		Program Cash Result - Surplus/(Deficit)		0	0	0	(0)

Richmond Valley Council Operational Plan 2025/2026 including Forward Financial Estimates

Theme: Protecting our unique environment - Budget Summary

Original Budget 2024/2025	Revised Budget 31-Mar-25	Description	Original Budget % +/-	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
362,361	419,094	Operating Revenue					
66,666	66,666	Environmental Sustainability	32.3%	479,476	352,096	340,263	350,470
0	0	Environmental Management	0.0%	66,667	0	0	0
		Environmental Programs	0.0%	0	0	0	0
429,027	485,760	Total Operating Revenue	27.3%	546,143	352,096	340,263	350,470
		Operating Expenditure					
1,139,667	1,236,221	Environmental Health	16.2%	1,324,235	1,323,049	1,324,847	1,363,001
623,723	653,208	Environmental Management	11.5%	695,195	608,870	624,512	640,528
107,540	112,540	Environmental Programs	-86.0%	15,077	15,454	15,840	16,236
1,870,930	2,001,969	Total Operating Expenditure	8.7%	2,034,507	1,947,374	1,965,198	2,019,765
(1,441,903)	(1,516,209)	Operating Result - Surplus/(Deficit)	3.2%	(1,488,364)	(1,595,278)	(1,624,935)	(1,669,295)
(1,441,603)	(1,515,909)	Operating Cash Result - Surplus/(Deficit)	3.2%	(1,487,744)	(1,594,878)	(1,624,535)	(1,668,895)
		Capital Movements					
		Add: Capital Grants and Contributions		0	0	0	0
		Add: Loan Funds Used		0	0	0	0
		Add: Asset Sales		0	0	0	0
		Add: Transfer from Reserves		32,844	38,721	15,840	16,236
		Less: Capital Expenditure		0	0	0	0
		Less: Loan Repayments		0	0	0	0
		Less: Transfer to Reserves		0	0	0	0
		Program Cash Result - Surplus/(Deficit)		(1,454,900)	(1,556,157)	(1,608,695)	(1,652,659)

Richmond Valley Council Operational Plan 2025/2026 including Forward Financial Estimates

Objective 6: Protect native bushland, biodiversity and waterways

Service: Environmental Sustainability

Original Budget 2024/2025	Revised Budget 31-Mar-25	Description	Original Budget % +/-	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
		Operating Revenue					
311,388	311,388	Health	3.0%	320,730	330,352	340,263	350,470
50,973	27,706	LGNSW Flying Fox Habitat Restoration Program	-9.3%	46,246	21,744	0	0
0	5,000	North Coraki Riparian Restoration	0.0%	0	0	0	0
0	20,000	Northern Rivers Watershed Initiative	0.0%	30,000	0	0	0
0	30,000	Windsor Park Vegetation Management (Watershed)	0.0%	45,000	0	0	0
0	25,000	Vegetation & Erosion Management (Watershed)	0.0%	37,500	0	0	0
362,361	419,094	Total Operating Revenue	32.3%	479,476	352,096	340,263	350,470
		Operating Expenditure					
558,688	563,305	Health	-13.5%	483,406	497,391	511,781	526,589
0	0	Sustainability	0.0%	141,440	145,683	150,054	154,556
		Indirect Expenditure					
447,580	447,580	Activity Based Costing - Expense	1.6%	454,924	460,246	473,674	487,795
300	300	Depreciation	106.7%	620	400	400	400
18,614	22,974	Flying Fox Colony Richmond River Casino	59.6%	29,704	35,811	46,968	48,142
0	1,207	DPIE Grant Flying Fox Manifold Rd (Bentley)	0.0%	0	0	0	0
0	10,000	LGNSW Flying Fox Habitat Restoration Program	0.0%	0	0	0	0
0	7,500	Flying Fox Habitat Prep of sites (LGNSW Grant)	0.0%	0	0	0	0
83,115	40,615	Flying Fox Habitat Planting Sites (LGNSW Grant)	-23.0%	64,013	45,011	0	0
0	25,000	Flying Fox Habitat Yearly Maintenance (LGNSW Grant)	0.0%	0	0	0	0
25,000	25,000	FFHR Project Coordinator (LGNSW Grant)	-40.0%	15,000	0	0	0
0	5,000	North Coraki Riparian Restoration Project	0.0%	0	0	0	0
0	20,000	Northern Rivers Watershed Initiative	0.0%	30,000	30,750	31,519	32,307
0	30,000	Windsor Park Vegetation Management (Watershed)	0.0%	45,000	46,125	47,278	48,460
0	25,000	Vegetation & Erosion Management (Watershed)	0.0%	37,500	38,438	39,399	40,384
0	0	Coastal Reserve Biodiversity	0.0%	22,628	23,194	23,774	24,368
6,370	12,740	Koala Strategy	-100.0%	0	0	0	0
1,139,667	1,236,221	Total Operating Expenditure	16.2%	1,324,235	1,323,049	1,324,847	1,363,001
(777,306)	(817,127)	Operating Result - Surplus/(Deficit)	8.7%	(844,759)	(970,953)	(984,584)	(1,012,531)
(773,156)	(812,977)	Operating Cash Result - Surplus/(Deficit)	115.3%	(844,139)	(970,553)	(984,184)	(1,012,131)
		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		17,767	23,267	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)		(826,372)	(947,286)	(984,184)	(1,012,131)

Richmond Valley Council Operational Plan 2025/2026 including Forward Financial Estimates

Objective 6: Protect native bushland, biodiversity and waterways

Service: Environmental Management

Original Budget 2024/2025	Revised Budget 31-Mar-25	Description	Original Budget % +/-	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
		Operating Revenue					
66,666	66,666	RV Flood Emergency Management Revenue	0.0%	66,667	0	0	0
		Richmond Valley Floodplain Risk Management					
66,666	66,666	Total Operating Revenue	0.0%	66,667	0	0	0
		Operating Expenditure					
135,531	135,531	Noxious Plants Management Expenditure	7.2%	145,300	148,933	152,656	156,472
293,230	293,230	Flood Management Contribution to RRCC	18.5%	347,600	356,290	365,197	374,327
0	10,000	Richmond River Coastal Zone Management Plan	0.0%	0	0	0	0
100,000	100,000	Richmond Valley Floodplain Risk Management	0.0%	100,000	0	0	0
0	19,485	Sustainability - Ops	0.0%	0	0	0	0
		Indirect Expenditure					
94,962	94,962	Activity Based Costing - Expense	7.7%	102,295	103,647	106,659	109,729
623,723	653,208	Total Operating Expenditure	11.5%	695,195	608,870	624,512	640,528
(557,057)	(586,542)	Operating Result - Surplus/(Deficit)	12.8%	(628,528)	(608,870)	(624,512)	(640,528)
(557,057)	(586,542)	Operating Cash Result - Surplus/(Deficit)	12.8%	(628,528)	(608,870)	(624,512)	(640,528)
		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)		(628,528)	(608,870)	(624,512)	(640,528)

Richmond Valley Council Operational Plan 2025/2026 including Forward Financial Estimates

Objective 7: Reduce our impacts on the environment

Service: Environmental Programs

Original Budget 2024/2025	Revised Budget 31-Mar-25	Description	Original Budget % +/-	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
		Operating Revenue					
0	0	Total Operating Revenue	0.0%	0	0	0	0
		Operating Expenditure					
22,540	27,540	Sustainability & Environment - Educator	-33.1%	15,077	15,454	15,840	16,236
85,000	85,000	Waste Composition Audit	-100.0%	0	0	0	0
107,540	112,540	Total Operating Expenditure	-86.0%	15,077	15,454	15,840	16,236
(107,540)	(112,540)	Operating Result - Surplus/(Deficit)	-86.0%	(15,077)	(15,454)	(15,840)	(16,236)
(107,540)	(112,540)	Operating Cash Result - Surplus/(Deficit)	-86.0%	(15,077)	(15,454)	(15,840)	(16,236)
		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		15,077	15,454	15,840	16,236
		Less: Asset Acquisition		0	0	0	0
		Less: Loan Repayments		0	0	0	0
		Less: Transfer to Restricted Assets		0	0	0	0
		Program Cash Result - Surplus/(Deficit)		0	0	0	0

Richmond Valley Council Operational Plan 2025/2026 including Forward Financial Estimates

Theme: Delivering for our community - Budget Summary

Original Budget 2024/2025	Revised Budget 31-Mar-25	Description	Original Budget % +/-	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
		Operating Revenue					
634,671	634,671	Governance & Advocacy	-11.4%	562,039	578,873	596,211	614,071
0	0	Community Connection	0.0%	0	0	0	0
25,765,825	26,965,825	Financial Services	3.8%	26,754,881	27,556,439	28,350,870	29,186,010
23,082	97,399	People & Culture	3.0%	23,775	24,488	25,223	25,980
0	94,363	Work Health & Safety	0.0%	0	0	0	0
5,856,871	5,856,871	Fleet Management	3.1%	6,037,379	6,218,500	6,405,055	6,597,207
1,987,004	1,737,004	Quarries	-0.6%	1,974,372	2,014,684	2,055,880	2,097,982
98,390	98,390	Private Works	3.0%	101,342	104,382	107,513	110,738
1,545	8,545	Customer Service	3.0%	1,591	1,639	1,688	1,739
12,533	49,688	Information Technology Services	2.8%	12,884	13,245	13,616	13,998
934,917	934,917	Development & Regulatory Services	-3.7%	900,478	927,492	955,318	983,978
35,314,838	36,477,673	Total Operating Revenue	3.0%	36,368,741	37,439,742	38,511,374	39,631,703
		Operating Expenditure					
3,369,416	3,369,416	Governance & Advocacy	-1.3%	3,324,480	3,408,096	3,509,268	3,832,329
207,010	212,528	Community Connection	6.9%	221,302	228,564	234,996	241,611
106,972	186,728	Financial Services	-2.3%	104,488	107,529	110,658	113,878
0	1,290,885	People & Culture	0.0%	0	0	0	0
0	0	Work Health & Safety	0.0%	20,000	20,000	20,000	20,000
5,324,825	5,324,825	Fleet Management	7.5%	5,721,631	5,862,144	6,021,842	6,185,570
529,917	529,917	Quarries	15.5%	612,297	624,144	641,406	658,920
95,538	95,538	Private Works	4.1%	99,459	101,901	104,741	107,655
1,545	102,534	Customer Service	3.0%	1,591	1,639	1,688	1,739
186,593	307,315	Information Technology Services	1.3%	189,045	191,560	194,139	196,785
3,875,825	3,915,825	Development & Regulatory Services	11.0%	4,303,450	4,264,347	4,389,632	4,519,954
13,697,641	15,335,512	Total Operating Expenditure	6.6%	14,597,742	14,809,924	15,228,369	15,878,440
21,617,197	21,142,162	Operating Result - Surplus/(Deficit)	0.7%	21,770,999	22,629,817	23,283,005	23,753,263
23,159,447	22,684,412	Operating Cash Result - Surplus/(Deficit)	1.4%	23,491,960	24,388,690	25,083,701	25,596,825
		Capital Movements					
		Add: Capital Grants and Contributions		380,000	300,000	300,000	200,000
		Add: Loan Funds Used		0	0	0	0
		Add: Deferred Debtor Repayments		1,990	1,876	0	0
		Add: Asset Sales		754,679	666,152	616,560	499,847
		Add: Transfer from Reserves		68,870	150,522	66,083	34,416
		Less: Capital Expenditure		2,530,000	2,530,000	2,530,000	2,214,420
		Less: Loan Repayments		0	0	0	0
		Less: Transfer to Reserves		2,010,912	2,259,611	2,435,296	2,787,478
		Program Cash Result - Surplus/(Deficit)		20,156,587	20,717,629	21,101,047	21,329,189

