



2025 - 2029 DELIVERY PROGRAM

Richmond
Valley
Council



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

RICHMOND VALLEY COUNCIL

Casino Office:

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

Evans Head Office:

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

Email: council@richmondvalley.nsw.gov.au

Web: www.richmondvalley.nsw.gov.au

Front cover: Bridging the gap – work is nearing completion on Council's major upgrade of Broadwater Bridge.





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

This vision was created by our community through consultation, and it reflects the things that matter the most to the people of the Richmond Valley.

Richmond Valley Council is committed to delivering this vision and creating positive change for our community.

Our 2025-29 Delivery Program outlines what we will do over the next four years to achieve the objectives of the Community Strategic Plan.

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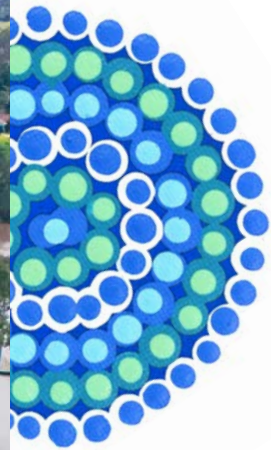
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OUR VISION

1



Opening the \$15.8m Naughtons Gap landslide remediation

DELIVERING FOR OUR COMMUNITY

A message from the Mayor and General Manager

The Richmond Valley is well positioned to lead regional change and the next four years will be critical in securing our community's future growth and prosperity. The 2024-28 Council term is a time to consolidate, strengthen and build the essential infrastructure and services that will take us confidently into the future. Over the past three years, we've worked hard to support flood recovery and invest in economic stimulus, through projects such as the Northern Rivers Rail Trail and upgraded Casino Showground and Racecourse facility and growing events like the Casino Truck Show. We've secured critical funding to make our roads and bridges more resilient and delivered major construction works, such as the \$15.8m Naughtons Gap remediation and the first stages of a \$30m+ upgrade to the Woodburn-Casino Road. We've also set plans in place to deliver new housing and encourage employment growth through the Regional Jobs Precinct while ensuring our essential infrastructure projects are shovel-ready.

Over the past few months, Council has been talking to the community about its hopes and priorities as we review our Community Strategic Plan. The feedback has been positive - confirming the key directions for the next 15 years. People told us that they wanted to

continue with steady, well-managed growth to enjoy the benefits that it brings. But they also wanted to keep the things that make the Richmond Valley a really great place to live – our small-town vibe and friendly communities and the relaxed and down-to-earth lifestyle we all enjoy. Our consultation and Community Satisfaction Survey also identified clear priorities for the next four years, with road maintenance, community safety, disaster adaptation, economic development and housing amongst the key issues.

This Program sets out what Council will do to respond to these concerns. This includes a renewed focus on essential infrastructure and services – completing our \$100m repair program for flood-damaged roads, investing a further \$100m in replacing and upgrading ageing infrastructure, such as water and sewage treatment plants, making headway in the massive task of improving our drainage systems and ensuring we continue to deliver quality waste management services and maintenance of public parks and facilities. We've already secured significant support for some of these projects from the Federal and State governments and will continue to explore all funding options to complete these works.



*Richmond Valley Mayor Cr Robert Mustow and
General Manager Vaughan Macdonald*

We'll also deliver some of the projects recommended in the Mid-Richmond Place Plans, including staged delivery of the Three Villages Cycleway, CBD activation projects for Woodburn and Evans Head, a new river access for Broadwater and continued improvements to Richmond Terrace in Coraki. Completing our industry activation projects for the Regional Jobs Precinct, increasing tourism, activating the Casino CBD and encouraging more businesses to establish or expand will also be top priorities for our Valley.

It's an ambitious program, but we are already well on the way to achieving our goals. Together we can continue to deliver positive change, increased prosperity and a secure and confident future for our community.



Richmond Valley Council:

*Caption: Richmond Valley Council: Front Row: Cr Lyndall Murray, Mayor Robert Mustow, Cr Sandra Humphrys
Back row: Cr John Walker, Cr Sam Cornish, Deputy Mayor Steve Morrissey, Cr Robert Hayes*

DELIVERING THIS PLAN

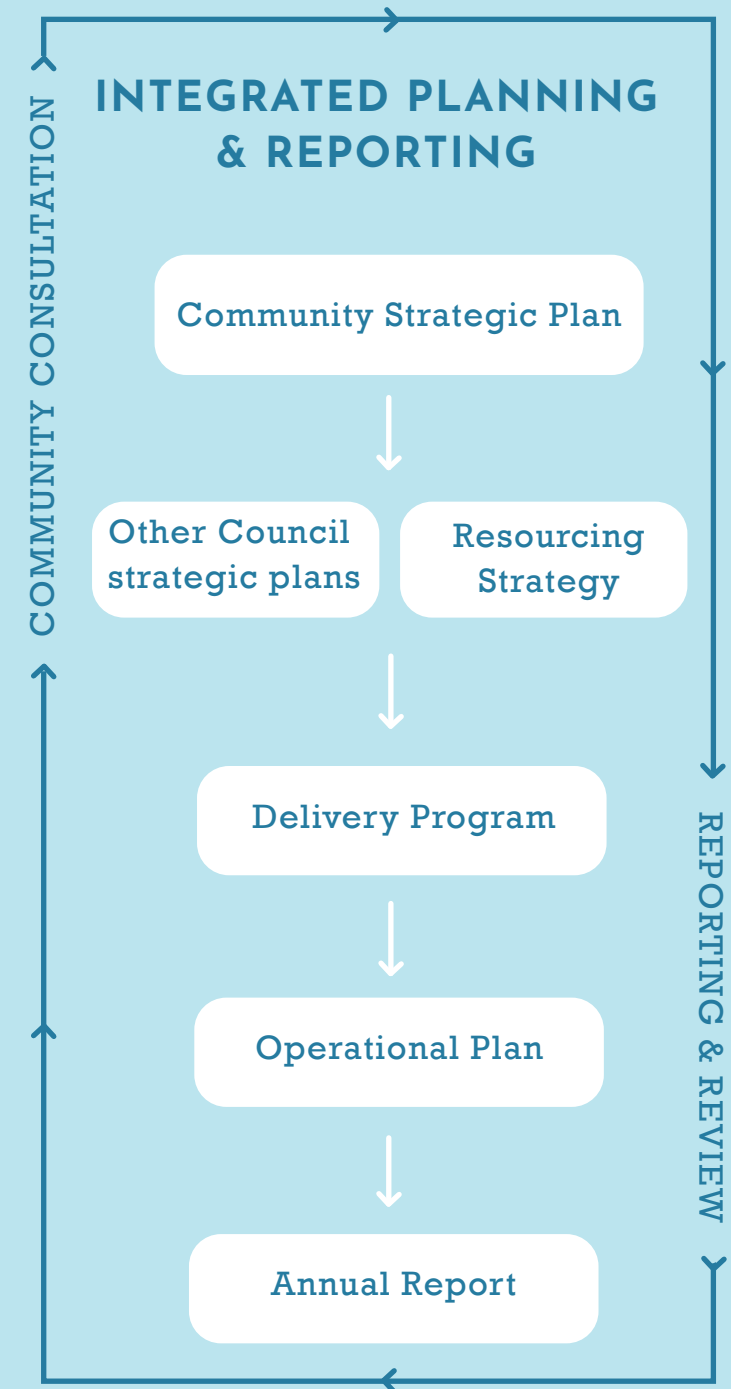
When each new Council is elected to office, one of their first responsibilities is to review the Community Strategic Plan (CSP), which identifies the community's long-term goals and priorities. Our Community Plan, Richmond Valley 2040, addresses the next 15 years.

Council originally adopted the Plan in June 2023, in the wake of devastating floods the previous year. Since then, we have made strong progress in recovery, but there is still more to do in continuing to support those directly impacted, repairing damage to our roads and bridges, strengthening our local economy and building long-term resilience. Following the election of the new Council in September 2024, Council has been working with the community to review the Community Strategic Plan and identify priorities for the next four years.

The CSP informs the Delivery Program and Operational Plans (as shown in the diagram).

The Delivery Program is the elected Council's commitment to the community to deliver the priorities of the CSP during its four-year term of office. Supported by annual operational plans, it sets out the actions that will be undertaken by Council and the resources that will be allocated towards achieving these goals.

Council reports to the community on progress on the Delivery Program every six months. At the end of the Council term, a "State of the Valley" report is prepared to reflect on our progress in achieving the CSP goals.

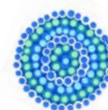
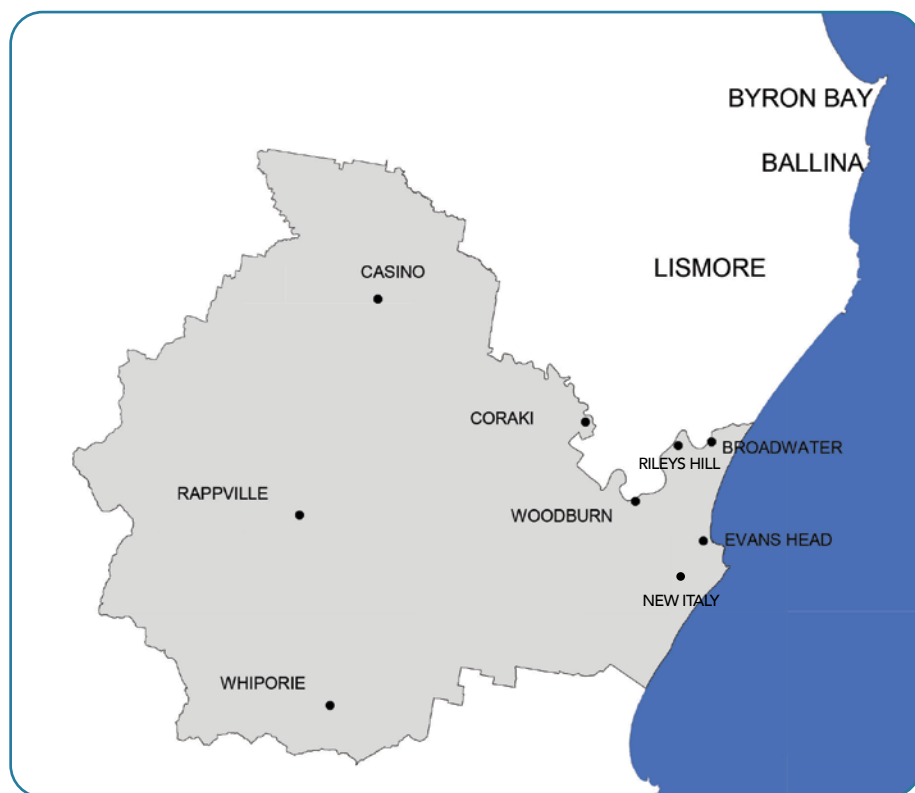


ABOUT THE RICHMOND VALLEY

The Richmond Valley local government area covers 3,050 km² and extends from the coastline at Evans Head to the foothills of the Great Dividing Range to the west. The Bundjalung People are the traditional custodians of this land.

Most of the Valley's rolling hills and fertile river plains are devoted to agriculture, interspersed with State forests, national parks and nature reserves.

The largest town is Casino, with a population of more than 12,000. Other communities include Evans Head, Broadwater, Rileys Hill, Woodburn, Coraki, New Italy and Rappville, as well as rural areas.



AREA SNAPSHOT

Total area 3,050 km²
38 km of coastline
140km Richmond River
490 km² State Forest
173 km² National Park
1260 km² floodplain



COUNCIL SERVICES

WE TAKE CARE OF:

- \$1.2 billion in community assets
- 1064 km of roads
- 2 major water supplies
- 17 community halls
- 4 public pools
- 464 ha of public space
- \$109m in annual income (including grants)
- 10,874 ratepayers
- 7,386 water customers
- 16,407 library members



Who are we?

Population – 23,892

Aboriginal/Torres Strait Islander – 7.9%

Born overseas – 6%

**People requiring help in their daily lives
due to disability – 7.9%**

Under 18 yrs – 21.9%

Over 60 yrs – 32.3%

Median age – 46 yrs



Where do we live?

Number of dwellings – 10,970

Rental properties – 25.5%

Owner-occupied – 70.3%



Where do we work?

Annual production - \$1.2 billion

Top employment sectors – manufacturing, health care/assistance, education

Local jobs - 8,663

Unemployment rate – 6%

Live & work in the Valley – 58.4%

**Average weekly income – Men: \$808;
Women: \$770**

ABOUT RICHMOND VALLEY COUNCIL

Our Team

DIVERSITY

- We employ people from 16 to 70 years old
- The median age of our workforce is 44
- 6.8% identify as Aboriginal or Torres Strait Islander
- 2.7% identify as having a disability
- 65.5% of our workforce is male
- 34% female



YOUTH EMPLOYMENT

19 young people are currently employed as part of our Youth Employment Scheme.

