

Richmond  
Valley  
Council



# **ATTACHMENTS**

**Tuesday, 19 August 2025**

**UNDER SEPARATE COVER**

**Ordinary Council Meeting**



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Richmond  
Valley  
Council



# MINUTES

## Ordinary Council Meeting 15 July 2025



## ORDINARY COUNCIL MEETING MINUTES

15 JULY 2025

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## ORDINARY COUNCIL MEETING MINUTES

15 JULY 2025

**MINUTES OF RICHMOND VALLEY COUNCIL  
ORDINARY COUNCIL MEETING  
HELD AT THE COUNCIL CHAMBERS, 10 GRAHAM PLACE, CASINO  
ON TUESDAY, 15 JULY 2025 AT 6PM**

*Please note: these minutes are subject to confirmation at the next Council Meeting. Decisions recorded in the draft minutes are subject to the Council's Code of Meeting Practice in relation to rescinding decisions.*

**PRESENT:** Cr Stephen Morrissey (Deputy Mayor - Chair), Cr Sam Cornish, Cr Robert Hayes, Cr Sandra Humphrys, Cr Lyndall Murray, Cr John Walker.

**IN ATTENDANCE:** Vaughan Macdonald (General Manager), Ben Zeller (Director Infrastructure Services and Projects), Hayley Martin (Acting Director Organisational Services) Jenna Hazelwood (Chief of Staff), Julie Clark (Personal Assistant to the General Manager and Mayor), Simon Breeze (IT Support Coordinator).

## **1 ACKNOWLEDGEMENT OF COUNTRY**

The Deputy Mayor provided an Acknowledgement of Country by reading the following statement on behalf of Council:

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

## **2 PRAYER**

The meeting opened with a prayer by the General Manager.

## **3 PUBLIC ACCESS**

Ms Deborah Bell addressed Council in relation to Item 16.1 Coraki Drainage Actions.

Ms Bell provided a presentation identifying drainage issues being experienced by residents in low-lying areas of Coraki during rain events and requested Council conduct remedial works to address these issues.

The Deputy Mayor thanked Ms Bell for her presentation and address.

A full recording of the public address segment is available at:

<https://richmondvalley.nsw.gov.au/council/council-meetings/council-meeting-videos/>

## ORDINARY COUNCIL MEETING MINUTES

15 JULY 2025

**4 APOLOGIES****RESOLUTION 150725/1**

Moved: Cr Sandra Humphrys

Seconded: Cr Sam Cornish

That the apology received from Cr Robert Mustow be accepted and leave of absence granted.

**CARRIED****5 MAYORAL MINUTES**

Nil

**6 CONFIRMATION OF MINUTES****6.1 MINUTES ORDINARY MEETING HELD 24 JUNE 2025****RESOLUTION 150725/2**

Moved: Cr Robert Hayes

Seconded: Cr John Walker

That Council confirms the Minutes of the Ordinary Meeting held on 24 June 2025

**CARRIED****7 MATTERS ARISING OUT OF THE MINUTES**

Nil

**8 DECLARATION OF INTERESTS**

Cr John Walker declared a non-pecuniary non-significant interest in relation to Item 19.3 Casino Showground & Racecourse Project Update, due to being the President of the Casino Racing Club Ltd.

**9 PETITIONS**

Nil

**10 NOTICE OF MOTION**

Nil

## ORDINARY COUNCIL MEETING MINUTES

15 JULY 2025

**11 MAYOR'S REPORT****11.1 MAYORAL ATTENDANCE REPORT 17 JUNE - 7 JULY 2025****RESOLUTION 150725/3**

Moved: Cr Sandra Humphrys

Seconded: Cr Robert Hayes

That Council receives and notes the Mayoral Attendance Report for the period 17 June – 7 July 2025.

**CARRIED****12 DELEGATES' REPORTS****12.1 DELEGATES' REPORT JULY 2025 - ROUS COUNTY COUNCIL****RESOLUTION 150725/4**

Moved: Cr Sandra Humphrys

Seconded: Cr Robert Hayes

That Council receives and notes the Delegates' Report – Rous County Council for July 2025.

**CARRIED****13 MATTERS DETERMINED WITHOUT DEBATE****13.1 MATTERS TO BE DETERMINED WITHOUT DEBATE****RESOLUTION 150725/5**

Moved: Cr Sandra Humphrys

Seconded: Cr Sam Cornish

That item 17.2 identified be determined without debate.

**CARRIED**

## ORDINARY COUNCIL MEETING MINUTES

15 JULY 2025

**14 GENERAL MANAGER****14.1 FLOOD RISK MANAGEMENT UPDATE - RICHMOND VALLEY FLOOD RISK MANAGEMENT PLAN AND CSIRO CATCHMENT MODEL****EXECUTIVE SUMMARY**

Preparation of the Richmond Valley Council Flood Risk Management Study and Plan (FRMS&P) is progressing well, with the draft plan scheduled for public exhibition by the end of the year. This complements the work currently being undertaken by the CSIRO, with the recent release of its hydrodynamic model for the entire Richmond River catchment. Council continues to work with the Flood Risk Management Plan Committee to progress identified mitigation options that could also be included in CSIRO scenario testing later this year. The CSIRO will commence public consultation on possible mitigation options later this month, with meetings scheduled for Casino and Woodburn. The program will include direct consultation with the four councils in the catchment. Following the consultation, the CSIRO will group potential mitigation options into broader scenarios and run these scenarios through the model to test the impacts. This will help to identify risk management solutions that could be constructed in the future, subject to funding. Following release of the final CSIRO report in June 2026, the Richmond Valley Council FRMP may be amended to include any additional options identified.

**RESOLUTION 150725/6**

Moved: Cr John Walker

Seconded: Cr Robert Hayes

That Council

1. Notes the progress on the Richmond Valley Council Flood Risk Management Study and Plan and the proposed timeframe for delivery of the draft documents.
2. Further notes the recent release of the CSIRO hydrodynamic model for the Richmond River catchment and the proposed consultation program with the community and regional councils to identify possible flood mitigation scenarios for modelling.
3. Continues to work with the Northern Rivers Resilience Initiative and the NSW Reconstruction Authority to support the alignment of local and regional flood studies, identify suitable flood mitigation options and future funding sources to reduce flood risk.

**CARRIED**

**15 COMMUNITY SERVICE DELIVERY**

Nil

## ORDINARY COUNCIL MEETING MINUTES

15 JULY 2025

**16 INFRASTRUCTURE SERVICES & PROJECTS****16.1 CORAKI DRAINAGE ACTIONS****EXECUTIVE SUMMARY**

Persistent wet weather in addition to already saturated land, assets and catchments, is putting pressure on the Richmond Valley's network of drainage, sewer and stormwater infrastructure. Stormwater drainage assets are generally designed to manage rainfall events in the range of a 1 in 5 (20% Annual Exceedance Probability (AEP) rainfall event. Changing climate patterns and increased development in urban areas has resulted in an increased number of reports that certain areas of the Richmond Valley's stormwater drainage network are not performing efficiently, with drainage infrastructure temporarily overwhelmed in certain rainfall events.

Residents in some of the lower-lying areas of Coraki, around Bridge Street, Adam Street, Richmond Terrace and Windsor Park have raised concerns in the aftermath of the 2022 weather events, and the more recent Cyclone Alfred event in March of this year. Council staff have been working closely with this group corresponding and meeting with affected residents and providing regular updates on the numerous actions and investigations being undertaken.

As part of Council's investigations, concerns were raised about the unformed section of Bridge Street relating to the use of the land in wet conditions, drainage implications, the effect on adjoining properties and the service levels for maintenance. To improve drainage performance, Council proposed the closure of the unformed part of Bridge Street to enable the removal of a road pipe crossing to increase the flow of stormwater along Bridge Street and into the Windsor Park wetland. This proposal was placed on public exhibition on 20 May 2025 with public submissions invited up until 13 June 2025.

A petition was received on 12 June 2025, opposing the road closure and removal of the road pipe crossing, instead requesting a full upgrade to the unformed part of Bridge Street and an increase in maintenance and service levels.

**RESOLUTION 150725/7**

Moved: Cr John Walker

Seconded: Cr Lyndall Murray

That Council

1. Notes the content of the Coraki Drainage Actions report and the strain our drainage assets across the Richmond Valley are under given the ongoing wet weather;
2. Acknowledges the community feedback received on the Proposed Closure of part Bridge Street Coraki and notes the operational decision to not proceed with the closure at this time;
3. Supports the continued review and improvement of drainage infrastructure and service levels in Coraki and across the Richmond Valley in line with the adopted 2025/26 Operational Plan and budget.
4. Receives a further report, allowing Council to prioritise the spending of the additional \$500,000 allocated to drainage works, in the budget.

**CARRIED**

## ORDINARY COUNCIL MEETING MINUTES

15 JULY 2025

**17 ORGANISATIONAL SERVICES****17.1 FINANCIAL ANALYSIS REPORT - JUNE 2025****EXECUTIVE SUMMARY**

The purpose of this report is to inform Council of the status and performance of its cash and investment portfolio in accordance with the *Local Government Act 1993* s.625, Local Government (General) Regulation 2021 cl.212, Australian Accounting Standard (AASB 9) and Council's Investment Policy.

The value of Council's cash and investments at 30 June 2025 is shown below:

Bank Accounts	Term Deposits	Floating Rate Notes	Fixed Rate Bonds	TCorp IM Funds	Total
\$18,961,124	\$33,000,000	\$6,750,390	\$4,500,000	\$17,929,895	\$81,141,409

The weighted average rate of return on Council's cash and investments at 30 June 2025 was 7.07% which was above the Bloomberg AusBond Bank Bill Index for June of 3.82% (annualised), which is Council's benchmark.

**RESOLUTION 150725/8**

Moved: Cr John Walker

Seconded: Cr Sandra Humphrys

That Council adopts the Financial Analysis Report detailing the performance of its cash and investments for the month of June 2025.

**CARRIED****17.2 AUDIT, RISK AND IMPROVEMENT COMMITTEE, UPDATED TERMS OF REFERENCE AND INTERNAL AUDIT CHARTER****EXECUTIVE SUMMARY**

In March 2024 Council adopted the Audit, Risk and Improvement Committee (ARIC) Terms of Reference in line with the Office of Local Government's update on the *Guidelines for Risk Management and Internal Audit for Local Government in NSW*. Since then, the Local Government Regulation 2021 has been amended to give statutory force to key elements of the Guidelines. The amended regulation commenced on 1 July 2024 and as such the ARIC is required to update its Terms of Reference to reflect these minor modifications. Along with these amendments, the Global Internal Audit Standards have also come into effect in January 2025. In order to ensure compliance with these changes, the Audit Risk and Improvement Committee Terms of Reference and Internal Audit Charter have been updated.

**RESOLUTION 150725/9**

Moved: Cr Sandra Humphrys

Seconded: Cr Sam Cornish

That Council adopts the updated Audit, Risk and Improvement Committee Terms of Reference and Internal Audit Charter.

**CARRIED**

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## ORDINARY COUNCIL MEETING MINUTES

15 JULY 2025

**18 GENERAL BUSINESS**

Nil

**19 MATTERS FOR INFORMATION****RESOLUTION 150725/10**

Moved: Cr Sam Cornish

Seconded: Cr Lyndall Murray

Recommended that the following reports submitted for information be received and noted.

**CARRIED****19.1 DEVELOPMENT APPLICATIONS DETERMINED UNDER THE ENVIRONMENTAL PLANNING AND ASSESSMENT ACT FOR THE PERIOD 1 JUNE 2025 - 30 JUNE 2025****RESOLUTION 150725/11**

Moved: Cr Sam Cornish

Seconded: Cr Lyndall Murray

That Council receives and notes the Development Application report for the period 1 June 2025 to 30 June 2025

**CARRIED****19.2 CUSTOMER EXPERIENCE REPORT 1 APRIL - 30 JUNE 2025****RESOLUTION 150725/12**

Moved: Cr Sam Cornish

Seconded: Cr Lyndall Murray

That Council receives and notes the Customer Experience Report for the period 1 April – 30 June 2025.

**CARRIED****19.3 CASINO SHOWGROUND & RACECOURSE PROJECT UPDATE****RESOLUTION 150725/13**

Moved: Cr Sam Cornish

Seconded: Cr Lyndall Murray

That Council receives and notes the Casino Racecourse and Showground report.

**CARRIED**

## ORDINARY COUNCIL MEETING MINUTES

15 JULY 2025

**19.4 GRANT APPLICATION INFORMATION REPORT - JUNE 2025****RESOLUTION 150725/14**

Moved: Cr Sam Cornish

Seconded: Cr Lyndall Murray

That Council receives and notes the Grant Application Information Report for the month of June 2025.

**CARRIED****19.5 CORRESPONDENCE - RICHMOND VALLEY REGIONAL JOB PRECINCT MASTERPLAN AND LEP - MINISTER FOR PLANNING****RESOLUTION 150725/15**

Moved: Cr Sam Cornish

Seconded: Cr Lyndall Murray

That Council receives and notes the correspondence to The Hon. Tara Moriarty, MLC

Minister for Regional NSW and the response received regarding the Regional Jobs Precinct Activation.

**CARRIED****20 QUESTIONS ON NOTICE**

Nil

**21 QUESTIONS FOR NEXT MEETING (IN WRITING)**

Nil

## ORDINARY COUNCIL MEETING MINUTES

15 JULY 2025

**22 MATTERS REFERRED TO CLOSED COUNCIL**

That Council considers the confidential report(s) listed below in a meeting closed to the public in accordance with Section 10A(2) of the Local Government Act 1993:

**22.1 Bruxner Highway Project Update**

This matter is considered to be confidential under Section 10A(2) - (d) (i) of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it relates to commercial information of a confidential nature that would, if disclosed prejudice the commercial position of the person who supplied it.

The General Manager reported that no written representations had been received in respect of the items listed for consideration in Closed Council.

The Chair called for representations from the gallery.

There were no verbal representations from the gallery in respect of this item.

The Chair advised that under section 10A Local Government Act 1993, the media and public are to be excluded from the meeting on the basis that the business to be discussed is classified confidential under the provisions of section 10(2) as outlined above.

**RESOLUTION 150725/16**

Moved: Cr John Walker

Seconded: Cr Sandra Humphrys

That:

1. Council enters Closed Council to consider the business identified in Item 22.1, together with any late reports tabled at the meeting.
2. Pursuant to section 10A(2) of the Local Government Act 1993, the media and public be excluded from the meeting on the basis the business to be discussed is classified confidential under the provisions of section 10(2) as outlined above. The correspondence and reports relevant to the subject business be withheld from access to the media and public as required by section 11(2) Local Government Act 1993

**CARRIED**

Council closed its meeting at 6.46pm

The open Council meeting resumed at 7.02pm

## ORDINARY COUNCIL MEETING MINUTES

15 JULY 2025

**23 RESOLUTIONS OF CLOSED COUNCIL**

The resolution of the Closed Council meeting were read by the Director Infrastructure Services and Projects (Items 22.1)

**22.1 Bruxner Highway Project Update**

That Council receives the Bruxner Highway Project Update report and notes the project delivery model option of Council's Asset Delivery Team managing both the roundabout and internal subdivision work elements which have commenced.

The Meeting closed at 7.03pm.

The minutes of this meeting were confirmed at the Ordinary Council Meeting held on 19 August 2025.

.....  
**CHAIRPERSON**



## DELIVERY PROGRAM PROGRESS REPORT

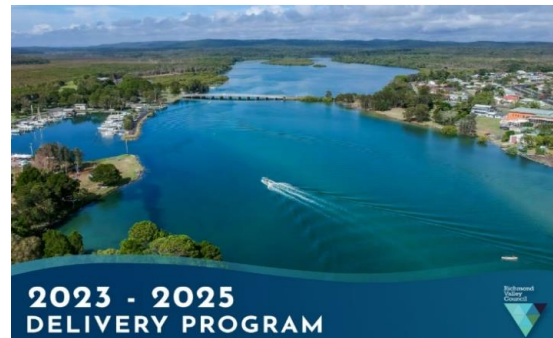
JANUARY – JUNE 2025



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

## Integrated Planning & Reporting

This is the final progress report for the 2023-2025 Delivery Program, adopted by Council in June 2023. This report relates to the third and fourth quarters of the 2024-2025 year – January to June - and brings the Delivery Program to a conclusion, with the majority of Principal Activities completed. A number of long-term significant construction projects have been carried over to the new 2025-2029 Delivery Program, adopted by Council at its June 2025 Ordinary Meeting. This includes ongoing works such as completing the Valley's flood damage road repair program and replacing the Casino Sewage Treatment Plant.



The Delivery Program includes four key directions that reflect the priorities of the Richmond Valley 2040 Community Strategic Plan.

### Direction One - Strengthening our role in the region

This direction focuses on establishing the Richmond Valley as an emerging employment centre in the Northern Rivers. This includes building back better after the floods, identifying opportunities for our community to grow, strengthening our economy and providing more housing, jobs and services.

### Direction Two - Creating great places to live

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

### Direction Three - Protecting our unique environment


This direction focuses on preserving our native bushland and biodiversity, maintaining healthy rivers, beaches and waterways, and helping our Valley transition to a circular economy in the way we manage our future resources.

### Direction Four - 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.

## Strengthening our role in the region

### OBJECTIVE 1: Rebuild and reconnect our communities

Principal Activity 1A1: Restore and reconnect social infrastructure	
Responsible Officer: Director Projects & Business Development	
<p>Flood repairs to community infrastructure have continued since 2022, with all repair works now completed on buildings and work being finalized on improvement projects. Buildings such as the Woodburn Community Building, Woodburn Memorial Hall, Coraki Youth Hall, Broadwater Community Hall, and Coraki Museum have been restored. Sports fields at Woodburn, Casino, Evans Head, Coraki and Broadwater have been resurfaced, with minor continual works progressing. Planning for the Woodburn Pony Club and Tennis Club building project has commenced and will be completed in 2026/27 in line with the grant funding secured. Broadwater and Woodburn SES/RFS building flood repairs have been completed. Painting of public toilet facilities located at Evans Head and Woodburn have been completed. Designs for the Woodburn CBD Masterplan are completed and, following the adoption of the Mid Richmond Place Plans last year, will enable the exploration of grant funding opportunities. Other social infrastructure projects such as the Colley Park Football and Netball Clubhouses were also completed and the remaining works on the Casino Showground upgrade were finalised.</p>	
<p><b>Status: Scheduled works for 2023-25 completed - Woodburn tennis/pony clubhouse project carried over to 2025-29 Delivery Program.</b></p>	
Principal Activity 1A2: Prepare long-term plans for Mid-Richmond villages	
Responsible Officer: Director Community Service Delivery	
<p>The Mid-Richmond Place/Adaptation Plans were completed on schedule and adopted by Council at its 16 July 2024 meeting, with key actions from the plans being incorporated into the revised CSP and Council's 2025-29 Delivery Program (adopted in June). The plans have subsequently been recognised by the Planning Institute of Australia for excellence in adaptation planning, winning the State Award for Excellence and being commended at the National Awards. Council continues to work with the Mid-Richmond communities, the NSW Reconstruction Authority and government funding partners to deliver the Place Plan projects.</p>	
<b>Status: Completed</b>	
Principal Activity 1B1: Deliver Disaster Recovery roadworks and water/sewer repairs	
Responsible Officer: General Manager	
<p>Council's recovery efforts have focused on restoring and upgrading the Richmond Valley road network, firstly via emergency works and then through Essential Public Asset (EPAR) funding applications. The 2022 flood impacted 75% of Council's road network, resulting in some \$100m in damage. So far, more than \$50m of repair works have been completed. Further damage was recorded following the Cyclone Alfred event in March and work is progressing on preparing EPAR applications for these repairs. Ongoing ground saturation is delaying Council's ability to restore the road network. However, key restoration projects, such as the Naughtons Gap landslip and Bentley</p>	

rock slide, along with betterment projects at Dairy Flat and Thearles Canal have been finalized, with the latter projects proving effective during the Cyclone Alfred event. The Broadwater Bridge project has been completed and is operational for the cane harvest season. The Tatham Bridges project is progressing well with end of February 2026 the targeted completion date.

All repair works to flood-damaged water and sewer assets following the 2022 flood have been completed and Council is now finalising EPAR and resilience works to make these facilities more flood-proof in the future. This includes raising electrical switchboards at sewerage pump stations and improving backup power supplies for water and sewerage assets.

**Status: Scheduled works for 2023-25 completed - ongoing road repair program carried over to 2025-29 Delivery Program.**

Principal Activity 1C1: Continue to work with the Northern Rivers Reconstruction Corporation & other agencies to support regional recovery


Responsible Officer: General Manager

Council has continued to work with the NSW Reconstruction Authority over the past six months to resolve issues with the Resilient Homes Program, explore alternative community uses for buy-back lands and progress opportunities under the Resilient Lands Program to develop more flood-safe housing. Council received \$245,000 in funding from the RA to conduct feasibility and infrastructure studies for future development of greenfield housing sites which has been completed and is informing advocacy efforts. We continue to pursue further funding for essential infrastructure to support delivery of this development. Council is also represented on the RA's Regional Steering Committee, the General Manager is on the Resilient Lands Advisory Committee, and is a member of the Regional Disaster Adaptation Plan working group, to progress the Northern Rivers plan and subsequent funding opportunities.