Richmond Valley Council Operational Plan 2025/2026 including Forward Financial Estimates

Objective 8: Lead and advocate for our community

Service: Governance & Advocacy

Original Budget 2024/2025	Revised Budget 31-Mar-25	Description	Original Budget % +/-	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
		Operating Revenue					
		Corporate Administration					
5,154	5,154	Activity Based Costing - Income	2.5%	5,283	5,415	5,550	5,689
25,705	25,705	Contributions - LPMA/NCAT	3.0%	26,476	27,270	28,088	28,931
138	138	Contributions - Other	2.9%	142	146	150	155
3,376	3,376	Fees - Other	3.0%	3,477	3,581	3,688	3,799
600,298	600,298	Salary Efficiency Dividend	-12.3%	526,661	542,461	558,735	575,497
634,671	634,671	Total Operating Revenue	-11.4%	562,039	578,873	596,211	614,071
		Operating Expenditure					
		Governance					
115,169	115,169	Administration Expenses	2.5%	118,048	120,999	124,024	127,125
292,235	292,235	Councillor Expenses	3.9%	303,639	311,231	319,011	326,986
4,022	4,022	Donations	-8.4%	3,684	3,936	4,055	4,178
203,455	203,455	Election Expenses	-100.0%	0	0	0	205,000
15,553	15,553	Fleet Expenses	2.5%	15,942	16,341	16,750	17,169
15,880	15,880	Regional Arts Board Contribution	2.5%	16,277	16,684	17,101	17,529
10,877	10,877	Staff Christmas Party	2.5%	11,149	11,428	11,714	12,007
1,667,428	1,667,428	Activity Based Costing - Expense	1.7%	1,695,370	1,736,471	1,790,344	1,859,891
		General Managers Office					
8,773	8,773	Administration Expenses	2.3%	8,977	9,203	9,432	9,668
10,506	10,506	Civic Duties	-35.6%	6,769	6,938	7,111	7,289
648,123	648,123	Employee Costs	5.7%	685,118	705,634	726,766	748,530
25,559	25,559	Fleet Expenses	2.5%	26,198	26,853	27,524	28,212
115,972	115,972	Activity Based Costing - Expense	0.1%	116,110	115,880	119,366	122,818
		Corporate Administration					
104,707	104,707	Administration Expenses	-17.2%	86,697	88,867	91,089	93,366
10,769	10,769	Business Continuity Plan	2.5%	11,038	11,314	11,597	11,887
787,612	787,612	Employee Costs	13.9%	897,204	924,120	951,844	980,400
10,769	10,769	Fleet Expenses	314.2%	44,600	45,715	46,858	48,029
15,000	15,000	Fraud Risk Assessment	-100.0%	0	15,000	0	15,000
0	0	Governance Health Check	0.0%	15,000	0	15,000	0
55,000	55,000	Integrated Planning & Reporting	-63.6%	20,000	20,000	20,000	55,000
1,165	1,165	M & R - Equipment	2.5%	1,194	1,224	1,255	1,286
303,367	303,367	Operating Expenses	12.3%	340,822	357,731	375,483	394,119
2,300	2,300	Depreciation	75.7%	4,040	2,300	2,300	2,300
		Indirect Costs					
(1,256,316)	(1,256,316)	Activity Based Costing - Expense	10.3%	(1,385,217)	(1,429,859)	(1,477,950)	(1,562,813)

Richmond Valley Council Operational Plan 2025/2026 including Forward Financial Estimates

Objective 8: Lead and advocate for our community

Service: Governance & Advocacy

Original Budget 2024/2025	Revised Budget 31-Mar-25	Description	Original Budget % +/-	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
		Operating Expenditure (continued)					
		Project Management Office					
3,264	3,264	Administration Expenses	48.8%	4,858	4,980	5,104	5,232
165,920	165,920	Employee Costs	47.0%	243,848	251,163	258,698	266,459
32,307	32,307	Fleet Expenses	2.5%	33,115	33,943	34,792	35,662
3,369,416	3,369,416	Total Operating Expenditure	-1.3%	3,324,480	3,408,096	3,509,268	3,832,329
(2,734,745)	(2,734,745)	Operating Result - Surplus/(Deficit)	1.0%	(2,762,441)	(2,829,223)	(2,913,057)	(3,218,258)
(2,732,445)	(2,732,445)	Operating Cash Result - Surplus/(Deficit)	0.9%	(2,758,401)	(2,826,923)	(2,910,757)	(3,215,958)
		Capital Movements					
		Add: Capital Grants & Contributions		0	0	0	0
		Add: Loan Funds Used		0	0	0	0
		Add: Deferred Debtor Repayments		1,990	1,876	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)		(2,756,411)	(2,825,047)	(2,910,757)	(3,215,958)

Richmond Valley Council Operational Plan 2025/2026 including Forward Financial Estimates

Objective 8: Lead and advocate for our community

Service: Community Connection

Original Budget 2024/2025	Revised Budget 31-Mar-25	Description	Original Budget % +/-	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
		Operating Revenue					
0	0	Total Operating Revenue	0.0%	0	0	0	0
		Operating Expenditure					
		Community Connection					
45,617	51,135	Administration Expenses	-3.3%	44,129	45,234	46,364	47,522
261,120	261,120	Employee Costs	10.9%	289,608	298,296	307,245	316,462
13,031	13,031	Fleet Expenses	2.5%	13,357	13,691	14,033	14,384
22,822	22,822	LGA Newsletter	2.5%	23,393	23,978	24,577	25,191
9,585	9,585	Operating Expenses	2.5%	9,824	10,070	10,322	10,580
9,041	9,041	Whispir Communications Platform	2.5%	9,267	9,499	9,736	9,979
		Indirect Expenditure					
1,300	1,300	Depreciation	-55.4%	580	1,600	1,600	1,600
(155,506)	(155,506)	Activity Based Costing - Expense	8.6%	(168,856)	(173,804)	(178,881)	(184,107)
207,010	212,528	Total Operating Expenditure	6.9%	221,302	228,564	234,996	241,611
(207,010)	(212,528)	Operating Result - Surplus/(Deficit)	6.9%	(221,302)	(228,564)	(234,996)	(241,611)
(205,710)	(211,228)	Operating Cash Result - Surplus/(Deficit)	7.3%	(220,722)	(226,964)	(233,396)	(240,011)
		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)		(220,722)	(226,964)	(233,396)	(240,011)

Richmond Valley Council Operational Plan 2025/2026 including Forward Financial Estimates

Objective 9: Manage resources responsibly and provide great service

Service: Financial Services

Original Budget 2024/2025	Revised Budget 31-Mar-25	Description	Original Budget % +/-	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
		Operating Revenue					
		Financial Services					
18,490	18,490	Activity Based Costing - Income	2.5%	18,952	19,426	19,912	20,410
57,915	57,915	Certificates - S603	3.0%	59,652	61,442	63,285	65,184
20,000	20,000	Debtors Summons Fees	-25.0%	15,000	15,450	15,914	16,391
4,120	4,120	Fees - Other	3.0%	4,244	4,371	4,502	4,637
6,010	6,010	Misc Rebates	3.0%	6,190	6,376	6,567	6,764
437	437	Rous Water Agency Fees	3.0%	450	464	478	492
		General Purpose Revenue					
7,068,380	7,068,380	Grant Revenue	2.5%	7,241,682	7,419,164	7,601,033	7,787,399
1,974,258	3,174,258	Interest Income	4.3%	2,059,586	2,191,373	2,257,114	2,342,454
10,689,807	10,689,807	Rates Revenue - Residential	4.3%	11,152,348	11,461,818	11,813,623	12,176,072
3,322,599	3,322,599	Rates Revenue - Farmland	4.2%	3,460,765	3,559,638	3,667,057	3,777,717
2,603,809	2,603,809	Rates Revenue - Business	5.1%	2,736,012	2,816,917	2,901,385	2,988,490
25,765,825	26,965,825	Total Operating Revenue	3.8%	26,754,881	27,556,439	28,350,870	29,186,010
		Operating Expenditure					
		Financial Services					
378,906	378,906	Administration Expenses	4.4%	395,704	405,597	415,736	426,130
1,673,637	1,673,637	Employee Costs	8.7%	1,819,390	1,873,971	1,930,191	1,988,096
28,188	28,188	Fleet Expenses	2.5%	28,893	29,615	30,355	31,114
99,750	179,506	Internal Audit	2.5%	102,244	104,800	107,420	110,106
121,304	121,304	Operating Expenses	7.2%	130,037	133,288	136,620	140,036
2,500	2,500	Depreciation	8.4%	2,710	2,500	2,500	2,500
		Indirect Costs					
(2,197,313)	(2,197,313)	Activity Based Costing - Expense	8.1%	(2,374,490)	(2,442,242)	(2,512,164)	(2,584,104)
106,972	186,728	Total Operating Expenditure	-2.3%	104,488	107,529	110,658	113,878
25,658,853	26,779,097	Operating Result - Surplus/(Deficit)	3.9%	26,650,393	27,448,910	28,240,212	29,072,132
25,661,353	26,781,597	Operating Cash Result - Surplus/(Deficit)	3.9%	26,653,103	27,451,410	28,242,712	29,074,632
		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		594,300	745,400	897,700	1,079,500
		Program Cash Result - Surplus/(Deficit)		26,058,803	26,706,010	27,345,012	27,995,132

Richmond Valley Council Operational Plan 2025/2026 including Forward Financial Estimates