The average age of our trainees is 21, completing qualifications from Certificate II to tertiary degrees.





LOCAL EMPLOYMENT

77% of our staff live within
the Richmond Valley

We also employ casual staff from
local employment services and
source many of our goods and
services from local businesses.

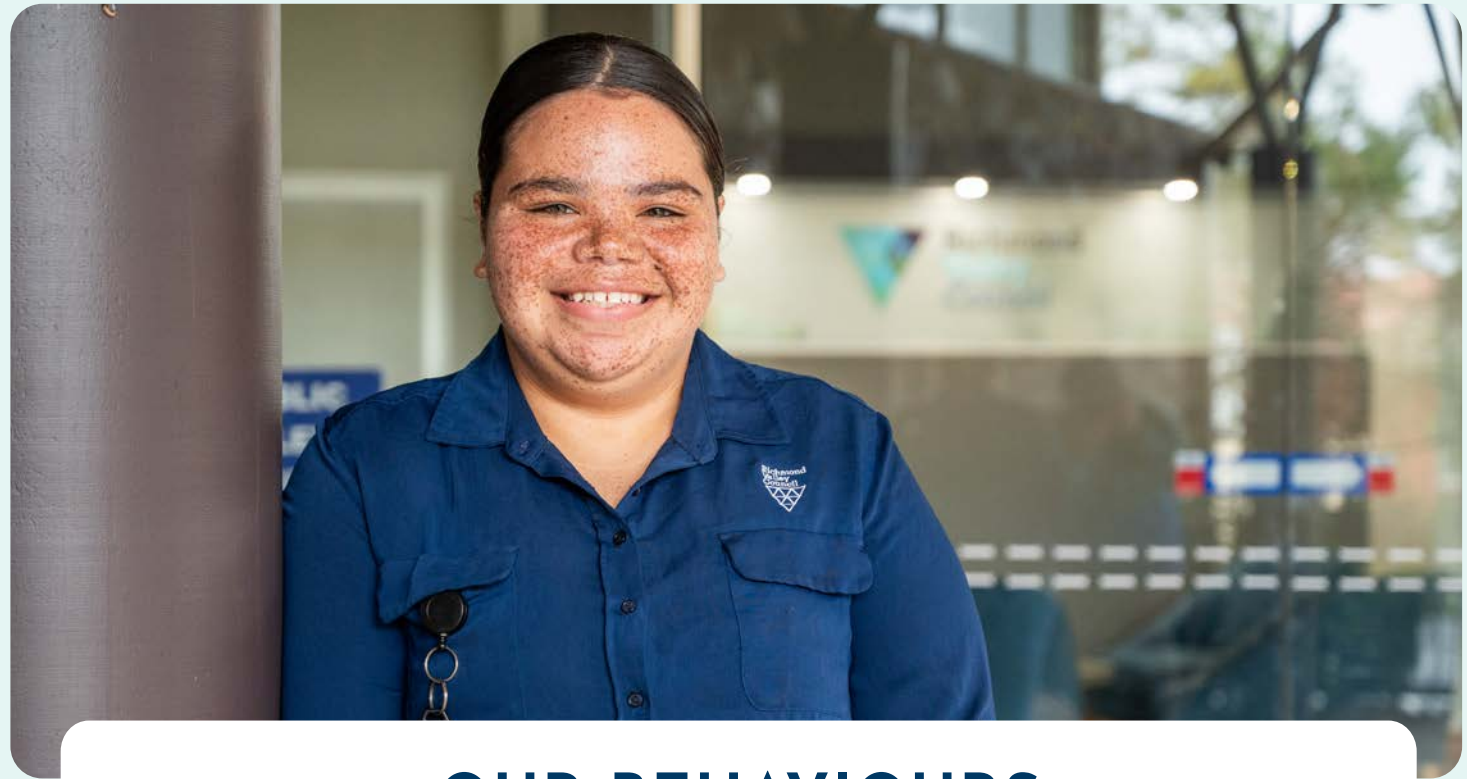
OUR VALUES



Acting honestly and fairly
Being inclusive and working together
Delivering on our commitments
Respecting our responsibilities
Being a faithful steward of community resources



Caring for our community
Making a positive difference
Being courageous and resilient
Always doing the best we can
Embracing new ideas and change



OUR BEHAVIOURS



**WE ARE COMMUNITY
FOCUSED**



**WE DO WHAT
WE SAY**



**WE LEAD BY
EXAMPLE**



**WE EMBRACE
CHANGE**

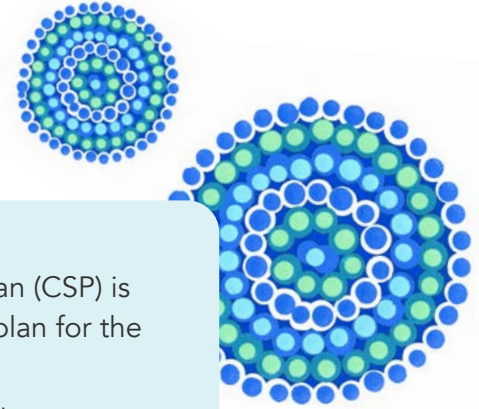


**WE TAKE
RESPONSIBILITY**



**WE ARE IN
THIS TOGETHER**

OUR COMMUNITY STRATEGIC PLAN



The Community Strategic Plan (CSP) is our highest level long-term plan for the Richmond Valley.

It sets out what is important to our community, our shared priorities for the next 15 years and how we will work together to achieve these goals

Many people will be involved in delivering the CSP, including Federal and State Governments, Richmond Valley Council, our business community and private investors, community service providers, local groups and individuals.

The next pages summarise our community's vision for the next 15 years.



OUR VISION FOR THE FUTURE: A GROWING, PROGRESSIVE COMMUNITY

Our Community Strategic Plan sets out a vision for the next 15 years to help our community grow and prosper, providing more opportunities for everyone to have a home. Our vision for Richmond Valley 2040 includes:



INCREASED POPULATION

Growing our community by 4000+ new residents. Total population 27,600.



MORE HOUSING

Providing up to 1,700 new homes across the Valley



MORE JOBS

Creating 1900+ new jobs from the Regional Jobs Precinct. Increasing service industry and tourism jobs throughout the Valley



MORE SERVICES

Increasing access to health services, education and public transport



BETTER FACILITIES

Upgrading our town centres and village streetscapes, delivering signature projects and improving facilities

A SAFE, INCLUSIVE AND SUSTAINABLE COMMUNITY

Over the next 15 years, we want to address some of the challenges facing our community and build a more sustainable future. Our vision for Richmond Valley 2040 includes:



SAFER HOUSING

Adapting our high risk communities to better withstand storms, floods and bushfires



MORE PARTICIPATION

Encouraging people of all ages to be more involved in community life, volunteering and activities.



SAFER COMMUNITIES

Supporting emergency response and recovery. Advocating for more community policing and improving the safety of public spaces



GREENER PLACES

Continuing with community greening programs to plant 1000 more trees every year.



ACCESSIBLE PLACES

Improving access to public places for people of all abilities.



SUSTAINABLE LIVING

Reducing our impacts on the environment and developing long-term solutions for responsible waste management.



DELIVERING OUR VISION

CASINO FOCUS AREAS

-  Accelerated housing growth
-  Activate Regional Jobs Precinct
-  CBD Renewal and Revitalisation
-  Northern Rivers Rail Trail
-  Casino Water Security Stage 1
-  Casino STP Replacement
-  Rappville Sewerage Scheme



MID-RICHMOND FOCUS AREAS



Steady resilient housing growth



Three Villages Cycleway



Investigate improved flood plain management



CBD Renewal and Revitalisation



Evans Head STP Stage 2



New river access



Investigate RV friendly stopover



Richmond Terrace Stabilisation

WHAT IS HAPPENING THROUGHOUT THE VALLEY?



Continuing flood road repair programs



Supporting a business-friendly environment



Ongoing sports facility upgrades



Advocating for funding and services



Improving drainage, reducing inflow & infiltration



Continuing greening programs



Supporting community events

WHAT OUR COMMUNITY SAID ...

Council continued “Our Big Conversation” through 2024 and 2025 to help review the Community Strategic Plan and inform the new 2025-29 Delivery Program. The community was asked to provide input through Wishing Tree and Ocean of Ideas activities at the library, online ideas board and surveys, pop-up consultations at community events and the mobile library, and local primary and high school programs.

Community members were asked what they value about the Richmond Valley, what they want to protect and what they want to make even better. This helped to identify community priorities for the CSP and provide input for our Action Plan in the Delivery Program. There were two main streams in the consultation results: Foundation issues (things that are long-standing priorities with the community) and Emerging issues (new priorities and concerns).

Foundation Issues

- Community connection and local identity
- Housing affordability and availability
- Maintaining our roads infrastructure and footpaths
- Strengthening our local economy
- Protecting our landscapes, beaches and environment
- Creating more employment
- Lack of public transport
- Adapting to a changing climate
- Disaster Preparedness

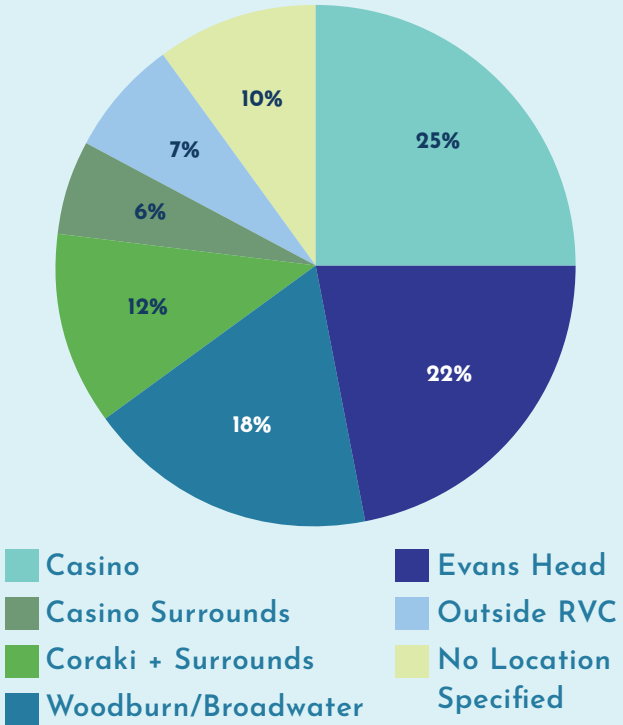
Emerging Issues

- Crime prevention and public safety
- Supporting more community events
- Access to services, including medical
- Youth engagement and services
- CBD accessibility and beautification



2600+ Direct responses
14 Events attended
16 Schools visited

WHERE DID OUR RESPONSES COME FROM?



What do you love about the Richmond Valley?



327 wishes for our future

Our Wishing Trees and Ocean of Ideas boards at local libraries, markets and events were a popular family activity. Kids, mums and dads and other community members were keen to share what they loved about the Richmond Valley and to add their hopes for the future to the tree. We collected 327 wishes during the consultation.



OUR COMMUNITY SATISFACTION SURVEY

Every four years, Council engages specialist consultants to conduct a Community Satisfaction Survey. A representative sample of the community is selected, to reflect the Valley's demographic profile of age, gender and location.

Participants are then asked questions about what is important to them, their top priorities, and their level of satisfaction with local services and facilities. Council tracks the data over time to see how it is changing. The Survey is one of the inputs we use in preparing the Delivery Program and planning future service reviews and improvements.

Top Priorities

Although there were some changes in top priorities from the 2021 survey, the 2025 responses closely reflected the foundation and emerging issues from Our Big Conversation community engagement program. This provided confidence that the key directions and priorities of the Community Strategic Plan were on track and the actions could be carried through into the Delivery Program.

Key changes in top priorities for the 2025 survey were:

- Crime prevention and public safety saw the biggest movement, from 8% in 2021 to 37% in 2025.



- Disaster preparedness and management also increased in priority in 2025, following three major floods since the previous survey.
- Although housing dropped down in the list of priorities from 2021, only 18% of survey respondents said they thought housing was affordable or available in the Valley.



TOP 5 COMMUNITY PRIORITIES

The survey asked people what their top community priorities were for the next 5 years:

1. Crime reduction & public safety
2. Road maintenance & infrastructure
3. Economic development
4. Disaster preparedness & management
5. Housing affordability & availability

What is Council doing well?

Survey respondents thought we were doing a good job with:

- Swimming pools
- Libraries
- Looking after our beaches
- Maintaining cemeteries
- Providing and maintaining sports facilities

We'll keep investing in these areas over the life of this program.