**Status: On schedule – carried over to 2025-29 Delivery Program**



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

<b>Principal Activity 2A1: Undertake long-term planning for the Valley's future</b>	
<b>Responsible Officer: Director Community Service Delivery</b>	
Strategic Plans identified in the 2023-25 Delivery Program have been completed, with the RV Growth Management Strategy, Casino Place Plan and Sustainable Communities Strategy adopted in 2023, the Water for Life Strategy and Mid-Richmond Place Plans adopted in 2024 and the Regional Jobs Precinct Masterplan endorsed by the Minister for Planning in 2025. Key actions from all these strategies and plans have been incorporated into the revised CSP and the 2025-2029 Delivery Program, adopted at Council's June 2025 meeting. Council will continue to implement the plans and seek funding for key projects over the next four years.	
<b>Status: Completed</b>	
<b>Principal Activity 2A2: Develop and implement the Richmond Valley Masterplan</b>	
<b>Responsible Officer: General Manager</b>	
The Richmond Valley Masterplan is targeted for completion in the first half of 2026. Council is currently progressing with the remaining two elements - the CBD Masterplan for Casino and Town Centre Masterplan for Evans Head. The final RV Masterplan will be created in conjunction with the review of the Local Strategic Planning Statement (LSPS) and will form an important reference point for future land use planning and investment throughout the Valley.	
<b>Status: On Schedule – carried over to 2025-29 Delivery Program</b>	
<b>Principal Activity 2A3: Deliver the Community Strategic Plan</b>	
<b>Responsible Officer: General Manager</b>	
<p>The review of the CSP was conducted over a six-month period following the 2024 local government election, with extensive community consultation to inform the revised document. The consultation included community forums, pop up engagement activities, on-line surveys and Council's four-yearly Community Satisfaction Survey. More than 3000 community responses were received during this period. As a result of the consultation, a number of amendments were made to the revised plan to reflect emerging community priorities.</p> <p>Council adopted the revised CSP at its June 2025 meeting.</p> <p><b>Status: Completed</b></p>	
	
<b>Principal Activity 2B1: Activate the Richmond Valley Regional Jobs Precinct</b>	
<b>Responsible Officer: Director Projects &amp; Business Development</b>	
<p>A renewed and targeted campaign commenced in 2025 for the sale of Council's industrial lots at Reynolds Road. Australia Post has commenced planning to establish a distribution centre at this location and other sale interest is regularly followed up.</p> <p>Construction has commenced on the Bruxner Highway Industrial development, featuring a roundabout, roadworks and all service connections. This will ultimately activate over 20 industrial lots, some with attractive highway frontage. Discussions have commenced with businesses that may wish to establish in this new area.</p>	

<p>Monthly meetings are being held with the Department of Regional NSW to identify any new and emerging opportunities that align with Council's industrial land holdings and the RJP Masterplan. Meanwhile, work is being finalized by the Department of Planning on Development Control Plan amendments to support the Masterplan.</p> <p><b>Status: On schedule – carried over to 2025-29 Delivery Program.</b></p>
<b>Principal Activity 2C1: Increase educational opportunities</b>
<b>Responsible Officer: Director Projects &amp; Business Development</b>
<p>Council has actively advocated for and supported the redevelopment and reopening of flood-affected schools in Broadwater (April 2025) and Woodburn (November 2024). This will help to ensure the long-term sustainability of these communities. Council also continues to work with the Reconstruction Authority on educational opportunities, such as local traineeships and study options, which may arise through the regional rebuilding program. Ongoing discussions with the Department of Regional NSW and TAFE NSW to open pathways and opportunities for trade and training opportunities in the Richmond Valley are also being conducted.</p> <p>Additionally, Council has continued with its award-winning YES youth employment scheme with 12 young people starting their Council careers during this period.</p> <p><b>Status: Completed</b></p>
<b>Principal Activity 2C2: Grow Government-led services</b>
<b>Responsible Officer: Director Projects &amp; Business Development</b>
<p>Council continues to work with all levels of Government to encourage agencies to expand services and increase job opportunities in the Richmond Valley. Research commissioned during this period has confirmed that the Richmond Valley experiences significant under-investment in government-led employment, compared to other centres within the Northern Rivers and Council has prepared a new Draft Economic Development Strategy to help address this issue. A key focus will be to attract government agencies and services to relocate to the Valley, following the recent shift away from work-from-home arrangements for government employees.</p> <p><b>Status: Completed</b></p>
<b>Principal Activity 2D1: Activate residential development on flood-safe land</b>
<b>Responsible Officer: Director Community Service Delivery</b>
<p>Council is playing a key advocacy role in supporting the activation of flood-safe residential land in the region. The NSW Government's Resilient Lands Program (RLP) has identified a large site in the Richmond Valley for priority investigation and, with funding support from the NSW Reconstruction Authority, work continued during this period to prepare infrastructure and feasibility studies for this development.</p> <p>Council is also reviewing and updating a number of development servicing and contributions plans that will support residential growth throughout the Valley and continues to implement its Growth Management Strategy for all urban settlements.</p> <p><b>Status: Completed</b></p>
<b>Principal Activity 2D2: Provide a range of housing to suit all needs</b>
<b>Responsible Officer: Director Community Service Delivery</b>
<p>Council Officers continue to support Non-Government Organisations through the planning process to develop inclusive, affordable housing options. During this period, three developments were progressed in Casino, offering affordable and accessible housing options including for people with disabilities. Council continues to seek funding to develop a housing strategy for the Richmond Valley, to support the RV Growth Management Strategy and Place Plan recommendations.</p> <p><b>Status: Completed</b></p>

<b>Principal Activity 2E1: Work with regional partners to deliver the Northern Rivers Rail Trail</b>	
<b>Responsible Officer: Director Projects &amp; Business Development</b>	
<p>The Northern Rivers Rail Trail project reached another major milestone, with completion of the Bentley – Lismore section in December 2024, connecting with the Casino section, completed in March 2024, to provide a 30 km trail. Both the Tweed and Lismore-Casino sections are attracting keen interest and work continues to support completion of the remaining sections of the proposed 132km project. Council is engaging in discussions with ARTC to operate the adjoining land as part of the Rail Trail precinct. Activation of a 'trail head' precinct is a priority with potential options being at the Old Casino Station or closer to the CBD on buy back land. Grant funding is being pursued to provide a cycleway between the trail head and the Casino CBD river precinct, to connect with the new suspension bridge which will commence in September 2025.</p> <p>As the NRRT continues to develop, Council will pursue further opportunities for value-add industries, such as bicycle hire and mobile food vendors, and new events. A longer term "precinct" strategy will be developed for the trail head and mini rail heritage restoration to cement this location as a tourism destination.</p> <p><b>Status: Completed</b></p>	
<b>Principal Activity 2E2: Establish Casino Showground as the premier equine facility in the Northern Rivers</b>	
<b>Responsible Officer: Director Projects &amp; Business Development</b>	
<p>The Casino Racecourse and Showground was opened in April 2024, with remaining works being finalized over the following 12 months. Interest has been strong from equine industry groups, and event promoters are looking to take advantage of the upgraded facility.</p> <p>The showground precinct has attracted a variety of events, including the 2025 Northern NSW Show Horse Championships, as well as the 2025 National Working Dog trials.</p> <p>The Racehorse Training centre has now been completed and operational management has been handed over to the Casino Race Club to continue its management of trainers who will see the benefits of new infrastructure including an equine pool, automatic horse walker, 80 new horse stables and improvements to the sand and racetrack.</p> <p><b>Status: Completed</b></p>	
<b>Principal Activity 2E3: Upgrade regionally significant infrastructure</b>	
<b>Responsible Officer: Director Community Service Delivery</b>	
<p>Council continues to focus on major infrastructure investments to promote future growth and economic prosperity of the Richmond Valley. A project team has been established to plan and deliver the replacement of the ageing Casino Sewage Treatment Plant with a modern plant that will cater for future industrial and residential growth in the town. Consultants have been engaged to assist Council with scoping, design, and procurement processes. The work is progressing to schedule and is in the detailed design phase. Funding opportunities for this significant project are being sought. Work has also continued on Council's long-term plan to upgrade the Woodburn-Casino Road as an essential transport and evacuation route. This includes replacement and raising of the two Tatham Bridges. This project is well underway and is expected to be open to traffic by the end of 2025 and be completed by March 2026.</p> <p><b>Status: On schedule – carried over the 2025-2029 Delivery Program</b></p>	

### OBJECTIVE 3: Grow and diversify our economy

Principal Activity 3A1: Encourage new manufacturing and processing industries to relocate to the Richmond Valley
Responsible Officer: Director Projects & Business Development
Regular meetings are being held with the Department of Regional NSW to identify emerging opportunities in the manufacturing and processing industries. Plans for Australia Post to establish a distribution centre at Reynolds Road are well advanced and Council is also assisting a manufacturing business to consider options for relocation to the Broadwater area. <b>Status: Completed</b>
Principal Activity 3A2: Strengthen supply chains for key manufacturing industries
Responsible Officer: Director Projects & Business Development
Council assisted a local food processing and logistics company with a successful grant application that will see a major investment in a cold store facility in Casino. This will fill a significant supply chain gap in the food industry and will provide wider benefits across the LGA and region. An initiative will continue into FY2025/26, with a report and action plan to be developed focusing on identifying and addressing supply chain gaps. The findings will inform future investment strategies and support the growth of key industries within the Richmond Valley. Discussions remain ongoing to specifically target the expansion of logistics industries within the Richmond Valley, with a focus on supporting the growth of local manufacturing and agriculture. A targeted Investment Prospectus, designed to highlight strategic opportunities and attract industry interest is currently under development. <b>Status: Completed.</b>
Principal Activity 3B1: Improve visitor accommodation options throughout the Valley
Responsible Officer: Director Community Service Delivery
Funding is being sought to develop a visitor accommodation strategy but to date the project has not progressed. Council continues to explore options to encourage investment in new visitor accommodation and is currently working with a proponent to establish a boutique hotel within the Valley. This activity has been carried over to the 2025-29 Delivery Program. <b>Status: Behind Schedule – carried over to 2025-29 Delivery program</b>
Principal Activity 3B2: Explore new opportunities for visitor experiences
Responsible Officer: Director Community Service Delivery
A draft Richmond Valley Destination Management Plan 2030 and Beyond outlines a strategic approach to sustainably develop, manage, and promote tourism across the Richmond Valley. Once finalised and adopted, it will serve as a framework to guide and foster on-going collaboration to grow and further develop the Richmond Valley visitor economy over the next five years. <b>Status: Behind Schedule – carried forward to the 2025- 2029 Delivery Program</b>
Principal Activity 3C1: Identify key service industry growth areas
Responsible Officer: Director Projects & Business Development
Opportunities to support the continued growth of local service industries are being actively explored, with a focus on aligning emerging land availability with the expansion potential of existing local businesses. This includes identifying areas where service industries, such as trades, retail, and hospitality, can scale to meet future housing demand and support associated community needs. Efforts are also underway to assess current service gaps and engage with industry stakeholders to attract complementary services. <b>Status: Completed</b>

<b>Principal Activity 3D1: Support emerging and value-add agricultural industries</b>
<b>Responsible Officer: Director Projects &amp; Business Development</b>
Council has held numerous discussions with an existing agricultural sales business to expand and relocate its operations and has actively supported the establishment of non-traditional agricultural pursuits, such as Sea02 Algae Farm. Discussions continue with Regional NSW to identify targeted industry opportunities that align with the Richmond Valley's strategic growth objectives. This action will also be addressed through the development of a renewed Investment Prospectus. <b>Status: Completed</b>
<b>Principal Activity 3D2: Support continued productivity on significant agricultural lands</b>
<b>Responsible Officer: Director Community Service Delivery</b>
The Sustainable Communities and Environment team continued to engage with agricultural industries, LLS and property owners to encourage sustainable practices and encourage protection of environmentally sensitive areas such as riparian zones. <b>Status: Completed</b>
<b>Principal Activity 3D3: Establish the NRLX as the premier livestock exchange in Northern NSW</b>
<b>Responsible Officer: Director Projects &amp; Business Development</b>
The Northern Rivers Livestock Exchange (NRLX) has established itself as a leading sale yard operation within NSW and continues to provide strong returns to local producers. Council's leasing of the facility to an expert market operator, Outcross Agri-Services, has seen throughput numbers continue and ensured the facility is achieving the required financial, operational and WHS outcomes. Further investment in the facility is planned in 2025/26 with a major upgrade to the NRLX effluent ponds. This will provide environmental benefits and address legacy issues with the treatment and storage of effluent on the site. <b>Status: Completed</b>

## Broadwater Bridge reopened

Council completed major repairs to the Broadwater Bridge over a four-month period, with the upgraded bridge officially reopened in July 2025, in time for the cane harvest season. The bridge is a vital transport link for residents, commuters and agricultural industries, and the upgrade has significantly improved safety, accessibility and connectivity.

Originally constructed using a repurposed lift span from Barneys Point Bridge in 1933, the bridge no longer met modern engineering standards. To address this, the centre bascule span was replaced with a precast concrete trough girder, consistent with the other spans. This change improves structural integrity and extends the bridge's service life.

The \$1.6 million project was delivered in partnership with Lismore City Council, with construction undertaken by Ark Construction Group Pty Ltd. Funding was provided jointly by both councils, with additional support from the Australian Government's Local Roads and Community Infrastructure Program.

The upgrade ensures the bridge can accommodate heavier loads and meet current safety requirements, supporting both daily traffic and seasonal freight movements. Its completion marks a key milestone in Council's infrastructure renewal program and reinforces the importance of regional collaboration in delivering essential public assets.



*The official opening of Broadwater Bridge*



## Creating great places to live

### OBJECTIVE 4: Celebrate our local identity and lifestyle

Principal Activity 4A1: Celebrate our diverse community and increase inclusion and understanding	
Responsible Officer: Director Community Service Delivery	
<p>Throughout the reporting period, Council continued to facilitate regular meetings of the Richmond Valley Aboriginal Interagency and the Richmond Valley Youth Network, fostering collaboration and identifying opportunities to support local initiatives. In April, Youth Week events were successfully delivered in Casino, Evans Head, and Coraki, engaging young people in creative and inclusive activities. Council also partnered with Momentum to host a Reconciliation Week community movie night and collaborated with Mid Richmond Neighbourhood Centre and Ngunya Jarjum to deliver a Coraki movie night in June, promoting cultural connection and youth engagement.</p>	
<b>Status: Completed</b>	
Principal Activity 4A2: Support and deliver local events and festivals	
Responsible Officer: Director Community Service Delivery	
<p>Council provides grants and in-kind sponsorships to help community groups, businesses, and cultural organisations run events. The Events team directly organises, or co-organises events, including planning, logistics, staffing, and promotion. The team promotes local events via websites, social media, community newsletters, and physical signage. Council often allows free, or subsidised, use of parks, halls, streets, and venues for events.</p> <p>Council has continued to sponsor and actively support and promote Primex and Beef Week and has developed the Casino Truck Show into the premier event of the Richmond Valley events calendar.</p>	
<b>Status: Completed</b>	
Principal Activity 4A3: Enhance local libraries to be culturally enriching and informative spaces	
Responsible Officer: Director Organisational Services	
<p>The Regional Library continued to offer a range of programs for all ages throughout the region, including outreach programs for preschools and daycare centres and mobile library programs.</p> <p>From January to June 2025, a total of 245 children's programs were delivered, with 3661 participants. A further 243 adult programs, including individual tech-savvy sessions, were delivered with attendance of 593.</p> <p>The Regional Library continues to expand its membership, with 549 new members during this period. Library loans continued to grow with the following activity over the past six months:</p>	

- Loans of physical collection - 66,298
- Loans of eResources - 12,755
- Streamed content - 1,016.

The library's meeting rooms continue to receive an increase in the number of bookings, highlighting the need for the community to have access to these private, quiet spaces to work, study, and access facilities for telehealth and legal appointments

s. Following a successful \$180,000 grant, more meetings spaces will be added to the Casino Library building.

**Status: Completed**

**Principal Activity 4B1: Implement community Place Plan actions**

**Responsible Officer: Director Community Service Delivery**

Work continues on implementing key actions from the Casino and Mid-Richmond Place Plans. One of the lead projects from the Mid-Richmond Plans – the Three Villages Cycleway – reached another milestone with Council receiving more than \$5m from the Transport for NSW Road Safety Program to continue the Evans Head-Woodburn link of the cycleway. This new 5.8 km section will connect with the existing Ray Jeffery Memorial Cycleway and is scheduled for constructed later this year. Council has also been working with the NSW Reconstruction Authority to identify whether buy-back lands from the Resilient Homes program can be repurposed to support key place plan projects, such as establishing an RV stop-over facility in Woodburn, enhancing the riverbank precincts in Casino and exploring options for a river access at Broadwater.

**Status: On schedule – Carried over to 2025-29 Delivery Program**

**Principal Activity 4B2: Maintain town centres, local parks and cemeteries to a high standard**

**Responsible Officer: Director Community Service Delivery**

Scheduled works, customer requests and urgent issues are being responded to with an adaptable approach due to environmental and ground saturation challenges faced by Council's Open Spaces and Cemetery teams while still ensuring areas are safe and well maintained for public use. Additional pressure cleaning of pavements and public areas is under way with new equipment being utilised. The presentation of our town centres is being delivered in line with available budgets.

**Status: Completed**

**Principal Activity 4C1: Provide well-maintained public recreation, sports facilities and swimming pools**

**Responsible Officer: Director Projects & Business Development**

Council's Casino, Evans Head and Woodburn and Coraki pools continue to be well utilised and effectively managed and promoted by Council's contractor Richmond Valley Aquatics.. Most recently, the splash pad completion at Coraki and construction of the swimming club building in Casino show Council's commitment to continued pool network upgrades. Visitation numbers post the Stage 1 Casino Pool Upgrade have increased by 14,000 in a single season. With the Casino pool now heated, it operates ten months of the year.

Various funding sources have been obtained and invested in upgrades to playing surfaces and facilities across the RV including Colley Park (netball and soccer clubhouses), Queen Elizabeth Park, Stan Payne Oval, Woodburn Oval and Windsor Park with Council continuing to provide high quality playing surfaces that are recognised regionally as some of the best available.


**Status: Completed**



<b>Principal Activity 4C2: Provide safe family-friendly play spaces and outdoor meeting areas</b>
<b>Responsible Officer: Director Projects &amp; Business Development</b>
Ongoing inspections, new equipment and locations are continually evaluated for suitability. Council has engaged with the community for the design of community spaces in a range of facilities. Works have been undertaken in Broadwater, Paddon Park and Sharks Bay Evans Head. Further community consultation has informed works at Albert Park Rest Area and Woodburn Oval playground. Council staff have engaged with the community for minor upgrades at facilities, including Findlay Park Playground, Rileys Hill Playground and Basketball Court, and a recent joint venture with Momentum Collective to establish a new basketball court at Elsmer Jones Park. Planning for the relocation and renewal of the Coraki Playground is underway.
<b>Status: Completed</b>

## OBJECTIVE 5: Live sustainably in a changing climate

<b>Principal Activity 5A1: Support regional disaster planning, response and recovery</b>
<b>Responsible Officer: Director Community Service Delivery</b>
Council continues to be an active member of the Northern Rivers Local Emergency Management Committee and provides executive administration support to the Committee. Planning and preparedness have been the focus of the Committee since the 2022 flood events, with the suite of emergency management plans and procedures under review. Council is participating in a number of state and federal government projects, including development of the Northern Rivers Regional Disaster Adaptation Plan.
<b>Status: Completed</b>
<b>Principal Activity 5A2: Partner with agencies to deliver community education programs and resilience initiatives</b>
<b>Responsible Officer: Director Community Service Delivery</b>
Council works closely with a range of agencies to help deliver community education and resilience programs across the Richmond Valley. This includes coordination of the Richmond Valley Community Resilience Network (CRN), which brings together local organisations and government departments to share updates and coordinate efforts to educate the community on available programs and resilience initiatives. Membership includes: <ul style="list-style-type: none"> <li>• Local Neighbourhood Centres</li> <li>• Government departments - NSW RA, NEMA, NSW Health</li> <li>• Emergency response agencies (SES, Richmond Police, RFS)</li> <li>• NFP Community Organisations - Legal Aid, Financial Counselling, Red Cross, Rural Aid</li> <li>• Local volunteer groups such as Evans Area Resilience Network and Broadwater Community Resilience Team (Red Cross CRT)</li> </ul>
<b>Status: Completed</b>
<b>Principal Activity 5B1: Complete Richmond Valley Flood Study and Floodplain Risk Management Plan</b>
<b>Responsible Officer: Director Community Service Delivery</b>
Council's revised Flood Study, incorporating levels from the 2022 floods was completed and endorsed by Council in 2023 and work is now progressing on the Floodplain Risk Management Plan. To support this project, Council has formed a floodplain risk management committee, including three community representatives, Council and government representatives and technical advisors. The committee has met three times and is currently considering various flood mitigation and risk measures to test in the local plan. With the recent release of the CSIRO Richmond River Catchment flood model, the committee is also focusing on possible mitigation measures to be modelled later this year as part of the catchment-wide analysis. The first draft of the Richmond Valley FRMP is

<p>scheduled for completion in September 2025, ready for exhibition in November to December 2025, with final presentation to Council in March 2026.</p> <p><b>Status: On Schedule – carried over to 2025-29 Delivery Program</b></p>
Principal Activity 5B2: Implement the Richmond Valley Adverse Event Plan
Responsible Officer: Director Community Service Delivery
<p>Council has finalised the Adverse Event Plan, with over 90% of actions completed. The community and social programs have been delivered, along with most of the recovery projects. The remaining two projects: Casino industry activation and the Rappville Sewerage Scheme have been incorporated into the 2025-29 Delivery Program, following an extension of funding deadlines due to ongoing wet weather causing ground saturation at these sites.</p> <p><b>Status: Completed</b></p>
Principal Activity 5C1: Implement demand management programs to reduce water consumption
Responsible Officer: Director Community Service Delivery
<p>In conjunction with Rous County Council, RVC continued to deliver collaborative water education projects during the period, as part of the Regional Demand Management Strategy. Council has a number of internal initiatives in place, with further options being developed to address demand management and reduce water consumption. These include replacing water-saving hardware (taps, toilets), promoting drought-tolerant species selection for plantings, and network leak detection survey.</p> <p><b>Status: Completed</b></p>
Principal Activity 5D1: Develop street-tree planting, shade and greening programs
Responsible Officer: Director Community Service Delivery
<p>The first stages of the greening program have been completed, with establishment of the Growing Out programs for schools and community groups and finalization of a preferred tree species list, focusing on native and endemic species suited to thrive in a changing climate. While ongoing rain continued to impact on planting programs, work on raising seedlings and growing out trees continued, with 540 plants currently being prepared. Approximately half of these will be ready for planting out in the coming months, with the trees being allocated to street plantings, parks and other open spaces. Schools involved in the growing out program will receive information on where their trees have been planted, so the students can keep track of their progress.</p> <p><b>Status: Completed</b></p>
 <p><i>Rappville School has been a keen participant in the Growing out program. Pictures is Environment Engagement Officer Allana Clifford helping the students learn about growing healthy trees.</i></p>
Principal Activity 5E1: Promote awareness of sustainability programs and options
Responsible Officer: Director Community Service Delivery
<p>Council's Sustainability Team provides regular updates to the community to promote current sustainability information and programs that address energy and water efficiency initiatives. During the January – July period, Council trialed a new approach to promoting environmental awareness through a successful science trivia night at the Casino Community Centre, attracting 60 participants. There are plans to deliver further "Science in the pub" events in the next six months.</p> <p><b>Status: Completed</b></p>

## OBJECTIVE 6: Provide infrastructure that meets community needs

<b>Principal Activity 6A1: Develop and maintain asset management systems</b>
<b>Responsible Officer: Director Projects &amp; Business Development</b>
Council has reviewed and updated its suite of Asset Management Plans and has recently undertaken an Asset Delivery resourcing realignment. The resourcing and framework review has provided the Assets team with the necessary direction to plan, maintain, upgrade, and dispose of assets based on inspection regimes, condition ratings, asset criticality, and financial modelling. Asset management is now scoped and planned by the team and handed over to delivery teams, where quality assurance and adherence to scope are regularly monitored. Initial planning has been undertaken to investigate a work order system, which will provide advantages for tracking and costing of asset maintenance, inspections and ultimately enable better decision making around asset renewal and disposal.
<b>Status: Completed</b>
<b>Principal Activity 6B1: Maintain regionally significant infrastructure and advocate for long-term investment</b>
<b>Responsible Officer: Director Projects &amp; Business Development</b>
Council continues to seek funding for regionally-significant projects identified in the Delivery Program. Following success in achieving a \$5.3m grant for the Woodburn to Evans Head section of the Three Villages Cycleway, this project is out to market tender to construct with a planned finish in 2026. Advocacy continues to obtain funding for the design and construction of the remaining sections of the cycleway. Flood resilience works at Thearles Canal and Dairy Flat have been delivered along with the major landslip repair at Naughtons Gap which re-opened to the public in December 2024. Final landslip works have been completed at the Bentley Road landslip which forms part of a \$53 million Essential Public Asset Restoration program being rolled out to address damage sustained in the 2022 weather event. Works on State and Regional Roads have continued with major works completed on the Summerland Way and planning underway for an upgrade to Johnston Street Casino.
<b>Status: Completed</b>
<b>Principal Activity 6C1: Deliver local infrastructure maintenance and renewal programs</b>
<b>Responsible Officer: Director Projects &amp; Business Development</b>
Maintenance and renewal programs for Richmond Valley's network of local roads, bridges, footpaths, and cycleways are in place and being actioned. These programs have improved in accuracy due to the investment in a dedicated Asset Inspector resource and a change in Council's asset management resourcing alignment. The network is assessed for its condition and criticality and then prioritised for regular maintenance and renewal programs, which are regularly tested and reviewed. The \$53 million Essential Public Asset repair program is on track, with an estimated additional \$6million from Cyclone Alfred damages to also commence. The Tatham Bridge project is due for full completion in early 2026 with the Broadwater Bridge project successfully delivered and open to the public. Council's project teams, with support from local contractors, delivered 89% of its proposed \$60 million capital works budget, despite ongoing challenges with prolonged wet weather.
<b>Status: Completed</b>

<b>Principal Activity 6D1: Plan for future water/sewer services and upgrades</b>
<b>Responsible Officer: Director Community Service Delivery</b>
Water and Sewer has a number of significant infrastructure projects planned to be delivered in the next 8 years. These include the construction of a new Sewage Treatment Plant for Casino, upgrades to Casino's Water Treatment Plant, and an upgrade of Evans Head Sewage Treatment Plant to double its capacity. Council engaged Digital Water Solutions to produce master plans for the water and sewer networks. The Draft of the Water Master Plan has been reviewed by Council and includes recommended augmentations that are required in the future for infrastructure upgrades. The Draft of the Sewer Master Plan is currently being prepared by the consultant. <b>Status: On schedule – Carried over to 2025-29 Delivery Program</b>
<b>Principal Activity 6D2: Deliver water capital works program</b>
<b>Responsible Officer: Director Community Service Delivery</b>
Council continues to plan and deliver significant upgrade works for its water systems. Investigations continue into the upgrade of the Casino Raw Water Pump Station, which will address options for renewal of the Powder Activated Carbon system to protect water quality. A significant amount of work has been done to progress the Basis of Design for the Casino Water Treatment Plant upgrade including engaging with the market/suppliers regarding technology that will be suitable to integrate into the existing plant during an upgrade. <b>Status: Completed</b>
<b>Principal Activity 6D3: Deliver quality water supply services</b>
<b>Responsible Officer: Director Community Service Delivery</b>
An improvement plan has been developed as a result of the review of the Drinking Water Management System (DWMS) undertaken by VIRIDIS Consultants, in conjunction with all regulatory agencies and Council. This improvement plan spans a five-year period with actions being monitored and reviewed on a quarterly basis by the responsible officers to ensure progress. Compliance with the DWMS ensures that potable water being delivered to the Casino reticulation network is safe and meets all health and regulatory requirements. <b>Status: Completed</b>
<b>Principal Activity 6D4: Deliver sewer capital works program</b>
<b>Responsible Officer: Director Community Service Delivery</b>
Council continues to work on significant sewer capital works projects which need to be scoped and delivered in the next 5 years. Projects such as the Evans Head Sewage Treatment Plant augmentation and the new Sewage Treatment Plant for Casino are high-priority projects, Council's annual program of pipe replacements and pump station upgrades is scheduled in accordance with risk and funding availability. Consultants have been engaged to assist in project-managing the Casino Sewage Treatment Plant project. Council will continue to engage consultants and construction companies to assist with the delivery of the capital program. <b>Status: Completed</b>
<b>Principal Activity 6D5: Manage our water/sewer business effectively</b>
<b>Responsible Officer: Director Community Service Delivery</b>
Council's water and sewer services are meeting, and often exceeding, community service levels and performance standards. Work is continuing on developing and implementing inflow and infiltration strategies for Council's sewerage network, with a number of issues addressed in the Coraki network over the past six months and continued investigation of inflow sources in the Casino network. Water and sewer teams have been working proactively with local businesses and residents to address trade waste and inflow issues, with continued wet weather providing ongoing challenges. <b>Status: Completed</b>

<b>Principal Activity 6D6: Improve local stormwater and drainage networks</b>
<b>Responsible Officer: Director Projects &amp; Business Development</b>
<p>In 2024/25, Asset Planning undertook a revaluation of the stormwater network. As part of this process, the team transitioned from an age-based condition assessment approach to visual inspections for a pilot sample of network conduits. This shift has significantly improved the accuracy of asset condition data, leading to better-informed decision-making for future planning and investment. The pilot study revealed notable discrepancies between age-based assumptions and actual visual condition, highlighting the need for further evaluation. As a result, there is a strong case for expanding the visual inspection program across the broader network to ensure data consistency and support more targeted maintenance and renewal strategies.</p> <p>Council is seeking funding for implementation of the mitigation strategies for Casino Stormwater Improvements identified from the hydraulic model of the Casino areas. Council is in the planning phase for expanding the model for the Mid-Richmond communities to improve stormwater drainage in other areas within the LGA.</p> <p>The \$2 million Illawong Lane drainage project was successfully finished with significantly improved outcomes with reduced impact on the Evans Head CBD already evident in heavy rainfall events.</p> <p>Stormwater maintenance programs are completed within the required maintenance schedules. Council has increased the allocation to stormwater and drainage works by \$500,000 in the 2025/26 budget with a plan for spending priorities being prepared.</p> <p><b>Status: Completed</b></p>



## \$2m project to improve Evans Head CBD drainage

Richmond Valley Council has completed a major stormwater infrastructure upgrade along Illawong Lane in Evans Head, delivering improved drainage capacity and resilience for the surrounding community.