Objective 9: Manage resources responsibly and provide great service

Service: People & Culture

Original Budget 2024/2025	Revised Budget 31-Mar-25	Description	Original Budget % +/-	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
		Operating Revenue					
4,151	4,151	Contributions - Early Reportng Incentive	3.0%	4,276	4,404	4,536	4,672
0	37,909	LSL Contributions	0.0%	0	0	0	0
2,320	2,320	Contributions - Other	3.0%	2,390	2,462	2,536	2,612
16,611	49,519	Paid Parental Leave Revenue	3.0%	17,109	17,622	18,151	18,696
0	3,500	Contributions - Other	0.0%	0	0	0	0
23,082	97,399	Total Operating Revenue	3.0%	23,775	24,488	25,223	25,980
		Operating Expenditure					
11,242	11,242	Administration Expenses	2.5%	11,523	11,811	12,106	12,409
852,809	874,728	Employee Costs	14.8%	978,824	1,008,189	1,038,434	1,069,587
10,506	10,506	Fleet Expenses	105.6%	21,600	22,140	22,694	23,261
1,165	1,165	M & R - Equipment	2.5%	1,194	1,224	1,255	1,286
5,592	5,592	Organisational Development	3.0%	5,760	5,932	6,110	6,294
71,182	71,182	Recruitment Expenses	2.5%	72,961	74,785	76,655	78,571
20,000	20,000	On Boarding	2.5%	20,500	21,013	21,538	22,076
1,100	1,100	Depreciation	100.0%	2,200	1,005	1,020	1,036
		Indirect Costs					
(1,193,596)	(1,160,274)	Activity Based Costing - Expense	15.1%	(1,373,562)	(1,146,099)	(1,179,812)	(1,214,520)
7,162,585	7,162,585	Employee Leave Entitlements	9.5%	7,846,544	7,797,407	8,030,547	8,270,664
33,269	65,413	Industrial Relations	2.5%	34,101	34,953	35,827	36,723
220,000	220,000	Award Payment	17.7%	259,000	0	0	0
		Learning & Development					
227,032	227,032	Training - Compliance	3.0%	233,843	240,858	248,084	255,526
97,299	100,799	Training - Professional Development	3.0%	100,218	103,225	106,321	109,511
		RVC Meetings					
2,147	2,147	Consultative Committee	4.4%	2,241	2,309	2,378	2,450
41,179	41,179	General Staff Meetings	4.4%	42,976	44,266	45,594	46,962
8,057	8,057	Staff Appraisals	4.4%	8,409	8,661	8,921	9,189
3,580	3,580	Union Meetings	4.4%	3,736	3,848	3,963	4,082
3,580	3,580	WHS Committee	4.4%	3,736	3,848	3,963	4,082

Richmond Valley Council Operational Plan 2025/2026 including Forward Financial Estimates

Objective 9: Manage resources responsibly and provide great service

Service: People & Culture

Original Budget 2024/2025	Revised Budget 31-Mar-25	Description	Original Budget % +/-	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
(7,578,728)	(6,378,728)	Oncosts					
		Oncost Credits	9.2%	(8,275,804)	(8,239,375)	(8,485,598)	(8,739,189)
0	1,290,885	Total Operating Expenditure	0.0%	0	0	0	0
23,082	(1,193,486)	Operating Result - Surplus/(Deficit)	3.0%	23,775	24,488	25,223	25,980
24,182	(1,192,386)	Operating Cash Result - Surplus/(Deficit)	7.4%	25,975	25,493	26,243	27,016
		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)		25,975	25,493	26,243	27,016

Richmond Valley Council Operational Plan 2025/2026 including Forward Financial Estimates

Objective 9: Manage resources responsibly and provide great service

Service: Work Health & Safety

Original Budget 2024/2025	Revised Budget 31-Mar-25	Description	Original Budget % +/-	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
0	94,363	Operating Revenue					
		Contributions - WHS Incentive Payments	0.0%	0	0	0	0
0	94,363	Total Operating Revenue	0.0%	0	0	0	0
		Operating Expenditure					
2,714	2,714	Administration Expenses	2.5%	2,782	2,852	2,923	2,996
2,327	2,327	Emergency Preparedness	2.5%	2,385	2,445	2,506	2,569
186,048	186,048	Employee Costs	20.9%	224,944	231,692	238,643	245,802
17,554	17,554	Fleet Expenses	2.5%	17,993	18,443	18,904	19,377
1,396	1,396	M & R - Equipment	2.5%	1,431	1,467	1,504	0
2,386	2,386	Operating Expenses	2.5%	2,446	2,507	2,570	2,634
4,000	4,000	Drug & Alcohol Awareness	2.5%	4,100	4,203	4,308	4,416
5,939	5,939	WHS Equipment	2.5%	6,087	6,239	6,395	6,555
0	0	WHS Health and Wellbeing Program	0.0%	10,000	10,250	10,506	10,769
11,480	24,980	WHS Programs	2.5%	11,767	12,061	12,363	0
0	19,822	WHS Health and Wellbeing Program	0.0%	20,000	20,000	20,000	20,000
		Indirect Costs					
(233,844)	(267,166)	Activity Based Costing - Expense	21.4%	(283,935)	(292,159)	(300,622)	(295,118)
0	0	Total Operating Expenditure	0.0%	20,000	20,000	20,000	20,000
0	94,363	Operating Result - Surplus/(Deficit)	0.0%	(20,000)	(20,000)	(20,000)	(20,000)
0	94,363	Operating Cash Result - Surplus/(Deficit)	0.0%	(20,000)	(20,000)	(20,000)	(20,000)
		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		35,867	36,264	36,671	24,416
		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)		15,867	16,264	16,671	4,416

Richmond Valley Council Operational Plan 2025/2026 including Forward Financial Estimates

Objective 9: Manage resources responsibly and provide great service

Service: Fleet Management

Original Budget 2024/2025	Revised Budget 31-Mar-25	Description	Original Budget % +/-	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
0	0	Operating Revenue					
		Workshops	0.0%	0	0	0	0
		Plant Operations					
251,779	251,779	Contributions - Staff Vehicles	9.4%	275,332	283,592	292,100	300,863
156,503	156,503	Grant Revenue	-4.2%	150,000	154,500	159,135	163,909
5,448,589	5,448,589	Plant Hire Charges	3.0%	5,612,047	5,780,408	5,953,820	6,132,435
5,856,871	5,856,871	Total Operating Revenue	3.1%	6,037,379	6,218,500	6,405,055	6,597,207
		Operating Expenditure					
		Workshops					
132,045	132,045	Casino	4.5%	137,951	141,678	145,504	149,436
111,805	111,805	Coraki Fabrication	18.9%	132,935	136,754	140,825	145,027
56,166	56,166	Evans Head	15.2%	64,729	66,484	68,289	70,143
		Indirect Expenditure					
78,200	78,200	Depreciation	26.4%	98,840	100,220	100,907	101,611
(378,216)	(378,216)	Activity Based Costing - Expense	14.9%	(434,455)	(445,136)	(455,525)	(466,217)
		Plant Operations					
7,614	7,614	Administration Expenses	18.1%	8,989	9,214	9,444	9,680
368,018	368,018	Employee Costs	7.6%	395,856	407,732	419,963	432,561
2,517,307	2,517,307	Fleet Expenses	5.1%	2,645,457	2,719,045	2,794,792	2,872,769
27,191	27,191	Operating Expenses	2.5%	27,871	28,568	29,282	30,014
		Indirect Expenditure					
1,340,000	1,340,000	Depreciation	9.4%	1,466,570	1,503,234	1,540,815	1,579,335
1,064,695	1,064,695	Activity Based Costing - Expense	10.5%	1,176,888	1,194,351	1,227,546	1,261,211
5,324,825	5,324,825	Total Operating Expenditure	7.5%	5,721,631	5,862,144	6,021,842	6,185,570
532,046	532,046	Operating Result - Surplus/(Deficit)	-40.7%	315,748	356,356	383,213	411,637
1,950,246	1,950,246	Operating Cash Result - Surplus/(Deficit)	-3.5%	1,881,158	1,959,810	2,024,935	2,092,583
		Capital Movements					
		Add: Capital Grants & Contributions		0	0	0	0
		Add: Loan Funds Used		0	0	0	0
		Add: Asset Sales		754,679	666,152	616,560	499,847
		Add: Transfer from Restricted Assets		23,003	104,258	19,412	0
		Less: Asset Acquisition		2,530,000	2,530,000	2,530,000	2,214,420
		Less: Loan Repayments		0	0	0	0
		Less: Transfer to Restricted Assets		0	0	0	246,399
		Program Cash Result - Surplus/(Deficit)		128,840	200,220	130,907	131,611

Richmond Valley Council Operational Plan 2025/2026 including Forward Financial Estimates

Objective 9: Manage resources responsibly and provide great service

Service: Quarries

Original Budget 2024/2025	Revised Budget 31-Mar-25	Description	Original Budget % +/-	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
		Operating Revenue					
177,353	177,353	Casino Depot Stockpile	30.1%	230,673	237,593	244,720	252,062
9,552	9,552	Evans Head Depot Stockpile	3.0%	9,839	10,134	10,438	10,752
1,081,434	881,434	Petersons Quarry	-7.3%	1,002,509	1,022,661	1,043,221	1,064,194
718,666	668,666	Woodview Quarry - Private Sales	1.8%	731,352	744,295	757,501	770,974
1,987,004	1,737,004	Total Operating Revenue	-0.6%	1,974,372	2,014,684	2,055,880	2,097,982
		Operating Expenditure					
		Other Stockpiles					
127,178	127,178	Casino Depot	40.4%	178,530	183,039	187,662	192,402
7,666	7,666	Evans Head Depot	54.7%	11,858	12,154	12,459	12,771
		Other Stockpiles Indirect Expenditure					
19,196	19,196	Activity Based Costing - Expense	8.9%	20,904	21,195	21,813	22,439
		Petersons Quarry Expenditure					
22,108	22,108	Administration Expenditure	-1.3%	21,813	22,446	23,097	23,767
0	0	Borrowing Costs	0.0%	0	0	0	0
		Petersons Quarry Indirect Expenditure					
144,984	144,984	Activity Based Costing - Expense	8.8%	157,681	159,944	164,665	169,402
20,964	20,964	Depreciation	-27.6%	15,180	15,426	15,729	16,040
		Woodview Quarry					
13,287	13,287	Administration Expenditure	-20.4%	10,582	10,903	11,234	11,574
20,167	20,167	Borrowing Costs	2.5%	20,671	21,188	21,718	22,261
829	829	Administration Expenditure	935.6%	8,585	8,842	9,107	9,380

Richmond Valley Council Operational Plan 2025/2026 including Forward Financial Estimates

Objective 9: Manage resources responsibly and provide great service

Service: Quarries

Original Budget 2024/2025	Revised Budget 31-Mar-25	Description	Original Budget % +/-	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
		Operating Expenditure (continued)					
		Woodview Quarry Indirect Expenditure					
144,597	144,597	Activity Based Costing - Expense	8.7%	157,172	159,453	164,129	168,846
8,941	8,941	Depreciation	4.2%	9,320	9,554	9,793	10,038
529,917	529,917	Total Operating Expenditure	15.5%	612,297	624,144	641,406	658,920
1,457,087	1,207,087	Operating Result - Surplus/(Deficit)	-6.5%	1,362,076	1,390,540	1,414,473	1,439,062
1,507,159	1,257,159	Operating Cash Result - Surplus/(Deficit)	-6.6%	1,407,247	1,436,708	1,461,713	1,487,401
		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		1,156,612	1,214,211	1,237,596	1,261,579
		Program Cash Result - Surplus/(Deficit)		250,635	222,497	224,117	225,822

Richmond Valley Council Operational Plan 2025/2026 including Forward Financial Estimates