CSP: Objectives 4 & 6

Delivery Program: 4B2, 4D1, 4D3, 6D2



What could we do better?

Survey respondents thought we could improve on:

- Community safety & crime prevention
- Road maintenance
- Maintaining drains
- Advocating for disaster recovery
- Waste collection

We'll work to improve these areas over the life of this program, including undertaking service reviews.

CSP: Objectives 2, 4 & 5

Delivery Program: 2C2, 2C2, 4C1, 5B1, 5B3, 5C4, 5D2

COMMUNITY PERCEPTIONS

72%

agreed the Richmond Valley was a good place to live

68%

agreed there are enough sporting & recreation activities in the Valley

60%

felt part of their local community

94%

support Council's plans for steady growth over the next 15-20 years

These perceptions were also reflected in our Big Conversation responses. People loved where they live for the natural landscapes, strong community ties and relaxed lifestyle. Most people could see themselves living here long-term.

There was a higher response rate for feeling part of the community, and strong support for well-managed growth. Benefits such as more housing, better retail and more jobs were the key drivers of support.

ADDRESSING COMMUNITY PRIORITIES IN OUR PLAN



CRIME AND PUBLIC SAFETY

Concern with crime rates and public safety is an emerging trend throughout the Northern Rivers and it will require a shared approach between governments, police, businesses, community groups and individuals. A key focus for Council will be providing safer streetscapes through improved design, lighting & CCTV, advocating for more policing and continuing to provide programs and support for young people.

CSP: Objective 4
Delivery Program: 4C1



ROADS & INFRASTRUCTURE

The 2022 floods affected 75% of our road network and left a \$100m damage bill.

Completing these repair works over the next 3 years is a top priority. We are nearly half-way through the program.

Other priorities include completing technical studies and upgrade works to improve our drainage systems throughout the Valley.

Council is also investing up to \$100m in replacing and expanding our sewage treatment plants and upgrading the Casino Water Treatment Plant.

CSP: Objective 1, 2 & 5
Delivery Program: 1EC, 2C2, 5C4

ECONOMIC DEVELOPMENT

The Richmond Valley Regional Jobs Precinct is open for business and Council is investing \$18m in industry activation projects. The RJP will create up to 1900 new jobs for our community.

Our Economic Development Strategy also has plans to activate local CBDs and main streets and build the Valley's reputation as a great place to do business.

There are plans to boost our visitor economy with more accommodation and new experiences, including staged development of the Three Villages Cycleway.

CSP: Objective 3
Delivery Program: 3A1, 3B2, 3C1, 3E1-4



DISASTER PREPAREDNESS

The natural disasters of the past five years have shown us that we must change the way we prepare for, respond to and recover from these events and make disaster adaptation a way of life in our Valley.

Council continues to work with the NSW Reconstruction Authority to support flood recovery and help reduce the impacts of future events. The CSIRO's study of the Richmond River Catchment and Council's Floodplain Risk Management Plan will be key inputs, as well as local adaptation strategies for the Mid-Richmond villages

CSP: Objective 2
Delivery Program: 2A1, 2C1

HOUSING

The Richmond Valley continues to experience housing shortages, with the situation worsening as hundreds of homes are lost from regional housing stock following the floods.

Council will help to address housing shortages by enabling a wider variety of housing types, supporting community housing programs and working to activate flood-safe residential development sites. The largest site can provide up to 1500 new homes in Stage One, but we need help from the government to build the infrastructure this new community will need.

CSP: Objective 1
Delivery Program: 1B1, 1B2

THE DELIVERY PROGRAM

The Delivery Program sets out how each Council will respond to the key directions and priorities of the Community Strategic Plan during its term of office. This plan contains two parts:

- Priorities – highlighting the main projects and programs that Council will undertake over the next four years and how they relate to our CSP objectives
- Principal Activities – mapping out how we will respond to each of the nine CSP Objectives and measure our success in achieving these goals.

The Delivery Program is supported by an annual Operational Plan which breaks down the Principal Activities into individual actions that will be undertaken each year towards achieving the CSP goals. The diagram shows how they all fit together – breaking down our big picture goals into increasingly smaller pieces as we progress down the delivery chain. Each of these small pieces takes us a step further towards achieving our big goals.



Signature Projects

These are our major works that support long-term growth and economic stimulus. These works rely on a funding partnership between Council, State and Federal Governments.

Priority Projects

These projects are funded through a combination of grants and Council resources and are already underway. They are scheduled to be delivered in the life of the Program.

Shovel-ready Projects

These projects are a high priority with our community. Council has invested in getting them ready to be delivered, but we need government funding to make them happen. Council will advocate strongly for the funds we need to complete these works.



OUR PRIORITIES

2



CASINO STP REPLACEMENT & AUGMENTATION

Replacing the ageing Casino Sewage Treatment Plant (STP) is the biggest construction project Council has ever undertaken.

The plant is 90 years old and will be replaced with modern technology and treatment processes, with more options for water re-use and a solar installation to reduce electricity consumption.

The new STP will cater for growth for the next 25 years, supporting activation of the Regional Jobs Precinct and planned future development of 1500+ new homes.

Council has invested \$3m over the past year to get the project to shovel-ready, including government approvals and environmental studies. Other funding will come from long-term borrowings of \$20m. Council continues to advocate to Federal and State Governments for the remaining \$45m.



A concept design of the new Casino STP.



\$65m+

RVC: \$3m to get shovel ready
\$20m borrowings



Partners: \$45m still required

Replace ageing plant (1932) with new technology



Increase capacity to serve 20,000 future population



Improve environmental performance and water re-use options



Enable industrial expansion and major housing development (1500+ homes)

YEAR

1

Project shovel-ready
Funding required

2

Construction
(2 years)

3

4

Commissioning

CSP: Objective 1
Delivery Program: 1E2

EVANS HEAD STP: STAGE 2

The Evans Head Sewage Treatment Plant is reaching capacity following increased tourism and residential development. The original design for the plant always included a future Stage 2. Twenty years on from the original build, we can take advantage of new technologies to increase capacity and performance for the Stage 2 works.

Increased capacity will mean more flexibility to cater for holiday crowds and to manage treatment processes for better environmental performance.

Council has received 50% funding for this project from the NSW Government's Safe and Secure Program. Detailed designs and government approvals are being finalised, with construction scheduled to commence in late 2025.



\$13m

RVC: 50%

NSW Government: 50%

(Safe & Secure Water Program)



Complete

Original concept of staged development



Increase

Capacity to serve 11,000 future population & peak holiday seasons



Improve

Environmental performance



Enable

Increased tourism and steady residential growth.

CSP: Objective 1
Delivery Program: 1E2

THREE VILLAGES CYCLEWAY

This iconic cycleway will provide 35 km of shared pathway connecting Woodburn, Broadwater and Evans Head. This will be a great boon for locals and tourists alike, complementing the Northern Rivers Rail Trail experience.

So far 9 km of the cycleway route has been completed. The Stage 1 grant will provide an additional 5.6km along the Woodburn-Evans Head Rd, connecting to the Ray Jefferey Memorial Cycleway.

Stage 2 includes an additional 7.9km to connect to the existing Broadwater-Evans Head Rd pathway. Stage 3 is still under design and its successful delivery will rely on transfer of sections of the old Pacific Highway to Council's control.

Council will complete a Masterplan to support the project, including consulting with the community on a preferred name for this emerging regional attraction



YEAR

1

Masterplan
Construct Stage 1
Finalise highway
transfer
Seek funding Stages
2 & 3

2

Stage 3 design
Stage 2
construction
(subject to funding)

3

Stage 3 construction
(subject to funding)

4

Commission &
promote



\$20m+ staged construction

\$5.4m Road Safety Program grant for Stage 1

\$6.7m needed for Stage 2

\$8m+ for Stage 3 (not yet designed)



Complete remaining stages 2 & 3



Connect Woodburn, Broadwater & Evans Head



Create a regional attraction to complement the NR Rail Trail



Support increased tourism and economic recovery

CSP: Objective 3
Delivery Program: 3E3

REGIONAL JOBS PRECINCT ACTIVATION

The Richmond Valley Regional Jobs Precinct (RJP) is open for business following approval of the Masterplan by the NSW Planning Minister.

The RJP will provide 342 ha of employment land and create up to 1900 new jobs for our community.

Council has already invested \$4m to establish a new industrial estate in Precinct 1 of the RJP and is actively marketing this opportunity to new industries.

A further \$14m will be invested in activating industrial land in Precinct 3, with support from a \$10m grant from the Federal and State Governments.

This project includes a new roundabout on the Bruxner Highway to support freight movements, as well as 6ha of new industrial land. It will open the way for future development of an additional 42ha in Stages 2 & 3.



\$33m industry activation

RVC: \$8m Precinct 1 estate & Precinct 3 activation Stage 1

Federal/State Government: \$10m Precinct 3 activation Stage 1

\$15m still needed for Stages 2 & 3

342ha of employment land



Support activation of the Richmond Valley Regional Jobs Precinct



Invest in new fully serviced industrial estates



Attract new industries to establish in Casino and encourage existing business to expand



Create 1900 new jobs for our community

CSP: Objective 3
Delivery Program: 3B2

SUMMERLAND ESTATE ACTIVATION

Council is partnering with the NSW Reconstruction Authority and private investors to activate one of the region's largest housing developments on flood safe land.

The Summerland Estate at South Fairy Hill will provide up to 1500 new homes in Stage 1, increasing Casino's population by 4000 over the next 15-20 years.

This new community will require essential water and sewer connections and other key infrastructure to help make it happen.

The Reconstruction Authority has invested in feasibility studies for the estate, which show it will bring great economic benefit for the Richmond Valley. Council has invested in designing the two water reservoirs, seven pump stations and 20 km of water & sewer pipes that will connect the estate



to our existing network and ensuring this project is shovel-ready.

We continue to actively seek funding for this infrastructure and to work with the proponents to progress their development plans.

YEAR

1

Complete housing feasibility studies
Seek funding for housing activation.
Ensure enabling infrastructure is shovel-ready.
Progress planning proposal with proponents

2

Secure commitments from government & proponents.
Construct enabling water/sewer infrastructure (subject to funding)

3

Work with proponents to progress development of Summerland Estate

4



\$29m+ housing activation

RVC: \$450,000 – concept design/ investigations

NSW Reconstruction Authority: \$245,000 – feasibility studies.

\$29m still needed for essential water/ sewer infrastructure



Partner with Government & private investors to activate major housing development on flood-safe land (1500 homes Stage 1)



Connect the Summerland Estate to existing water and sewer networks to support new housing



Support activation of the Regional Jobs Precinct with more homes for working families

CSP: Objective 1
Delivery Program: 1B2

DISASTER RECOVERY ROAD REPAIR PROGRAM

Council has been working hard over the past three years to address the \$100m road repair bill from the 2022 floods. So far, we are nearly half-way through, with \$46.8m in works completed.

This includes major projects such as the \$15.8m Naughton's Gap landslip remediation and \$6m resilience works on the Woodburn-Coraki Rd, including Dairy Flat and Thearles Canal and remediation of the Bentley Rd rockslide. Yet to come is the \$18m replacement of the Tatham bridges, which is scheduled for completion in Year 1 of this Program.

The road network was further impacted by the Cyclone Alfred event in 2025, and Council is currently assessing the damage. Funding applications will be prepared for these works, which are expected to be less than \$10m.

Reconstruction and repair works will continue



for the next three years. With each project, we will take the opportunity to improve the resilience of our infrastructure wherever possible.

YEAR

1

Complete Cyclone Alfred damage assessment & funding applications
Continue repair works from 2022 flood

2

Continue repair works from 2022 flood
Schedule & complete cyclone repair works

3

Finalise repair works from 2022 flood.

4

Continue road flood resilience programs



\$100m+ repair program

Disaster Recovery Funding: \$52m (2022 flood)

Other government grants programs: \$33m

Further funding will be required once the damage from Cyclone Alfred is assessed.

\$46.8m completed



Repair flood damage to our road network – 75% of network impacted in 2022



Build greater resilience into the design of our roads and bridges wherever possible



Assess the damage from the Cyclone Alfred event and prepare more funding applications

CSP: Objective 2

Delivery Program: 2c2

TWIN TATHAM BRIDGES REPLACEMENT

The ageing twin Tatham Bridges on the Woodburn-Casino Rd had reached the end of their asset life and were scheduled for replacement when they suffered further damage in the 2022 floods. This resulted in load limits being placed on both bridges.

Council managed to secure \$18m under the Australian Government's Northern Rivers Recovery and Resilience Program to replace and raise the bridges. This will help to ensure the road can remain open during flood events and provide a safe evacuation route from Coraki to Casino. This work is part of an ongoing program to upgrade the Woodburn-Casino Rd as a major transport link for the Richmond Valley and improve its flood resilience. The project is scheduled for completion in early 2026.