The \$2 million project addressed long-standing issues with stormwater runoff in the area, which had previously led to localised flooding during heavy rain events. The works included the installation of new drainage lintels and supporting infrastructure to improve flow capacity and reduce the risk of inundation.

As part of the project, Council finalised design plans and secured an easement over NSW Crown Land to ensure legal discharge and future maintenance access. The upgrade was identified as a priority in Council's Community Strategic Plan, reflecting community feedback and the need for improved stormwater systems across the Mid Richmond region.

Completion of the Illawong Lane project marks a significant step in Council's broader commitment to improving stormwater networks throughout the Valley.



## Protecting our unique environment

### OBJECTIVE 7: Preserve native bushland and biodiversity

Principal Activity 7A1: Deliver community education programs on habitat protection and responsible land management
Responsible Officer: Director Community Service Delivery
Council's Sustainability Team has delivered a range of community education programs focused on habitat protection and responsible land management. These include engaging events such as library talks, school visits, and participation in local celebrations such as Beef Week and NAIDOC Week. The program's flagship presentations, including "Science in the Pub" and science trivia nights highlight the vital role of flying foxes and promote the protection and creation of native habitat. <b>Status: Completed</b>
Principal Activity 7B1: Lead and support local habitat restoration programs
Responsible Officer: Director Community Service Delivery
Council continues to pursue funding and deliver programs that support environmental habitat restoration, including the Flying Fox habitat restoration in Casino, fish habitat and riparian planting along the Richmond River at Casino and Coraki, as well as enhancement projects at Jabiru Wetlands and habitat restoration along the Rail Trail. <b>Status: Completed</b>
Principal Activity 7C1: Preserve and enhance biodiversity in local wetlands
Responsible Officer: Director Community Service Delivery
During the January-July period, Council has successfully completed the Crown Lands grant program focused on controlling priority weeds within the Jabiru Wetlands. The program effectively targeted asparagus fern, Chinese tallow, and invasive weedy grasses. This work plays a vital role in preserving and enhancing the biodiversity of the Jabiru Wetlands. <b>Status: Completed</b>

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

Principal Activity 8A1: Secure Casino's water supply
Responsible Officer: Director Community Service Delivery
<p>Council has been working with Public Works to undertake water security modelling and design potential solutions for the Casino supply to accommodate future demand. The modelling has indicated that Casino may not have a significant water security issue if no environmental flows are released during droughts. However, the regulating authority has reserved the right to require environmental flows from the weir in the future, should it deem them necessary, so options to strengthen water security continue to be pursued. The current focus is on finalising a concept design for a pontoon pump system that can be constructed during extreme droughts to access 350 ML of the dead storage in the existing weir pool. This project has been delayed due to resourcing issues within the consultancy team preparing the design report. Public Works has now advised that the report should be delivered in late July 2025. This project is being funded under the NSW Government's Safe and Secure Water Program and Council continues to work with the funding partner to progress the works. Addressing water security in the Casino supply is a long-term project and continued investigations have been included in the 2025-29 Delivery Program.</p> <p><b>Status: Behind Schedule – Carried over to the 2025-29 Delivery Program.</b></p>
Principal Activity 8A2: Secure the Mid-Richmond's water supply
Responsible Officer: Director Community Service Delivery
<p>Rous County Council supplies potable water to the Mid Richmond communities. Council continues to work closely with Rous to ensure its Future Water Strategy provides appropriate water quality and long-term water security in these communities. This includes supporting Rous' delivery of the Woodburn groundwater project which has progressed during this reporting period.</p> <p><b>Status: Completed</b></p>
Principal Activity 8B1: Work with government agencies to improve the health of the Richmond River catchment
Responsible Officer: Director Community Service Delivery
<p>Council has been working closely with NSW DCCEEW in the formation of the Richmond River Partnership – a body being established to facilitate collaboration between State Government agencies (DCCEEW, DPIRD/Fisheries/LLS), Indigenous leaders, industry and community stakeholder groups. The partnership will help to identify priority projects to improve water quality within the catchment.</p> <p><b>Status: Completed</b></p>
Principal Activity 8B2: Work with stakeholders to address water quality risks
Responsible Officer: Director Community Service Delivery
<p>RVC Water and Sewer team along with the Sustainability team have been working with WaterNSW to identify risks to Casino town source water (upstream from the water offtake in the Jabour Weirpool), which will be presented in the Town Water Risk Reduction Program Report produced for RVC. The Report will present measures that can be implemented to mitigate the risks identified.</p> <p>At a broader river water quality level, RVC is participating in the Water Roundtable being coordinated by Rous and involved in forming the Richmond Catchment Partnership to improve the health and water quality of the waterways of the Richmond River catchment. Council has also contributed to the installation of water quality data loggers in the mid-Richmond area to better understand trends and identify sources and triggers to water quality events.</p> <p><b>Status: Completed</b></p>



Principal Activity 8C1: Improve connection between Casino CBD and the river
Responsible Officer: Director Projects & Business Development
<p>Council has been working on two key projects to improve access to the riverside precincts, with work to continue over the next six months. Construction on the Casino Suspension Bridge project commences in September 2025 and is due for completion by June 2026. This will provide all-weather pedestrian access from the CBD precinct to the Queen Elizabeth Park precincts, with future plans to connect this area to the Rail Trail head via a new cycleway along Hickey Street. The reconstruction of Halsteads Drive which will restore pedestrian access to the base of Irving Bridge and the river is also underway. Meanwhile, Council has sought expressions of interest to prepare a CBD Masterplan for the Casino CBD precinct, which will explore further opportunities to connect the CBD with the river precincts.</p> <p><b>Status: On schedule – Carried over to 2025-29 Delivery Program</b></p>
Principal Activity 8C2: Seek funding to continue to upgrade the Evans Head foreshore and improve access to the river
Responsible Officer: Director Projects & Business Development
<p>Council's place planning initiative for Evans Head has gathered community ideas for the future development of the beach and river accesses. Upcoming upgrades at the Surf Club foreshore, major carpark and access upgrades at Airforce Beach, and access improvements to Shark Bay will continue in late 2025.</p> <p>Council has advocated strongly to Transport for NSW - Maritime regarding the Evans Head breakwall repairs and upgrade. Other foreshore works, due to the impact of Cyclone Alfred, have been completed at the Coraki Riverside Park, and Woodburn Riverside Park with works at various Evans Head locations like Kalimna Park and Razorback Lookout underway.</p> <p><b>Status: Completed</b></p>
Principal Activity 8C3: Maintain and protect local beaches
Responsible Officer: Director Community Service Delivery
<p>Council has put in place access controls and the use of our beaches are regularly monitored to ensure they are protected. There has been minimal feedback from the community through this period with Council's Rangers continuing to actively patrol the beach and liaise with the local Police and other Government agencies especially during school holiday periods when activity increases.</p> <p><b>Status: Completed</b></p>

## OBJECTIVE 9: Transition to a circular economy

Principal Activity 9A1: Develop and implement the Richmond Valley Circular Economy Strategy
Responsible Officer: Director Projects & Business Development
<p>Council adopted a Strategy for Resource Recovery and Waste Management 2020-2030 in 2019 which is scheduled for a mid-strategy review in late 2025. This strategy outlines Council's role in the circular economy and will be updated to reflect the outcomes of the NSW Government's current review of the Energy from Waste Framework and Council's revised policy position on Energy from Waste. At its March 2025 meeting, Council resolved to support removal of the RV Regional Jobs Precinct as a priority infrastructure area for energy from waste facilities and further recorded its total opposition to an Energy from Waste project involving incineration ever being built in the Richmond Valley Local Government Area.</p> <p>Meanwhile work continues on reviewing operational needs in waste and resource recovery particularly during the transition back to landfilling after the commissioning of Cell 6 at the Nammoona facility. Opportunities for the disposal of residual material beyond the capacity of the new landfill cell (Cell 6) at Nammoona will be considered as part of the mid-term review of the waste management strategy and work initiated through the Northern Rivers Joint Organisation. This will include future landfill site identification, as well as consideration of new and alternative options for future waste disposal.</p>
<b>Status: On scheduled – Carried over to 2025-29 Delivery Program</b>
Principal Activity 9B1: Encourage manufacturers and consumers to take responsibility for managing recyclates and residual materials
Responsible Officer: Director Projects & Business Development
<p>Council continues to support NEWaste and the Waste Management &amp; Recovery Association's advocacy for product stewardship.</p> <p>Council has recently signed up to the Get Grubby program for Food Organics Garden Organics (FOGO) diversion improvements supporting the circular economy education program. The team is reviewing resourcing needs for increased education to support efforts to divert more waste from landfill. Newaste continues to develop and roll out regional messaging, Facebook posts, Secondhand Saturday, and education programs on waste minimization and recycling options. The Waste and Resource Recovery team has developed a hard copy education pack for new kerbside collection customers and for customers identified as not using the 3 bin system correctly. This pack consists of brochures, stickers and magnets.</p> <p>Council's regulatory team continues to investigate litter and illegal dumping matters as they arise and uses cameras in hot spots to deter these behaviours.</p>
<b>Status: Completed</b>
Principal Activity 9B2: Support new recycling/re-use industries to establish in the Richmond Valley
Responsible Officer: Director Projects & Business Development
<p>Richmond Valley Council collaborates with regional councils and Newaste to promote and support the establishment of appropriate recycling/re-use industries within the region. Council and NEWaste have been actively engaging in EPA reviews of regional infrastructure, ensuring the EPA understands shortfalls in infrastructure capacity. With Council's endorsement NEWaste is facilitating a Construction &amp; Demolition (C &amp;D) project, involving a C&amp;D recovery trial in the region and engagement with companies that could potentially set up operations in the region.</p> <p>Council has signed up to the Get Grubby program (early childhood education) which when implemented will assist with reducing contamination in the kerbside FOGO stream and diverting more organics from the waste stream. The waste and resource recovery team is in the early stages of</p>

<p>investigating resource needs to further enhance efforts in organics contamination reduction and diversion. Tendering for FOGO processing contracts will commence later in 2025. Council partners with NEWaste which provides regional messaging and concepts to assist with organic waste stream diversion and educational programs.</p> <p><b>Status: Completed</b></p>
<p>Principal Activity 9C1: Complete expansion and upgrade works at Nammoona Resource Recovery Facility</p>
<p>Responsible Officer: Director Projects &amp; Business Development</p>
<p>The newly constructed Cell 6 is operational with the EPA licence variation approved for operational use. A consultant has been engaged to redesign the current capping plan, with no proposed capping to occur in 2025. Cells 1 to 4 have sufficient capacity to cater for carcasses and asbestos into 2025/26 while the soft floor layer (Fluff layer) is put in place in cell 6A. Other upgrade works such as amenities and staff offices have been completed.</p> <p><b>Status: Completed</b></p>
<p>Principal Activity 9C2: Manage resource recovery facilities effectively</p>
<p>Responsible Officer: Director Projects &amp; Business Development</p>
<p>Nammoona Waste and Resource Recovery facility is the only waste and resource recovery site under an Environment Protection Licence. There have been some minor overflows of the sediment control pond due to extended wet weather and Council continues to work proactively with the EPA to monitor and manage these issues. Landfilling of the new Cell 6 is underway which will reduce reliance on transport options to Queensland. New systems have been put in place to recover waste in Councils recycling centre including an EPA trial for Household Hazardous Chemical Collection.</p> <p><b>Status: Completed</b></p>
<p>Principal Activity 9C3: Manage kerbside collection services effectively</p>
<p>Responsible Officer: Director Projects &amp; Business Development</p>
<p>The waste and resource recovery team carries out Expressions of Interest for new services where there has been a level of community interest and where, logistically, collection runs could be viable. Considerations around resourcing and impacts on timing of collections runs also form part of the assessment.</p> <p>The fleet is constantly reviewed and replacement programs are in place for larger items. Council has successfully modernised its garbage truck fleet incorporating the latest technology.</p> <p><b>Status: Completed</b></p>

## Building our understanding of biodiversity

Between January and June 2025, Richmond Valley Council delivered a series of targeted engagement activities as part of its flying fox education and awareness program. These events aimed to improve public understanding of flying foxes, particularly their role as pollinators and seed dispersers, and to address community concerns around urban colonies.

- Trivia Night – Science Edition (7 February 2025): Held at the Casino Community Centre, this event attracted over 60 attendees across nine teams. Trivia rounds included questions on local ecology and the ecological role of flying foxes. Feedback indicated improved attitudes toward flying foxes following the event.
- Clay and Tea Workshop (May 2025): Hosted at the Casino Library, this craft-based session involved 16 participants creating clay art using native plant stamps and leaves. The workshop focused on the preferred food species of flying foxes and encouraged positive associations with their presence in the region.
- Preschool Cookie Decorating Workshops (May 2025): Two sessions were held at a Casino preschool located near a permanent flying fox colony. Children participated in decorating cookies inspired by flying foxes, with information provided to parents addressing common concerns and promote understanding.
- Primex (May 2025): Council hosted a public cookie decorating activity and distributed educational materials addressing misconceptions about flying foxes. Several attendees engaged in discussions about the species' future in the Richmond Valley.

These activities form part of Council's broader strategy to engage with residents, provide accessible information, and promote coexistence with flying fox populations in urban areas.



## Delivering for our community

### OBJECTIVE 10: Lead and advocate for our community

<b>Principal Activity 10A1: Develop and deliver the Richmond Valley Community Engagement Strategy</b>
<b>Responsible Officer: Director Community Service Delivery</b>
The Community Engagement Strategy and Framework 2024-2025 was adopted by Council in April 2024 and is scheduled for review in the 2025-26 financial year. Council adopted a specific Engagement Strategy for the review of the CSP and development of the new Delivery Program at its December 2024 meeting and this was implemented over the following six months with a range of community engagement activities, including pop-up engagements at community events, direct engagement with 18 local schools, on-line activities and surveys and Council's regular Community Satisfaction Survey. Some 3000 community comments were gathered in response to these activities. A new program piloted as part of the strategy included two Community Forums, one at Evans Head and the other at Casino, where representatives of a range of community groups, local businesses, sports clubs and schools worked together with Councillors and Council staff to identify future priorities and actions on key community issues. Feedback from these forums was incorporated into the revised Community Strategic Plan and the 2025-29 Deliver Program and supporting Operational Plan, adopted by Council at its June 2025 meeting.
<b>Status: Completed</b>
<b>Principal Activity 10B1: Advocate to federal and state government for community priorities and seek grant funding</b>
<b>Responsible Officer: General Manager</b>
Council continues to advocate strongly for community priorities and to seek government funding for key infrastructure and facilities. Council has secured significant government funding for essential community projects and is continuing to pursue funds for key infrastructure upgrades through programs such as the Regional Precincts and Partnerships Program and the Housing Support Program. The target for these funds is funding for the replacement of the Casino Sewage Treatment Plant, completion of the Woodburn CBD Streetscape upgrade, restoration of Richmond Terrace, Coraki, and further progress on the Three Villages Cycleway project for the Mid Richmond along with other projects included in our Richmond Valley 2040 Community Strategic Plan and Delivery Program. Council's 'Project Priorities Prospectus' is used to inform our advocacy by providing Government representatives a summary of the key opportunities available for government funding. It should be recognised that grant funding opportunities from both the Australian and NSW Governments have declined significantly over the last two years due to the cost of natural disasters and global economic conditions.
<b>Status: Completed</b>
<b>Principal Activity 10C1: Provide representative and accountable community governance</b>
<b>Responsible Officer: Director Organisational Services</b>
Members of the community are invited to attend Council meetings and participate in public access on items listed for resolution. All council meetings are live streamed via Council's Facebook page and recordings are accessible through Council's website. Copies of Council meeting agendas are posted on Council's website before each scheduled meeting. Consultation with the community is carried out on various plans, policies and applications throughout the year.
<b>Status: Completed</b>

## OBJECTIVE 11: Manage resources responsibly

Principal Activity 11A1: Undertake long-term financial planning and ensure compliance with financial regulation
Responsible Officer: Director Organisational Services
Council's Long Term Financial Plan is reviewed on an annual basis in line with preparation of the Operational Plan and update to the Delivery Program Council's 2025-2035 Long Term Financial Plan was adopted by Council at the June 2025 meeting. <b>Status: Completed</b>
Principal Activity 11A2: Strengthen procurement systems
Responsible Officer: Director Organisational Services
Council has continued to improve its procurement systems and provide training for staff in procurement requirements. TechOne CiA training has been provided for new staff, with refresher training for some existing users. The system has been linked to Council's onboarding process, to identify incoming staff that will need procurement TechOne training to raise and receive purchase orders. Other projects completed include the roll out of barcode scanning for Evans Head store and successful completion of the first stocktake using this technology. The system will be rolled out at the Casino store in the first 6 months of the new 25/26 year. <b>Status: Completed</b>
Principal Activity 11A3: Maintain efficient rating and revenue systems
Responsible Officer: Director Organisational Services
Council adopts fees and charges annually in line with relevant rate pegging and CPI in accordance with Council's adopted budget. The 2025-26 Revenue Policy was adopted at Council's June 2025 meeting. Council continues to have positive outstanding rates and charges performance ratios. <b>Status: Completed</b>
Principal Activity 11B1: Implement the Richmond Valley Council Workforce Management Strategy
Responsible Officer: Director Organisational Services
<p>The revised Workforce Strategy for 2025-29 was adopted at the June Council meeting. The Workforce Strategy is a key component of Council's long-term planning, ensuring it has the right people, skills and culture in place to deliver on the priorities set out in the Community Strategic Plan and the Delivery Program. It provides a structured approach to workforce planning that supports the delivery of services and projects that matter most to the community. The strategy outlines how Council will respond to current and future workforce needs, including how it attracts, retains and develops a capable, diverse and engaged workforce. A key focus of the strategy is continuation of Council's long-term commitment to providing local employment opportunities, including traineeship programs for local school leavers.</p> <p><b>Status: Completed</b></p>





Principal Activity 11B2: Continue to provide local employment schemes and development opportunities
Responsible Officer: Director Organisational Services
Council continues to build relationships with local employment agencies, schools and key organisations to raise awareness of emerging employment opportunities and traineeships. The regional careers expos and Fresh start programs have assisted RVC to meet its objectives. During the January – July period 12 new trainees commenced their career at Council. <b>Status: Completed</b>
Principal Activity 11C1: Implement Richmond Valley Council's Enterprise Risk Management Framework
Responsible Officer: General Manager
Work continues on implementing Council's Enterprise Risk Management Framework and associated risk management systems and processes. Council continues to work to improve its "Developing" rating in its risk management processes, supported by a series of recommendations for system improvements. The recommendations from the Civic Risk Mutual Continuous Risk Improvement Program are being integrated into a three-year program, with the aim to improve Council's risk management rating to "Proficient" at the next review. Council's Audit, Review and Improvement Committee continues to operate within its Charter and to provide valuable insights on process and systems improvements. <b>Status: Completed</b>
Principal Activity 11D1: Use energy and resources more efficiently in council operations
Responsible Officer: Director Community Service Delivery
Council continues to explore opportunities to reduce its carbon footprint and improve efficiencies. This includes investigating high electricity usage and identifying unnecessary electrical assets for disconnection. Council has also undertaken a review into sewer pump energy consumption and identified pumps within the system that are under or over performing or unfit for purpose. The solar expansion program also continued, with further investigation of potential sites. Other opportunities for savings, such as testing (cycling) diesel generators at times of exceptionally high grid power demand, improving lighting efficiency with advanced light controllers and using and planning for EVs where suitable / advantageous are also being explored. <b>Status: Completed</b>
Principal Activity 11E1: Identify opportunities for strategic investment and business development
Responsible Officer: Director Projects & Business Development
Council has taken the opportunity to pivot an existing grant, to develop a new industrial subdivision in a strategic location on the Bruxner Highway. Discussions have been held with both local and other businesses to pursue establishment at this location when it becomes available. Ground saturation is making it challenging to deliver these projects with the funding body being regularly updated on progress. The Reynolds Road subdivision will feature a distribution centre for Australia Post which will potentially become a catalyst for investment in this precinct. Council's Draft Economic Development Strategy sets the focus for future efforts to secure more investment and industry into the Richmond Valley. <b>Status: Completed</b>

## OBJECTIVE 12: Provide great service

Principal Activity 12A1: Implement Council's Customer Service Charter
Responsible Officer: Director Community Service Delivery
The Customer Experience team continues to adhere to the standards set out in the Customer Service Charter, and in the last quarter again exceeded the minimum of 80% of calls answered within the industry standard of 20 seconds, by reaching an 89.29%.
<b>Status: Completed</b>
Principal Activity 12B1: Provide transparent and timely development assessment and planning services
Responsible Officer: Director Community Service Delivery
Council aims to provide quality and timely development and certification services to the community and industry to meet legislative requirements. Regular reviews of internal processes, policies and procedures are undertaken to ensure agreed service levels are met. Regular reports are provided to Council, which detail processing timeframes, the number of inspections carried out, and the deliverables of the development concierge services. These reports are available to the public. Regular benchmarking with other Councils is undertaken to ensure Richmond Valley continues to maintain one of the most efficient development assessment turn-around times in the region.
<b>Status: Completed</b>
Principal Activity 12B2: Provide community-focused Ranger and regulatory services
Responsible Officer: Director Community Service Delivery
Ranger activities focus on education and proactive engagement with the community. Enforcement protocols are in place and are utilised for significant matters or when proactive engagement fails. High visibility patrols of our beaches aim to ensure these public spaces remain safe for the community and discourage poor driving behaviours. Richmond Valley continues to achieve high rehoming rates of companion animals and has established strong relationships with many rescue organisations. Following the completion of the upgrades to the Nammoona animal impounding facilities, planning has begun to provide a short-stay facility at Evans Head to improve animal welfare outcomes and community accessibility. Construction of the shed at Evans head depot is due to start by August 2025.
<b>Status: Completed</b>
Principal Activity 12B3: Maintain public health and safety inspections requirements
Responsible Officer: Director Community Service Delivery
Council is responsible for maintaining various regulatory registers and undertaking compliance inspections with respect to public health and safety. Rolling programs are in place to deliver regulatory functions in areas such as food shops, public swimming pools, on-site sewerage management systems, Liquid trade waste and air-conditioning units. Service levels and inspection targets are being met and, in some instances, exceeded.
<b>Status: Completed</b>
Principal Activity 12C1: Use technology to support a modern, mobile workforce
Responsible Officer: Director Organisational Services
Council has commenced the upgrade of the mobile fleet with field staff being given the option of a iPhone or android mobile phone. The laptop upgrade program has been completed. All devices are now protected by Microsoft Defender for endpoint regardless of physical location. A review of



<p>applications has been completed and those which do not support mobile delivery have been identified, The results of the audit are included in programs to be implemented under the IT Strategy 2025-2029.</p> <p><b>Status: Completed</b></p>
Principal Activity 12C2: Provide efficient corporate support services
Responsible Officer: Director Organisational Services
<p>Council continues to deliver its IT Strategy priorities. The upgrade for TechOne Finance, Payroll and Human Resources has been delivered in February 2025. The WHS system is in the process of migrating to BeSafe and the previous system Vault will be retired. The new IT Strategy 2025-2029 is being developed. The use of AI and Chat room functions are being explored with an options paper being developed for Councillors consideration. The risk based Cyber Security Strategy 25-29 has been developed. The Records team is consistently achieving KPIs for correspondence processing and records management.</p> <p><b>Status: Completed</b></p>
Principal Activity 12C3: Provide efficient operational support services
Responsible Officer: Director Projects & Business Development
<p>The operational services directorate has been realigned with the addition of workshops joining fleet / stores and procurement to deliver an integrated fleet and procurement experience. The addition of customer experience joining the libraries team also has all customer facing staff in the one team allowing for better support and coverage in times of leave and sickness. Both these teams focusing on improving service levels to our operational staff.</p> <p><b>Status: Completed</b></p>

## Richmond Valley 2040

Richmond Valley Council has successfully delivered a key milestone in its Integrated Planning and Reporting framework with the adoption of the revised Community Strategic Plan (CSP) 2025 to 2040 at the June 2025 Council meeting. This followed a comprehensive six-month consultation process that engaged the community in shaping the future of the Richmond Valley.