Objective 9: Manage resources responsibly and provide great service

Service: Private Works

Original Budget 2024/2025	Revised Budget 31-Mar-25	Description	Original Budget % +/-	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
		Operating Revenue					
98,390	98,390	Private Works Revenue	3.0%	101,342	104,382	107,513	110,738
98,390	98,390	Total Operating Revenue	3.0%	101,342	104,382	107,513	110,738
		Operating Expenditure					
66,936	66,936	Private Works Expenses	3.4%	69,225	71,129	73,085	75,094
		Indirect Expenditure					
28,602	28,602	Activity Based Costing - Expense	5.7%	30,234	30,772	31,656	32,561
95,538	95,538	Total Operating Expenditure	4.1%	99,459	101,901	104,741	107,655
2,852	2,852	Operating Result - Surplus/(Deficit)	-34.0%	1,883	2,481	2,772	3,083
2,852	2,852	Operating Cash Result - Surplus/(Deficit)	-34.0%	1,883	2,481	2,772	3,083
		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)		1,883	2,481	2,772	3,083

Richmond Valley Council Operational Plan 2025/2026 including Forward Financial Estimates

Objective 9: Manage resources responsibly and provide great service

Service: Customer Service

Original Budget 2024/2025	Revised Budget 31-Mar-25	Description	Original Budget % +/-	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
		Operating Revenue					
1,545	8,545	Customer Service	3.0%	1,591	1,639	1,688	1,739
1,545	8,545	Total Operating Revenue	3.0%	1,591	1,639	1,688	1,739
		Operating Expenditure					
		Customer Service					
18,603	18,603	Administration Expenses	-44.9%	10,250	10,506	10,769	11,038
1,246,546	1,347,535	Employee Costs	-3.8%	1,199,315	1,235,260	1,272,283	1,310,416
1,538	1,538	Operating Expenses	2.5%	1,576	1,615	1,655	1,696
		Indirect Costs					
900	900	Depreciation	6.7%	960	984	1,009	1,034
(1,266,042)	(1,266,042)	Activity Based Costing - Expense	-4.4%	(1,210,510)	(1,246,726)	(1,284,028)	(1,322,445)
1,545	102,534	Total Operating Expenditure	3.0%	1,591	1,639	1,688	1,739
0	(93,989)	Operating Result - Surplus/(Deficit)	0.0%	(0)	(0)	(0)	0
900	(93,089)	Operating Cash Result - Surplus/(Deficit)	6.7%	960	984	1,009	1,034
		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		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)		10,960	10,984	11,009	11,034

Richmond Valley Council Operational Plan 2025/2026 including Forward Financial Estimates

Objective 9: Manage resources responsibly and provide great service

Service: Information Technology Services

Original Budget 2024/2025	Revised Budget 31-Mar-25	Description	Original Budget % +/-	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
		Operating Revenue					
4,884	4,884	Activity Based Costing - Income	2.5%	5,006	5,131	5,259	5,390
0	4,379	Contributions - Other	0.0%	0	0	0	0
7,649	18,442	Fees - Other	3.0%	7,878	8,114	8,357	8,608
0	21,983	Grant Revenue	0.0%	0	0	0	0
12,533	49,688	Total Operating Revenue	2.8%	12,884	13,245	13,616	13,998
		Operating Expenditure					
		Information Technology					
156,878	156,878	Administration Expenses	2.5%	160,801	164,820	168,941	173,165
1,398,324	1,402,703	Employee Costs	6.6%	1,491,280	1,536,019	1,582,100	1,629,562
15,000	15,000	Fleet Expenses	2.5%	15,375	15,759	16,153	16,557
26,104	36,897	M & R - Equipment	2.5%	26,757	27,426	28,112	28,815
73,453	73,453	Mobile Computing	2.5%	75,289	77,171	79,100	81,078
1,326,250	1,348,233	Operating Expenses	2.6%	1,360,256	1,395,258	1,431,184	1,468,062
81,695	81,695	Depreciation	16.2%	94,950	95,683	98,023	100,421
61,038	108,824	Public Safety CCTV	0.5%	61,314	61,597	61,887	62,184
8,251	8,251	IT Projects	8.6%	8,957	9,681	10,423	11,184
15,695	15,695	Penetration Testing	2.5%	16,087	16,489	16,901	17,324
29,076	29,076	Cyber Security	2.5%	29,803	30,548	31,312	32,095
60,000	60,000	Techone CIA Upgrade	0.0%	60,000	60,000	60,000	60,000
0	35,781	Planning Portal Integration to TechOne	0.0%	0	0	0	0
		Indirect Costs					
(3,065,171)	(3,065,171)	Activity Based Costing - Expense	4.8%	(3,211,824)	(3,298,891)	(3,389,997)	(3,483,662)
186,593	307,315	Total Operating Expenditure	1.3%	189,045	191,560	194,139	196,785
(174,060)	(257,627)	Operating Result - Surplus/(Deficit)	1.2%	(176,161)	(178,315)	(180,523)	(182,787)
(92,365)	(175,932)	Operating Cash Result - Surplus/(Deficit)	-12.1%	(81,211)	(82,632)	(82,500)	(82,366)
		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)		(81,211)	(82,632)	(82,500)	(82,366)

Richmond Valley Council Operational Plan 2025/2026 including Forward Financial Estimates

Objective 9: Manage resources responsibly and provide great service

Service: Development & Regulatory Services

Original Budget 2024/2025	Revised Budget 31-Mar-25	Description	Original Budget % +/-	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
		Operating Revenue					
0	0	Beach Control	0.0%	0	0	0	0
185,387	185,387	Regulatory Control	-36.9%	117,025	120,536	124,152	127,877
1,845	1,845	Impounding Shelter	3.0%	1,900	1,957	2,016	2,076
		Planning & Development Services					
67,531	67,531	Advertising Fees	-4.4%	64,557	66,494	68,489	70,544
14,118	14,118	Archive Fee	38.4%	19,542	20,128	20,732	21,354
8,583	8,583	Certificates - Building Certificates	3.0%	8,840	9,105	9,378	9,659
78,786	78,786	Certificates - S149	-3.3%	76,150	78,435	80,788	83,212
14,118	14,118	Certificates - S735A	3.0%	14,542	14,978	15,427	15,890
2,771	2,771	Complying Development Fees	3.0%	2,854	2,940	3,028	3,119
20,486	20,486	Drainage Diagram Fees	27.4%	26,101	26,884	27,691	28,522
237,318	237,318	Fees - Other	3.0%	244,438	251,771	259,324	267,103
2,701	2,701	Infringement Notice Fees	3.0%	2,782	2,865	2,951	3,040
12,020	12,020	Inspection Fees - Accessways	44.6%	17,381	17,902	18,439	18,992
191,337	191,337	Inspection Fees - Building Compliance	3.0%	197,077	202,989	209,079	215,351
29,507	29,507	Inspection Fees - Pools	19.9%	35,392	36,454	37,548	38,674
34,830	34,830	Inspection Fees - Sewer Connection	31.7%	45,875	47,251	48,669	50,129
5,537	5,537	Linen Plan Signing Fees	3.0%	5,703	5,874	6,050	6,232
3,461	3,461	Long Service Levy Commission Revenue	-100.0%	0	0	0	0
8,487	8,487	Plumbing Permits - S68	3.0%	8,742	9,004	9,274	9,552
2,252	2,252	Rural Road Numbering Fees	3.0%	2,320	2,390	2,462	2,536
13,842	13,842	Subdivision Fees	-33.1%	9,257	9,535	9,821	10,116
934,917	934,917	Total Operating Revenue	-3.7%	900,478	927,492	955,318	983,978
		Operating Expenditure					
52,056	52,056	Beach Control	3.0%	53,596	54,764	56,171	57,614
298,606	298,606	Regulatory Control	20.8%	360,839	371,132	381,719	392,611
44,937	44,937	Impounding Shelter	51.0%	67,865	69,818	71,827	73,896
		Indirect Expenditure					
116,955	116,955	Activity Based Costing - Expense	1.4%	118,647	118,252	121,748	125,204
3,850	3,850	Depreciation	9.1%	4,200	4,679	4,782	4,886
		Planning & Development Services					
39,996	39,996	Administration Expenses	-16.6%	33,339	34,173	35,027	35,903
1,712,086	1,752,086	Employee Costs	19.8%	2,051,152	2,112,687	2,176,067	2,241,348
86,151	86,151	Fleet Expenses	12.1%	96,607	99,022	101,498	104,035
2,327	2,327	M & R - Equipment	2.5%	2,385	2,445	2,506	2,569
93,018	59,473	Operating Expenses	-41.8%	54,094	45,196	46,326	47,484
1,748	1,748	Rural Road Numbering Expenses	2.5%	1,792	1,837	1,883	1,930
0	15,259	MacMahon Development (Legal)	0.0%	0	0	0	0
0	18,286	Iron Gates Dev - Goldcoral Appeal	0.0%	0	0	0	0
0	0	Casino CBD Masterplan	0.0%	120,000	0	0	0

Richmond Valley Council Operational Plan 2025/2026 including Forward Financial Estimates

Objective 9: Manage resources responsibly and provide great service

Service: Development & Regulatory Services

Original Budget 2024/2025	Revised Budget 31-Mar-25	Description	Original Budget % +/-	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
		Operating Expenditure (continued)					
		Indirect Expenditure					
500	500	Depreciation	48.0%	740	500	500	500
1,423,596	1,423,596	Activity Based Costing - Expense	-6.0%	1,338,193	1,349,842	1,389,577	1,431,974
3,875,825	3,915,825	Total Operating Expenditure	11.0%	4,303,450	4,264,347	4,389,632	4,519,954
(2,940,908)	(2,980,908)	Operating Result - Surplus/(Deficit)	15.7%	(3,402,972)	(3,336,855)	(3,434,314)	(3,535,976)
(2,936,558)	(2,976,558)	Operating Cash Result - Surplus/(Deficit)	15.7%	(3,398,032)	(3,331,676)	(3,429,032)	(3,530,590)
		Capital Movements					
		Add: Capital Grants & Contributions		380,000	300,000	300,000	200,000
		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		260,000	300,000	300,000	200,000
		Program Cash Result - Surplus/(Deficit)		(3,278,032)	(3,331,676)	(3,429,032)	(3,530,590)

Richmond Valley Council Operational Plan 2025/2026 including Forward Financial Estimates