YEAR

1

Finalise bridge construction project
Commission and hand-over new bridges

2

Continue Woodburn-Casino Rd upgrade and resilience programs and seek further funding for improvements

3

4



\$18m

Fully funded through the Australian Government's Northern Rivers Recovery & Resilience Program.



Replace ageing flood-damaged bridges with improved design & materials.



Improve flood resilience by raising the level of both bridges, securing a safer evacuation route from Coraki to Casino and reducing isolation times.



Secure one of the Richmond Valley's most significant freight routes (Woodburn-Casino Rd) connecting the Pacific Motorway with Summerland Way and Bruxner Highway.

CSP: Objective 5
Delivery Program: 5B2

CASINO WATER SECURITY

Council has been working on a long-term program to secure Casino's water supply for the future. This includes:

- Reducing the amount of water we use wherever possible.
- Getting the best outcomes from our existing water storage
- Increasing our storage, or finding new water sources

So far, with funding support from the NSW Government's Safe and Secure Program, we have completed water modelling to determine future demand and secure water yield.

We've also identified medium and longer-term solutions. Over the next four years, we'll implement Stage 1 of this plan, completing the Jabour Weir Deep Extraction project. This will allow us to extract more water from our existing weir pool. Future options include raising the weir, building off-stream storage or connecting to the Rous water supply.



Jabour Weir, Casino



\$5m

RVC: 50%

NSW Government: 50%

(Safe & Secure Water Program)

Current demand: 2770 ML/year

Future demand: 3250 ML/year (2050)



Secure sufficient water to meet the needs of Casino's growing community



Complete studies, investigations, scoping and approvals for Stage One – Jabour Weir deep extraction



Deliver improved drought resilience in the short-medium term and continue to investigate longer-term options.

CSP: Objective 1
Delivery Program: 1E1

CASINO WATER TREATMENT PLANT UPGRADE

Casino's water treatment plant was built in 1985. Despite some upgrades in 2010 and 2020, the plant still relies heavily on manual operation and its water treatment processes are not as sophisticated as modern facilities. As our river continues to deteriorate, due to catchment degradation and climate change, we will need to add more treatment barriers and automated systems to the plant to ensure it continues to deliver quality drinking water.

Although the plant has plenty of capacity for the future – it is designed for 23 ML per day and we currently use about 6 ML – it will need a process upgrade within the next four years.

Council has received part funding through the NSW Government's Safe and Secure program and is working with NSW Health and DCCEEW to design the improvements.



YEAR

1

Finalise scoping, design
and approvals

2

Construct and commission
upgrade works

3

4

Monitor
performance



\$10m

RVC: 50%

NSW Government: 50%

(Safe & Secure Water Program)



Upgrade the existing water treatment plant to include modern automation and treatment options



Deliver improved drinking water quality and security for our community



Support continued growth of the Casino community, with sufficient water treatment capacity and quality for the next 25 years

CSP: Objective 5
Delivery Program: 5C1

CBD ACTIVATION PROJECTS

Our CBD precincts in Casino and Evans Head are due for a refresh and Council has plans to transform these centres into more vibrant and prosperous places.

Over the next four years, we'll be working with businesses, property owners and community members to re-imagine our CBD precincts, building on their unique character and untapped potential. This includes opening more opportunities for residential development close to town and creating stronger links between the CBDs and adjoining river and foreshore precincts. Casino's new \$3m suspension bridge will be a key feature of the new design.

We'll also be looking at improving safety and street lighting in our CBDs and providing more options for events and shop-local campaigns.

The first step will be to build on the recommendations of the Casino and Evans



Casino Truck show brings the town centre to life.

Head Place Plans and create a Masterplan for each centre. These plans will form the basis for future civic works and investment in each town.

YEAR

1

Complete Casino CDB Masterplan

2

Complete Evans Head CDB Masterplans

3

Continue to work with business, property owners, government and investors to deliver the Masterplan

4



\$400,000 Stage 1

Council will look at options to fund these projects from reserves while continuing to seek government grants.



Develop a vision for future investment and activation of each CBD precinct



Deliver civic works and street scaping to connect CBDs with surrounding foreshore areas



Encourage private investment in activation projects and more residential development close to town.



Promote the unique character of each town and support more events and activities in CBD precincts.

CSP: Objective 3
Delivery Program: 3C1

MOBILE LIBRARY UPGRADE

Our mobile library service is highly valued by the rural communities and small schools it visits each fortnight. The library service has more than 921 members, with 39% being under the age of 14.

The library service provides a connection to learning and social activities for people of all ages in isolated communities. And it's set to get a fresh new look and a brand-new vehicle in the coming year. After more than 10 years' service, the old vehicle is ready for retirement, and it will cost up to \$1m to replace it and fit-out the interior with modern facilities. Council has budgeted for the replacement and currently has its order in for a new specialist vehicle. We've also applied for a library infrastructure grant to help cover the cost of the fit-out. The new vehicle should be on the road by 2026.



Enjoying a Tech Savvy Seniors session at the mobile library.

YEAR

1

Replace mobile library vehicle and complete fit-out

2

Commission new vehicle and continue to provide library services and new programs to rural communities.

3

4



\$1m

RVC: \$500,000

Council has applied for State Government funding for the remainder.



Replace the old mobile library truck with a new special purpose vehicle.



Create a new-look mobile library with modern facilities, new technology and more services.



Continue to support our rural communities, small schools and people of all abilities with this highly valued service.

CSP: Objective 4
Delivery Program: 4B2

FLOODPLAIN MANAGEMENT & DRAINAGE

More than one-third of the Richmond Valley local government area is floodplain, so managing flood risks and providing drainage systems that work effectively in a changing climate will continue to be a major challenge. Council has completed a new flood study for the Richmond Valley, updated to 2022 levels and is currently finalising a new Floodplain Risk Management Plan. This will help to identify mitigation measures that could be funded by future government programs, following completion of the CSIRO's broader study. We've also completed stormwater modelling for Casino and identified priorities for drainage improvements. These works will cost at least \$6.5m. Council is also finalizing major drainage improvements at Evans Head, with the \$2m Illawong Lane project. Further stormwater studies are planned for the Mid-Richmond as part of this program.



\$200,000

Flood Risk Management Plan
Funded jointly by NSW Government and Council

\$15m+

To improve urban drainage throughout the Valley. \$2m funded by Council. Remainder unfunded



Complete technical studies on flood risk and stormwater modelling



Develop solutions to minimize risk and mitigate impacts



Seek funding support to implement solutions



Continue to maintain and improve drainage networks

CSP: Objective 2 & 5
Delivery Program: 2A1, 5C4

STAGES 2 & 3 CASINO POOL UPGRADE

Council is investing in a three-stage upgrade for the Casino Memorial Olympic Pool, to deliver a state-of-the-art facility for our community

The \$6.7m Stage One upgrade was completed in 2023, including a new eight-lane 50m heated swimming pool, toddler splash pool, new filtration system and upgraded shower and change facilities.

Stages two and three have been designed and are ready to go on receipt of funding. These stages include a 25m indoor heated learn to swim and therapy pool, refurbished gym and kiosk, upgraded grandstand and a 12-metre high twin flume thrill slide.

Council will continue to actively seek funding for this project, as well as continued improvements to the Woodburn, Coraki and Evans Head swimming pool facilities.



\$8.5m

to complete Stage 2

\$4m

to complete Stage 3



Seek funding to deliver the next stage of development for the Casino Memorial Pool complex



Provide the Richmond Valley's first public indoor heated pool for people of all abilities



Create fun, healthy activities for local children and young people



Invest in our growing community's future with a next-generation facility

YEAR

1

4

Subject to funding

CSP: Objective 4
Delivery Program: 4D1

RICHMOND TERRACE RECONSTRUCTION

Richmond Terrace is one of the key focal points for Coraki, bordered by the local shopping centre and overlooking the riverside park.

However, this section of the riverbank is affected by continued ground failure, which has now regressed well into the road and beyond. Without substantial remedial works, the road will continue to fail.

Council has completed short-term stabilisation works to improve the situation and engaged geotechnical experts to develop a long-term solution

This will involve extensive remediation works at a cost of \$9.5m and Council continues to urgently seek funding for this project.

Resolving the remediation works will open the way for further improvements to the foreshore areas.



Council has completed some improvement works for Richmond Terrace but more funding is required to fix the problem long-term.



\$9.5m

required for long-term remediation



Provide a long-term solution to stabilize the road.



Maintain Coraki's iconic river precinct and protect the commercial area from encroachment.



Enable further improvements to the riverside areas once the remediation is complete.

CSP: Objective 2 & 5

Delivery Program: 2A1, 5C4

YEAR

1

4

Subject to funding

WOODBURN CBD ACTIVATION

The Woodburn community has seen major changes over the past five years, with the Pacific Highway bypass and the impacts of the 2022 floods.

Council started working with the community in 2017 to prepare for the bypass, upgrading the Riverside Park in 2019 to enhance its role as a popular tourist stop and planning upgrades to the CBD area once the busy highway traffic was redirected.

Following the flood, we revisited the CBD upgrade plans and considered further opportunities for civic improvements through the Woodburn Place Plan, in consultation with the community.

Now it's time to recreate a new community space in Woodburn CBD, with outdoor dining, landscaping and safer pedestrian links between the riverside park and the main street.

The CBD designs have been finalised and Council continues to actively seek funding from the NSW Government to deliver this important recovery project.



\$4m

required to deliver the masterplan



Support continued flood recovery for the Woodburn community by reactivating the CBD precinct



Create a great community space, linking the CBD with the riverside park



Build on tourism opportunities, with future links to the Three Villages Cycleway and proposed RV overnight stop-over near the village

CSP: Objective 3
Delivery Program: 3C2

YEAR

1

4

Subject to funding

SOLAR EFFICIENCY PROGRAM

Reducing our carbon footprint is a key commitment in our Sustainable Communities Strategy and Council has been focusing on ways to become more energy efficient. This includes preparing a long-term strategy to install solar systems at our major community facilities. The systems will help reduce greenhouse gas emissions and provide significant savings in energy costs, which can be directed to future sustainability projects.

But we need seed funding to deliver Stage 1 of the program before the 2030 government rebate deadline. Stage 1 includes installations at: Evans Head Aquatic Centre, Casino Memorial Swimming Pool, Casino Raw Water Pump Station, Casino Community Cultural Centre, Council's Coraki Depot and the NRLX facility.

Council installed a new solar system at its administration centre last year and is already achieving substantial savings from the project. With funding support, we can accelerate the roll-out of these projects to other facilities.



Solar helps to power the Casino Water Treatment Plant.



\$1m

seed funding for Stage 1



Provide six new solar installations at high-energy-use community facilities



Reduce our greenhouse gas emissions and move towards net zero targets.



Achieve long-term savings for the community, which can be directed to more sustainability projects

CSP: Objective 2 & 5
Delivery Program: 2A1, 5C4

YEAR

1

4

Subject to funding

PRIORITY PLACE PLAN PROJECTS

In 2023-24 Council worked in partnership with the NSW Reconstruction Authority and our Mid-Richmond communities to develop combined place and adaptation plans for Coraki, Woodburn, Broadwater/Rileys Hill and Evans Head. The plans considered ways to preserve and enhance the unique character of each village, while building greater resilience to future flood events. Council will actively seek funding to deliver the key projects from the Place Plans, over the next four years.




A new river access for Broadwater

Connecting the main community hub of Broadwater with a new river park and boat ramp was a top priority in the Place Plan. Council has identified a number of potential sites for the park and will continue to explore these options in consultation with the community. We'll also be working to finalise the hand-over of the old Pacific Highway so we can get on with some of the streetscaping proposals in the Plan and design Stage 3 of the Three Villages Cycleway

An RV-friendly stop-over in Woodburn

Providing a place near the Woodburn CBD for travellers to stop overnight in their RVs was another recommendation from the Place Plans. Council has been working with the NSW Reconstruction Authority to explore opportunities to use buy-back lands for this purpose. The overnight facility would help to increase tourism to the village and provide an economic boost for local businesses. This project is a priority for Year 1 of our Delivery program.



Pathways and park upgrades for Coraki

Providing better connections for people to walk and cycle around Coraki was a key recommendation in the Place Plan. In Year 1 of the Delivery Program, we'll be working with the Coraki community to identify priority locations for new pathways. We'll also be looking for a safer location for the riverside playground, with a brand-new design and shade areas. Another priority is to work with NSW Health and the NSW Reconstruction Authority to develop future options for the old hospital site, currently occupied by the pod village.