The consultation program “Our Big Conversation” was designed to be inclusive and accessible, featuring community forums, pop-up engagement activities, online surveys, and Council’s four-yearly Community Satisfaction Survey. More than 2,600 direct responses were received, reflecting a strong level of community interest and participation. Feedback from these activities informed updates to the CSP, ensuring the final document reflects the values, priorities and aspirations of the Richmond Valley community.



Supporting documents including the Workforce Strategy 2025-2029, and the Long-Term Financial Plan 2025-2035 were also adopted to guide implementation. These plans are key to Council’s resourcing strategy and provide the foundation for Council’s Delivery Program and Operational Plan, aligning resources and services with the strategic direction set by the community.

With the CSP now embedded across Council’s planning and reporting processes, the focus has shifted to delivery. Council is working to ensure that the priorities identified by the community are reflected in its services, infrastructure projects and advocacy efforts. This alignment ensures that community voices remain central to decision-making and that Council continues to deliver outcomes that matter most to the Richmond Valley community.



# 2025 Casino Truck Show Survey Form

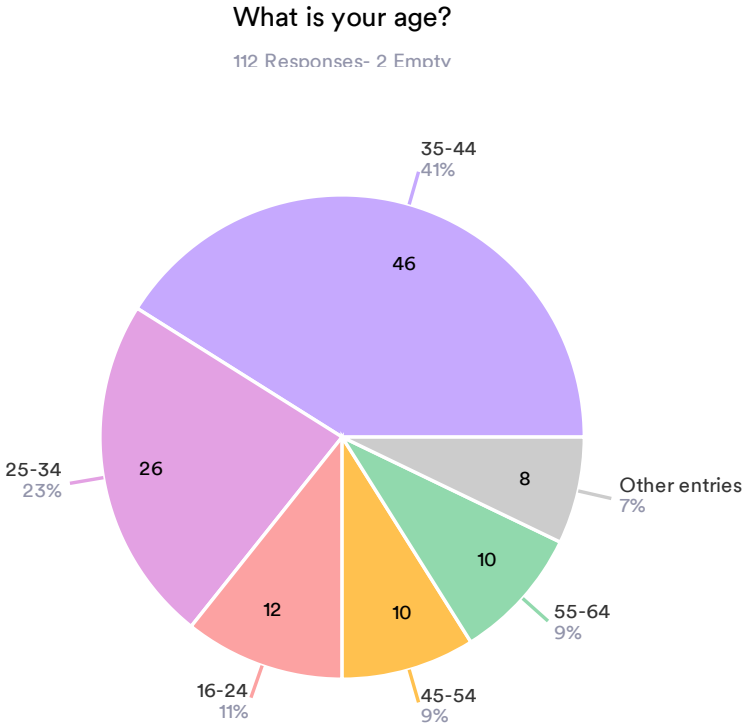
023 Casino Truck Show Survey Form

Where are you from?

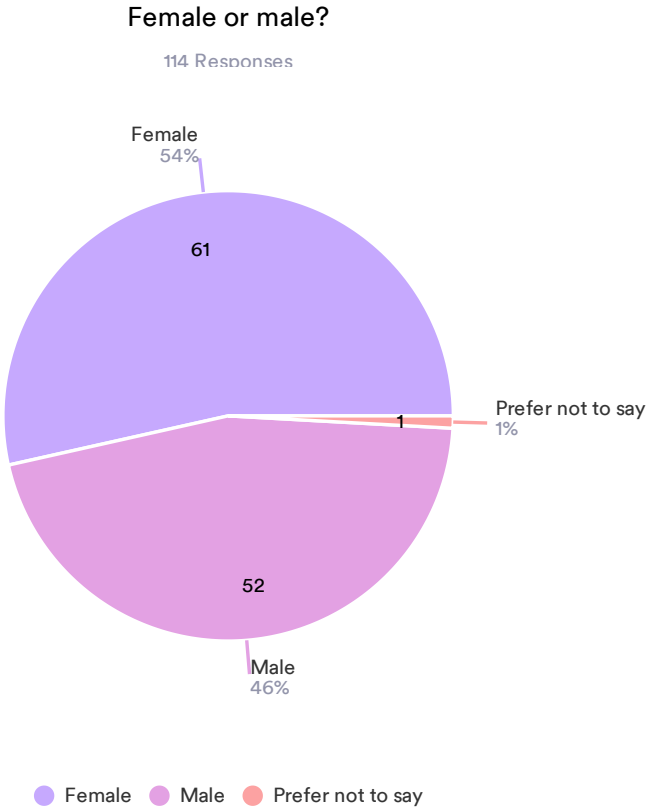
114 Responses

Data	Responses
Casino	18
Canberra	4
New Zealand	4
Kyogle	3
Sydney	3
Moonta Bay, SOUTH AUSTRALIA	3
Yass nsw	2
Timaru New Zealand	2
Other entries	75

023 Casino Truck Show Survey Form



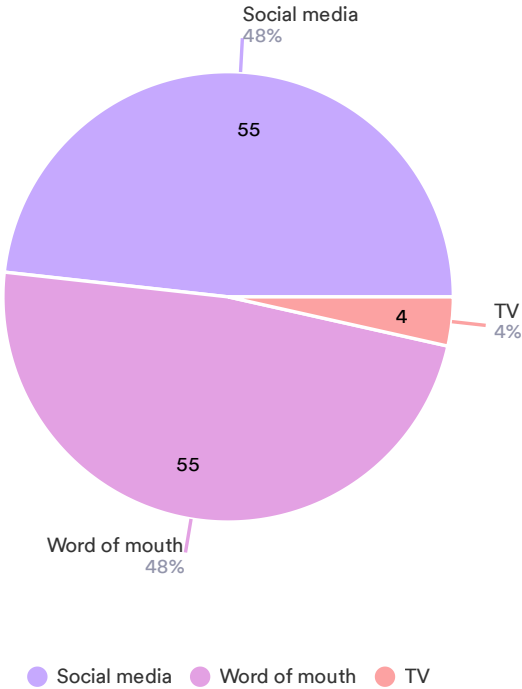
023 Casino Truck Show Survey Form



023 Casino Truck Show Survey Form

How did you hear about Casino Truck Show?

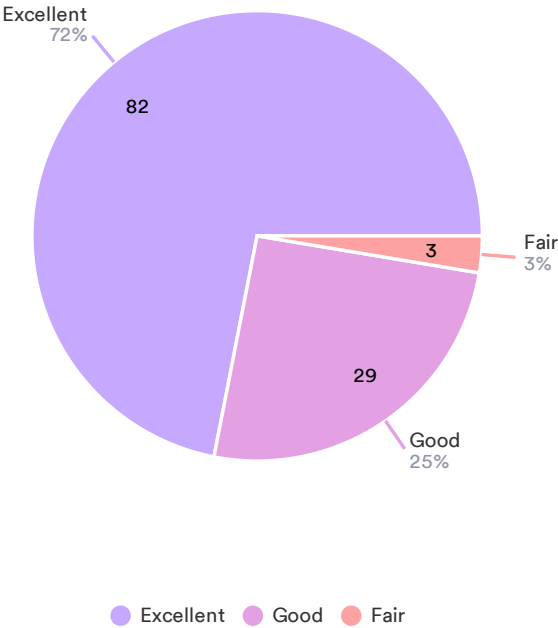
114 Responses



023 Casino Truck Show Survey Form

How would you rate your overall experience at the event?

114 Responses

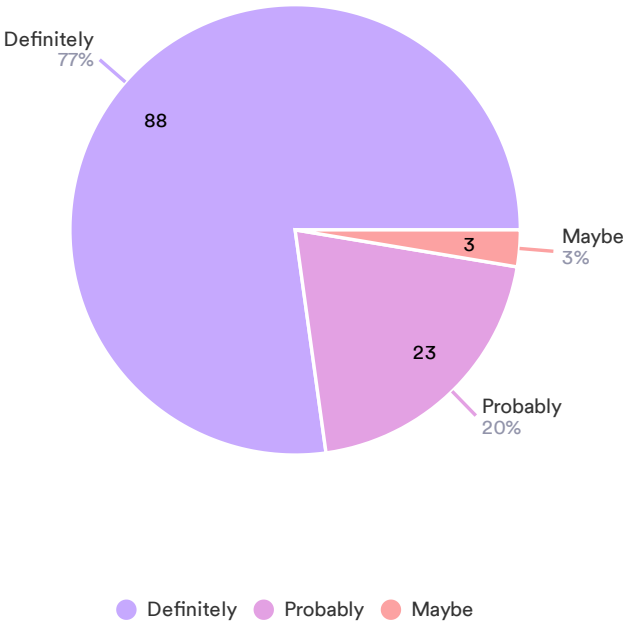




023 Casino Truck Show Survey Form

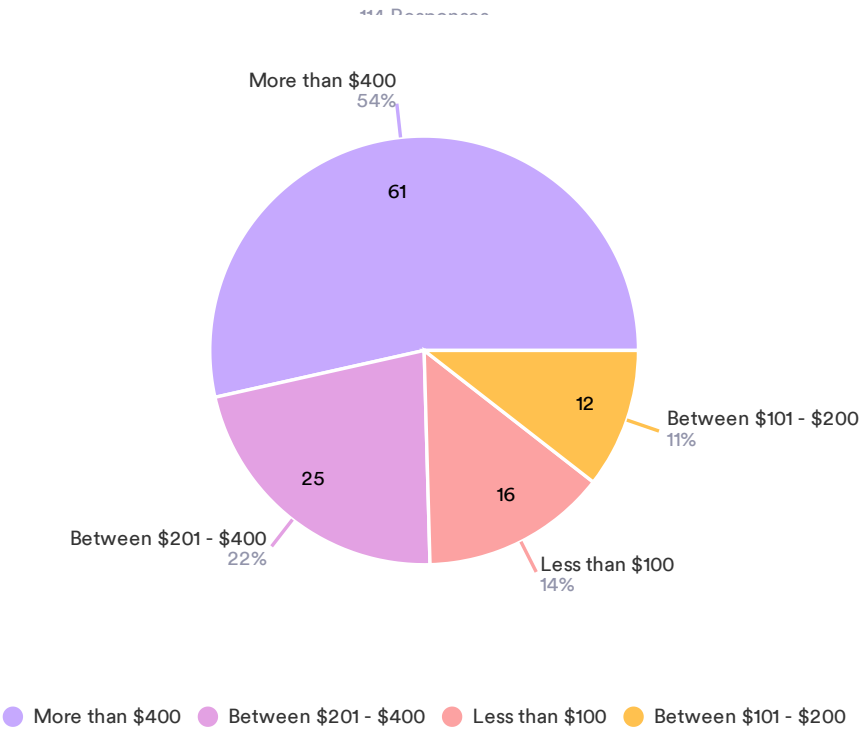
Would you attend this event again in the future?

114 Responses



025 Casino Truck Show Survey Form

Overall, please provide an estimate of how much you spent in total in Casino to attend the North Coast Petroleum Casino Truck Show, taking into account, accommodation, food and beverage, fuel, activities, merchandise and other costs.



025 Casino Truck Show Survey Form

If you stayed overnight in the Northern Rivers, please advise where







77 Responses- 37 Empty

Data	Responses
Lismore	7
Live here	4
Ballina	3
Stayed in our trucks in casino	2
Lismore caravan Park	2
Lismore motor inn	2
Grafton	2
Big 4	2
Other entries	53

Oz Casino Truck Show Survey Form

Do you have any additional feedback you would like to share?

88 Responses- 26 Empty

Data	Responses
People's choice award. A QR code on the front of the truck so people can vote for. Maybe 1 for night lights and other for People's choice for the Saturday. Fewer trophy's over all. Judges that clearly are able to see other trucks other then kenworths was mainly 909s winning everything. The truck that won best lights was tidy but there was other trucks that looked better on the night but they clearly didn't buy there lights from the sponsor that counted them out.	4
Some fun fact signs. I love trucks but don't know much about driving and the industry. Facts about how much travel/freight is moved in Oz, how many gears, maintenance things, cost to fill up, how heavy is a tyre! Things we can relate to car driving. I think it'll give us regular drivers something to appreciate. Thanks	3
Awesome event, well organised and great facilities for the drivers. Not a big deal but it would be cool if at the presentation you had a big screen or something to show a image of each truck that wins the trophy when you present it. Again Awesome job to all involved.	2
More seating is needed around the streets. Just plastic chairs around the place would be great. I saw people sitting in gutters and struggling to get back up off the ground	2
Was a credit to all truckie with awesome trucks.well organised thanks to everyone involved..	2
All the Merc was advertised as truckers, and not the Australian version truckie, we really don't need to follow American stuff we are Aussie truckies. I've been around truck's all my life, and never heard the expression (truckers) only the last few years, sad we are losing our Australian identity.       .	2
Judging needs to be fairer to include all participants but otherwise great show	2

# Thank You!

2025 Casino Truck Show Survey Form

## Council Policy

<b>Policy Title:</b>	<b>Asset Management Policy</b>
<b>Policy Number:</b>	11.01
<b>Focus Area:</b>	Provide Infrastructure that meets community needs
<b>Responsibility:</b>	Asset Systems and Planning
<b>Meeting Adopted:</b>	TBA



### OBJECTIVE

The Asset Management Policy supports Council's vision and strategic objectives, sets guidelines for implementing consistent asset management processes throughout the local government area to manage assets so they provide the appropriate level of service to meet the community's needs and expectations in a financially sustainable manner.

Council takes a whole of life approach to asset management, recognising that assets must be planned, provided, maintained and renewed so that they continue to meet the service delivery needs of the community, within the context of providing best value to the community.

This is achieved by ensuring that Council has the information, knowledge and understanding of long-term risk of managing public infrastructure.

The Asset Management policy links with the IP&R planning framework and supports the development of the Asset Management Strategy and specific Asset Management Plan(s).

### SCOPE

This policy applies to all infrastructure related service provision such as road and transport, storm water drainage, water and sewerage, Council owned or managed buildings and facilities, land improvements, parks and open spaces including recreational assets.

### POLICY

The *Local Government Act 1993* and the Local Government (General) Regulation 2021 defines Council statutory obligations through Integrated Planning and Reporting requirements to account for and plan for all existing assets under its ownership, and any new assets proposed in its Community Strategic Plan, Delivery Program and associated Resourcing Strategy.

Richmond Valley Council will:

- Prepare an Asset Management Strategy and individual Asset Management Plan(s) for each class of assets that support the Community Strategic Plan and Delivery Program.
- Ensure that the Asset Management Strategy and Plan(s) cover a minimum timeframe of 10 years.
- Ensure that the Asset Management Strategy includes an overarching Council endorsed Asset Management Policy.
- Ensure that the Asset Management Strategy identifies assets that are critical to operations and outline risk management strategies for these assets.
- Ensure that the Asset Management Strategy includes specific actions required to improve Council's asset management capability and projected resource requirements and timeframes.

- Ensure Asset Management Plan(s) encompass all assets under Council's control and must identify asset service standards.
- Ensure the Asset Management Plan(s) contain long-term projections of asset maintenance, rehabilitation and replacement, including forecast costs (for reflection in the Long-Term Financial Plan).

Figure 1 below shows the planning components that frame the Asset Management requirements as part of the IP&R planning framework.



Figure 1 - Planning components that frame the Asset Management requirement.

Richmond Valley Councils first adopted an Asset Management Policy in 2008 which has been reviewed and updated regularly since that time.

The policy supports the 'Community Strategic Plan – Richmond Valley 2040', which outlines the nine strategic directions that provides a framework for actions in achieving the overarching vision.

### Policy Principles

Council's Asset Management policy is based on the following principles and objectives to guide a systematic asset management methodology across all areas of Council. They are:

- Assets exist to meet the service needs of the community and the objectives of council.
- Decisions and practices must reflect responsible management and accountability for current and future generations.

- Ensure Asset management is integrated with organisation wide functions, systems, compliance and legislative requirements.
- Ensure decisions have regard to the appropriate balance of cost, risk and performance; and decisions are made using a whole-of-life cycle approach.
- Undertake continuous improvement of asset management practices.
- Ensure best value – balance financial, environmental and social aspects.

## Policy Objectives

These principles will be applied through the establishment of a fit-for-purpose asset management framework that promotes the achievement of the following objectives.

Implement a life-cycle approach to the management of infrastructure assets where:

- Asset planning decisions are based on an evaluation of alternatives that consider the “whole of life” of an asset through acquisition, operation, maintenance, renewal and disposal.
- Reducing future asset loss by adopting optimal intervention phases.
- Adoption of innovative, contemporary technologies to improve the operation and maintenance of assets.
- The acquisition of new assets to take into account the full cost of acquisition, operation, maintenance, renewals and disposal over its life cycle. The future cost impact of new assets will be fully considered as part of any new asset approval.
- The asset management cycle considers the current and future environmental, economic, cultural and social outcomes.

Informed and accurate decision making through:

- Developing Asset Management Strategies and Plans that will apply to all major asset categories under its care and control.
- Acquisition and use of quality data, development of systems and technology that will support evidence-based decision making.
- Decision support systems and knowledge – core systems will include up to date infrastructure asset information to inform decisions.
- Inspection regime to be used as part of asset management to ensure service levels are maintained and to identify asset renewal priorities.
- Ability to account for economic, social and environmental benefits.

Transparent financial framework through:

- A needs-based budgeting process that is linked to service levels.
- Demonstrable long term financial management.
- Providing trade-off options, where funds are restricted.
- Providing the General Manager the authority to transfer funds from operation/maintenance program to a capital works program preceding a quarterly budget review (or vice versa) providing the transfer is within the already established overall program budget.
- Regardless of service levels, implemented service levels and renewals will be based on adopted budget estimates.
- Funding asset renewals are to be identified in Asset Management Plan(s) and long-term financial plans will be considered in the annual budget process.



- Revaluing assets at intervals of no greater than 5 years using component level assessments in accordance with the Australian Accounting Standards AASB 13 Fair Value and AASB116 Property, Plant and Equipment.

Balancing stakeholders needs and expectations through:

- Measuring utilisation and demand.
- Prioritising capital works, based on the community's acceptable level of service and affordability.
- Funding the optimised levels of maintenance and renewal.
- Change or future service levels will be determined in consultation with the community.

## REFERENCES

1. *Local Government Act 1993*
2. *Local Government (General) Regulation 2021*
3. *Integrated Planning and Reporting Guidelines for Local Government in NSW*
4. *ISO 55001 Asset Management Quality Systems*

## REVIEW

This policy will be reviewed by Council at the time of any relevant legislative changes, compliance requirements or at least every four years.

Stage	Date	Reason / Comments
Original Policy	2008	New operational policy
Reviewed	2015	Operational Policy Authorised by Council 14 July 2015
Reviewed	2021	Operational Policy Authorised by Council 16 February 2021
Reviewed	2022	Amended from Operational Policy to Council Policy. Incorporated legislative changes and alignment with delivery plans, Strategic Asset Management Strategy and Asset Management Plan(s). Adopted by Council - 20 September 2022 (200922/16)
Reviewed	2025	Incorporating objectives and alignment with reviewed Community Strategic Plan, Resourcing Strategy, Strategic Asset Management Strategy and Asset Management Plan(s). Adopted by Council - TBA



# 2025 - 2035

## ASSET MANAGEMENT STRATEGY

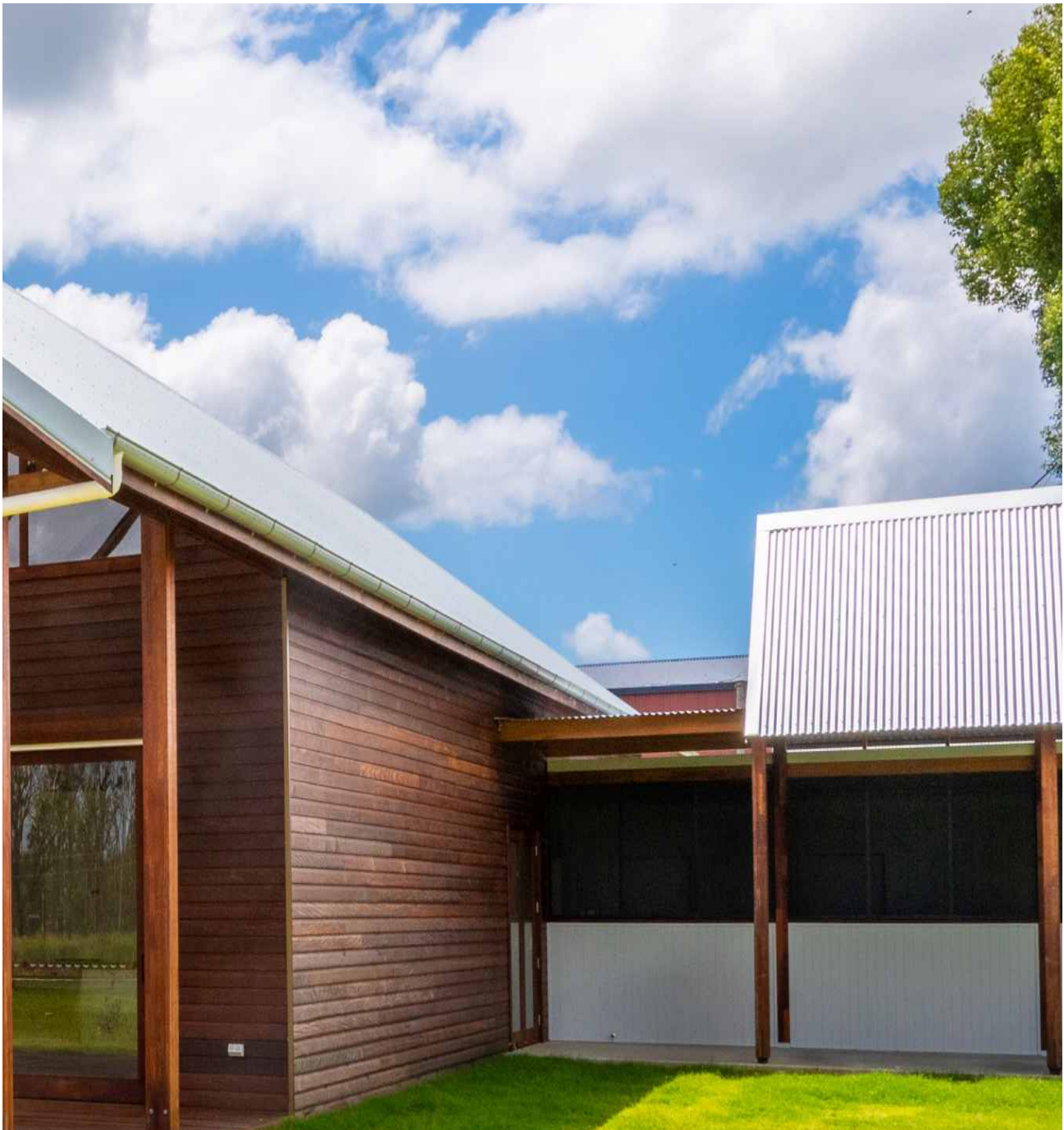
Richmond  
Valley  
Council







*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

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## Executive Summary

Richmond Valley Council is responsible for infrastructure, property, plant and equipment assets with a total replacement value of \$1.4 billion\*. These assets assist Council to deliver services to the community and provide personal and economic benefits for the area. Council is required to make decisions on where to allocate money and resources to provide and maintain assets delivering the services required. The demand for services has always been greater than the funds to provide services, and a constant process of evaluation is required to meet core service standards balanced with community needs and expectations.