Capital Revenue 2025/2026 - 2028/2029

Description	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
Capital Grants & Contributions				
Strengthening our role in the region				
<u>Water Supplies Critical Infrastructure</u>				
Jabour Weir Fishway Construction	0	1,150,000	1,450,000	0
Total Water Supplies Critical Infrastructure	0	1,150,000	1,450,000	0
<u>Sewerage Services Critical Infrastructure</u>				
Casino Sewer Treatment Plant Replacement	0	30,000,000	15,000,000	0
Evans Hd Treatment Plant SSWP	2,625,000	4,026,500	0	0
Total Sewerage Services Critical Infrastructure	2,625,000	34,026,500	15,000,000	0
<u>Disaster Recovery</u>				
AGRN1012 Natural Disaster Feb 2022 Urban Roads	2,478,842	0	0	0
AGRN1012 Natural Disaster Feb 2022 Sealed Roads	5,738,409	0	0	0
AGRN1012 Natural Disaster Feb 2022 Sealed Bridges	114,925	0	0	0
AGRN1012 Natural Disaster Feb 2022 Regional Roads	4,355,128	0	0	0
AGRN1012 Natural Disaster Feb 2022 Unsealed Roads	1,080,271	0	0	0
AGRN1012 Natural Disaster Feb 2022 Unsealed Bridges	2,913,440	0	0	0
Total Disaster Recovery	16,681,015	0	0	0
<u>Economic Development</u>				
Effluent Management System Upgrades (Betterment Funding)	4,312,500	0	0	0
Total Economic Development	4,312,500	0	0	0
Total strengthening our role in the region capital grants & contributions	23,618,515	35,176,500	16,450,000	0
Creating great places to live				
<u>Libraries</u>				
Mobile Library Replacement	500,000	0	0	0
Library Car Fund RVC	3,503	3,503	3,503	3,503
Library Car Fund Kyogle	1,497	1,497	1,497	1,497
Mobile Library Fund RVC	24,889	24,889	24,889	24,889
Mobile Library Fund Kyogle	23,111	23,111	23,111	23,111
Laptop Fund RVC	2,102	2,102	2,102	2,102
Laptop Fund Kyogle	898	898	898	898
Laptop Fund RVC	4,484	4,484	4,484	4,484
Laptop Fund Kyogle	1,916	1,916	1,916	1,916
Total Libraries	562,400	62,400	62,400	62,400
<u>Sports Grounds, Parks & Facilities</u>				
Woodburn Oval - Irrigation connection (SPN)	15,256	0	0	0
Colley Park (SPN)	142,695	0	0	0
Casino Rugby League Clubhouse	964,695	0	0	0
Woodburn Oval Pony & Tennis Clubhouse	504,000	0	0	0
Jabiru Wetland Fencing (Watershed)	20,000	0	0	0
LPMA Surf Club Grant	25,233	25,611	25,995	26,385
Total Sports Grounds, Parks & Facilities	1,671,879	25,611	25,995	26,385

Richmond Valley Council Operational Plan 2025/2026 including Forward Financial Estimates

Capital Revenue 2025/2026 - 2028/2029

Description	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
Capital Grants & Contributions (continued)				
Creating great places to live (continued)				
<u>Building and Maintaining Roads</u>				
Sealed Rds Capital Grants	0	400,000	400,000	400,000
Tatham Bridges Replacement (NRRRP)	10,649,827	0	0	0
Woodburn Evans Hd Shared Pathway	5,377,000	0	0	0
Casino Suspension Bridge (CAP)	2,454,037	0	0	0
Footpaths Casino - Connecting QE Park to Suspension Bridge (Multi Sports)	160,000	0	0	0
Footpaths Casino - Colches St to 7-9 Dyraaba Street	123,000	0	0	0
Total Building and Maintaining Roads	18,763,864	400,000	400,000	400,000
<u>Water Supplies</u>				
S64 Contributions	150,000	150,000	150,000	150,000
Regional Leakage Reduction Program	62,577	0	0	0
Casino Water Security Project (SSWP410)	50,000	0	0	0
Water Treatment Plant Process Improvements	200,000	2,400,000	2,400,000	0
Raw Water Pump Fencing (Watershed)	37,500	0	0	0
Total Water Supplies	500,077	2,550,000	2,550,000	150,000
<u>Sewerage Services</u>				
S64 Contributions	200,000	200,000	100,000	100,000
Total Sewerage Services	200,000	200,000	100,000	100,000
Total creating great places to live capital grants & contributions	21,698,220	3,238,011	3,138,395	738,785
Delivering for our community				
<u>Development & Regulatory Services</u>				
S7.12 Contributions	200,000	150,000	150,000	150,000
S7.11 Rural Development Heavy Haulage Contributions	180,000	150,000	150,000	50,000
Total Development & Regulatory Services	380,000	300,000	300,000	200,000
Total delivering for our community capital grants & contributions	380,000	300,000	300,000	200,000
Total Capital Grants & Contributions	45,696,735	38,714,511	19,888,395	938,785
<u>Loan Funds Utilised</u>				
Strengthening our role in the region				
<u>Sewerage Services Critical Infrastructure</u>				
Loan Borrowings - Sewerage Services	0	0	20,000,000	0
Total Sewerage Services Critical Infrastructure	0	0	20,000,000	0
Total strengthening our role in the region loan funds utilised	0	0	20,000,000	0
Total Loan Funds Utilised	0	0	20,000,000	0

Richmond Valley Council Operational Plan 2025/2026 including Forward Financial Estimates

Capital Revenue 2025/2026 - 2028/2029

Description	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
Deferred Debtor Repayments				
Delivering for our community				
<u>Governance & Advocacy</u>				
Deferred Debtor Repay - Pac Coast Rail	1,990	1,876	0	0
Total Governance & Advocacy	1,990	1,876	0	0
Total delivering for our community deferred debtor repayments	1,990	1,876	0	0
Total Deferred Debtor Repayments	1,990	1,876	0	0
Proceeds from the Sale of Assets				
Strengthening our role in the region				
<u>Property and Economic Projects</u>				
Reynolds Rd Industrial Land	2,259,090	2,181,818	1,889,090	0
Industrial Land Sale	2,000,000	0	0	3,000,000
Total Property and Economic Projects	4,259,090	2,181,818	1,889,090	3,000,000
Total strengthen our role in the region proceeds from the sale of assets	4,259,090	2,181,818	1,889,090	3,000,000
Creating great places to live				
<u>Libraries</u>				
Library Car/Truck Trade-in	101,500	0	9,000	0
Library Book Sales	1,000	500	500	500
Total Libraries	102,500	500	9,500	500
<u>Sewerage Services</u>				
Plant Sales	11,364	0	0	1,818
Total Sewerage Services	11,364	0	0	1,818
<u>Waste Management</u>				
Plant Sales	46,000	193,182	249,091	129,091
Total Waste Management	46,000	193,182	249,091	129,091
Total creating great places to live proceeds from the sale of assets	159,864	193,682	258,591	131,409
Delivering for our community				
<u>Fleet Management</u>				
Plant Sales	754,679	666,152	616,560	499,847
Total Fleet Management	754,679	666,152	616,560	499,847
Total delivering for our community proceeds from the sale of assets	754,679	666,152	616,560	499,847
Total Proceeds from the Sale of Assets	5,173,633	3,041,652	2,764,241	3,631,256
Total Capital Revenue	50,872,358	41,758,039	42,652,636	4,570,041

Richmond Valley Council Operational Plan 2025/2026 including Forward Financial Estimates

Capital Expenditure 2025/2026 - 2028/2029

Description	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
Strengthening our role in the region				
<u>Water Supplies Critical Infrastructure</u>				
Jabour Weir Fishway Construction	0	2,300,000	2,900,000	0
Total Water Supplies Critical Infrastructure	0	2,300,000	2,900,000	0
<u>Sewerage Services Critical Infrastructure</u>				
Casino STP Upgrade	2,950,000	30,000,000	35,000,000	0
Evans Head Stage 2 Design & Construction	5,250,000	8,053,000	0	0
Total Sewerage Services Critical Infrastructure	8,200,000	38,053,000	35,000,000	0
<u>Property and Economic Projects</u>				
Industrial Land Development	0	0	0	0
Reynolds Rd Stage 3 Development	345,000	0	0	0
Cassino Drive Industrial Development	3,829,498	0	0	0
Property and Economic Projects	4,174,498	0	0	0
Total Property and Economic Projects	4,174,498	0	0	0
<u>Disaster Recovery</u>				
AGRN1012 EPAR Sealed Roads	2,478,842	0	0	0
AGRN1012 EPAR - Sealed Local Roads	5,738,409	0	0	0
AGRN1012 IRW/EPAR - Regional Roads	4,355,128	0	0	0
AGRN 1012 EPAR - Sealed Rural Bridges	114,925	0	0	0
AGRN 1012 EPAR - Unsealed Rural Roads	1,080,271	0	0	0
AGRN1012 EPAR - Unsealed Bridges	2,913,440	0	0	0
Total Disaster Recovery	16,681,015	0	0	0
<u>Economic Development</u>				
Effluent Management System Upgrades (Betterment Funding)	5,550,000	0	0	0
NRLX Capital Improvements	20,000	20,000	20,000	150,000
Total Economic Development	5,570,000	20,000	20,000	150,000
Total strengthening our role in the region capital expenditure	34,625,513	40,373,000	37,920,000	150,000
Creating great places to live				
<u>Libraries</u>				
Library Car/Truck Replacement	817,000	0	35,000	0
Mobile Library Solar Installation	46,509	0	0	0
Library Book Purchases	90,084	92,336	94,644	97,010
Online PC Booking System	14,590	0	0	0
Workroom Casino Library	10,000	0	0	0
Laptop Replacement Program	0	9,000	0	0
Furniture Purchases	9,658	9,842	6,126	6,279
Total Libraries	987,841	111,178	135,770	103,289
<u>Sports Grounds, Parks & Facilities</u>				
<u>Casino</u>				
Colley Park - Power Upgrades (SPN)	229,750	0	0	0
Jabiru Wetland Fencing (Watershed)	30,000	0	0	0
Casino Rugby League Clubhouse	1,507,825	0	0	0
<u>Evans Head</u>				
Surf Club Upgrades	25,233	25,611	25,995	26,500
Airforce Beach Access & Carpark Upgrade	180,000	0	0	0
Airforce Beach Carpark Upgrade	310,000	0	0	0

Richmond Valley Council Operational Plan 2025/2026 including Forward Financial Estimates