Harbourside precinct upgrade for Evans Head

The Place Plans identified a number of unique precincts in Evans Head that would benefit from masterplans and upgrade programs. One of the top priorities was the area around the boat harbour and Co-op. This precinct has great potential to become a key tourist attraction and public recreation space, with more activities, such as tour boats and fishing charters.

Council will be working with the community to develop future options for the precinct while continuing to enhance and upgrade the river foreshore areas.

Resilient housing options for the future

The Place Plans explored a range of adaptation strategies to help people remain connected to their communities, while improving safety in future flood events.

Over the next four years, Council will be working with the Mid-Richmond communities to develop and implement our Floodplain Risk Management Plan and respond to the recommendations of the CSIRO flood study. We'll also use the 'Maintain-Modify-Transform' framework from the Place Plans to explore future options for resilient housing and appropriate development controls in the villages. This will involve collaboration with the NSW Reconstruction Authority and the NSW Department of Planning.

Council will also complete an addendum to the Casino Place Plan to include the Mid-Richmond adaptation methodology. This will involve further consultation with the Casino community.

Future upgrade for Casino Civic Hall

The Casino Place Plan identified the Civic Hall as a key feature of the town's Art Deco architecture. Council has completed Stage 1 of the Casino Civic Hall restoration project, but there is still more to do to bring this heritage building up to modern standards, so we can host major performances.

This includes upgrading the supper room, kitchen, toilets and theatre facilities – such as lighting, sound and air-conditioning.

These works are estimated to cost more than \$1m and Council will continue to focus on getting this project to the shovel-ready stage, so we can take advantage of any funding opportunities available.

CREATING GREAT PLACES TO LIVE

Upgrading our sports facilities

Parks and sports facilities throughout the Valley will continue to enjoy upgrades and improvements over the next four years. Top priorities for Year One will be completing the new rugby league clubhouse at Casino and the combined facility for Woodburn Tennis and Pony Clubs. Installing new lighting at Stan Payne Oval, Evans Head is also a priority and Council continues to seek funding for this project.

Our local pools are also due for an upgrade in Year 1 of the program, with painting and roof repairs scheduled for the Evans Head Aquatic Centre and a fresh coat of paint for the Coraki facility.

Council will also develop masterplans for Woodburn Oval and other facilities, in consultation with the community, to identify future upgrades.

Celebrating local events

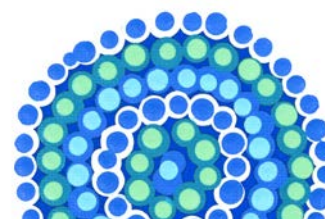
Council will continue to offer an active program of events over the next four years.

This includes the highly successful Casino Truck Show, which attracts record crowds and is now recognised as one of the best truck shows in the Southern Hemisphere.

We'll also continue our support for Beef Week and emerging events at the Casino Showground, such as the Country Music Muster. Plans are underway to introduce a new family-friendly event for the Mid-Richmond communities.

Council will also continue to support community events, such as Australia Day celebrations and Flavour Fest and offer support for local groups through our Community Events Grants Program.





Growing our library service

Our regional library service continues to grow, with more than 16,000 members and 129,000 visits each year. The library lends more than 148,000 items annually, including books, e-resources, jigsaws, cake tins and exercise equipment, as well as providing free wi-fi and access to tech equipment. A key focus for Year 1 of the program will be completing the \$1m upgrade and fit-out of a new mobile library service vehicle.

We'll also continue to build our library collections and our popular community programs for all ages and abilities. Every year, more than 1000 programs are delivered – from Tech Savvy Seniors to Lego Club and Create, Make and Share sessions.

Supporting youth activities

Providing more opportunities for young people to participate in community activities, learning and local employment is a high priority.

Over the next four years, Council will continue to focus on youth programs, including our Youth Employment Scheme, the Richmond Valley Youth Network and activities at the Casino Indoor Sports Stadium and our library branches. We'll also continue to support local initiatives, such as Flavour Fest and Youth Week and provide support for youth activities through our community grants and events programs.

Exploring new ways to engage with young people and involve them in decision-making will also be a key focus.



PROTECTING OUR UNIQUE ENVIRONMENT

Planting more shade trees

Council has committed to planting an additional 1000 shade trees, every year through its Community Greening Program. The program involves local schools and community groups in growing seedlings, ready for planting in habitat restoration, parks and public spaces.

Planting the right tree in the right place is important and Council has prepared a free guide to help residents with native plant selections.

Over the next four years, we'll be inviting local neighbourhoods to 'adopt a tree' and nominate their street for the planting program

Restoring critical habitat

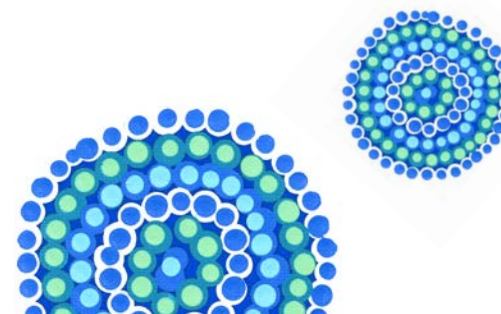
Preserving and enhancing critical habitat areas will continue to be a priority over the life of this Program. This includes more work on our long-term project to provide alternative habitat for flying foxes and entice them away from the urban areas. We'll also be working with local environment groups to promote koala habitat planting programs and exploring opportunities to improve native fish habitat. Restoring and enhancing our wetland areas and riparian zones will also be a key focus. Council will be actively pursuing funding opportunities and encouraging participation by local groups and volunteers in our habitat restoration programs.



Students at Rappville Public School have been busy growing seedlings for Council's Community Greening Program



Carrying out a planting program to stabilise the riverbank and protect fish habitat.



Increasing recycling rates

Increasing recycling rates and addressing contamination in our yellow and green bins will also be a key focus for our waste management team over the coming years. The amount of waste we send to landfill is increasing each year and we need to turn this trend around. Although our new cell at the Nammoona facility will provide at least 12 years' capacity, we need to start thinking about alternatives over the next four years to ensure we are ready.

Council will be increasing its community awareness campaigns to encourage more people to recycle and to place the right materials in the right bin. We'll also be exploring more options to reuse our organic waste materials.

Promoting smart water saving

Reducing the amount of water we use, and being better prepared for longer drought events in future is a top priority in Council's Water for Life 2050 strategy.

Within the life of this Program, Council will begin the roll-out of smart water metering for our customers, starting in the Mid-Richmond. Smart meters help us detect system water losses and also allow customers to keep an eye on their water consumption.

Council will also be working with local high-water-use industries to encourage them to undertake water audits and reduce their usage.



ADVOCATING FOR OUR COMMUNITY



Advocating to other levels of government for the needs and priorities of our community is an important part of Council's role. Our priorities for the next four years include:

- Continuing to play an active role in the Northern Rivers Joint Organisation to advocate for regional priorities
- Working with the NSW Reconstruction Authority to finalise the Resilient Homes Program, find appropriate uses for buy-back lands and activate more housing on flood-safe sites, including the Summerland Estate.
- Continuing to work with the NSW RA, National Emergency Management Authority (NEMA) and the CSIRO to progress outcomes from the Richmond River catchment model and finalise the regional Disaster Adaptation Plan.
- Working with Transport for NSW to progress the hand-over of the old Pacific Highway through Woodburn and Broadwater so we can move on with the Three Villages Cycleway design and other streetscaping improvements.
- Also advocating to TfNSW for improvements to the Bruxner Highway to ease traffic congestion in Casino, resolve flooding issues on the Summerland Way and progress with our Disaster Recovery claims for road damage from the Cyclone Alfred event
- Working with NSW Health to activate more local health services throughout the Valley and resolve the final use of the old Coraki Hospital site.
- Working with Planning for NSW to finalise the RJP planning amendments and seek clarity on future requirements for development on flood-affected lands.
- Continuing to work with our local members of parliament to highlight priorities and advocating directly to Federal and State Government Ministers on key issues.
- Continuing to work with government funding partners and programs to obtain as much financial assistance as possible for our community projects.

Images: Council's advocacy to all levels of government has helped to secure funds for upgraded community facilities, such as the Casino Showground, and road betterment projects, such as the Naughton's Gap remediation works.

FUNDING OUR PROGRAM

Finding sufficient resources to fund our community priorities is always a challenge, and Council will rely heavily on government grants to deliver this Program. Year One will require more than \$109m for our projects, programs and services, with 50% coming from grants, 29% from rates and annual charges (such as the waste charge) and 15% from user charges and fees, such as the water usage charge.

While metropolitan councils can raise significant revenue through sources such as parking fines and commercial ventures, regional councils have fewer options for own-source revenue. Most of the income Council makes from hiring our halls and community facilities, or commercial leases, such as the NRLX, is directed towards the maintenance and ultimate replacement of these facilities.

As climate change continues to bring further challenges with drought, flood and storms, more funding will be required to insure and repair our assets and invest in resilience improvements, such as better drainage, improved bridges and sewerage infrastructure.

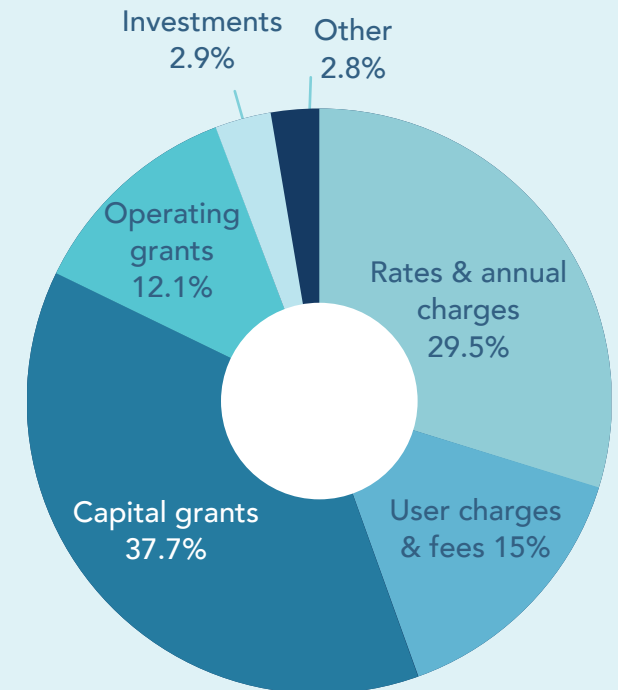
Without continued financial support from Federal and State governments, Council will not be able to fully-fund its ambitious program of works and meet the needs and service expectations of the community in future.

Council plans to borrow up to \$20m during the life of this program to help fund the replacement of the Casino STP, but this will bring us close to borrowing capacity.

There are limited options to raise more funding for other works, maintenance and improvements without considering pathways such as a special rate variation, increased stormwater levy, reduction of services, or sale of council assets.

These are difficult decisions which will need to be carefully considered in consultation with the community if we are to deliver these priority projects and programs by 2029 and continue to support growth and investment in our community.

SOURCES OF INCOME



FUNDING PRIORITIES

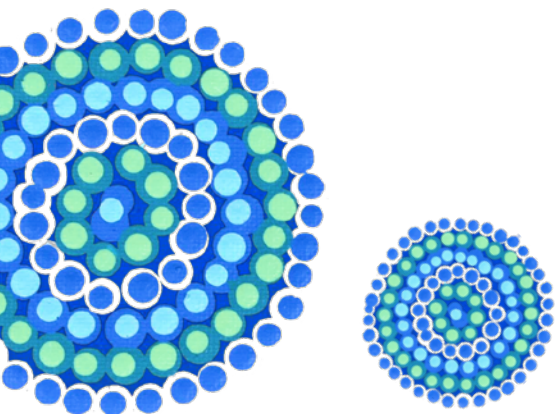
Council will actively seek government funding support for the following priorities during this Program:

- ✓ Replacement of Casino STP - \$45m+
- ✓ Three Villages Cycleway - \$15m+ to complete
- ✓ Summerland Estate water/sewer - \$30m
- ✓ Casino industry activation - \$15m stages 2-3
- ✓ Disaster Recovery Funding – finalise claims for roads damaged in the Cyclone Alfred event
- ✓ Casino Pool Stage 2 & 3 upgrade - \$12.5m
- ✓ Stormwater drainage improvements - \$13m
- ✓ Richmond Terrace stabilization - \$9.5m
- ✓ Woodburn CBD activation - \$4m
- ✓ Solar installation program - \$1m
- ✓ Housing strategies & CBD masterplans - \$600,000

Other funding priorities include:

- ✓ Sports facilities and park upgrades identified in our Masterplans
- ✓ Civic improvements identified in the Place Plans
- ✓ Environmental programs, including habitat restoration, greening programs and community education
- ✓ Community events grants
- ✓ Arts and cultural grants – including upgrades to the Casino Civic Hall





MANAGING RISK

Operating an enterprise the size of Council involves a lot of risk. We manage critical public health services, such as water and sewage treatment for more than 16,000 people and undertake major construction projects and other high-risk activities as part of our daily work. Looking after our people and keeping them safe is our highest priority.