This strategy is prepared to assist Council in meeting the guiding principles outlined in Section 8 of the *Local Government Act 1993* for planning strategically, using the integrated planning and reporting framework to build strong, healthy and prosperous communities. Council's legislative requirement provides accountability for planning of existing and future infrastructure assets within its Community Strategic Plan, Delivery Programs, and associated Resourcing Strategy in consultation with the community.

The Asset Management Strategy is to enable Council to show:

- The 'whole of organisation' view and current state of assets underpinning Council services

identifying capital investment, asset retention and disposal implications identified from the asset planning process;

- The integration of Council's asset management with Council's vision, strategic objectives and long term strategic plan;
- The delivery of services to meet the diverse needs of the local community incorporating the future planning of long term and identification of cumulative effects of actions on future generations;
- How its assets will meet the service delivery needs of its community and;
- The framework to guide the continuous improvement and maintenance of asset management practices.

The Asset Management Strategy collates information and recommendations relating to individual assets within categories with the aim to improve suitability and sufficiency, fitness for purpose and value for money, as well as achieving the Council's core aims.

The strategy also outlines an asset management improvement plan detailing a program of tasks to be completed, and resources required to bring Council to a minimum 'core' level of asset serviceability conditions with a focus on 'whole of life' asset management foundations.

\* Not including non-infrastructure assets such as information, communication and technology assets, and fleet.



# *Introduction*

## ABOUT THE RICHMOND VALLEY



The Richmond Valley Council area covers 3,050km<sup>2</sup> and extends from the coastline at Evans Head to the foothills of the Great Dividing Range to the west interspersed with state forests, national parks and nature reserves, also containing both urban and rural communities.

The largest township is Casino which is centrally located between a series of other regional towns including Lismore, Ballina and Grafton. Richmond Valley includes smaller surrounding communities including (in descending order of population) Evans Head, Coraki, Woodburn, Broadwater, Rappville, Rileys Hill and Whiporie with a total estimated resident population (ERP) in 2024 of 23,892. Richmond Valley is traversed by four major transport arterials comprising: The Pacific Highway, Summerland Way and North Coast Rail Line, providing direct access to South East Queensland; and the Bruxner Highway providing east-west connectivity from the coast to the New England Tablelands. Major airports are located at Ballina, Coolangatta and Brisbane.

Historically, population growth for the area is strongly influenced by residential projects rather than a demand of people moving into the area. Covid-19 pandemic resulted in a higher than predicted growth across regional areas in Australia including Richmond Valley. Casino was identified as a Regional Jobs Growth Precinct in early 2021 enabling a range of improvements to boost investment and employment opportunities. This requires a major overhaul of urban footprint and infrastructure to meet the housing needs of the growing workforce into the future.

The projections model a steady growth increase for the Richmond Valley LGA with an average population growth of 0.21% per annum between 2021 and 2041. This results in an increased demand and management of public infrastructure to support the growing local economy, housing market, natural environment, community-based facilities and associated public infrastructure services.

## PURPOSE AND OBJECTIVES

The purpose of the Asset Management Strategy is to define and document the necessary approaches to be undertaken to achieve the implementation of Council's Asset Management Policy.

The Strategy's objective is to establish a framework to guide the planning, construction, maintenance and operation of the infrastructure essential for providing services to the community.



## ASSET MANAGEMENT PLANNING PROCESS

Asset management planning is a comprehensive process aimed at ensuring assets are managed and maintained in a way that enables affordable services to be provided in an economically optimal way. Service levels are determined by an assessment of Council's financial sustainability balanced with priorities and community demands.

Asset management planning process commences with defining stakeholder needs and Council's legislative obligations, incorporating into Council's Community Strategic Plan. This is reflected in Council's Asset Management Policy, Asset Management Strategy, Asset Management Plan(s) and Operational Plan and Delivery Program, which are linked to the Long-Term Financial Plan and Resourcing strategy.

The broad aims of the asset management process include:

- provision of value for money in the delivery of services;
- provision of services in line with community desires and expectations;
- accountability for the use of scarce resources; and
- demonstrate responsible and responsive asset management practices.

The asset management planning process and its relationship to Council's organisational process is shown in Figure 2.



Figure 2: Asset Management Planning Process and relationship with Community Strategic Plan



The **Asset Management Policy** delivers the legislative requirements, principles and guidelines and sets the framework of asset management linking the Asset Management Strategy and plans to the Community Strategic Plan, Delivery Program and Resourcing Strategy. The Asset Management Strategy provides a “whole of organisation” view of assets in a strategic document that identifies the capital investment, asset retention and disposal implications identified from the asset planning process as outlined in individual Asset Management Plan(s).

The Asset Management Strategy document is aimed at:

- Maximising the service potential of existing assets by ensuring they are appropriately used and maintained;
- Reducing the demand for new assets through demand management techniques and consideration of alternative service delivery options;
- Achieving greater value for money through a rigorous management and evaluation process which takes into account life-cycle costing, value management techniques and partnerships with the government and private sectors;
- Eliminating unnecessary acquisition and holding of assets by ensuring the community are aware of the full costs of holding and using assets; and
- Focusing attention on results by clearly assigning responsibility, accountability and reporting requirements in relation to asset management.

The **Asset Management Plan(s)** outline actions and resources to provide a defined level of service in the individual asset category which forms the basis of the Asset Management Strategy. The Asset Management Plans ensure Council meets community expectations, strategic and corporate goals, and legislative requirements and are in accordance with recognised best practice.

Asset Management Plan(s) are developed for each category of asset outlined in the asset management framework which is inclusive

of all infrastructure assets under its control. This includes: Roads and Transport, Water Network, Sewerage Network, Land Building and Open Space, and Stormwater Drainage. The supporting information to justify the Asset Management Strategy recommendations are discussed in depth in the individual category Asset Management Plan(s) supporting the Asset Management Policy, objectives and the processes that enable achieving Councils objectives.

The Asset Management Plan(s) achieves these aims by:

- Clarifying the asset profile of Council;
- Encouraging and supporting discussion on asset management issues;
- Providing a review of the current asset mix;
- Identifying ideal asset mixes that support Council’s strategic direction;
- Identify opportunities to alter or combine services delivered by Council;
- Identify the appropriate level of operational performance for assets new and existing;
- Identifies assets for disposal that are surplus to the Council’s requirements;
- Addresses asset issues with high levels of community interest;
- Detailing the appropriate condition of physical assets to meet service delivery objectives.



The Asset Management Plan(s) contain:

- A description of the asset (physical details and financial information);
- The objective / purpose of the asset (or each key component of it);
- The service levels we currently deliver and future changes if applicable;
- Forecasted future demand requirements for service delivery;
- The risks associated with each asset;



- The (expected) life-cycle of the asset;
- Financial information;
- Improvement, maintenance, renewal and disposal program;
- Key performance measures;
- Annual review cycle.

The level of detail within each individual plan is dependent on the scope and size of the assets contained within the plan. These plans are practical documents that are designed to be easily understood and updated by asset managers. The plan(s) provide the detail to inform the Asset Management Strategy and are modelled on the International Infrastructure Management, ISO 55001, Asset Management and Financial guidelines.

Maintenance is targeted and prioritised to meet level of services and ensure our assets work for the customers and staff who use them, that they are safe, secure, and accessible for the life of the asset.

Annual reviews and infrastructure revaluations are carried out to maximise the benefits that our assets deliver to the community.

## STRATEGIC ASSET MANAGEMENT IN INTEGRATED PLANNING AND REPORTING

This Asset Management Strategy supports the guidelines of Section 403 of the *Local Government Act 1993 Act* for regulated planning and reporting. This ensures compliance with the Integrated Planning and Reporting framework incorporating Asset Management Planning being one of the inter-related elements of the Resourcing Strategy. The Asset Management Strategy is supported by Council's Asset Management Policy and individual operational Asset Management Plan(s).

The Asset Management Strategy and individual Asset Management Plan(s) are required to be reviewed every four (4) years in alignment with the Integrated Planning and Reporting Framework planning cycle, ensuring they provide a useful and up-to-date management tool and reference document during the elected term of Council. The review of plan(s) will include changes in objectives, policies, service levels, systems, technology and any other relevant amendment including any references to changes in community expectations.



## *Asset Management at Council*

### **WHOLE-OF-LIFE ASSET MANAGEMENT**

Richmond Valley Council has undertaken asset management planning initially to meet legislative requirements and to provide a base for developing a long-term financial plan as required by the Integrated Planning and Reporting Framework. The approach is referred to as “core” asset management and provides basic asset management. Over time Council has worked towards modification of Asset Management Plans through a cycle of continuous improvement that will support the changing needs of Council.

Council has programmed actions that demonstrate progress towards sustainability of assets in a whole-of-life approach. This includes the social, economic and environmental needs of the community are provided at the least cost, risk and impact in a sound governance and decision-making framework.

Considering whole-of-life costing enables informed decision making from the outset, and often leads to a more comprehensive assessment of value for money. It provides a strategic and analytical approach to managing Council’s assets in a sustainable manner.

Incorporating whole-of-life management requires Council to integrate its strategic asset planning with its financial planning to ensure financial sustainability now and into the future.

Council is maintaining dialogue with the community through the process involved with the Integrated Planning and Reporting Framework. Council reviews service levels and revenue required to provide assets that are acceptable to the community and remain fit for purpose.

The whole-of-life asset costing methodology is referred to total cost of ownership over the entire life of an asset. It estimates accumulated cost of acquisition, operation, maintenance support and disposal or decommissioning the asset (less any income or revenue received) as shown in Figure 3.

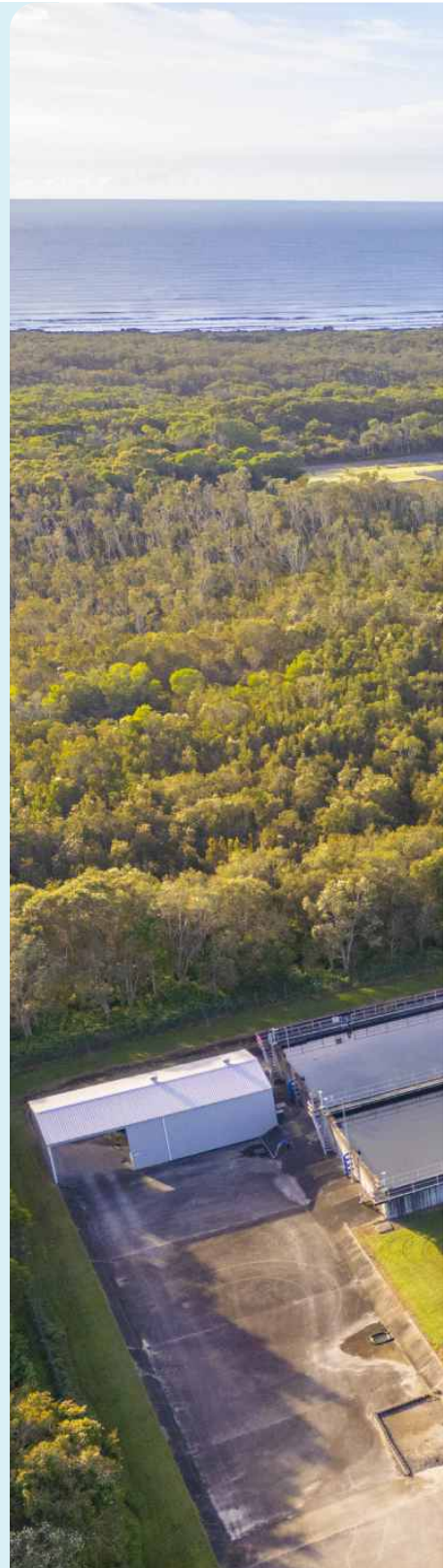










Figure 3: Whole of Life Costing

### NEW ASSET PLANNING PATHWAY

Planning is the first stage of an assets life-cycle when creating new assets that previously did not exist. This process of planning includes new assets created by Council in response to demand, community expectations and future planning, as well as assets created by external, private and government agencies that hand over assets to Council at final construction phase.

The planning process considers:

- Do we need the asset?
- Can we afford it?
- Does the asset provide the best value for the community?



The initial planning phase needs to ensure an asset whole-of-life cost evaluation is conducted to recognise the full cost of the asset incorporated into the Long-Term Financial Plan. This first stage of an asset life cycle is crucial for all stakeholders, from financial teams, asset planning, maintenance operators and the community. The decision to acquire an asset relies on the asset fitting a need to service the community and contributing to Council's operational and financial framework.

The pathway for new asset acquisition is driven from community expectations formulated into Council's Community Strategic Plan. This plan sets community priorities for growth linked to future services and facilities.

New assets are created through various avenues and points of time including urban land release and development, additional supporting infrastructure to support imposing an additional load on existing infrastructure, realisation of development contribution

funding allocation, and Council plans and strategies as shown in Figure 4. Master plans and concept designs provide aspirational ideas and are not a commitment for construction and implementation to the community. Grant funding opportunities should only be realised upon a full asset evaluation based on the whole-of-life evaluation module.



Figure 4: New Assets Pathway Evaluation Model

## ROUTINE OPERATIONS AND MAINTENANCE FOR ASSETS

This stage involves any maintenance and repair that may be needed on an asset. During operational activities assets are regularly monitored and checked for any performance issues that could unexpectedly develop and maintenance activities are actioned to prevent any unexpected failures. Expenditure has no

effect on asset condition but is necessary to keep the asset appropriately utilised. Asset maintenance is the day-to-day work required to keep maintaining the asset condition rating to continue to operate at the required service levels.

## ASSET RENEWAL/UPGRADE PATHWAY

Asset renewal or upgrade stage is the substantial replacement of an asset or a significant asset component to its original size and capacity. Even with good maintenance, assets may deteriorate well before reaching the end of their useful life dependent upon many factors, such as ground conditions and the environment. The upgrade of an asset is related to the extension of an asset or an increase of capacity in response to growth or an increase in the defined levels of service.

Preferred asset condition directly linked to service levels has undertaken community engagement and consultation and will continue to be monitored against Council's asset base.

The agreed conditions and levels of service are reflected and through capital improvement, renewals and maintenance activities with allocated funding contained in the Long-Term Financial Plan. Financial constraints limit the ability of Council to deliver all the desired services through current asset management practices.

Actions are identified to bring all Council assets up to the minimum standard required by legislation for each area or activity, including gaps in knowledge, and the need to fund the estimated cost of achieving satisfactory levels of service consistent with community expectations.

## DISPOSAL OF ASSETS PATHWAY

Finally, at the end of an asset's useful life, it is removed from service and either sold, repurposed, thrown away, or recycled. The useful life is to be evaluated and determined at the asset revaluation stage or in the event of an unplanned failure. Critical assets and assets nearing the end of life should be reviewed annually.

The underpinning evaluation process for asset disposal considers if the asset:

- has reached the end of its useful life,
- is surplus to requirements,
- has an unplanned asset failure,
- is under-utilised,
- is not fit for purpose,
- is unserviceable, or unsafe or
- does not meet legislative requirements.

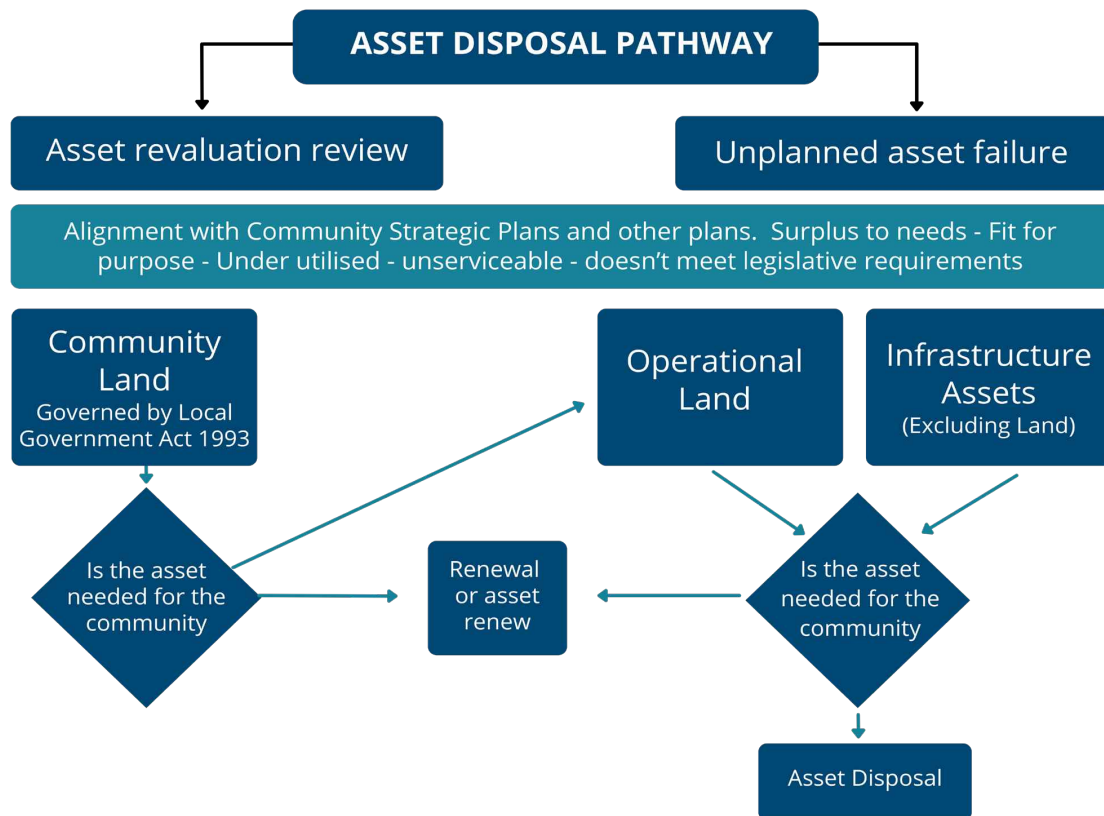
An asset at the end of its useful life may have no business value however it will still need to be disposed of efficiently to ensure it does not harm the environment.

If there is a community or operational need for the asset, a replacement is planned through renewal/upgrade or via the new asset pathway and the asset life-cycle begins again.

The disposal of real property assets (eg land) is governed by the *Local Government Act 1993* and *Local Government (General) Regulations 2021*. All land sales must be determined by a resolution of Council and cannot be delegated.









## CRITICAL ASSETS AND RISK MANAGEMENT STRATEGIES

All assets identified pose a risk to Council operations should they fail. Strategies to minimise the risk including Council maintaining assets at a level that only require operational maintenance or above to sustain serviceability. Assets nearing the end of their useful life requiring renewal or replacement pose a risk to Council being able to continue the service provided for by the asset.

Council has identified the most critical infrastructure including.

- Water treatment plants and pumping stations.
- Sewerage treatment plants and pumping stations.
- Main pipelines for water and sewerage connecting major infrastructure, eg. pump stations to treatment plants.
- State, regional, arterial, and collector loop roads which includes any infrastructure such as bridges and culverts structures located on these roads.

The consequences of asset failure can have implications on many areas as identified in Council's Enterprise Risk Management Framework.

Relative to infrastructure, Richmond Valley acknowledges its responsibility under the *Local Government Act 1993* to act as a faithful steward of community assets and infrastructure. Although Council is open to exploring new technologies, construction techniques and designs, it will also be diligent in ensuring that infrastructure is safe, fit for purpose, sustainable and affordable for our community.

The Enterprise Risk Management Framework identifies:

- Our operating environment;
- Our stakeholders;
- The key risk areas of Council;
- Risk appetite statements;
- Risk management foundations;
- Risk management processes;
- The roles and responsibilities within Council and;
- How we measure success in risk management at Richmond Valley.

The individual Asset Management Plan(s) have identified risks by considering issues relevant to the location, level of service and condition of specific infrastructure categories. Issues are looked at in relation to critical assets with a high consequence of failure rather than just a high probability of failure.

## ASSET MANAGEMENT STRUCTURE

Richmond Valley Council's structure is designed to effectively deliver services and outcomes for our community. There are four directorates: Planning and Sustainable Communities, Infrastructure Services and Projects, Organisational Services and the Office of the General Manager. This structure supports clear accountability, collaboration and a strong alignment between community priorities and operational delivery. It enables Council to remain agile in the face of change, while maintaining a strong foundation of service delivery.

Asset Systems and Planning is part of the Infrastructure Services and Projects directorate which is responsible for the strategic planning and maintenance of the asset inventory including condition and financial information.

Council nominated an Asset Management Steering Committee that will ensure that projects and initiatives meet Council's strategic objectives. A review of the committee members, meeting frequency and agenda is currently underway to ensure that the committee is in the best position to manage the direction of Asset Management within Council.

# ASSET MANAGEMENT STEERING COMMITTEE

The primary function of the Asset Management Steering Committee is to take responsibility for determining the program, governance, and the achievement of outcomes of infrastructure management activities.

The Asset Management Steering Committee provides operational assistance and professional input to the management of assets that Council owns or is delegated.

The Committee seeks to ensure that:

- The principles and standards of "Best Practice" asset management are applied appropriately and in a uniform manner.
- The appropriate operational mechanisms are in place for the effective engagement of the different internal and external stakeholders with interests in Council's asset management practices.
- Corporate governance and risk management policies, procedures and guidelines are applied consistently to the management of Council's assets.
- Organisational confidence in data quality and subsequent information is built and maintained at an acceptable level.
- Over seeing the asset revaluation process. This includes determining methodologies for the condition assessment process of assets as well as determining unit rates, design lives and valuation methodologies.

The Asset Management Steering Committee responsibility is owned and coordinated by the Manager of Asset Systems and Planning and shall comprise of key staff throughout the organisation from asset planning, asset delivery, infrastructure engineers, strategy and finance.

The Committee is involved in reviewing:

- Policies, Procedures and Guidelines related to the management of Council's assets.
- Council's Asset Management Plan(s) to ensure currency and completeness of information.

- Review capital works and delivery programs which directly relate to the Long-term Financial Plan.
- To make recommendations for budget considerations, infrastructure priorities and projects to the executive about strategic asset management directions.
- To make recommendations about asset management resources.
- Provide strategic direction and guidance for service delivery and asset management.
- Provide advice in relation to service delivery and asset management matters that may be referred by Council.
- Assist relevant Managers in the preparation of recommendations for Council decision.
- Provide a coordinated whole of Council approach through a forum which provides constructive commentary and guidance on issues relative to infrastructure assets.

The role of the Steering Committee is to ensure the Asset Management Plan(s) reflect the operational activities of Council and meets the intent of the Asset Management Strategy and is in accordance with the Asset Management Policy.

The Asset Management Steering Committee contain Council's asset custodians including management leadership expertise. The group is responsible for ensuring the preparation and overview of individual Asset Management Plan(s) including inspection and maintenance schedules, condition surveys and the regular monitoring of cost implications. This document provides a summary of the asset categories and provides the platform for the annual strategic planning processes for asset maintenance and capital works in line with community agreed levels of service.

## *Status of Councils Assets*

### WHERE ARE WE NOW?

Our Valley is built on determination and resilience. Over the past five years, our region has faced major challenges, including floods, fires, drought, and a health pandemic. Our recovery efforts aim to restore public infrastructure to at least its pre-disaster state and bring back essential services and facilities.

We're also focused on rebuilding in smarter, stronger ways to better protect our community in the future and support a healthy, thriving region.

For now, the condition of Council assets is based on estimates using age and expected design life, while we work to improve visual inspections. The severe damage from the 2022 floods has impacted overall asset conditions, and Council is continuing work on repairs and recovery through our disaster reconstruction program.