Capital Expenditure 2025/2026 - 2028/2029

Description	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
Creating great places to live (continued)				
Woodburn				
Oval Irrigation Connection	127,911	0	0	0
Tennis Court repairs - Insurance flood	79,387	0	0	0
Tennis Fence - Insurance flood	50,000	0	0	0
Woodburn Oval - Pony & Tennis Clubhouse (CAP)	790,000	0	0	0
Coraki				
Coraki Museum - Toilet Upgrades	45,000	0	0	0
Coraki Riverside Park Improvements	25,000	0	0	0
All Areas				
Facility Upgrades Shelters	10,000	10,000	10,000	10,000
Replace Non-Compliant Playground Equip	5,000	5,000	5,000	5,000
Renewals at various Facilities & Parks	195,000	195,000	195,000	195,000
Public Toilets				
Refurbishments	80,000	40,000	40,000	40,000
Total Sports Grounds, Parks & Facilities	3,690,106	275,611	275,995	276,500
Community Centres and Halls				
Asset Renewals to be allocated	49,367	50,108	50,860	51,623
Casino Community & Cultural Centre - Building renewals	15,375	0	0	0
Evans Hd Scout Hall - Toilet Renewal	65,000	0	0	0
Total Community Centres and Halls	129,742	50,108	50,860	51,623
Cemeteries				
Casino Lawn Cemetery				
Concrete Strips	0	15,000	15,000	0
Columbarium Walls	0	0	10,000	0
Expansion Earthworks	15,000	0	0	10,000
Expansion Infrastructure	10,000	10,000	0	10,000
Coraki Cemetery				
Infrastructure Improvements	0	0	0	10,000
Concrete Strips	5,000	0	0	5,000
Evans Head Lawn Cemetery				
Concrete Strips	0	5,000	5,000	0
Columbarium Wall	10,000	0	0	0
Expansion Infrastructure	0	0	0	5,000
Total Cemeteries	40,000	30,000	30,000	40,000
Building & Maintaining Roads				
Urban Local Roads & Bridges				
Roads to Recovery Program				
Casino				
Anderson Avenue - Casino	430,000	0	0	0
Booyong Street - Evans Head	218,027	0	0	0
Sheppard Street - Casino (Hotham To Fairway)	0	140,000	0	0
Gillette Street - Casino (Canterbury To Fergusson)	0	141,108	0	0
Canterbury Street - Casino (Gillette To End)	0	0	109,600	0
Lees Avenue - Casino (Hare To Light)	0	0	100,000	0
Dean Street - Casino (Centre To Walker)	0	0	0	320,000
Broadwater				
Little Pitt Street - Broadwater	220,000	0	0	0
Evans Head				
Carrabeen Street - Evans Head (Cassia To Boronia)	0	220,000	0	0

Richmond Valley Council Operational Plan 2025/2026 including Forward Financial Estimates

Capital Expenditure 2025/2026 - 2028/2029

Description	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
Creating great places to live (continued)				
<u>Building & Maintaining Roads (continued)</u>				
SRV 14/15				
Casino				
Lancaster Avenue - Casino (Bennett To Division)	400,000	0	0	0
Frederick Street - Casino (Macdougall To Sandlands)	99,057	29,057	0	0
Simpsons Parade - Casino (Walker To Centre)	0	0	230,000	0
Mcelroy Street - Casino (Centre To Walker)	0	0	150,000	0
Elm Place - Casino	0	0	0	110,000
Woodburn				
Redwood Lane - Woodburn (Cedar To Duke)	0	200,000	0	0
Broadwater				
Pitt Street - Broadwater (Baarang To George)	0	145,000	0	0
Laneways				
Unallocated	0	0	0	75,000
Ellis Lane - Casino	75,000	0	0	0
Box Lane - Casino (SRV \$75,000/RTR \$80,000)	0	75,000	75,000	0
Kerb & Gutter Replacement Program - All Areas				
All Areas	276,000	200,000	200,000	200,000
Urban Road Sign Renewals				
All Areas	55,794	57,189	58,619	60,084
Urban Reseal Program				
All Areas	450,951	460,963	470,502	479,912
Urban Heavy Patching Program				
Urban Heavy Patching - All Areas	48,004	49,204	49,700	50,694
PAMP Program				
PAMP Program	20,000	20,000	20,000	20,000
Crown Lands Flood Recovery Program				
Halsteads Drive Casino Stage 3	954,140	0	0	0
Total Urban Local Roads & Bridges Capital Expenditure	3,246,973	1,737,521	1,463,421	1,315,690
<u>Sealed Rural Local Roads & Bridges</u>				
Roads to Recovery Program				
Stratheden Road - Ch.3500 - 5100	1,383,548	0	0	0
Stratheden Road - Ch.1700 - 3500 (Srv \$1,403,106/Rtr \$125,000)	0	1,528,106	0	0
Savilles Road - Ch.450 - 950 (Srv \$452,036/Rtr \$49,057)	0	0	571,093	0
Savilles Road - Ch.2800 - 3400	0	0	646,800	0
Swan Bay New Italy Road - Ch.Tba (Heavy Patching)	0	0	696,000	0
Sextonville Road - Ch.11400 - 12300 (Srv \$609,436/Rtr \$389,057)	0	0	0	998,493
Mongogarrie Road - Ch.5400 - 6500	0	0	0	1,075,000
Sealed Rural Local Roads & Bridges				
McDonalds Bridge Road	409,057	0	0	0
Wyan Road (RERRF)	240,000	0	0	0
Mongogarrie Road (RERRF)	156,894	0	0	0
RERRF - To be allocated	812,000	500,000	0	0
Capital Grants Works	0	400,000	400,000	400,000
Heavy Patching	121,608	124,648	127,764	130,958
Rural Roads Drainage	40,726	41,541	42,372	43,219

Richmond Valley Council Operational Plan 2025/2026 including Forward Financial Estimates

Capital Expenditure 2025/2026 - 2028/2029

Description	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
Creating great places to live (continued)				
<u>Building & Maintaining Roads (continued)</u>				
Signage Renewal	11,000	11,000	11,000	11,000
Guardrail Replacement Program	70,000	70,000	70,000	70,000
Rural Reseal Program	900,000	900,000	1,067,807	965,252
Total Sealed Rural Local Roads & Bridges	4,144,833	3,575,295	3,632,836	3,693,922
<u>Sealed Rural Regional Roads & Bridges</u>				
Tatham Bridges Replacement (NRRRP)	10,649,827	0	0	0
Contribution to EPAR	42,728	0	0	0
Signage Renewal	5,000	5,000	5,000	5,000
Reseal Program	108,000	108,000	108,000	108,000
Heavy Patching	250,000	250,000	250,000	270,000
Broadwater Evans Hd Rd	187,814	191,570	0	0
Woodburn Evans Hd Rd	0	0	195,401	199,309
Total Sealed Rural Regional Roads & Bridges	11,243,369	554,570	558,401	582,309
<u>Unsealed Rural Local Roads & Bridges</u>				
Gravel Resheets	377,768	499,960	405,657	416,870
Additional Gravel Resheets	139,833	142,900	142,900	142,900
Total Unsealed Rural Local Roads & Bridges	517,601	642,860	548,557	559,770
<u>Footpaths</u>				
<u>Casino</u>				
Colches Street - East (Crossing To Canterbury)	22,500	0	0	0
Hotham Street, Canterbury to Barker	45,000	0	0	0
Shared Pathway Barker St to Dyraaba St	292,449	0	0	0
Colches St to 7-9 Dyraaba Street	170,000	0	0	0
Casino Suspension Bridge (CAP)	2,999,945	0	0	0
Connecting QE Park to Suspension Bridge (Multi Sports)	160,000	0	0	0
Barker Street - South (Small To Cecel)	0	98,500	0	0
Elsmer Jones Park (Grevillia To Oak)	0	0	20,000	25,000
West Street - West (Simpson To Barker)	0	0	0	44,000
Hickey Street - West (North To Convent)	0	0	0	40,000
<u>Evans Head</u>				
Woodburn Street - West (Wattle To Iga)	60,000	0	0	0
Woodburn Street - East (Wattle To Illawong)	0	0	79,000	0
<u>Coraki</u>				
Various (Richmond / Surry / Adam)	15,000	0	0	0
<u>Woodburn</u>				
Woodburn Evans Hd Shared Pathway	5,377,000	0	0	0
<u>Rappville</u>				
Rappville - Shared Pathway	56,378	0	0	0
<u>Renewals to be allocated</u>				
Casino Footpaths - Renewals to be allocated	5,000	0	0	0
Evans Head Footpaths - Renewals to be allocated	0	5,000	5,250	5,000
Total Footpaths	9,203,272	103,500	104,250	114,000
Total Building and Maintaining Roads Capital Expenditure	28,356,048	6,613,746	6,307,465	6,265,692

Richmond Valley Council Operational Plan 2025/2026 including Forward Financial Estimates

Capital Expenditure 2025/2026 - 2028/2029

Description	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
Creating great places to live (continued)				
<u>Stormwater Management</u>				
Casino				
Drainage Improvements	10,000	10,000	10,000	10,000
Evans Head				
Currajong St - CDS Unit Rehab	63,904	0	0	0
Woodburn/Rappville/Rileys Hill				
Drainage Rappville - Construct Drainage Line Nandabah Street	105,000	0	0	0
Drainage Rileys Hill - Construct Open Drain Crown Rd Reserve	80,000	0	0	0
All Areas				
Renewals to be allocated	500,000	150,000	150,000	150,000
Total Stormwater Management	758,904	160,000	160,000	160,000
<u>Water Supplies</u>				
Mains Replacements - Casino				
Mains to be allocated	0	0	0	500,000
Valve Renewals - to be allocated	40,000	40,000	40,000	25,000
Colches St; Railway Bridge	1,200,000	0	0	0
Centre St; Richmond St to Lot C DP342092	480,000	0	0	0
Sandilands St; Colches St Nth to Hotham St	100,000	0	0	0
Cassia Ave; Hotham St east	74,000	0	0	0
Dyraaba St; Hotham St east	73,000	0	0	0
East St; Sharon Ct to Dyraaba St	146,000	0	0	0
Gillette St; Fergusson St to Canterbury St	71,000	0	0	0
Kyogle St; Hotham St east	73,000	0	0	0
Lennox St; West St to Centre St	176,000	0	0	0
Hill Crest Lane to 150mm PVC	48,000	0	0	0
High St; Apsley St to PVC @ 30 High St	0	90,000	0	0
Arthur St; Canterbury St to Gitana St	0	119,700	0	0
North St; Hotham St to Railway	0	52,750	0	0
Park Ln; North St to Riverside Ln	0	63,000	0	0
West St; McElroy St to Division St	0	54,000	0	0
Centre St; Canterbury St to Barker St	0	500,000	0	0
Short St; Johnston St to Cumberland St	0	0	103,500	0
Casino High School	0	0	150,000	0
Swanson Lane, Lot 2 DP589417 to Diary St	0	0	40,000	0
W Main Cas - Bruxner Hwy; Colches St to Bruxner Hwy; Colches St to Sextonville Rd	0	0	250,000	250,000
Mains Replacements - Coraki				
Mains to be allocated	0	0	45,000	90,000
Queen Elizabeth Dr; Yabsley north to Lagoon Rd	0	80,000	0	0
Mains Replacements - Evans Head				
Mains to be allocated	0	0	70,000	70,000
<u>Water Meter Replacement Program</u>				
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	300,000	300,000
Smart Metering - Mid Richmond (Coraki)	0	350,000	0	0
Smart Metering - Mid Richmond (Broadwater)	200,000	0	0	0
Smart Metering - Mid Richmond (Woodburn)	250,000	0	0	0
<u>Water Reservoir - Casino</u>				
Flow Meter Renewals	40,000	0	0	0
South Booster Station Upgrade	98,119	0	0	0
<u>Water Reservoir - Evans Head</u>				
Second lift pump refurb	75,000	0	0	0

Richmond Valley Council Operational Plan 2025/2026 including Forward Financial Estimates