Council is also responsible for managing more than \$100m of community resources each year and looking after more than \$1.2 billion of community assets. To help ensure we do this safely, efficiently and with the highest integrity, we rely on a number of risk management methods.

Our Enterprise Risk Management Framework, adopted by each newly-elected council,



identifies our key risk areas and sets out how we will effectively manage risk in our organisation. This framework forms the basis for our risk management and safety systems and our Annual Risk Management Program.

Council receives support to improve its risk management capabilities through our insurance mutual, CivicRisk Mutual and the risk management function is kept under review by our Audit Risk and Improvement Committee (ARIC).

The NSW Government sets the requirements for Council audits, with external audits being conducted annually by the Auditor General's Office, to ensure we are managing our finances responsibly and in accordance with legislative requirements. The Auditor

General publishes an annual report, outlining the performance of the NSW local government sector.

Internal audits are overseen by the ARIC. This committee consists of three independent specialists with experience in local government, financial management, legal processes and business improvement. The committee also includes a non-voting Councillor representative. It sets the annual internal audit program, in consultation with Council and ensures that any improvements highlighted through the program are carried out within the required timeframes.

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

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 each review will be reported to the community



Service Review Program



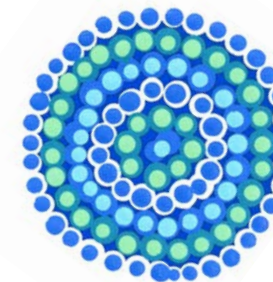


OUR PLAN

3



OUR FOUR KEY DIRECTIONS



Based on the feedback Council received during the community consultation, we developed four key directions for the Community Strategic Plan. These directions reflect the requirements of the Integrated Planning and Reporting Framework and align with the strategic planning work Council has already completed with the community. The Key Directions create the framework for the objectives, strategies and actions that will help to deliver community priorities and improvements.

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 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 focuses 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 as our responsibilities for managing community resources and providing great service.

This section of the Delivery Program explains what Council will do over the next four years to help achieve the nine Community Strategic Plan Objectives.

For each Objective, the plan outlines:

- **Our strategies** – the key directions we will follow to help deliver our goals
- **Our Principal Activities and measures** – this includes the main bodies of work we will undertake to support our strategies. There are 75 Principal Activities and Council reports to the community every six months on our progress in delivering them. The tables explain the measures we will use to track our progress
- **Key Priorities** – these lists include examples of the actions and projects we will undertake to help deliver our goals. You can read all the actions for each year of the program in our annual Operational Plan. Year One of the program includes 262 actions. The Operational Plan also includes details of our annual budget, annual rates and fees and charges.



Measuring success

Each of the Principal Activities in our plan is assigned to a member of Council's Executive Leadership Team, who is, in turn, responsible for ensuring that his or her team delivers the outcomes required. The way the outcomes are measured varies, depending on whether the Principal Activity relates to a particular project, such as completing the Tatham Bridge replacement, or an ongoing activity, such as delivering Ranger services.

Project-based activities are measured in terms of progress and whether the activity is completed on time and within scope and budget. Ongoing activities are measured in terms of benchmarks and agreed service standards. Many of these activities involve quarterly reports to Council, including performance in development assessment and customer service.

At the end of each term-of-office, Council prepares a State of the Valley report, outlining its progress in working towards the Community Strategic Plan goals. This report is largely based on Council's performance against the Delivery Program targets.

Objective #1

ESTABLISH THE RICHMOND VALLEY AS A REGIONAL GROWTH CENTRE

STRATEGIES

1A: Plan for long-term sustainable growth

Ensuring we have the right long-term plans in place for community development, land-use planning & infrastructure

1B: Provide more homes for our growing community

Ensuring there is a greater choice of housing and encouraging new housing growth on flood-safe lands

1C: Create more job opportunities

Encouraging growth in government-led employment and service industries for our growing population

1D: Secure essential services

Ensuring there are sufficient health, education & other government services for the future

1E: Provide critical infrastructure

Ensuring essential infrastructure, such as roads, water and sewerage is provided in advance of growth

Objective #1

PRIORITY ACTIONS

- Finalising the Richmond Valley Masterplan
- Implementing our Community Strategic Plan
- Supporting more affordable, accessible housing
- Activating the Summerland Estate housing development to provide up to 1500 new homes
- Supporting the private housing sector with fast assessment turn-around times
- Encouraging more government services to relocate to the Richmond Valley
- Opening opportunities for tertiary and trade education
- Advocating strongly for more health services
- Securing water supplies for our community's future
- Delivering the \$65m Casino sewage treatment plant replacement
- Completing Stage 2 of the Evans Head STP
- Finding long-term solutions for waste management
- Improving major transport links, such as the Woodburn-Casino Rd, Summerland Way and Bruxner Highway

DIRECTION 1: Strengthening our role in the region

STRATEGY 1A: Plan for long-term sustainable growth

Principal Activities	Responsible Area	Measures
1A1: Finalise and implement the Richmond Valley Masterplan	General Manager	Masterplan is adopted by Council Level of Government funding attracted for Masterplan initiatives Level of private investment attracted for Masterplan initiatives
1A2: Deliver the Community Strategic Plan	General Manager	Plans are developed, exhibited and endorsed by Council in accordance with legislative requirements Number of Delivery Program Principal Activities successfully delivered in accordance with CSP objectives

STRATEGY 1B: Provide homes for our growing community

Principal Activities	Responsible Area	Measures
1B1: Provide a greater choice of housing for our community	General Manager	Increase in housing stock numbers within the Richmond Valley Number of new housing development applications annually Uptake of Housing Strategy recommendations by housing developers Changes in median housing and rental prices
1B2: Activate new housing development on flood-safe sites	General Manager	Number of re-zoning planning proposals and new subdivisions activated

STRATEGY 1C: Create more job opportunities

Principal Activities	Responsible Area	Measures
1C1: Attract more government-led employment to the Valley	General Manager	Number of new government jobs created in the Richmond Valley each year compared to annual population growth

STRATEGY 1D: Secure essential services

Principal Activities	Responsible Area	Measures
1D1: Improve educational opportunities	General Manager	Increase in the availability of University and TAFE services and facilities available for people in the Richmond Valley Number of traineeships offered by local businesses
1D2: Improve access to health services and facilities	General Manager	Number of new health services that become available in the Richmond Valley Long-term commitment to develop the Casino Health Precinct and level of development achieved Improvement in Service Availability ratios in the Health Needs Assessment

STRATEGY 1E: Provide critical infrastructure

Principal Activities	Responsible Area	Measures
1E1: Secure long-term water supplies for our communities	Director Infrastructure Services and Projects	Stage 1 Casino Water Security delivered on time, within scope and budget Woodburn groundwater scheme is successfully integrated with Richmond Valley water network
1E2: Deliver essential infrastructure to support growth	Director Infrastructure Services and Projects	Completion and commissioning of Evans Head Stage 2 on-time, within scope and budget Acquisition of funding for Casino STP replacement Completion and commissioning of Casino STP replacement on-time within scope and budget
1E3: Develop long-term waste management solutions	Director Planning and Sustainable Communities	Preferred long-term waste management option is identified, consulted and incorporated into strategy Implementation timeline and funding sources are identified for preferred option Volume of residual waste deposited in Richmond Valley landfill sites each year
1E4: Secure essential transport links	Director Infrastructure and Projects	Complete transport link projects identified in capital works programs on time and within scope and budget Secure additional funding for transport link projects

Objective #2

ADAPT TO REGIONAL CHALLENGES & BUILD RESILIENCE

STRATEGIES

2A: Improve disaster resilience

Ensuring we have the right plans and studies in place to understand and manage natural disaster risks. Strengthening community preparedness for disasters and making our infrastructure more resilient

2B: Strengthen emergency response

Continuing to support regional emergency planning and response and maintaining our emergency services facilities

2C: Support continued flood recovery

Completing our disaster recovery road repair programs and continuing to work with the NSW Reconstruction Authority to support our flood-affected communities

Objective #2

PRIORITY ACTIONS

- Completing the Richmond Valley Floodplain Risk Management Plan
- Testing flood mitigation options with the CSIRO's hydrodynamic model of the catchment
- Working with the NSW Reconstruction Authority on the Regional Disaster Adaptation Plan
- Supporting community resilience teams and disaster preparedness programs
- Improving the flood resilience of our roads and water/sewer networks
- Completing stormwater modelling for the Mid-Richmond communities
- Implementing drainage improvements and maintenance programs
- Continuing to support regional emergency response arrangements and emergency services
- Completing our disaster recovery road repair program from the 2022 and 2025 floods
- Working with the NSW RA to finalise the Resilient Homes program and future use of buy-back lands
- Supporting community and business recovery programs

STRATEGY 2A: Improve disaster resilience

Principal Activities	Responsible Area	Measures
2A1: Implement long-term adaptation strategies for our communities	Director Planning and Sustainable Communities	Northern Rivers Disaster Adaptation Plan reflects Richmond Valley's priorities Number of flood mitigation measures developed and delivered from Richmond Valley Floodplain Risk Management Plan and other community feedback mechanisms Completion of local adaptation projects and DCP amendments on-time and within scope and budget
2A2: Improve community preparedness and awareness of natural disasters	Director Planning and Sustainable Communities	Number of disaster preparedness programs delivered Level of community participation in local resilience teams Uptake of property information services
2A3: Improve the resilience of essential infrastructure	Director Infrastructure Services and Projects	Complete resilience related infrastructure projects on time and within scope and budget

STRATEGY 2B: Strengthen emergency response

Principal Activities	Responsible Area	Measures
2B1: Support regional and local emergency response arrangements	Director Planning and Sustainable Communities	Level of Council participation in emergency response arrangements, in line with LEMC & LEOCON requirements Maintenance of facilities in accordance with Asset Management Plans Facilities review completed and recommendations implemented

STRATEGY 2C: Support continued flood recovery

Principal Activities	Responsible Area	Measures
2C1: Work with the NSW Reconstruction Authority to deliver flood recovery programs	General Manager	Number of buy-back properties transferred to council management and repurposed for public benefit Uptake of RA community and business programs by Richmond Valley community organisations and businesses Number of house-raising applications processed by Council within required timeframes
2C2: Complete Disaster Recovery road repairs	Director Infrastructure Services and Projects	Deliver of approved EPAR projects on time and within budget Number of approved betterment projects

Objective #3

GROW AND DIVERSIFY OUR ECONOMY

STRATEGIES

3A: Ensure the Richmond Valley is open for business and investment ready

Actively encouraging new business development and supporting local industries

3B: Activate the Regional Jobs Precinct and strengthen our manufacturing and industrial base

Completing our industry activation projects to ensure the Regional Jobs Precinct achieves its goal of creating 1900 new jobs for our community

3C: Support continued growth in service industries

Ensuring the fastest growing sector of our local economy continues to expand, with more health, education, retail and support services

3D: Encourage innovation and new technologies

Supporting new industries, such as ag-tech and renewable energy to establish in the Richmond Valley

3E: Grow our lifestyle and tourism markets

Expanding our tourism markets, capitalising on regional attractions and continuing to support and develop our signature community events

Objective #3

PRIORITY ACTIONS

- Activating the Regional Jobs Precinct by completing Council's industry activation projects in Precincts 1 & 3
- Encouraging new ag-tech and renewable energy initiatives
- Supporting agricultural and food processing businesses to explore value-add opportunities
- Addressing supply chain gaps that prevent local market expansion
- Actively supporting new business and industrial development through Council's development concierge service
- Activating our CBDs and main streets and expanding the retail sector
- Implementing the Woodburn CBD Masterplan
- Growing our service industries, including more aged care
- Growing our tourism market, with more accommodation options and increased visitation rates
- Exploring more value-add opportunities for the NR Rail Trail and developing the Three Villages Cycleway as a regional tourist attraction
- Establishing a new signature event for the Mid-Richmond and continuing to grow the Casino Truck Show

STRATEGY 3A: Ensure the Richmond Valley is open for business and investment ready

Principal Activities	Responsible Area	Measures
3A1: Support a business-friendly environment	General Manager	Number of investment projects realised through Council's advocacy and support programs Uptake of business collaboration and networking programs Annual direct council spend with local suppliers and businesses Feedback on Council's Development Concierge and pre-lodgement DA services

STRATEGY 3B: Activate the Regional Jobs Precinct and strengthen our manufacturing and industrial base