# INFRASTRUCTURE ASSETS

Asset Group	Category Description	Measure
Roads and Transport	Roads sealed network	530 km
	Roads unsealed network	536 km
	Kerb - Surface drainage	145 km
	Footpaths and cycleways	65 km
	Bridges and major culverts	154 (count)
	Traffic management devices (including pedestrian refuge, roundabout, speed hump, splitter island)	438
	Road ancillary assets (including signals, signs, road barriers and street lighting)	Various counts
Stormwater	Stormwater drains	82.5 km
	Stormwater pits	2750 items
	Stormwater structures (including gabions, gross pollutant traps, sediment traps, retention ponds)	70 items
	Stormwater headwalls	695 items
Water	Water pipelines and connections	297 km
	Water meters	7165 (count)
	Water reservoirs, treatment plants and pump stations	21 (count)
	Water treatment plant site infrastructure	409 (count)
	Water hydrants, valves, swabbing pits	3692 (count)
Sewerage	Sewerage pipelines and connections	217.26 km
	Sewerage treatment plants and pump stations	38 (count)
	Sewerage pump stations site infrastructure	775 (count)
	Sewerage manholes	2511 (count)
	Sewerage valves, valve pits, rodding ends, vent stacks	434 (count)
Land, Building and Other Structures (LBO)	Buildings	256 (count)
	Land (Council owned and managed)	383 (count)
	Other Structures (BBQ, fences, shelters, bins, tables, seats, lighting, signs)	2542
	Land Improvements (playgrounds and equipment, playing surfaces, landscaping, internal facility services eg stormwater, water, electrical)	Various counts



## CONDITION OF ASSETS

Council's condition assessment is rated on a five-point rating scale including:

- **Condition 1 – Excellent/Very Good Condition – No work required**
- **Condition 2 – Good Condition – Only minor maintenance work required**
- **Condition 3 – Satisfactory Condition – Maintenance work required**
- **Condition 4 – Poor Condition – Renewal required**
- **Condition 5 – Very Poor Condition – Urgent renewal/upgrade required.**

Council asset planning benchmarks is to maintain asset conditions to a minimum point score of 3 being 'Satisfactory Condition' or above to sustain serviceability. It is recognised that as assets near their end-of-life period conditions will drop at a greater rate and therefore as conditions approach condition 4 they are to be re-evaluated and decisions made as to whether to renew, replace the asset or allow it to deteriorate to an unusable state and hence decommission the asset. The aim is to have all existing assets fulfil their useful life. Further community consultation will be conducted to determine the need for existing and new assets as part of the Integrated Planning and Reporting Framework Process.

## FINANCIAL HEALTH

Richmond Valley Council is responsible for the management of assets valued at more than \$1.4 billion. These assets play an integral part in delivering the services provided by Council to serve the community.

The Auditor General requires Council to annually report assets performance ratios as a measure of overall asset management sustainability. The ratios represent the health of the organisation in comparison to benchmarks. Council's ratios as a consolidated view are presented in Table 3 and the financial status of Council's infrastructure assets is shown in Table 4 as of 30 June 2024.

The asset consumption ratio is the average proportion of "as new" condition for assets. This ratio shows the written down value of the depreciable assets relative to their 'as new' value. It highlights the aged condition of physical assets and potential magnitude of capital required into the future to reserve the service potential. Figure 6 provides the asset groups split by replacement value. The asset consumption ratio for remaining service life by asset groups in accordance with financial valuations are shown in Figure 7.

Roads and transport assets are Council's largest

asset group comprising at 52% of total asset value with overall average 78% remaining by value. The condition of Council's assets is shown within each respective Asset Management Plan(s). Condition inspections are carried out internally or by external contractors supporting the magnitude of asset consumptions.



Table 3: Performance indicator ratios as of 30 June 2024

Asset consumption ratio 78%	The asset consumption rate target is to maintain between 50% and 75%. A ratio less than 50% indicates a rapid deterioration of the asset base where urgent investment is required to ensure service levels can be maintained. A ratio greater than 75% indicates that Council is over investing in its asset base.
Agreed service level ratio 5.26%	This ratio shows the estimated costs to return assets to an agreed service level. This is calculated by proportion of costs to return asset to serviceable condition against the gross replacement cost.
Asset renewal ratio 61.29%	<p>This ratio shows the rate of assets being renewed compared to the rates they are wearing out. This does not include the acquisition of new assets or refurbishment of assets that increase capacity/performance. This is measured by capital expenditure on renewal or replacement of assets compared to rate of depreciation over the same period.</p> <p>The target benchmark is to maintain at 100%. A ratio over 110% indicates Council is over-investing in renewal and replacement. A ratio less than 90% indicates under-investment in renewal of asset base.</p>
Asset maintenance ratio 131.27%	<p>This ratio shows the rate if assets are being maintained to a required level. This is measured by actual maintained expenditure compared to required maintenance expenditure. The target benchmark is 100%.</p> <p>A ratio over 110% indicates Council is over-investing in maintenance activities. A ratio less than 90% indicates an under investment resulting in a deterioration and risk to performance and service levels.</p>
Backlog ratio 6.86%	<p>The infrastructure backlog ratio shows the infrastructure backlog in proportion to the total written down value (the value of an asset after accounting for depreciation, reflecting the asset's present worth) of a council's infrastructure. A ratio of less than 2% is considered the benchmark.</p> <p>The ratio is calculated by the estimated cost to bring assets to a satisfactory condition divided by the total value written down value of roads, water, sewer, buildings and other infrastructure assets.</p>

Table 4: Financial status of assets as at 30 June 2024

Asset Group	Description	Replacement Value	Written Down Value
Roads and Transport	Roads (sealed and unsealed), Bridges, Footpaths, and Cycleways	\$ 722,413,920	\$ 587,119,909
Water	Water network	\$ 123,956,604	\$ 85,073,191
Sewer	Sewerage network	\$ 195,197,997	\$ 116,808,206
Land, Building and Other Structures (LBO)	Land Improvements, Other Structures, Open Space/ Recreational, Buildings	\$ 280,633,467	\$ 235,721,051
Drainage	Stormwater	\$ 76,204,052	\$ 61,507,669
Total		<b>\$ 1,398,406,040</b>	<b>\$ 1,086,230,026</b>

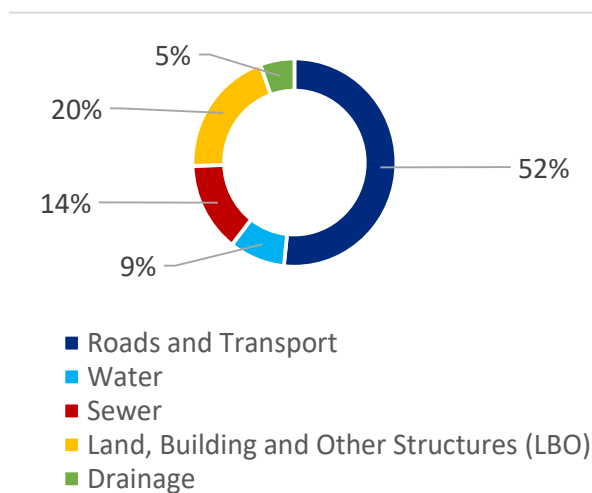


Figure 6: Asset Replacement Values as % of Total Value

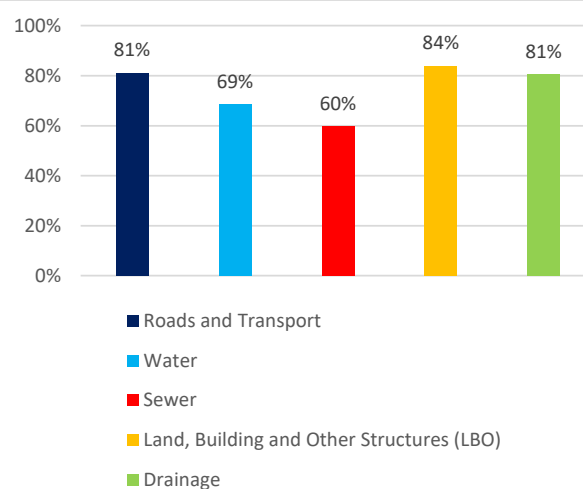


Figure 7: Asset Consumption Ratio - % 'As New' Remaining



*Future Direction - Where do we want to be?*

## COUNCIL'S VISION, PRINCIPLES, VALUES AND OBJECTIVES

This Asset Management Strategy is prepared in accordance with Council's vision, principles, values and strategic objectives. Council's vision is:

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

Richmond Valley's 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.

Council has made strong progress in recovery since the devastating floods in 2022, 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. Our 2025-29 Delivery Program outlines what we will do over the next four years to achieve the objectives of the Community Strategic Plan. The delivery program focused on the action items to support a growing progressive community which is safe, inclusive and sustainable.

## ASSET MANAGEMENT POLICY

The Asset Management Policy supports Council's vision and service delivery objectives for asset management in accordance with the Corporate Plan and applicable legislation.

The Asset Management Strategy is developed to support the Asset Management Policy and to enable Council to show:

- How its assets will meet the affordable service delivery needs of the community into the future;
- Enable Council's Asset Management Policy to be achieved;
- Ensure the integration of Council's asset management with its long-term strategic plans, including the Long-Term Financial Plan.

The Asset Management Strategy is to guide the Asset Management Plans and the Long-Term Financial Plan. These in turn need to be informed by sound data, supported by an integrated asset management system and conducive for improved performance.





# ASSET MANAGEMENT VISION

To ensure the long-term financial sustainability of Council, it is essential to balance the community's expectations for services with their ability to pay for the infrastructure assets used to provide the services. Maintenance of service levels for infrastructure services requires appropriate investment over the whole of the asset life.

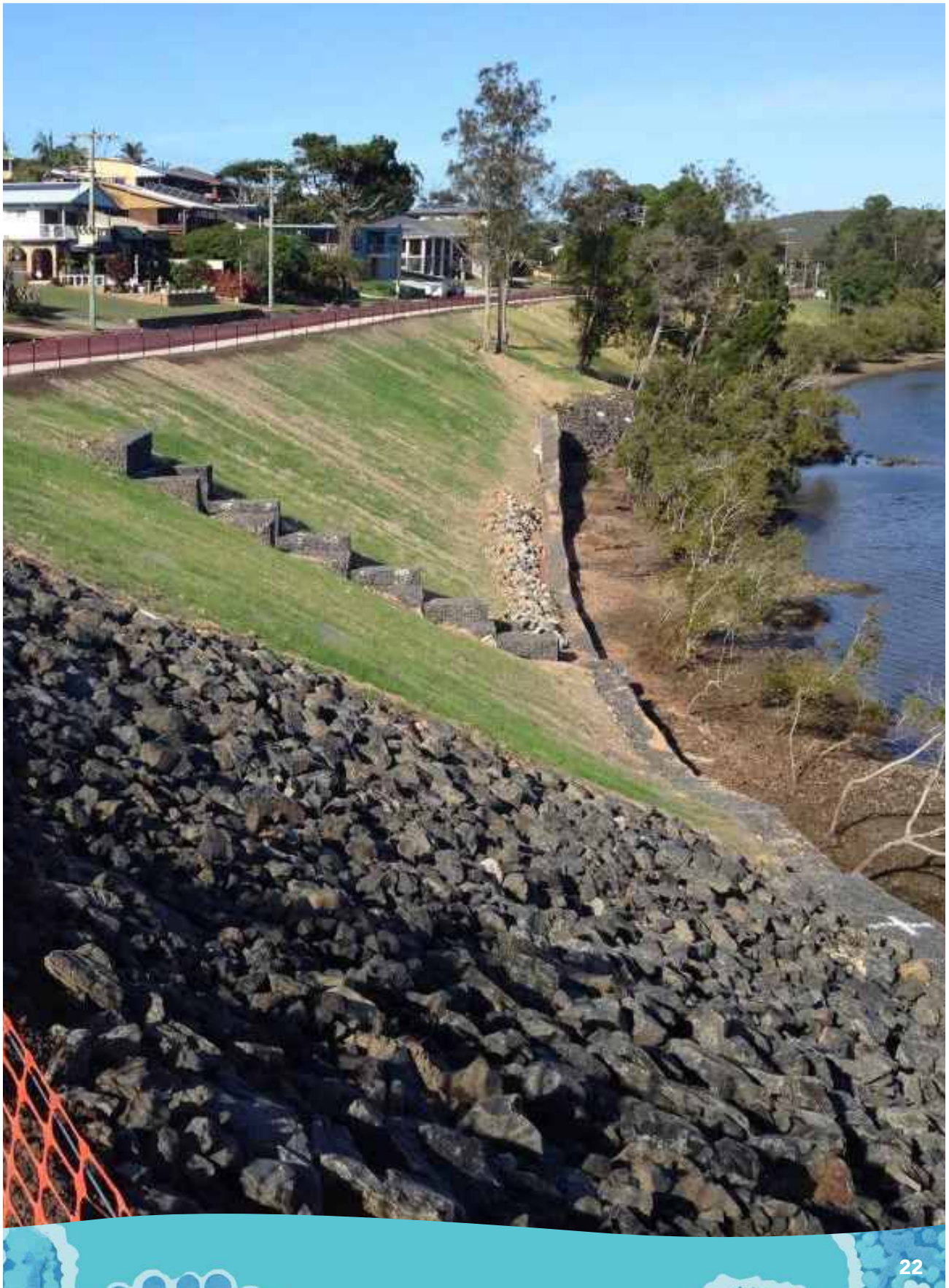
To assist in achieving this balance in line with the Richmond Valley Vision, Council plans to:

- Support growth through sound infrastructure planning.
- Ensure Council's services and infrastructure are provided in a sustainable manner, with appropriate levels of service to residents, visitors and the environment.
- Undertake a whole-of-life cycle approach to asset management when assessing infrastructure projects and service delivery.
- Develop asset management culture through whole-of-council approach.

Council aligns its asset portfolio to desired outcomes of the community. It defines the strategic actions that it intends to implement to ensure that its assets best meet its service delivery requirements. The individual approach to determine the appropriate level of detail and complexity of Asset Management Plan(s) is reliant on the asset in question.

Asset planning balances the service delivery potential, and cost, of existing assets against the cost of other resources required to achieve Council service objectives within timeframes and budgets. Service delivery solutions not involving Council's assets, such as contracting, are also to be considered at this point. Strategies for the management of individual assets and services are based on defined service delivery objectives for each asset and identify the current and ideal asset mix to achieve Council's strategic objectives.







## HOW WILL WE GET THERE?

The Asset Management Strategy proposes a plan of action to enable the objectives of the Community Strategic Plan, Delivery Program, Asset Management Policy and the Asset Management Vision to be achieved.

Council will focus on improving asset life-cycle maintenance, planning to reduce overall maintenance expenditure and improved asset performance. This whole-of-life approach is planning maintenance based on total estimated costs incurred over the anticipated useful life of an asset, including initial construction, ongoing operational and maintenance as well as the final disposal at the end of its life. Analysis is based on choosing the most cost-effective maintenance approach over the long-term minimising the overall total cost.

To achieve whole-of-life asset management, the following considerations are required:

- Detailed asset condition audits – a full extensive current condition audit defining maintenance requirements (deferred and ongoing) including cost estimates, work plans, and prioritisations schedules.
- Maintenance backlogs – assets in poor condition will need to be brought up to standard prior to whole-of-life management can be programmed.
- Budget redesign – to save money over the medium and long-term, maintenance budgets are likely to have to increase significantly in the short-term. The maintenance budgets are to continue to be implemented and not diverted to unplanned operational expenditure.
- Upfront planning – Building capacity for analysis of the asset and condition register with long term focus measured to industry benchmarks to recognise initial expenditure for future savings.

- Whole-of-life commitment – Implementing strategies to maintain and improve assets conditions to minimise major unplanned future liabilities, which ultimately lead to asset disposition strategies.



## FINANCIAL VALUE AND FUNDING ALLOCATION METHODOLOGY

Richmond Valley's infrastructure assets are held at fair value. Comprehensive revaluations are performed on each asset group at least every five years, however, the carrying value of assets is assessed by Council at each reporting date to confirm that it is not materially different from current fair value.

Depreciation is calculated using the straight-line method to allocate the cost, net of realisable value, over the assets estimated useful life.

The following are the funding sources identified in the Long-Term Financial Plan to fund the infrastructure renewals and upgrades:

- Rates and annual charges (including special rate variations)
- User charges and fees
- Grant funding – operating and capital
- Loan borrowings

- Section 7.11 and 7.12 developer contributions
- Section 64 developer contributions (water and sewerage assets)
- Other Internally Restricted Reserve funds

Council will determine the appropriate funding mix for the various new works and service programs during review of the Long-Term Financial Planning process.

Council will review and implement a capital works evaluation module for budgeting proposals including the consideration of purpose, need, scope, cost effectiveness, risk, any expected revenue and public value which will be incorporated into the Long-Term Financial Plan.

Council's Long-Term Financial Plan is based on rate growth being limited to the rate pegging percentage as determined by IPART and additional revenue generated from previous special rate variations. Previous special rate variations were aimed at addressing Council's asset renewal and replacement program and increased asset maintenance spending levels required to ensure assets meet expected performance levels and planned life-cycle. The revenue generated from these variations in rating revenue will continue to support

maintaining Council's assets and alleviating asset renewal backlog along with a strong reliance on grant funding for asset renewals and replacement. This plan is assisting to address the revenue deficiency that Council faces in terms of sufficiently maintaining assets to required levels and alleviating the pre-existing asset renewal backlog.

## FUTURE ASSET RENEWAL PROFILE

Council has budget allocation for asset renewal within the Long-Term Financial Plan. The asset renewal or upgrade stage is the substantial replacement of an asset or a significant asset component to its original size and capacity. Table 5 provides the budget allocation for the operating and maintenance costs for the 2025-2026 financial year. Figure 8 provides a breakdown of maintenance costs in comparison of Figure 9 being capital replacements. The roads and transport network including an overall investment of 40.8% of total budget allocation. This is reflective of the total asset replacement costs at 52% as shown in Figure 6.

The 10-year projected expenditure incorporated into the Long-Term Financial Plan is shown in Appendix A.



Table 5: Budget allocation for operating and maintenance costs 2025-2026

Asset Group	Asset Class	Annual Maintenance	Annual Renewal
Roads and Transport	Roads (sealed and unsealed), bridges, footpaths, and cycleways	\$ 2,236,229	\$5,492,952
Water	Water network	\$ 637,070	\$ 3,535,212
Sewer	Sewerage network	\$ 1,379,268	\$ 1,787,727
Land, Building and Other Structures (LBO)	Buildings	\$ 1,257,494	\$ 2,077,696
	Land Improvements, Other Structures, Open Space/Recreations/ Buildings		
Drainage	Stormwater	\$ 210,673	\$ 573,904

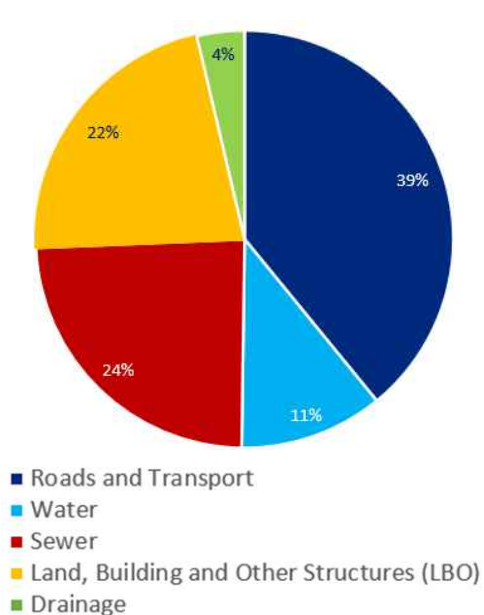


Figure 8: Breakdown of maintenance costs

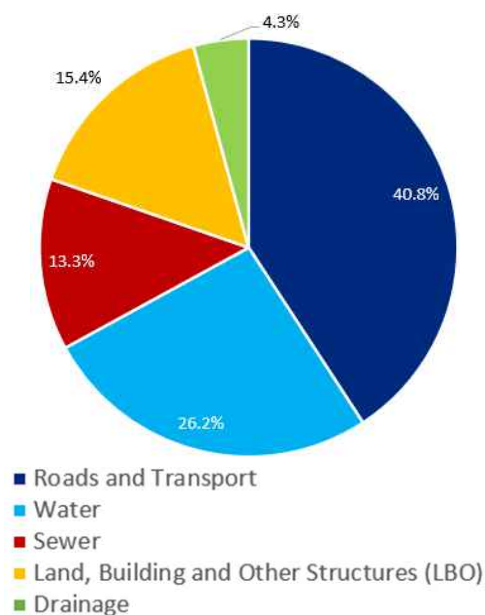


Figure 9: Breakdown of capital replacements





## REPORTING AND MONITORING OF PERFORMANCE AND REVIEW OF THE PLAN

Monitoring performance in achievement of the targets contained in the Asset Management Strategy is undertaken through a process of translating key performance measures into annually revised Operational Plans and Delivery Plans required under the Integrated Planning and Reporting framework.

Performance reporting will be undertaken by the responsible officers within Council, who will monitor and report on achievement of outcomes as part of the Integrated Planning and Reporting process.

Council will report on assets in the annual financial statements, in accordance with the Local Government Code of Accounting Practice and Financial Reporting, including condition assessment, renewal and maintenance expenditure.

The maintenance of the Asset Management Strategy is an ongoing process that is continually evolving. The Table 6 below outlines activities to be undertaken in future to ensure ongoing improvement of processes and service delivery activities.

## MEASURES AND TARGETS

The success of Council in meeting the objectives of this Strategy and compliance with the Policy will be measured by the condition benchmark of the assets. The Asset Management Strategy for achieving the asset condition targets is contained in the summary of each asset group. Council's main priority is to ensure that services can be safely delivered via our assets at the level agreed with the community.

The condition of assets will be monitored regularly through implementation of our Asset Management Plan(s) and other Integrated Planning and Reporting processes. Asset Management activities have been planned out to 10 years, as required under the Integrated Planning and Reporting framework.

Council will commit to measuring asset management efforts through an asset consumption ratio, asset renewal funding ratio and asset sustainability ratio annually as part of the evaluation process to ensure sustainable asset portfolio delivery. These KPIs are presented in Council's annual financial reports and assist in understanding resource capacity and provide a valuable input to Council's strategic decision-making process.



## ASSET MANAGEMENT IMPROVEMENT PLAN

Richmond Valley Council will continue to drive improvements in the management of infrastructure assets. Council has undertaken a review in the development of the Asset Management Policy, Asset Management Strategy and the development of individual classes of Asset Management Plan(s).

Council will drive improvements in asset data, condition assessment and management. Council will improve practices including those introduced by the audit office to update registers and asset management systems providing suitable controls to ensure the integrity of the data.

The roadmap for the next four years is to assist Council to evolve into an organisation that is service driven as set out into this strategy and the Asset Management Plan(s). Improvement actions which are specific for certain asset groups are to be detailed in individual Asset Management Plans.

The improvement plan is to be reviewed and updated annually with subsequent reporting to the executive team.

*See next page - Table 6: Asset Management Improvement Actions*



Improvement Type	Asset Management Improvement Plan
Business Process	Review the Asset Management Steering Committee to define membership, purpose and objectives ensuring alignment with key strategic asset management objectives.
Business Process	Expand on condition audits for all asset categories to standardise collection with imagery/video defining conventions for each category.
Business Process	Continually investigate innovative ways to deliver strategic asset management through engaging with the industry at all government levels, and through improved processes and new technologies.
Business Process	Implement an extensive new asset, renewal and disposal pathway evaluation model to be used across all asset classes for improved business decisions.
Business Process	Implement strategies to achieve benchmarks for performance indicator ratios so to improve the sustainable health of Council in managing infrastructure assets.
Data Management	Identify critical assets and the potential risks of their failure, incorporating data from condition audit reports, to establish an extensive Risk Register in Council's asset management system.
Data Management	Continue to review gap analysis to assess asset data completeness, taking into account service capacity and functionality, currency and accuracy (confidence level) for each asset category.
Plan and Policies	Continue to develop the link between annual budgeting and Long-Term Financial Planning.
Plan and Policies	Review and realign service levels in consultation with the community to meet community expectations aligned with Council's provision of the Long-Term Financial Plan. Review and/or develop asset policies on service levels for each asset class providing clarity for the community.
Professional Development	Develop a training delivery schedule, on skills relevant to asset management, where needed across the organisation in coordination with People and Culture.
Systems	Improvement in communicating asset information through reporting, mapping and dashboards for a range of stakeholders including statutory reporting requirements.
Systems	Investigate the opportunity to implement an integrated asset management, asset maintenance system and work order system.
Systems	Improve integrations between Council's asset management systems including such as CRM, Reflect, Recover, disaster management, Dial-Before-You-Dig to facilitate information sharing, improve community response and improved decision making and providing a whole single-view of an asset.
Systems	Review emerging technologies to improve business functions and efficiencies within Council, eg. artificial intelligence condition inspections, drone data collection.