Capital Expenditure 2025/2026 - 2028/2029

Description	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
Creating great places to live (continued)				
<u>Water Supplies (continued)</u>				
<i>Water Reservoir - Broadwater</i>				
Reservoir Bypass to Booster PS	10,000	0	0	0
<i>Water Treatment Plant - Casino</i>				
Casino Water Security	100,000	0	0	0
Process Improvements	400,000	4,800,000	4,800,000	0
Sedimentation Tank Sludge Valve	10,000	0	0	0
New Shed for RWPS & CW pumps	59,147	0	0	0
Solar Installation	484,527	0	0	0
Blanking off raw water bypass - DWMS Improvement Plan	15,000	0	0	0
Filter to Waste functionality design Casino WTP	20,000	0	0	0
Water Softener Replacement & Service Water Upgrade	100,000	0	0	0
CWT to revetor supply main duplication	15,000	0	0	400,000
Raw Water Pump Fencing (Watershed)	37,500	0	0	0
<i>Other</i>				
Provide Water to new release areas Lower River	0	200,000	0	0
Leak Reduction Works Regional Leakage Reduction Program	196,946	0	0	0
Future Water Renewals	100,000	50,000	400,000	400,000
<i>Plant & Equipment</i>				
Plant Purchases	10,000	10,000	10,000	10,000
Total Water Supplies	4,767,239	6,474,450	6,273,500	2,110,000
<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	175,000	150,000	150,000	100,000
Manhole Repairs to be allocated	200,000	300,000	300,000	300,000
Broadwater Sewer Scheme Supply e-One Unit - to be allocated	15,000	15,000	15,000	15,000
Relining Program	800,000	0	800,000	0
Future Sewer Renewals	70,000	100,000	100,000	100,000
<i>Sewer Mains</i>				
<i>Evans Head</i>				
Airforce beach toilet block sewer renewal	80,000	0	0	0
Duplicate Rising Main from WWPS1 to WWPS8 150 dia	0	0	400,000	0
Replace Rising Main 4 to WWPS 200 dia	0	0	500,000	0
<i>Sewerage Pump Stations</i>				
<i>Casino</i>				
PS14 Upgrade	0	250,000	0	0
SPS603 Switchboard, MHL Automation & RTU upgrade	250,000	0	0	0
SPS605 Switchboard upgrade	0	150,000	0	0
SPS611 Switchboard, MHL Automation & RTU upgrade	250,000	0	0	0
Sewer System Improvements	100,000	0	0	0
SPS Switchboard upgrades to be allocated	0	0	0	0
<i>Evans Head</i>				
PS1 Replace Pump Impellers	0	59,000	0	0
RTU Upgrade	45,000	0	0	0
PS5 Replace Pumps	0	0	24,000	0
PS6 Replace Pumps	0	0	38,000	0
PS7 Replace Pumps	0	0	24,000	0
PS8 Upgrade	0	0	0	796,000

Richmond Valley Council Operational Plan 2025/2026 including Forward Financial Estimates

Capital Expenditure 2025/2026 - 2028/2029

Description	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
Creating great places to live (continued)				
<u>Sewerage Services (continued)</u>				
<i>Rileys Hill</i>				
SPS401 Construct Gravity Overflow	20,000	0	0	0
Level sensor upgrade to Radar	100,000	0	0	0
<i>Sewerage Treatment Plants</i>				
<i>Casino</i>				
Sew STP Cas - Diffuser blade replacement	60,000	0	0	0
Sewerage System Improvements	0	0	0	200,000
<i>Coraki</i>				
Stage 1 Upgrade - Design	0	0	0	100,000
<i>Evans Head</i>				
Reuse effluent water scheme	0	0	50,000	500,000
<i>Rileys Hill</i>				
Generator	50,000	0	0	0
Pipe Replacement - EAT to Clarifier	50,000	0	0	0
<i>Plant & Equipment</i>				
Plant & Equipment	92,727	20,000	20,000	118,182
Total Sewerage Services	2,387,727	1,074,000	2,451,000	2,259,182
<u>Engineering Support & Asset Management</u>				
<i>Casino Office</i>				
Furniture	10,000	10,000	10,000	10,000
Office Furniture	5,000	5,000	5,000	5,000
<i>Casino Depot</i>				
Depot Upgrades	500,000	0	0	0
Depot Renewals	20,000	20,000	20,000	20,000
Pavement Rehab & Sealing	0	70,000	0	0
<i>Evans Head Depot</i>				
Depot Renewals	10,000	10,000	10,000	10,000
Total Engineering Support & Asset Management	545,000	115,000	45,000	45,000
<u>Waste Management</u>				
<i>Plant Purchases</i>				
Plant Purchases	601,818	766,601	723,132	916,697
<i>Nammoona Landfill</i>				
Cell Capping	0	1,108,000	300,000	0
Cell 6B Approval & Construction	0	0	850,000	1,200,000
Pound Upgrades	103,334	0	0	0
<i>Evans Head Transfer Station</i>				
Weighbridge Roof	20,000	0	0	0
Shed	0	80,000	0	0
Total Waste Management	725,152	1,954,601	1,873,132	2,116,697
Total Creating great places to live Capital Expenditure	42,387,759	16,858,694	17,602,722	13,427,983

Richmond Valley Council Operational Plan 2025/2026 including Forward Financial Estimates

Capital Expenditure 2025/2026 - 2028/2029

Description	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
Delivering for our community				
<u>Fleet Management</u>				
Workshops - Plant Purchases	30,000	30,000	30,000	30,000
Plant Purchases	2,500,000	2,500,000	2,500,000	2,184,420
Total Fleet Management	2,530,000	2,530,000	2,530,000	2,214,420
Total delivering for our community capital expenditure	2,530,000	2,530,000	2,530,000	2,214,420
Total capital expenditure	79,543,272	59,761,694	58,052,722	15,792,403

Richmond Valley Council Operational Plan 2025/2026 including Forward Financial Estimates

Restricted Assets Schedule (All Funds)

Description	2025/2026				2026/2027			2027/2028			2028/2029		
	Opening Balance 1/07/2025	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	Estimated Transfer to/(from)	Interest Earned	Estimated Balance 30/06/2029
General Fund													
External Restrictions													
Unexpended Grant - Evans Head Landcare	571	0	0	571	0	0	571	0	0	571	0	0	571
Unexpended Grant - Roads to Recovery	430,000	(430,000)	0	0	0	0	0	0	0	0	0	0	0
Unexpended Grant - Regional Roads Block Grant	0	0	0	0	0	0	0	0	0	0	0	0	0
Unexpended Grant - Industry & Investment NSW Manyweathers Weir	4,393	0	0	4,393	0	0	4,393	0	0	4,393	0	0	4,393
Unexpended Grant - Richmond Valley Floodplain Risk Management Plan	6,750	0	0	6,750	0	0	6,750	0	0	6,750	0	0	6,750
Unexpended Grant - NSW EPA Better Waste and Recycling Grant	0	0	0	0	0	0	0	0	0	0	0	0	0
Unexpended Grant - Office of Env & Heritage - Koala Survey & Habitat Mapping	3,170	0	0	3,170	0	0	3,170	0	0	3,170	0	0	3,170
Unexpended Grant - NSW RFS Subsidy Northern Rivers Zone	27,250	0	0	27,250	0	0	27,250	0	0	27,250	0	0	27,250
Unexpended Grant - Elsa Dixon Aboriginal Employment Funding	27,791	0	0	27,791	0	0	27,791	0	0	27,791	0	0	27,791
Unexpended Grant - LPMA - Surf Club Grant	0	0	0	0	0	0	0	0	0	0	0	0	0
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 - Local Roads and Community Infrastructure Program (LRCIP)	0	0	0	0	0	0	0	0	0	0	0	0	0
Unexpended Grant - North Coast Regional Waste Investment Report	24,802	0	0	24,802	0	0	24,802	0	0	24,802	0	0	24,802
Unexpended Grant - Fixing Country Roads - Country Lane	0	0	0	0	0	0	0	0	0	0	0	0	0
Unexpended Grant - Flying Fox Colony - Manifold Rd	0	0	0	0	0	0	0	0	0	0	0	0	0
Unexpended Grant - Resilience NSW - Flood Recovery S3.375mil	657,263	(413,334)	0	243,929	0	0	243,929	0	0	243,929	0	0	243,929
Unexpended Grant - Fixing Local Roads	23	0	0	23	0	0	23	0	0	23	0	0	23
Unexpended Grant - Stronger Country Communities Fund Round	3,228	0	0	3,228	0	0	3,228	0	0	3,228	0	0	3,228
Unexpended Grant - DPI Fishing Trust - McDonald Park Riparian	8,897	0	0	8,897	0	0	8,897	0	0	8,897	0	0	8,897
Unexpended Grant - BLERF - Casino Industrial Precincts	2,451,857	(2,427,439)	0	24,418	0	0	24,418	0	0	24,418	0	0	24,418
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 - PWA - Rappville Sewerage	1,942,985	0	0	1,942,985	0	0	1,942,985	0	0	1,942,985	0	0	1,942,985
Unexpended Grant - Sports Priority Needs	199,710	(199,710)	0	0	0	0	0	0	0	0	0	0	0
Unexpended Grant - Fixing Country Bridges Round 2	0	0	0	0	0	0	0	0	0	0	0	0	0
Unexpended Grant - Multi Sport Community Facility - QE Park	0	0	0	0	0	0	0	0	0	0	0	0	0
Unexpended Grant - Stronger Country Communities Fund Round 5	0	0	0	0	0	0	0	0	0	0	0	0	0
Unexpended Grant - Crown Lands Flood Recovery Program	954,384	(954,140)	0	244	0	0	244	0	0	244	0	0	244
Unexpended Grant - Public Library Infrastructure Grant 2022/23	0	0	0	0	0	0	0	0	0	0	0	0	0
Unexpended Grant - SES - Unit Building Grant	0	0	0	0	0	0	0	0	0	0	0	0	0
Unexpended Grant - TFNSW - FLR + RERRF	1,708,894	(1,208,894)	0	500,000	(500,000)	0	0	0	0	0	0	0	0
Unexpended Grant - Evans Head Sewage Treatment Project - SSWP412	0	0	0	0	0	0	0	0	0	0	0	0	0
Unexpended Grant - Casino Water Security Project - SSWP410	62,064	0	0	62,064	0	0	62,064	0	0	62,064	0	0	62,064
Unexpended Grant - Flying Fox Habitat Restoration Grant	53,340	(17,767)	0	35,573	(23,267)	0	12,306	0	0	12,306	0	0	12,306
Unexpended Grant - Planning Portal Integration to T1	0	0	0	0	0	0	0	0	0	0	0	0	0
Unexpended Grant - Heritage Advisory Grant	1,812	0	0	1,812	0	0	1,812	0	0	1,812	0	0	1,812
Unexpended Grant - Betterment of Casino Pool Clubhouse Upgrade	0	0	0	0	0	0	0	0	0	0	0	0	0
Unexpended Grant - Richmond River Flood Model Study	22,024	0	0	22,024	0	0	22,024	0	0	22,024	0	0	22,024
Unexpended Grant - Richmond Valley Council Koala Vehicle Strike Mitigation Project 2023	12,692	0	0	12,692	0	0	12,692	0	0	12,692	0	0	12,692
Unexpended Grant - Community Asset Program - Betterment of Woodburn Memorial Hall Carpark	0	0	0	0	0	0	0	0	0	0	0	0	0
Unexpended Grant - Community Asset Program - Betterment of Woodburn Oval - Pony & Tennis Clubhouse	286,000	(286,000)	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 Grant - 2022 Storm and Flood Recovery Package - Community Officers	14,395	0	0	14,395	0	0	14,395	0	0	14,395	0	0	14,395
Unexpended Grant - Mobile Library Solar	46,509	(46,509)	0	0	0	0	0	0	0	0	0	0	0
Unexpended Grant - NRRI Dairy Flat	938,914	0	0	938,914	0	0	938,914	0	0	938,914	0	0	938,914
Unexpended Grant - Community Assets Program - BetterMent of Casino Footbridge	545,908	(545,908)	0	0	0	0	0	0	0	0	0	0	0
Unexpended Grant - Community Assets Program - Rugby League Clubhouse	543,130	(543,130)	0	0	0	0	0	0	0	0	0	0	0
Unexpended Contribution - RUCRL Mobile Library Replacement Fund	348,306	(278,100)	0	70,206	53,400	0	123,606	27,400	0	151,006	20,400	0	171,406
Unexpended Contribution - Hannigan DA 2005/188 Benns Rd	10,338	0	0	10,338	0	0	10,338	0	0	10,338	0	0	10,338
Unexpended Contribution - Statecover OH&S Incentive Works	378,780	(35,867)	0	342,913	(36,264)	0	306,649	(36,671)	0	269,978	(24,416)	0	245,562
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	8,181	0	0	8,181	0	0	8,181	0	0	8,181	0	0	8,181
Unexpended Contribution - Pacific Complete Asset Handover	1,255,413	0	0	1,255,413	0	0	1,255,413	0	0	1,255,413	0	0	1,255,413
Unexpended Contribution - North Coast Waste Investment Report	90,000	0	0	90,000	0	0	90,000	0	0	90,000	0	0	90,000
Unexpended Contribution - Events Sponsorship	0	0	0	0	0	0	0	0	0	0	0	0	0
Unexpended Contribution - LCC Broadwater Bridge Upgrade	0	0	0	0	0	0	0	0	0	0	0	0	0
Unexpended Loan - Waste Cell 6 Construction	0	0	0	0	0	0	0	0	0	0	0	0	0
Unexpended Loan - Illawong Lane	0	0	0	0	0	0	0	0	0	0	0	0	0
Domestic Waste Management	5,674,683	1,021,145	0	6,695,828	(662,651)	0	6,033,177	(78,246)	0	5,954,931	7,672	0	5,962,603
On-Site Sewerage Fees	233,700	0	0	233,700	0	0	233,700	0	0	233,700	0	0	233,700