Principal Activities	Responsible Area	Measures
3B1: Encourage new industries to establish in the Richmond Valley	General Manager	Number of new industries established in the Richmond Valley annually Number of additional jobs generated by new or expanded industries
3B2: Activate the RJP as an industry growth centre	General Manager	Hectares of industrial land activated across the three Regional Job Precincts Number of existing Richmond Valley industries expanding operations in the precincts Number of Government supported programs that assist our activation of the precincts

STRATEGY 3C: Support continued growth in service industries

Principal Activities	Responsible Area	Measures
3C1: Activate our CBDs and grow the retail sector	General Manager	Completion of Master Plans for the Casino and Evans Head CBDs Acquisition of funding for the implementation of the CBD Master Plans Number of new retail industries that establish across the Richmond Valley
3C2: Enhance the character of our main streets and villages	Director Infrastructure Services and Projects	Successfully negotiated outcome for transfer of the Old Pacific Highway Acquisition of funding for precinct planning and civic improvements from the Mid-Richmond Place Plans
3C3: Encourage further development of professional services, trades and hospitality	General Manager	Uptake of Government programs that support growth in trades Number of new professional services industries that establish in the Richmond Valley Number of new and/or upgraded hospitality businesses across the Richmond Valley

DIRECTION 1: Strengthening our role in the region

STRATEGY 3D: Encourage innovation and new technologies

Principal Activities	Responsible Area	Measures
3D1: Support tech-industries to establish and grow	General Manager	Number of new tech-industries that are established Reported improvements to digital connectivity services

STRATEGY 3E: Grow our lifestyle and tourism markets

Principal Activities	Responsible Area	Measures
3E1: Improve visitor accommodation options	General Manager	Number of new and/or enhanced accommodation options across the Richmond Valley Successful re-use options for emergency pod accommodation determined and delivered
3E2: Increase visitation to the Richmond Valley	General Manager	Number of visits to the Richmond Valley and length of stay Increase in visitor spend in the Richmond Valley
3E3: Capitalise on regional tourism opportunities	General Manager	Northern Rivers Rail Trail visitation figures and number of value-add opportunities realised. Number of new events at the Casino Showground that attract new visitors to the Richmond Valley
3E4: Showcase our lifestyle and signature events	General Manager	Number of events held annually Economic impact and value-add of signature events

Objective #4

CELEBRATE OUR LOCAL IDENTITY AND LIFESTYLE

STRATEGIES

4A: Encourage community participation and connection

Celebrating our diversity, promoting inclusion and providing opportunities for people of all ages and abilities to be actively involved in community life

4B: Providing opportunities to learn, create and celebrate

Bringing people together through community activities, such as our regional libraries, events and festivals

4C: Creating safe and inclusive spaces

Focussing on community safety and crime prevention and advocating for more policing

4D: Ensuring facilities are well-maintained and meet community needs

Maintaining and enhancing our community sporting facilities, parks and playgrounds and keeping our town centres and public spaces well presented

Objective #4

PRIORITY ACTIONS

- Continuing to support events such as NAIDOC Week and cultural awareness days
- Continuing to make our main streets and public spaces more accessible for people living with disabilities
- Expanding our regional library collections and community programs and completing our mobile library upgrade, with a new vehicle and fit-out
- Encouraging young people to play an active role in community life, with more programs and activities
- Continuing our community grants programs for local groups and sports clubs
- Supporting community events and festivals
- Making public spaces safer with improved lighting and options for CCTV
- Seeking government funding to upgrade the Casino Civic Hall and complete Stage 2-3 of the Casino Memorial Pool upgrade
- Completing repairs and repainting at Evans Head Aquatic Centre and Coraki Pool
- Completing the new rugby league clubhouse at Casino and the new shared facility for Woodburn Pony and Tennis Clubs
- Upgrading our parks, including a new safer location and improvements for the Coraki riverside playground
- Upgrading and maintaining our local cemeteries

DIRECTION 2: Creating great places to live

STRATEGY 4A: Encourage participation and connection		
Principal Activities	Responsible Area	Measures
4A1: Celebrate our diverse community and increase understanding	General Manager	Number of events held or partnered with that celebrate our diverse community Disability Inclusion Action Plan review completed in consultation with community, on-time, within scope and budget and endorsed by Council
4A2: Encourage young people to play an active role in the community	General Manager	Participation levels in Council-led youth programs Participation levels in Richmond Valley Youth Network activities Number of young people employed annually through Council's YES Program Increased engagement levels with young people through Council's communication channels
4A3: Help community groups to grow and succeed	General Manager	Number of community groups that successfully achieve grants from government programs Number of applications received for Council's grants program, amount of funding delivered and number of projects successfully completed
STRATEGY 4B: Providing opportunities to learn, create and celebrate		
Principal Activities	Responsible Area	Measures
4B1: Support and deliver local events, festivals and cultural activities	General Manager	Number of local events, festivals & cultural programs supported across the Richmond Valley Amount of funding secured to support arts, culture and entertainment projects Feedback from event participants
4B2: Ensure local libraries are welcoming, creative and informative places	Director Organisational Services	Number of library members, number of loans (physical and non-physical), visitation rates, internet usage and new members Number of programs delivered and attendance numbers Mobile library upgrade works are delivered on-time and within scope and budget

STRATEGY 4C: Creating safe and inclusive spaces

Principal Activities	Responsible Area	Measures
4C1: Implement urban design improvements to reduce crime and advocate for more policing	Director Infrastructure Services and Projects	Number of urban design improvements implemented Change in public perceptions of community safety Increase in local policing resources

STRATEGY 4D: Ensuring facilities are well-maintained and meet community needs

Principal Activities	Responsible Area	Measures
4D1: Provide well-maintained sports facilities and swimming pools	Director Infrastructure Services and Projects	Scheduled pool network and sports facilities maintenance and capital improvement projects are delivered on time and within scope and budget Acquisition of funding for capital improvement projects to sporting facilities Masterplans are completed for sporting facilities
4D2: Provide family-friendly play spaces, community meeting places and shared pathways	Director Infrastructure Services and Projects	Deliver scheduled park and pathway maintenance and capital improvement projects on time and within scope and budget Acquisition of funding for improvement projects Number of Council facility bookings Level of community participation in design processes
4D3: Ensure town centres and public spaces are well maintained	Director Infrastructure Services and Projects	Cemetery management strategy completed and actioned within legislative requirements Town centre maintenance works delivered to agreed service levels

Objective #5

GROW AND DIVERSIFY OUR ECONOMY

STRATEGIES

5A: Undertake whole-of-life planning for community infrastructure

Ensuring we have the right systems in place to inspect, maintain, upgrade and renew our assets over the long term to support continued growth

5B: Provide a network of safe, well-constructed and maintained roads and bridges

Completing inspection and maintenance programs for our roads and bridges and delivering our annual capital works program for upgrades and renewals

5C: Manage water supply and sewerage networks effectively

Ensuring our water supply is reliable, our town water is always safe to drink, and our sewerage networks are managed responsibly

5D: Provide responsible waste management services

Operating our landfills and kerbside waste collections efficiently, complying with our environmental responsibilities and actively encouraging waste reduction and recycling

Objective #5

PRIORITY ACTIONS

- Implementing our Asset Management Strategy and Asset Management Plans
- Managing our construction projects efficiently
- Completing road upgrades throughout the Valley, including Stratheden Rd and McDonalds Bridge Rd in Year 1 of the program
- Finalising major landslip repairs on Upper Cheery Tree Rd, Bentley Rd and the Woodburn-Casino Rd
- Continuing our road maintenance and potholing programs
- Replacing and raising the twin Tatham Bridges to improve flood resilience
- Completing the upgrade of Broadwater Bridge
- Completing a \$10m+ upgrade to the Casino Water Treatment Plant
- Delivering the Rappville sewerage scheme
- Making our sewerage networks more flood resilient and reducing stormwater in-flow
- Improving our stormwater and drainage networks and drain maintenance programs
- Continuing to seek funding for major stormwater upgrades
- Continuing to upgrade the Nammoona Resource Recovery Facility
- Improving the efficiency of our kerbside collection services

STRATEGY 5A: Undertake whole-of-life planning for community infrastructure

Principal Activities	Responsible Area	Measures
5A1: Maintain and improve asset management systems	Director Infrastructure Services and Projects	Asset Management planning requirements are completed within legislative requirements and endorsed by Council Go live on work order system is achieved within scheduled timeframes, scope and budget Number of work orders successfully finalised
5A2: Provide efficient project management and design services	Director Infrastructure Services and Projects	Number of designs completed to required standards Number of projects delivered and commissioned on-time, within scope and budget

STRATEGY 5B: Provide a network of safe, well-constructed and maintained roads and bridges

Principal Activities	Responsible Area	Measures
5B1: Deliver road network capital works programs	Director Infrastructure Services and Projects	Capital works program is delivered on-time and within scope and budget
5B2: Deliver bridge upgrade and replacement program	Director Infrastructure Services and Projects	Bridge projects are delivered on-time and within scope and budget
5B3: Deliver annual inspection and maintenance programs for road networks	Director Infrastructure Services and Projects	Road inspection program is delivered on-time and within scope and budget

STRATEGY 5C: Manage water supply and sewerage networks effectively

Principal Activities	Responsible Area	Measures
5C1: Provide safe and efficient water supply services	Director Infrastructure Services and Projects	Treated water supply consistently achieves Australian Drinking Water Quality Standards Drinking water quality management system is implemented in accordance with requirements Water network upgrade projects and capital works program are completed on-time, within scope and budget

DIRECTION 2: Creating great places to live

5C2: Maintain safe and reliable sewerage networks	Director Infrastructure Services and Projects	<p>Sewerage network projects are completed on time and within scope and budget</p> <p>Level of compliance with Environmental Licences for sewage treatment systems</p> <p>Reduction in inflow and infiltration in sewerage networks</p> <p>Number of inflow/infiltration repairs completed</p>
5C3: Manage Council's water business effectively	Director Infrastructure Services and Projects	<p>Critical incident procedures reviewed and tests conducted</p> <p>Water and sewer operations meet regulatory requirements and achieve agreed service standards</p> <p>Water and sewer business achieves full cost recovery in accordance with regulatory requirements</p>
5C4: Improve local stormwater and drainage networks	Director Infrastructure Services and Projects	<p>Stormwater and drainage maintenance and capital upgrade projects are completed on time and within scope and budget</p>
STRATEGY 5D: Provide responsible waste management services		
Principal Activities	Responsible Area	Measures
5D1: Manage resource recovery facilities effectively	Director Planning and Sustainable Communities	<p>Financial performance against budget</p> <p>Compliance with environmental licences</p> <p>Recycling rates against industry benchmarks</p> <p>Number of new income sources</p> <p>Upgrade projects delivered on time, within scope and budget</p>
5D2: Maintain kerbside collection services to meet community needs	Director Planning and Sustainable Communities	<p>Kerbside collection services achieve monthly KPIs</p> <p>Collection fleet is managed in accordance with asset management plans</p>



Reconnecting communities: Major repairs to the Broadwater Bridge are scheduled for completion in Year 1 of the Program.