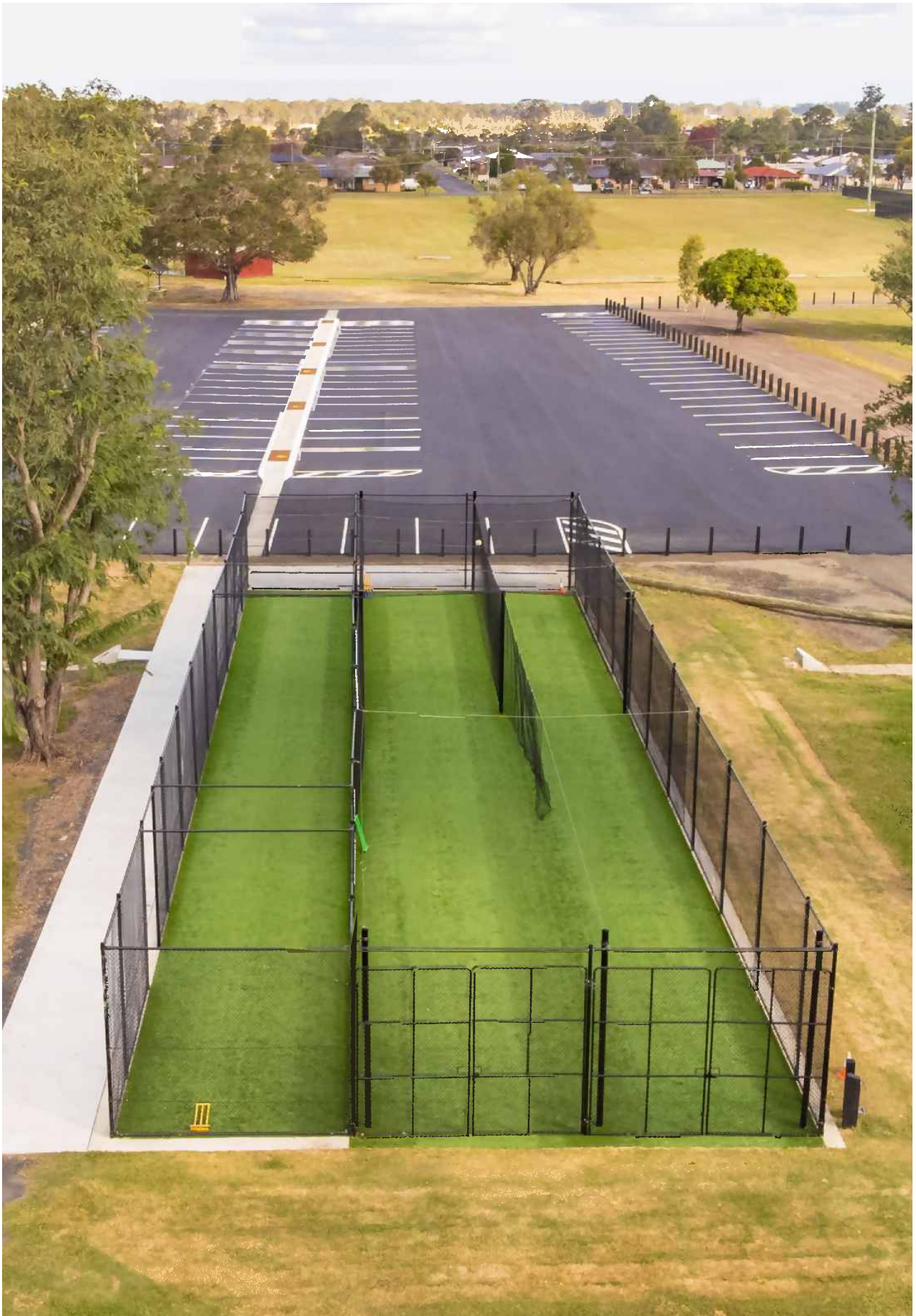
FORECAST EXPENDITURE											
Asset Category	Forecast Expenditure	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034	2034/2035
<b>Sealed Roads</b>	Operations	2,843,796	2,853,002	2,962,659	3,045,775	3,101,493	3,201,302	3,266,397	3,351,143	3,479,970	3,579,291
	Maintenance	975,868	1,016,927	1,047,616	1,063,339	1,083,988	1,110,871	1,153,373	1,194,885	1,232,135	1,274,625
	Renewal	19,821,903	5,847,385	5,634,657	5,571,921	5,725,290	5,784,485	5,830,268	5,874,923	5,920,472	6,058,603
	Upgrade	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
	New Assets	-	-	-	-	-	-	-	-	-	-
<b>Unsealed Roads</b>	Operations	49,055	53,752	57,322	62,062	68,550	77,661	90,710	109,689	60,837	62,553
	Maintenance	1,177,979	1,209,603	1,242,086	1,275,447	1,309,712	1,344,905	1,381,052	1,418,175	1,456,307	1,495,473
	Renewal	4,511,312	642,860	548,557	559,770	887,942	806,568	925,660	944,173	1,113,056	1,235,317
	Upgrade	-	-	-	-	-	-	-	-	-	-
	New Assets	-	-	-	-	-	-	-	-	-	-
<b>Bridges</b>	Operations	42,508	43,660	44,844	46,062	47,312	48,595	49,913	51,268	52,659	54,090
	Maintenance	34,833	35,764	36,722	37,705	38,714	39,749	40,815	41,909	43,032	44,183
	Renewal	10,649,827	75,719	76,855	78,123	79,397	80,906	82,443	83,980	85,517	87,655
	Upgrade	-	-	-	-	-	-	-	-	-	-
	New Assets	-	-	-	-	-	-	-	-	-	-
<b>Footpaths</b>	Operations	116,470	116,484	121,948	125,760	128,021	132,394	134,931	138,433	144,302	148,533
	Maintenance	47,549	48,847	50,175	51,541	52,945	54,387	55,868	57,390	58,953	60,559
	Renewal	5,000	5,000	5,250	5,000	6,000	21,000	18,000	6,180	11,404	10,672
	Upgrade	-	-	-	-	-	-	-	-	-	-
	New Assets	9,198,272	98,500	99,000	109,000	101,000	88,000	91,000	105,000	102,000	105,000
<b>Water</b>	Operational	4,005,590	4,139,113	4,220,540	4,345,835	4,475,122	4,608,551	4,774,582	4,917,429	5,064,878	5,216,702
	Maintenance	637,070	654,931	673,200	691,987	711,305	731,169	751,595	772,589	794,179	816,370
	Renewals	3,535,212	8,424,450	8,873,500	1,410,000	1,500,000	1,055,000	1,155,000	1,205,000	1,210,000	1,225,000
	Upgrade	225,000	-	-	-	-	-	-	-	-	-
	New Assets	1,007,027	350,000	300,000	700,000	300,000	300,000	300,000	-	-	-

FORECAST EXPENDITURE												
Asset Category	Forecast Expenditure	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034	2034/2035	
Sewerage	Operations	3,050,583	3,187,439	3,249,645	3,355,421	3,464,883	3,578,198	3,695,491	3,816,954	3,942,715	4,072,431	
	Maintenance	1,379,268	1,191,349	1,224,148	1,257,861	1,292,517	1,328,139	1,364,754	1,402,404	1,441,104	1,480,887	
	Renewal	1,787,727	674,000	2,451,000	2,159,182	2,965,000	2,195,000	2,325,200	1,495,000	2,343,525	1,505,000	
	Upgrade	5,850,000	8,453,000	-	100,000	265,000	1,565,000	1,565,000	65,000	65,000	65,000	
	New Assets	2,950,000	30,000,000	35,000,000	-	-	-	-	-	-	-	
Buildings	Operations	682,849	707,664	733,776	760,928	789,197	818,603	849,200	881,084	914,313	948,887	
	Maintenance	530,943	544,890	559,202	573,909	588,988	604,465	620,350	636,662	653,416	670,605	
	Renewal	1,093,309	75,719	76,855	78,123	79,397	80,906	82,443	83,980	85,517	87,655	
	Upgrade	1,517,825	-	-	-	-	-	-	-	-	-	
	New Assets	-	-	-	-	-	-	-	-	-	-	
Other Structures	Operations	51,428	52,730	54,068	55,437	56,842	58,281	59,759	61,273	62,829	64,419	
	Maintenance	50,000	50,000	50,000	180,000	40,000	40,000	40,000	40,000	40,000	40,000	
	Renewal	6,070,000	-	-	-	-	-	-	-	-	-	
	Upgrade	40,000	110,000	880,000	1,240,000	30,000	50,000	30,000	30,000	30,000	30,000	
	New Assets	-	-	-	-	-	-	-	-	-	-	
Open Space / Recreational Assets	Operations	2,364,152	2,435,971	2,510,291	2,587,184	2,666,771	2,749,147	2,834,394	2,922,663	3,014,058	3,108,697	
	Maintenance	155,908	158,591	161,363	164,210	167,129	170,122	173,197	176,354	179,592	182,918	
	Renewal	934,387	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	
	Upgrade	-	-	-	-	-	-	-	-	-	-	
	New Assets	387,661	-	-	-	-	-	-	-	-	-	
Land Improvements	Operations	189,723	195,153	200,740	206,487	212,405	218,488	224,747	231,184	237,806	244,619	
	Maintenance	519,215	533,681	548,574	563,894	579,636	595,821	612,460	629,573	647,178	665,267	
	Renewal	-	-	-	-	-	-	-	-	-	-	
	Upgrade	-	-	-	-	-	-	-	-	-	-	
	New Assets	4,174,498	1,108,000	300,000	-	2,000,000	-	-	2,000,000	-	-	

FORECAST EXPENDITURE											
Asset Category	Forecast Expenditure	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034	2034/2035
Operations		-	-	-	-	-	-	-	-	-	-
Maintenance		210,673	216,557	222,606	228,826	235,216	241,789	248,553	255,502	262,643	269,990
Renewal		573,904	160,000	160,000	160,000	110,000	110,000	110,000	110,000	110,000	110,000
Upgrade		185,000	-	-	-	-	-	-	-	-	-
New Assets		-	-	-	-	-	-	-	-	-	-







Richmond  
Valley  
Council



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*Our thanks to Noel Caldwell for the "River Dreaming" artwork which appears throughout this document.*



## Council Policy

<b>Policy Title:</b>	<b>Related Party Disclosure</b>
<b>Policy Number:</b>	1.10
<b>Focus Area:</b>	Manage community resources and provide great service
<b>Responsibility:</b>	Finance   Governance
<b>Meeting Adopted:</b>	Resolution No.



### OBJECTIVE

The Related Party Disclosure Policy has been developed to provide guidance in complying with the *Local Government Act 1993* section 413(3), which requires Council to prepare its General Purpose Financial Statements in compliance with Australian Accounting Standards. The relevant standard for the purpose of this policy is *AASB 124 Related Party Disclosures, July 2015* (AASB 124), and ensuing compiled AASB 124 relevant to the current reporting period.

### POLICY

The Australian Accounting Standards Board (AASB) determined in AASB 124 that from 1 July 2016, related party disclosures will apply to government entities, including local government.

AASB 124 requires Council to report on the material transactions between, on one side, Council's Key Management Personnel (KMP) and their close family members, and the organisations (entities) that these people control, and on the other side, Council and Council subsidiaries.

The KMP are defined as those people who have authority and responsibility for planning, directing and controlling the activities of the Council. There are two groups at Richmond Valley Council that fall into this definition:

- Councillors; and
- Executive Management Team (General Manager, Director Planning and Sustainable Communities, Director Infrastructure Services and Projects, Director Organisational Services and Chief of Staff).

Close members of the family of a person are those family members who may be expected to influence, or be influenced by, that person in their dealings with the entity and include:

- that person's children and spouse or domestic partner;
- children of that person's spouse or domestic partner; and
- dependants of that person or that person's spouse or domestic partner.

A related party transaction is the transfer of resources, services or obligations between Council and a related party regardless whether a price is charged. AASB 124 requires Council to report on 'material' transactions between Council and the related party. This includes all employee benefits and remuneration.

The decision on what is material rests with Responsible Accounting Officer. In deciding whether a transaction is material, the Responsible Accounting Officer will consider the requirements set out in AASB 124 and the following:

- whether the value of the transaction is over \$50,000;
- whether the transaction was conducted on non-market terms;
- whether the transaction is outside normal day to day operations;
- whether the transaction provides a financial benefit which is not available to the general public; and
- whether it is in the public interest to know about the transaction.

Information in relation to related party disclosures will be subject to audit by Council's external auditors.

#### **Related Party Disclosures**

KMP must provide a related party disclosure in the form affixed to this policy, notifying any existing or potential related party transactions between Council and either themselves, their close family members or entities controlled or jointly controlled by them or any of their close family members, to Council's Responsible Accounting Officer by no later than the following periods during a financial year (specified notification period):

- a) 30 days after a KMP commences their term or employment with Council;
- b) 30 November each year; and
- c) 30 June each year.

At least 30 days before a specified notification period, the Responsible Accounting Officer (or their delegate) will provide KMP with a Related Party Disclosure Form and Privacy Collection Notice.

#### **Register of Related Party Transactions**

The Responsible Accounting Officer is responsible for maintaining and keeping up to date a register of related party transactions that captures and records the information provided by KMP for each existing or potential related party transaction during a financial year.

The contents of the register of related party transactions must detail for each related party transaction:

- a) the description of the related party transaction;
- b) the name of the related party;
- c) the nature of the related party's relationship with Council;
- d) whether the notified related party transaction is existing or potential; and
- e) a description of the transactional documents the subject of the related party transaction.

The Responsible Accounting Officer is responsible for ensuring that the information required is disclosed in Council's Financial Statements to the extent and in the manner stipulated by AASB 124.

#### **Status under the GIPA Act**

Related party disclosures provided by a KMP, together with the register within which they are kept, are not open to or available for inspection by the public.

An application under the *Government Information (Public Access) Act 2009* (GIPA Act) seeking access to either:

- a document or information (including personal information) provided by a KMP in a related party disclosure; or
- personal information contained with a register of related party transaction

will be refused on the grounds that the document or information comprises information for which there is an overriding public interest against disclosure pursuant to section 14 of the GIPA Act.

#### **REFERENCES**

Accounting Standard AASB 124 [www.aasb.gov.au](http://www.aasb.gov.au)  
*Government Information (Public Access) Act 2009*  
*Local Government Act 1993*

#### **REVIEW**

This policy will be reviewed by Council at the time of any relevant legislative changes, compliance requirements or at least every four years.

Version Number	Date	Reason / Comments
1	27/06/2017	New policy [Resolution 270617/14]
2	20/10/2020	Review and update to new format
3	21/03/2023	Review and update of Council's Executive Team membership
4		Review and update to include notation of compiled standard, update of Council's Executive Team membership



## Related Party Disclosure by Key Management Personnel

[Note: This document is confidential and is not GIPA Act accessible.  
See Council's Related Party Disclosure Policy]

Name of Key Management Personnel: \_\_\_\_\_

Position of Key Management Personnel: \_\_\_\_\_

Please read the Privacy Collection Notice provided with this notification, which explains what a related party transaction is and the purposes for which Council is collecting and will use and disclose, the related party information provided by you in this notification.

Please complete the table below for each related party transaction with Council that you, or a close member of your family, or an entity related to you or a close member of your family:

(a) has previously entered into and which will continue in the \_\_\_\_\_ financial year; or

(b) has entered into, or is reasonably likely to enter into, in the \_\_\_\_\_ financial year.

Description of related party transaction	Is transaction existing / potential?	Related party's name (individual's or entity's name)	Related party's relationship / reasons why related	Description of transaction documents or changes to the related party relationship

### Notification

I \_\_\_\_\_, \_\_\_\_\_ notify  
(Full name) (Position)

Dated \_\_\_\_\_

that, to the best of my knowledge, information and belief, as at the date of this notification, the above list includes all existing and potential related party transactions with Council involving myself, close members of my family, or entities controlled or jointly controlled by me or close members of my family, relevant to the \_\_\_\_\_ financial year.

I make this notification after reading the Privacy Collection Notice provided by Richmond Valley Council, which details the meaning of the words "related party", "related party transaction", "close members of the family of a person" and, in relation to an entity, "control" or "joint control", and the purposes for which this information will be used and disclosed.

I permit the Responsible Accounting Officer and the other permitted recipients specified in Council's Related Party Disclosure Policy to access the register of interests of me and persons related to me and to use the information for the purposes specified in that policy.

Signed: \_\_\_\_\_

Date: \_\_\_\_\_

## **PRIVACY COLLECTION NOTICE RELATED PARTY DISCLOSURES BY KEY MANAGEMENT PERSONNEL (KMP)**

### **Purpose of collection, use and disclosure**

Effective for annual periods beginning on or after 1 July 2016, Council must disclose certain related party relationships and related party transactions together with information associated with those transactions in its general purpose financial statements, in order to comply with *Australian Accounting Standard AASB 124 Related Party Disclosures July 2015 (AASB 124)*.

Related parties include Council's KMP, their close family members, and any entities that they or any of their close family members control or jointly control. A related party transaction is any transaction (whether a transfer of resources, services or obligations) between the reporting local government and any of the related parties, whether monetary or not.

If there is a related party transaction with Council applicable to a reporting financial year, AASB 124 requires Council to disclose in the financial statements the nature of the related party relationship and information about the transaction, including outstanding balances and commitments associated with the transaction. Disclosure in the financial statements may be in the aggregate and/or made separately, depending on the materiality of the transaction. For more information about Council's disclosure requirements under AASB 124, please refer to Council's Related Party Disclosure Policy.

### **Notifications by KMP**

In order to comply with AASB 124, Council has adopted a policy that requires all members of its KMP to periodically provide notifications to Council's Responsible Accounting Officer of any existing or potential related party transactions between Council and any of their related parties during a financial year, and any changes to previously notified related party relationships and transactions relevant to the subject financial year.

To this end, each KMP must provide a Related Party Disclosure, in the approved form, notifying any existing or potential related party transactions between Council and any related parties of the KMP, to Council's Responsible Accounting Officer by no later than the following periods during a financial year:

- 30 days after the commencement of the application of this policy;
- 30 days after a KMP commences their term or employment with Council;
- 30 November (each year); and
- 30 June (each year).

Note, these related party disclosure requirements are in addition to the notifications KMPs are required to make to comply with:

- for Councillors, the Code of Conduct; and
- for other KMPs, the Code of Conduct.

This includes disclosures relating to Conflicts of Interest (Pecuniary and Non-Pecuniary) and Gifts and Benefits.

Council's Auditors may audit related party information as part of the annual external audit.

For privacy and right to information status of this information, please refer to Council's Related Party Disclosure Policy.



**Who are KMPs?**

KMPs are persons having authority and responsibility for planning, directing and controlling the activities of Council, directly or indirectly.

For Richmond Valley Council, KMPs have been determined to include:

- Councillors
- General Manager
- Executive Team.

**Who are close family members of a KMP?**

Close family members, or close members of the family, of a KMP are family members who may be expected to influence, or be influenced by, that person in their dealings with Council and include:

- (a) that person's children and spouse or domestic partner;
- (b) children of that person's spouse or domestic partner; and
- (c) dependants of that person or that person's spouse or domestic partner.

Under AASB 124, close family members could include extended members of a family (such as, without limitation, a parent, grandparent, siblings, etc) if they could be expected to influence, or be influenced by, the KMP in their dealings with Council.

The following table may assist you in identifying your close family members:

<b>Definitely a close family member</b>	<b>May be a close family member</b>
Your spouse/domestic partner	Your brothers and sisters, if they could be expected to influence or be influenced by you in their dealings with council
Your children	Your aunts, uncles and cousins, if they could be expected to influence or be influenced by you in their dealings with council
Your dependants	Your parents and grandparents, if they could be expected to influence or be influenced by you in their dealings with council
Children of your spouse/domestic partner	Your nieces and nephews, if they could be expected to influence or be influenced by you in their dealings with council
Dependants of your spouse/domestic partner	Any other member of your family if they could be expected to influence or be influenced by you in their dealings with council

**What is an entity that I, or my close family member, control or jointly control?**

Entities include companies, trusts, incorporated and unincorporated associations such as clubs and charities, joint ventures and partnerships.

You control an entity if you have

- (a) power over the entity;
- (b) exposure, or rights, to variable returns from involvement with the entity; and
- (c) the ability to use your power over the entity to affect the amount of your returns.

**Example of control**

Fred is the Mayor of Sunny Shire Council and owns 100% of the ordinary shares in Sunny Development Company Pty Ltd (the company). The ordinary shares are the only shares in the company that have voting rights.

Fred controls the company because he has the power to affect the company's decisions and the return that he will get from the company.

Fred will need to include the company on his related party declaration.

**Joint Control**

To jointly control an entity there must be contractually agreed sharing of control of the entity, which exists only when decisions about the relevant activities require the unanimous consent of the parties sharing control.

**Example of joint control**

Fred is the Mayor of Sunny Shire Council and owns 50% of the ordinary shares in Sunny Development Company Pty Ltd (the company). Fred's brother Stan owns the other 50% of ordinary shares. Fred and Stan are the only Directors of the company and have equal voting rights on the board.

Fred and Stan have joint control of the company because any decisions require the unanimous consent of them both.

Fred will need to include the company on his related party declaration.

In some cases, it will be obvious that you or a family member control of have joint control over an entity. In other cases, it will be less clear.

If you are unsure whether you, or a close family member, has control or joint control of an entity then you should contact Council's Responsible Accounting Officer for a confidential discussion.

*[End of Privacy Collection Notice]*

## Council Policy

**Policy Title:** Councillor Expenses and Facilities Policy  
**Policy Number:** 1.07  
**Focus Area:** Lead and advocate for our community  
**Responsibility:** Governance  
**Meeting Adopted:**



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## POLICY OVERVIEW

This policy enables the reasonable and appropriate reimbursement of expenses and provision of facilities to Councillors to help them undertake their civic duties.

It ensures accountability and transparency and seeks to align Councillor expenses and facilities with community expectations. Councillors must not obtain private or political benefit from any expense or facility provided under this policy.

The policy has been prepared in accordance with the *Local Government Act 1993* (the Act) and *Local Government (General) Regulation 2021* (the Regulation) and complies with the Office of Local Government's Guidelines for the payment of expenses and provision of facilities to Mayors and Councillors in NSW.

The policy sets out the amounts Council will pay for specific expenses and facilities. Expenses not explicitly addressed in this policy will not be paid or reimbursed.

The main expenses and facilities are summarized in the table below. All monetary amounts are exclusive of GST.

Expense or facility	Maximum amount	Frequency
General travel expenses	\$3,000 per councillor \$6,000 for the Mayor	Per year
Overseas travel expenses	To be approved by Council	Per year
Accommodation and meals	As per the Australian Taxation Office tax determination <i>TD2024/003, table 2</i>	Per meal/night
Professional development	\$6,000 per councillor	Per year
Conferences and seminars		Per year
ICT expenses	\$100 per councillor, excluding hardware provided by Council	Per month
Carer expenses	Up to \$3,500 per councillor	Per year
Home office expenses	\$300 per councillor	Per year
Christmas or festive cards	\$100 for the mayor	Per year
Access to facilities in a Councillor common room [where applicable Clause 9.2]	Provided to all councillors	Not relevant
Council vehicle and fuel card [where applicable Clause 10]	Provided to the mayor	Not relevant
Reserved parking space at Council offices	Provided to the mayor	Not relevant
Furnished office [where applicable Clause 10]	Provided to the mayor	Not relevant
Number of exclusive staff supporting Mayor and Councillors [where applicable Clause 9.4]	Provided to the mayor and councillors	Not relevant

Additional costs incurred by a Councillor in excess of these limits are considered a personal expense and are the responsibility of the Councillor.

Councillors must provide claims for reimbursement within three months of an expense being incurred. Claims made after this time may not be approved.

Detailed reports on the provision of expenses and facilities to councillors will be publicly tabled at a council meeting every six months and published in full on council's website. These reports will include expenditure summarised by individual councillor and as a total for all councillors.

## PART A - INTRODUCTION

### 1. Introduction

- 1.1 The provision of expenses and facilities enables Councillors to fulfil their civic duties as the elected representatives of Richmond Valley Council.
- 1.2 The community is entitled to know the extent of expenses paid to Councillors, as well as the facilities provided.
- 1.3 The purpose of this policy is to clearly state the facilities and support that are available to Councillors to assist them in fulfilling their civic duties.
- 1.4 Council staff are empowered to question or refuse a request for payment from a Councillor when it does not accord with this policy.
- 1.5 Expenses and facilities provided by this policy are in addition to fees paid to Councillors. The minimum and maximum fees a Council may pay each Councillor are set by the Local Government Remuneration Tribunal as per Section 241 of the Act and reviewed annually. Council must adopt its annual fees within this set range.

### 2. Objectives

- 2.1 The objectives of this policy are to:
  - Enable the reasonable and appropriate reimbursement of expenses incurred by Councillors while undertaking their civic duties;
  - Enable facilities of a reasonable and appropriate standard to be provided to Councillors to support them in undertaking their civic duties;
  - Ensure accountability and transparency in reimbursement of expenses and provision of facilities to Councillors;
  - Ensure facilities and expenses provided to Councillors meet community expectations;
  - Support a diversity of representation; and
  - Fulfil the Council's statutory responsibilities.