Richmond Valley Council Operational Plan 2025/2026 including Forward Financial Estimates

Restricted Assets Schedule (All Funds)

	2025/2026			2026/2027			2027/2028			2028/2029			
Description	Opening Balance 1/07/2025	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	Estimated Transfer to/(from)	Interest Earned	Estimated Balance 30/06/2029
Stormwater Management Service Charge	790,195	(170,029)	0	620,166	(89,186)	0	530,980	(95,730)	0	435,250	(102,682)	0	332,567
Section 7.11 - Infrastructure	0	0	113,500	113,500	0	167,400	280,900	0	165,900	446,800	0	178,600	625,400
Section 7.11 - Community Services	0	0	4,700	4,700	0	5,800	10,500	0	6,400	16,900	0	7,000	23,900
Section 7.11 - Recreation & Civil Facilities	0	0	15,800	15,800	0	15,500	31,300	0	14,600	45,900	0	13,100	59,000
Section 7.11 - Road Network (new)	0	0	0	0	0	2,800	2,800	0	7,700	10,500	0	13,400	23,900
Section 7.11 - Quarry Road Contributions	78,537	6,868	0	85,405	7,128	100	92,633	7,396	300	100,329	7,674	500	108,503
Section 7.11 - Ex Copmanhurst Roads	0	0	0	0	0	400	400	0	900	1,300	0	1,400	2,700
Section 7.11 - Ex Copmanhurst Community Facilities	0	0	0	0	0	0	0	0	100	100	0	300	400
Section 7.11 - Ex Copmanhurst Bushfire	0	0	1,600	1,600	0	2,100	3,700	0	2,500	6,200	0	3,000	9,200
Section 7.11 - Rural Development Heavy Haulage	1,632,355	180,000	0	1,812,355	150,000	0	1,962,355	150,000	0	2,112,355	50,000	0	2,162,355
Section 7.12 Development Contributions Plan	2,124,702	(541,949)	0	1,582,753	86,500	0	1,669,253	85,750	0	1,755,003	76,000	0	1,831,003
Contributions to Roadworks	0	0	0	0	0	0	0	0	100	100	0	200	300
Controlled Trust Funds	41,792	0	32,600	74,392	0	45,300	119,692	0	54,000	173,692	0	63,400	237,092
Bonds & Deposits (General Fund)	535,174	0	42,500	577,674	0	39,600	617,274	0	45,900	663,174	0	52,700	715,874
Total External Restrictions	25,626,008	(8,128,263)	210,700	17,708,445	(1,014,340)	279,000	16,973,104	59,899	298,400	17,331,403	34,648	333,600	17,699,651
Internal Restrictions													
Employee Leave Entitlements - Richmond Valley Council	1,644,205	0	32,900	1,677,105	0	41,900	1,719,005	0	47,300	1,766,305	0	53,000	1,819,305
Employee Leave Entitlements - Richmond Upper Clarence Regional Library	56,719	0	1,100	57,819	0	1,400	59,219	0	1,600	60,819	0	1,800	62,619
Richmond Upper Clarence Regional Library	55,801	85,408	1,100	142,309	70,767	3,600	216,676	82,352	6,000	305,028	118,100	9,200	432,328
Unexpended Rates Special Variation	970,622	(619,178)	0	351,444	0	0	351,444	0	0	351,444	0	0	351,444
Financial Assistance Grant Advance Payment	5,767,227	0	0	5,767,227	0	0	5,767,227	0	0	5,767,227	0	0	5,767,227
Insurance Reserve	221,394	(129,387)	4,400	96,407	0	2,400	98,807	0	2,700	101,507	0	3,000	104,507
Plant Replacement	1,146,105	(23,003)	22,900	1,146,002	(104,258)	28,700	1,070,444	(19,412)	29,400	1,080,432	246,399	32,400	1,359,231
Real Estate and Infrastructure	4,052,036	(786,254)	81,000	3,346,782	1,309,742	83,700	4,740,224	998,745	130,400	5,869,369	2,089,833	176,100	8,135,302
Petersons Quarry	2,036,375	(64,967)	40,700	2,012,108	477,131	50,300	2,539,539	487,055	69,800	3,096,395	497,254	92,900	3,686,549
Woodview Quarry	1,486,675	(206,403)	29,700	1,309,972	423,939	32,700	1,766,612	432,137	48,600	2,247,349	440,554	67,400	2,755,303
Quarry Rehabilitation	696,007	50,000	13,900	759,907	50,000	19,000	828,907	50,000	22,800	901,707	50,000	27,100	978,807
Road Rehabilitation Reserve	2,952,996	257,981	59,100	3,270,077	263,141	81,800	3,615,017	268,404	99,400	3,982,821	273,772	119,500	4,376,093
Economic Development	0	192,970	0	192,970	222,830	4,800	420,600	230,641	11,600	662,841	168,776	19,900	851,516
Other Waste Management	3,188,831	(136,538)	63,800	3,116,093	188,882	77,900	3,382,876	63,827	93,000	3,539,703	29,445	106,200	3,675,348
Other Waste Management - Plant Reserve	801,316	(68,228)	16,000	749,088	(133,419)	18,700	634,369	(34,041)	17,400	617,727	(347,606)	18,500	288,621
Rural Road Safety Program	120,615	0	0	120,615	0	0	120,615	0	0	120,615	0	0	120,615
RMS State Roads Maintenance Contract	6,511	0	100	6,611	0	200	6,811	0	200	7,011	0	200	7,211
Public Cemeteries Perpetual Maintenance Reserve	162,664	12,042	3,300	178,006	7,956	4,500	190,463	7,637	5,200	203,299	7,151	6,100	216,550
Northern Rivers Rail Trail Maintenance Reserve	567,970	(138,823)	11,400	440,547	(142,334)	11,000	309,213	(145,937)	8,500	171,776	(149,633)	5,200	27,343
Events Funding	108,273	40,236	2,200	150,709	42,045	3,800	196,554	43,923	5,400	245,877	45,873	7,400	299,150
Carry Over Works	2,441,374	(156,010)	0	2,285,364	0	0	2,285,364	0	0	2,285,364	0	0	2,285,364
Total Internal Restrictions	28,483,715	(1,690,152)	383,600	27,177,163	2,676,422	466,400	30,319,985	2,465,331	599,300	33,384,616	3,469,916	745,900	37,600,432
Total General Fund Restrictions	54,109,723	(9,818,415)	594,300	44,885,608	1,662,082	745,400	47,293,089	2,525,230	897,700	50,716,020	3,504,564	1,079,500	55,300,084
Sewerage Fund													
External Restrictions													
Section 64 Contributions	6,039,947	(2,604,376)	179,376	3,614,947	(1,985,712)	185,712	1,814,947	9,865	90,135	1,914,947	13,289	86,711	2,014,947
Infrastructure Replacement	6,080,365	(2,659,099)	180,577	3,601,843	715,291	185,039	4,502,174	1,651,468	223,588	6,377,230	1,615,463	288,767	8,281,459
Total Sewerage Fund Restrictions	12,120,312	(5,263,475)	359,953	7,216,790	(1,270,421)	370,751	6,317,121	1,661,333	313,723	8,292,177	1,628,752	375,478	10,296,406
Water Fund													
External Restrictions													
Section 64 Contributions	3,403,323	120,500	29,500	3,553,323	(2,290,154)	40,154	1,303,323	134,521	15,479	1,453,323	101,432	48,568	1,603,323
Infrastructure Replacement	6,630,688	(2,308,116)	57,500	4,380,072	(418,957)	49,497	4,010,612	(2,655,394)	47,634	1,402,852	873,627	46,882	2,323,361
Total Water Fund Restrictions	10,034,011	(2,187,616)	87,000	7,933,395	(2,709,111)	89,651	5,313,934	(2,520,873)	63,113	2,856,174	975,059	95,450	3,926,683
Total Restrictions (All Funds)	76,264,046	(17,269,506)	1,041,253	60,035,793	(2,317,450)	1,205,802	58,924,144	1,665,690	1,274,536	61,864,370	6,108,375	1,550,428	69,523,174