Objective #6

PRESERVE NATIVE BUSHLAND, BIODIVERSITY AND WATERWAYS

STRATEGIES

6A: Protect biodiversity and encourage community participation in habitat restoration

Improving native habitat for our koalas and native fish and continuing our program to provide new habitat and entice flying foxes away from our urban areas

6B: Enhance and protect local wetlands

Looking after our local wetlands, leading restoration and improvement projects and encouraging sharing of traditional knowledge and practices

6C: Improve catchment health and water quality

Partnering with government agencies, local groups and farmers to help restore riparian zones and protect our catchment

6D: Provide opportunities to enjoy and protect local beaches and waterways

Looking after our rivers and beaches, improving public access and providing more opportunities for people to enjoy recreational activities

Objective #6

PRIORITY ACTIONS

- Supporting koala habitat creation and restoration projects in partnership with local groups
- Continuing our flying fox habitat program, to encourage relocation from urban areas
- Exploring options to improve native fish habitat
- Working with local groups to restore and expand our wetlands and explore options for nature tourism
- Managing water quality risks by inspecting on-site sewage management systems near waterways
- Increasing water quality monitoring of the Richmond and Evans Rivers
- Partnering with rural landowners to restore riparian zones and protect the catchment
- Improving access to local rivers and beaches
- Developing a new river access for Broadwater
- Completing the \$3m new suspension bridge across the Richmond River at Casino
- Preparing plans to upgrade the Evans Head foreshore areas around the boat harbour and fish co-op
- Seeking funds to complete the Woodburn CBD upgrade to improve pedestrian links to the riverside park

STRATEGY 6A: Protect biodiversity and encourage community participation in habitat restoration

Principal Activities	Responsible Area	Measures
6A1: Lead and support local habitat restoration programs and encourage responsible land management	Director Planning and Sustainable Communities	Number of new funded programs Number of programs that advocate and/or support and encourage responsible land management Number of trees/plants established in habitat restoration areas Numbers in koala community

STRATEGY 6B: Enhance and protect local wetlands

Principal Activities	Responsible Area	Measures
6B1: Encourage community involvement in wetland restoration and development	Director Planning and Sustainable Communities	Number of volunteers participating in restoration projects Extent of habitat restoration and development works Funding secured and Richmond Park Masterplan completed in consultation with community

STRATEGY 6C: Improve catchment health and water quality

Principal Activities	Responsible Area	Measures
6C1: Work with stakeholders to improve Richmond River catchment health and address water quality risks	Director Planning and Sustainable Communities	Number of Richmond Valley landowners who are successful in securing support under the RA's Drainage Reset program Number of inspections of high risk OSMS & pass/fail rates Results of water quality monitoring programs Number of Richmond Valley landowners who are successful in securing support under NSW Government environmental support programs

STRATEGY 6D: Provide opportunities to enjoy and protect local beaches and waterways

Principal Activities	Responsible Area	Measures
6D1: Improve community access and recreational opportunities at local rivers	Director Infrastructure Services and Projects	Projects are completed on time and within scope and budget Acquisition of funding for river access and recreational activity projects
6D2: Manage and protect local beaches and coastal areas	Director Planning and Sustainable Communities	Number of beach accesses that are improved to support all abilities access Reduction in complaints/incidents on Richmond Valley beaches Health of coastal eco-systems and habitat areas

Objective #7

REDUCING OUR IMPACT ON THE ENVIRONMENT

STRATEGIES

7A: Promote responsible water usage

Encouraging water saving in high-use water industries and reducing system water losses

7B: Deliver community greening programs

Continuing Council's commitment to plant 1000 new shade trees each year and encouraging our local schools to be involved in growing seedlings for the program

7C: Reduce, recycle and reuse waste products

Partnering with government agencies, local groups and farmers to help restore riparian zones and protect our catchment

7D: Reduce our carbon footprint

Focusing on strategies to reduce Council's greenhouse gas emissions, including solar installations at public buildings, and promoting community participation in sustainability programs

Objective #7

PRIORITY ACTIONS

- Developing new drought management strategies for Council's water supply
- Supporting high-water-use industries to reduce consumption
- Rolling out smart metering for water customers
- Continuing our greening program to plant 1000 new shade trees each year in parks and public spaces
- Developing planting programs for public spaces, to ensure we plant the right tree species in the right location
- Providing information to the community on water-wise gardening and native plant species
- Providing community education programs to help increase recycling rates and reduce contamination rates
- Exploring beneficial uses for our waste streams, including organic wastes
- Monitoring and reporting on Council's greenhouse gas emissions
- Seeking government seed funding for solar installations on public buildings

STRATEGY 7A: Promote responsible water usage

Principal Activities	Responsible Area	Measures
7A1: Implement water demand management programs	Director Infrastructure Services and Projects	Decrease in annual water consumption per capita across the water network Decrease in annual water consumption for Council operations Number of industrial water audits completed and savings achieved Drought management strategy is completed within required timeframes and endorsed by Council Smart metering projects are completed within timeframes, scope and budget

STRATEGY 7B: Deliver community greening programs

Principal Activities	Responsible Area	Measures
7B1: Deliver street-tree planting and growing programs	Director Planning and Sustainable Communities	Number of street-trees planted annually Number of schools/groups participating in the Growing On program
7B2: Plant more shade trees in parks and public places	Director Planning and Sustainable Communities	Number of trees planted to enhance parks and public places

STRATEGY 7C: Reduce, recycle and reuse waste products

Principal Activities	Responsible Area	Measures
7C1: Reduce, recycle and reuse waste products	Director Planning and Sustainable Communities	Level of contamination in yellow and green bin services Annual volumes of recycleable materials diverted from landfill Annual recycling rates at Council operated offices and facilities

STRATEGY 7D: Reduce our carbon footprint

Principal Activities	Responsible Area	Measures
7D1: Reduce emissions from Council operations and encourage community reduction programs	Director Planning and Sustainable Communities	Level of greenhouse gas emissions from Council services and facilities Number of emissions reduction projects implemented annually by Council Number of community programs promoted and their take up rates

Objective #8

LEAD AND ADVOCATE FOR OUR COMMUNITY

STRATEGIES

8A: Strengthen community engagement and participation

Providing information to the community, consulting on proposals and promoting opportunities for people to participate in local decision-making

8B: Advocate for community needs and priorities

Working with Federal and State Governments to address local needs and secure essential funding for community projects, infrastructure and services.

8C: Lead with integrity

Ensuring Council's operations are managed in accordance with our legislative responsibilities, decision-making is transparent and elected representatives have opportunities to develop their knowledge and skills.

Objective #8

PRIORITY ACTIONS

- Developing a new Community Engagement Strategy for Council
- Continuing to work with local community groups, business advisory groups and youth networks
- Keeping the community up to date with information through social media, newsletters, Council's website and other media
- Engaging with the community on key proposals, plans and projects
- Actively seeking government funding for community needs and priority projects
- Continuing to support and participate in the Northern Rivers Joint Organisation of councils
- Continuing to provide live-streaming and opportunities to participate in Council meetings
- Supporting elected representatives to undertake professional development programs
- Reporting annually to the community on Council's performance

STRATEGY 8A: Strengthen community engagement and participation		
Principal Activities	Responsible Area	Measures
8A1: Review and deliver the Richmond Valley Community Engagement Strategy	General Manager	Strategy reviewed in accordance with legislative requirements and adopted by Council Number of community engagement activities conducted annually Annual audience reach of Council information Number of online views of Council website and social media Level of interaction with online content
STRATEGY 8B: Advocate for community needs and priorities		
Principal Activities	Responsible Area	Measures
8B1: Advocate to federal and state government for community priorities and seek grant funding	General Manager	Priority Projects Prospectus is kept current and distributed effectively Grant funding secured from Federal & NSW Governments for priority projects
STRATEGY 8C: Lead with integrity		
Principal Activities	Responsible Area	Measures
8C1: Provide representative and accountable community governance	General Manager	Council meetings are conducted in a professional and respectful manner with opportunities for community involvement Level of compliance with annual compliance requirements and timeframes Annual report delivered on time, in accordance with legislative requirements Level of engagement with Councillor development program and number of activities undertaken

Objective #9

MANAGE RESOURCES RESPONSIBLY & PROVIDE GREAT SERVICE

STRATEGIES

9A: Manage finances responsibly and provide value for money

Meeting Council's legislative responsibilities to undertake long-term financial planning, invest community funds wisely and manage funds efficiently and transparently

9B: Manage Council businesses and commercial activities for community benefits

Ensuring Council's business, leasing and development activities provide a positive outcome for the community

9C: Strengthen Council's role as a leading local employer

Managing our workforce responsibly and continuing to offer employment opportunities for local people, including traineeship programs for school leavers

9D: Manage organisational risks

Keeping people safe and ensuring our organisation is managed responsibly

9E: Provide a high standard of customer service

Ensuring customer enquiries, planning applications and business transactions are managed efficiently

9F: Deliver consistent regulatory and compliance services

Meeting our legislative responsibilities and ensuring we are fair and consistent in any compliance actions

9F: Provide efficient corporate and operational support

Ensuring we have the right systems in place to support efficient service delivery

Objective #9

PRIORITY ACTIONS

- Completing and publicly exhibiting our long-term financial plan, annual budget and fees and charges
- Managing Council's investment portfolio to ensure long-term benefit for the community
- Meeting our legislative responsibilities for audit, setting of annual rates and performance reporting
- Ensuring our procurement services provide value for money and opportunities for local suppliers
- Managing council-owned quarries and leased facilities, such as the NRLX, efficiently
- Continuing to offer our successful Youth Employment Scheme, providing traineeships and university scholarships for local school leavers
- Improving employment opportunities at Council for local people of all ages and abilities
- Improving organisational risk management and reviewing our workplace safety systems
- Continuing to support applicants with our Development Concierge Service and efficient development assessment times
- Providing our ranger services and companion animals management
- Undertaking public health inspections to help keep our community safe

STRATEGY 9A: Manage finances responsibly and provide value for money

Principal Activities	Responsible Area	Measures
9A1: Undertake long-term financial planning and ensure compliance with financial regulations	Director Organisational Services	Long-term Financial Plan is adopted by Council Financial reports are delivered to Council within statutory timeframes Financial statements are compliant with the Local Government Accounting Code and issued with an unqualified audit opinion from the Auditor General Council's Anti-Fraud and Corruption strategy completed, and actions implemented
9A2: Strengthen procurement systems	Director Organisational Services	Number of supply agreements with local businesses Stocktake audits are completed within required timeframes Reduction in whole of life costs for fleet
9A3: Maintain rating and revenue systems that meet community needs	Director Organisational Services	Rating and revenue functions are managed within legislative requirements Reduction in the number of rate defaults Outstanding rates & charges under 10%

STRATEGY 9B: Manage Council businesses and commercial activities for community benefit

Principal Activities	Responsible Area	Measures
9B1: Identify opportunities for strategic investment and business development	Director Infrastructure Services and Projects	Number of investment opportunities identified Level of investment Upgrade and development projects are completed on time and within scope and budget

STRATEGY 9C: Strengthen Council's role as a leading local employer

Principal Activities	Responsible Area	Measures
9C1: Provide a safe, healthy and inclusive workplace	Director Organisational Services	Lost-time injury frequency rate Workers compensation premiums trends Number of employees who identify as ATSI against Richmond Valley population benchmark Implementation of Disability Inclusion Action Plan actions through the workforce strategy

DIRECTION 4: Delivering for our community

9C2: Provide more opportunities for local employment and career development at Council	Director Organisational Services	Level of local employment Staff participation rates in training programs Staff turnover rate against NSW benchmarks Participation levels in work experience and employment programs
STRATEGY 9D: Manage organisational risks		
Principal Activities	Responsible Area	Measures
9D1: Implement Richmond Valley Council's Enterprise Risk Management Framework	General Manager	Risk Framework program and milestones are delivered in a timely manner ARIC operates within terms of reference and annual audit program Risk registers are maintained and reviewed in accordance with Enterprise Risk Management Framework requirements
STRATEGY 9E: Provide a high standard of customer service		
Principal Activities	Responsible Area	Measures
9E1: Implement Council's Customer Service Charter	Director Organisational Services	Service levels in the Customer Service Charter are consistently achieved and reported to Council
STRATEGY 9F: Deliver consistent regulatory and compliance services		
Principal Activities	Responsible Area	Measures
9F1: Provide transparent and timely development assessment and planning services	Director Planning and Sustainable Communities	Current development assessment benchmarks are achieved and improved Maintain reputation as a council that assesses development in an effective and timely manner
9F2: Provide community-focused Ranger and regulatory services	Director Planning and Sustainable Communities	Number of companion animals registered Number of animals successfully rehomed from animal pound Number of enforcement actions undertaken annually by Rangers (by category)
9F3: Maintain public health and safety inspection requirements	Director Planning and Sustainable Communities	Number of food safety inspections completed and reported within Food Regulation requirements Number of public swimming pool tests undertaken and non-compliance actions addressed

STRATEGY 9G: Provide efficient corporate and operational support

Principal Activities	Responsible Area	Measures
9G1: Strengthen cyber-security, and utilise new technologies to improve safety and efficiency	Director Organisational Services	<p>Compliance with Essential 8 cyber security requirements</p> <p>Number of cyber incidents which disrupt Council systems including the management of downtime from incidents</p> <p>Number of cyber security threats detected and addressed within required timeframes</p> <p>IT Strategy actions are delivered on time, within scope and budget</p>
9G2: Maintain efficient business systems and processes	Director Organisational Services	<p>Records are managed in accordance with legislative requirements</p> <p>Improvement projects are delivered on time, within scope and budget</p>
9G3: Provide efficient operational support	Director Organisational Services	<p>Casino Depot Masterplan actions are delivered on time, within scope and budget</p> <p>Reduction in fleet downtime rates</p> <p>Technologies introduced to improve operations</p>



Casino Office:

**Cnr Walker Street and Graham Place
(Locked Bag 10)**

Casino NSW 2470

Phone: (02) 6660 0300

Evans Head Office:

Cnr Woodburn Street and School Lane

Evans Head NSW 2473

Phone: (02) 6660 0365

Email: council@richmondvalley.nsw.gov.au

Web: www.richmondvalley.nsw.gov.au

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