### 3. Principles

- 3.1 Council commits to the following principles:
  - Proper conduct: Councillors and staff acting lawfully and honestly, exercising care and diligence in carrying out their functions.
  - Reasonable expenses: providing for Councillors to be reimbursed for expenses reasonably incurred as part of their role as Councillor.
  - Participation and access: enabling people from diverse backgrounds, underrepresented groups, those in carer roles and those with special needs to serve as a Councillor.
  - Equity: there must be equitable access to expenses and facilities for all Councillors.

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Adopted:

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- Appropriate use of resources: providing clear direction on the appropriate use of Council resources in accordance with legal requirements and community expectations.
- Accountability and transparency: clearly stating and reporting on the expenses and facilities provided to Councillors.

#### 4. Private or political benefit

- 4.1 Councillors must not obtain private or political benefit from any expense or facility provided under this policy.
- 4.2 Private use of Council equipment and facilities by Councillors may occur from time to time. For example, telephoning home to advise that a Council meeting will run later than expected.
- 4.3 Such incidental private use does not require a compensatory payment back to Council.
- 4.4 Councillors should avoid obtaining any greater private benefit from Council than an incidental benefit. Where there are unavoidable circumstances and more substantial private use of Council facilities does occur, Councillors must reimburse the Council.
- 4.5 Campaigns for re-election are considered to be a political benefit. The following are examples of what is considered to be a political interest during a re-election campaign:
  - production of election material
  - use of Council resources and equipment for campaigning
  - use of official Council letterhead, publications, websites or services for political benefit; and
  - fundraising activities of political parties or individuals, including political fundraising events.

### PART B - EXPENSES

#### 5. General expenses

- 5.1 All expenses provided under this policy will be for a purpose specific to the functions of holding civic office. Allowances for general expenses are not permitted under this policy.
- 5.2 Expenses not explicitly addressed in this policy will not be paid or reimbursed.

#### 6. Specific expenses

##### *General travel arrangements and expenses*

- 6.1 All travel by Councillors should be undertaken using the most direct route and the most practicable and economical mode of transport.
- 6.2 Each Councillor may be reimbursed up to a total of \$3,000 per year, and the Mayor may be reimbursed up to a total of \$6,000 per year, for travel expenses incurred while undertaking official business or professional development or attending approved conferences and seminars within NSW. This includes reimbursement:
  - for public transport fares
  - for the use of a private vehicle or hire car
  - for parking costs for Council and other meetings
  - for tolls; and

- for documented ride-share programs, such as Uber, where tax invoices can be issued.
- 6.3 Allowances for the use of a private vehicle will be reimbursed by kilometre at the rate contained in the Local Government (State) Award.
- 6.4 Councillors seeking to be reimbursed for use of a private vehicle must keep records of the date, distance and purpose of travel being claimed. Copies of the relevant record must be provided with the claim.

#### *Overseas travel expenses*

- 6.5 In accordance with Section 4, Council will scrutinise the value and need for Councillors to undertake overseas travel. Councils should avoid overseas trips unless direct and tangible benefits can be established for the Council and the local community. This includes travel to sister and friendship cities.
- 6.6 Overseas travel expenses for all Councillors must be approved by resolution at a Council Meeting.
- 6.7 When seeking approval for overseas travel, an application for approval to Council should include:
- objectives to be achieved in travel, including an explanation of how the travel aligns with current Council priorities and business, the community benefits which will accrue as a result, and its relevance to the exercise of the Councillor's civic duties;
  - who is to take part in the travel;
  - duration and itinerary of travel; and
  - a detailed budget including a statement of any amounts expected to be reimbursed by the participant/s.
- 6.8 For interstate and long-distance intrastate journeys, the class of air travel is to be economy class or as determined by the General Manager.
- 6.9 For international travel, the class of air travel is to be economy class or as determined by the General Manager.
- 6.10 Bookings for approved air travel are to be made through the General Manager's office.
- 6.11 For air travel that is reimbursed as Council business, Councillors will not accrue points from the airline's frequent flyer program. This is considered a private benefit.
- 6.12 A Councillor who travels in a private vehicle will be reimbursed by kilometre at the rate contained in the Local Government (State) Award or airfare, whichever is the lower.

#### *Travel expenses not paid by Council*

- 6.13 Council will not pay any traffic or parking fines or administrative charges for road toll accounts.

#### *Accommodation and meals*

- 6.14 In circumstances where it would introduce undue risk for a Councillor to travel to or from official business in the late evening or early morning, reimbursement of costs for accommodation and meals on the night before or after the meeting may be approved by the General Manager. This includes where a meeting finishes later than 9.00pm or starts earlier than 7.00am and the Councillor lives more than 50 kilometres from the meeting location.

- 6.15 Council will reimburse costs for accommodation and meals while Councillors are undertaking prior approved travel or professional development outside the Richmond Valley area. Accommodation is to be at a standard of up to four-star rating.
- 6.16 The daily limits for accommodation and meal expenses within Australia are to be consistent with those set out in Part B Monetary Rates of the NSW Crown Employees (Public Service Conditions of Employment) Reviewed Award 2009, as adjusted annually.
- 6.17 The daily limits for accommodation and meal expenses outside Australia are to be determined in advance by the General Manager, being mindful of Clause 6.16.

#### *Refreshments for Council related meetings*

- 6.18 Appropriate refreshments will be available for Council meetings, Council committee meetings, Councillor briefings, approved meetings and engagements, and official Council functions as approved by the General Manager.
- 6.19 As an indicative guide for the standard of refreshments to be provided at Council related meetings, the General Manager must be mindful of Part B Monetary Rates of the NSW Crown Employees (Public Service Conditions of Employment) Reviewed Award 2009, as adjusted annually.

#### *Professional development*

- 6.20 Council will set aside \$42,000 annually for professional development, conferences and seminars in its budget to facilitate professional development of Councillors through programs, training, education courses and membership of professional bodies. This allocation is for all Councillors. The General Manager will ensure that access to expenses relating to professional development is distributed equitably, and in accordance with Councillors' professional development plans.
- 6.21 In the first year of a new Council term, Council will provide a comprehensive induction program for all Councillors which considers any guidelines issued by the Office of Local Government (OLG). The cost of the induction program will be in addition to the ongoing professional development funding.
- 6.22 Annual membership of professional bodies will only be covered where the membership is relevant to the exercise of the Councillor's civic duties, the Councillor actively participates in the body and the cost of membership is likely to be fully offset by savings from attending events as a member.
- 6.23 Approval for professional development activities is subject to a prior written request to the General Manager outlining the:
- details of the proposed professional development;
  - relevance to Council priorities and business; and
  - relevance to the exercise of the Councillor's civic duties.
- 6.24 In assessing a Councillor request for a professional development activity, the General Manager must consider the factors set out in Clause 6.25, as well as the cost of the professional development in relation to the Councillor's remaining budget.

#### *Conferences and seminars*

- 6.25 Council is committed to ensuring its Councillors are up to date with contemporary issues facing Council and the community, and local government in NSW.

- 6.26 In accordance with clause 6.20, Council will set aside \$42,000 annually in its budget to facilitate Councillor attendance at conferences and seminars and professional development. This allocation is for all Councillors. The General Manager will ensure that access to expenses relating to conferences and seminars is distributed equitably, and in accordance with Councilors' professional development plans.
- 6.27 Approval to attend a conference or seminar is subject to a written request to the General Manager. In assessing a Councillor request, the General Manager must consider factors including the:
- relevance of the topics and presenters to current Council priorities and business and the exercise of the Councillor's civic duties; and
  - cost of the conference or seminar in relation to the total remaining budget.
- 6.28 Council will meet the reasonable cost of registration fees, transportation and accommodation associated with attendance at conferences approved by the General Manager. Council will also meet the reasonable cost of meals when they are not included in the conference fees. Reimbursement for accommodation and meals not included in the conference fees will be subject to Clauses 6.14 – 6.17.

#### *Information and communications technology (ICT) expenses*

- 6.29 Council will provide Councillors with appropriate electronic equipment for communication services. This may include mobile phones, tablets and associated data. All equipment is to be utilised within the guidelines outlined in relevant Council policies and procedures.
- 6.30 Council will reimburse costs for mobile telephone calls equal to fifty percent (50%) of the total cost of the mobile telephone account claimed up to a maximum of \$100.00 per quarter.

#### *Special requirement and carer expenses*

- 6.31 Council encourages wide participation and interest in civic office. It will seek to ensure Council premises and associated facilities are accessible, including provision for sight or hearing-impaired Councillors and those with other disabilities.
- 6.32 In addition to the provisions above, the General Manager may authorise the provision of reasonable additional facilities and expenses in order to allow a Councillor with a disability to perform their civic duties.
- 6.33 Councillors who are the principal carer of a child or other elderly, disabled and/or sick immediate family member will be entitled to reimbursement of carer's expenses up to a maximum of \$3,500 per annum when provided by a registered provider if a Councillor is required to arrange such while on reasonable Council business.
- 6.34 Child care expenses may be claimed for children up to and including the age of 16 years where the carer is not a relative.
- 6.35 In the event of caring for an adult person, Councillors will need to provide suitable evidence to the General Manager that reimbursement is applicable. This may take the form of advice from a medical practitioner.

### Home office

- 6.36 Council will provide a filing cabinet up to a four-drawer capacity while Councillors are in office.

### Accompanying persons

- 6.37 Council will meet the costs of a Councillor's accompanying person in the following circumstances:
- Cost of registration and official conference dinner at the Local Government NSW Annual Conference. Cost of accommodation and travel are to be met by the Councillor.
  - Payment of expenses at official Council functions that are of a formal or ceremonial nature within the Council's area, for example, Australia Day Awards and Civic Receptions.
  - Payment of expenses for the accompanying person of a Mayor (or Councillor when they are representing the Mayor), when they are called upon to attend an official function of Council or carry out an official duty while accompanying the Mayor outside Council's area, but within the State. This is to be restricted to direct costs associated with the function.

## 7 Insurance

- 7.1 In accordance with Section 382 of the *Local Government Act*, Council is required to make arrangements for adequate insurance against public liability and professional liability, with Councillors to receive the benefit of insurance cover for:
- Public liability (for matters arising out of Councillor's performance of their civic duties and/or exercise of their council functions);
  - Professional indemnity (for matters arising out of Councillor's performance of their civic duties and/or exercise of their council functions); and
  - Personal injury while on council business (this cover does not include workers' compensation payments or arrangements).
- 7.2 All insurances are subject to any limitations or conditions set out in the policies of insurance.
- 7.3 Council shall pay the insurance policy excess in respect of any claim accepted by Council's insurers, whether defended or not.
- 7.4 Appropriate travel insurances will be provided for any Councillors travelling on approved interstate and overseas travel on Council business.

## 8 Legal assistance

- 8.1 Council may, if requested, indemnify or reimburse the reasonable legal expenses of:
- a Councillor defending an action arising from the performance in good faith of a function under the *Local Government Act* provided that the outcome of the legal proceedings is favourable to the Councillor;
  - a Councillor defending an action in defamation, provided the statements complained of were made in good faith in the course of exercising a function under the Act and the outcome of the legal proceedings is favourable to the Councillor;
  - a Councillor for proceedings before an appropriate investigative or review body, provided the subject of the proceedings arises from the performance in good faith of a function under the Act and the matter has proceeded past any initial assessment phase to a formal



investigation or review and the investigative or review body makes a finding substantially favourable to the Councillor.

- 8.2 In the case of a code of conduct complaint made against a Councillor, legal costs will only be made available where the matter has been referred by the General Manager to a conduct reviewer and the conduct reviewer has commenced a formal investigation of the matter and makes a finding substantially favourable to the Councillor.
- 8.3 Legal expenses incurred in relation to proceedings arising out of the performance by a Councillor of his or her functions under the Act are distinguished from expenses incurred in relation to proceedings arising merely from something that a Councillor has done during his or her term in office. For example, expenses arising from an investigation as to whether a Councillor acted corruptly would not be covered by this section.
- 8.4 Council will not meet the legal costs:
- of legal proceedings initiated by a Councillor under any circumstances;
  - of a Councillor seeking advice in respect of possible defamation, or in seeking a non-litigious remedy for possible defamation;
  - for any costs incurred by Senior Counsel; or
  - for legal proceedings that do not involve a Councillor performing their role as a Councillor.
- 8.5 Reimbursement of expenses for reasonable legal expenses must have Council approval by way of a resolution at a Council meeting prior to costs being incurred.

## PART C - FACILITIES

### 9 General facilities for Councillors

#### *Facilities*

- 9.1 Council will provide the following facilities to Councillors to assist them to effectively discharge their civic duties:
- corporate clothing, which may be made up of business shirts, corporate tie or scarf and corporate style jacket;
  - personal protective equipment for use during site visits if deemed required by the General Manager;
  - a name badge which may be worn at official functions, indicating that the wearer holds the office of a Councillor and/or Mayor or Deputy Mayor;
  - business cards; and
  - access to telephone, email and photocopy facilities for Council business as required.
- 9.2 Councillors may book meeting rooms for official business in a specified Council building at no cost. Rooms may be booked through Council's Personal Assistant to the General Manager and Mayor.
- 9.3 The provision of facilities will be of a standard deemed by the General Manager as appropriate for the purpose.

### *Administrative support*

- 9.4 Council will provide administrative support to Councillors to assist them with their civic duties only. Administrative support may be provided by staff as arranged by the General Manager.
- 9.5 As per Section 4, Council staff are expected to assist Councillors with civic duties only, and not assist with matters of personal or political interest, including campaigning.

### **10 Additional facilities for the Mayor**

- 10.1 Private use of the Mayoral vehicle from the range of vehicles available to management and senior staff in accordance with Council's Motor Vehicle Lease agreement with a payment equivalent of 25% of the staff contribution, or as approved by the General Manager, together with the use of a fuel card.
- 10.2 A parking space at Council's offices will be reserved for the Mayor's Council-issued vehicle for use on official business, professional development and attendance at the Mayor's office.
- 10.3 Council will provide the Mayor with a furnished office incorporating a computer, telephone and meeting space. Together with access to a telephone, email and photocopy facilities.
- 10.4 In performing his or her civic duties, the Mayor will be assisted by staff providing administrative and secretarial support, as determined by the General Manager.
- 10.5 Ceremonial clothing including Mayoral robes and/or chain of office will be provided.
- 10.6 As per Section 4, staff in the Mayor's office are expected to work on official business only, and not for matters of personal or political interest, including campaigning.

### **11 Superannuation**

- 11.1 Under Section 254B *Local Government Act 1993*, a council may make a superannuation contribution payment as a contribution to a superannuation account nominated by a Councillor, starting from the financial year commencing 1 July 2022.
- 11.2 The amount of a superannuation contribution payment is the amount the Council would have been required to contribute under the Commonwealth superannuation legislation as if the Councillor were an employee of Council.
- 11.3 A superannuation contribution payment is payable with, and at the same intervals as the annual fee is payable to the Councillor.
- 11.4 A Council is only permitted to make a superannuation contribution payment if a resolution has been passed at an open meeting of Council.
- 11.5 Council resolved at its Ordinary Meeting held 17 May 2022, to commence payment of superannuation equivalent in amount to superannuation guarantee payments, from 1 July 2022. This was resolved under Resolution 170522/5.

## **PART D - PROCESSES**

### **12 Approval, payment and reimbursement arrangements**

- 12.1 Expenses should only be incurred by Councillors in accordance with the provisions of this policy.
- 12.2 Approval for incurring expenses, or for the reimbursement of such expenses, should be obtained before the expense is incurred.

12.3 Up to the maximum limits specified in this policy, approval for the following may be sought after the expense is incurred:

- local travel relating to the conduct of official business
- carer costs

12.4 Final approval for payments made under this policy will be granted by the General Manager or their delegate.

#### *Direct payment*

12.5 Council may approve and directly pay expenses. Requests for direct payment must be submitted to the General Manager for assessment against this policy using the prescribed form, with sufficient information and time to allow for the claim to be assessed and processed.

#### *Reimbursement*

12.6 All claims for reimbursement of expenses incurred must be made on the prescribed form, supported by appropriate receipts and/or tax invoices and be submitted to the General Manager.

#### *Advance payment*

12.7 Council may pay a cash advance for Councillors attending approved conferences, seminars or professional development.

12.8 The maximum value of a cash advance is \$150 per day for a conference, seminar or professional development.

12.9 Requests for advance payment must be submitted to the General Manager for assessment against this policy using the prescribed form with sufficient information and time to allow for the claim to be assessed and processed.

12.10 Councillors must fully reconcile all expenses against the cost of the advance within one month of incurring the cost and/or returning home. This includes providing to Council:

- a full reconciliation of all expenses including appropriate receipts and/or tax invoices; and
- reimbursement of any amount of the advance payment not spent in attending to official business or professional development.

#### *Notification*

12.11 If a claim is approved, Council will make payment directly or reimburse the Councillor through accounts payable.

12.12 If a claim is refused, Council will inform the Councillor in writing that the claim has been refused and the reason for the refusal.

#### *Reimbursement to Council*

12.13 If Council has incurred an expense on behalf of a Councillor that exceeds a maximum limit, exceeds reasonable incidental private use or is not provided for in this policy:

- Council will invoice the Councillor for the expense;
- the Councillor will reimburse Council for that expense within 14 days of the invoice date.

12.14 If the Councillor cannot reimburse Council within 14 days of the invoice date, they are to submit a written explanation to the General Manager. The General Manager may elect to deduct the amount from the Councillor's allowance.

### *Timeframe for reimbursement*

- 12.15 Unless otherwise specified in this policy, Councillors must provide all claims for reimbursement within three months of an expense being incurred. Claims made after this time may not be approved.

## **13 Disputes**

- 13.1 If a Councillor disputes a determination under this policy, the Councillor should discuss the matter with the General Manager.
- 13.2 If the Councillor and the General Manager cannot resolve the dispute, the Councillor may submit a notice of motion to a Council meeting seeking to have the dispute resolved.

## **14 Return or retention of facilities**

- 14.1 All unexpended facilities or equipment supplied under this policy are to be relinquished immediately upon a Councillor or Mayor ceasing to hold office or at the cessation of their civic duties.
- 14.2 Should a Councillor desire to keep any equipment allocated by Council, then this policy enables the Councillor to make application to the General Manager to purchase any such equipment. The General Manager will determine an agreed fair market price or written down value for the item of equipment.
- 14.3 The prices for all equipment purchased by Councillors under Clause 14.2 will be recorded in Council's Annual Report.

## **15 Publication**

- 15.1 This policy will be published on Council's website following adoption by Council meeting resolution.

## **16 Reporting**

- 16.1 Council will report on the provision of expenses and facilities to Councillors as required in the Act and Regulations.

## **17 Breaches**

- 17.1 Suspected breaches of this policy are to be reported to the General Manager.
- 17.2 Alleged breaches of this policy shall be dealt with by following the processes outlined for breaches of the Code of Conduct, as detailed in the Code and in the Procedures for the Administration of the Code.

## PART E - APPENDICES

### Appendix I: Definitions

The following definitions apply throughout this policy.

<i>Term</i>	<i>Definition</i>
accompanying person	Means a spouse, partner or de facto or other person who has a close personal relationship with or provides carer support to a Councillor
appropriate refreshments	Means food and beverages provided by Council to support Councillors undertaking official business
Act	Means the <i>Local Government Act 1993 (NSW)</i>
clause	Unless stated otherwise, a reference to a clause is a reference to a clause of this policy
Code of Conduct	Means the Code of Conduct adopted by Council
Councillor	Means a person elected or appointed to civic office as a member of the governing body of Council who is not suspended, including the Mayor
General Manager	Means the General Manager of Council and includes their delegate or authorised representative
incidental personal use	Means use that is infrequent and brief and use that does not breach this policy or the Code of Conduct
long distance intrastate travel	Means travel to other parts of NSW of more than three hours duration by private vehicle
maximum limit	Means the maximum limit for an expense or facility provided in the text
official business	Means functions that the Mayor or Councillors are required or invited to attend to fulfil their legislated role and responsibilities for Council or result in a direct benefit for Council and/or for the local government area, and includes: <ul style="list-style-type: none"> <li>• meetings of Council and committees of the whole</li> <li>• meetings of committees facilitated by Council</li> <li>• civic receptions hosted or sponsored by Council</li> <li>• meetings, functions, workshops and other events to which attendance by a Councillor has been requested or approved by Council</li> </ul>
professional development	Means a seminar, conference, training course or other development opportunity relevant to the role of a Councillor or the Mayor
Regulation	Means the Local Government (General) Regulation 2021 (NSW)
year	Means the financial year, that is the 12-month period commencing on 1 July each year



### *Appendix II: Related legislation, guidelines and policies*

- Code of Conduct (adopted by Richmond Valley Council)
- Guidelines for the payment of expenses and the provision of facilities for Mayors and Councillors in NSW (2009)
- *Local Government Act 1993*, sections 252, 253 and 254
- Local Government (General) Regulation 2021, clauses 217 and 403
- Office of Local Government Circular 09-36 Guidelines for Payment of Expenses and Facilities (2009)
- Office of Local Government Circular 17-17 Councillor Expenses and Facilities Policy – Better Practice Template (2017).

### *Appendix III: Legislative provisions*

#### **Local Government Act 1993**

##### Section 252      Payment of expenses and provision of facilities

- (1) Within the first 12 months of each term of a council, the council must adopt a policy concerning the payment of expenses incurred or to be incurred by, and the provision of facilities to, the mayor, the deputy mayor (if there is one) and the other councillors in relation to discharging the functions of civic office.
- (2) The policy may provide for fees payable under this Division to be reduced by an amount representing the private benefit to the mayor or a councillor of a facility provided by the council to the mayor or councillor.
- (3) A council must not pay any expenses incurred or to be incurred by, or provide any facilities to, the mayor, the deputy mayor (if there is one) or a councillor otherwise than in accordance with a policy under this section.
- (4) A council may from time to time amend a policy under this section.
- (5) A policy under this section must comply with the provisions of this Act, the regulations and any relevant guidelines issued under section 23A.

##### Section 253      Requirements before policy concerning expenses and facilities can be adopted or amended

- (1) A council must give public notice of its intention to adopt or amend a policy for the payment of expenses or provision of facilities allowing at least 28 days for the making of public submissions.
- (2) Before adopting or amending the policy, the council must consider any submissions made within the time allowed for submissions and make any appropriate changes to the draft policy or amendment.
- (3) Despite subsections (1) and (2), a council need not give public notice of a proposed amendment to its policy for the payment of expenses or provision of facilities if the council is of the opinion that the proposed amendment is not substantial.
- (5) A council must comply with this section when proposing to adopt a policy in accordance with section 252(1) even if the council proposes to adopt a policy that is the same as its existing policy.

Section 254      Decision to be made in open meeting

The council or a council committee all the members of which are councillors must not close to the public that part of its meeting at which a policy for the payment of expenses or provision of facilities is adopted or amended, or at which any proposal concerning those matters is discussed or considered.

Section 382      Insurance against liability

(1) A council must make arrangements for its adequate insurance against public liability and professional liability.

(2) The regulations may make provision with respect to—

- arrangements for insurance
- minimum amounts of insurance
- risk management
- claims management
- the keeping of records concerning insurance
- other matters concerning insurance.

*Appendix IV: Reporting requirements***Local Government (General) Regulation 2021**Clause 217      Additional information for inclusion in annual report

(1) For the purposes of section 428(4)(b) of the Act, an annual report of a council is to include the following information—

(a) details (including the purpose) of overseas visits undertaken during the year by councillors, council staff or other persons while representing the council (including visits sponsored by other organisations),

(a1) details of the total cost during the year of the payment of the expenses of, and the provision of facilities to, councillors in relation to their civic functions (as paid by the council, reimbursed to the councillor or reconciled with the councillor), including separate details on the total cost of each of the following—

- (i) the provision during the year of dedicated office equipment allocated to councillors on a personal basis, such as laptop computers, mobile telephones and landline telephones and facsimile machines installed in councillors' homes (including equipment and line rental costs and internet access costs but not including call costs),
- (ii) telephone calls made by councillors, including calls made from mobile telephones provided by the council and from landline telephones and facsimile services installed in councillors' homes,
- (iii) the attendance of councillors at conferences and seminars,
- (iiia) the provision of induction training for councillors, supplementary induction training for mayors and professional development programs for mayors and other councillors,
- (iv) other training of mayors and councillors and the provision of skill development for mayors and councillors,
- (v) interstate visits undertaken during the year by councillors while representing the council, including the cost of transport, the cost of accommodation and other out-of-pocket travelling expenses,
- (vi) overseas visits undertaken during the year by councillors while representing the council, including the cost of transport, the cost of accommodation and other out-of-pocket travelling expenses,
- (vii) the expenses of any spouse, partner or other person who accompanied a councillor in the performance of his or her civic functions, being expenses payable in accordance with the Guidelines for the payment of expenses and the provision of facilities for Mayors and Councillors for Local Councils in NSW prepared by the Secretary from time to time,
- (viii) expenses involved in the provision of care for a child of, or an immediate family member of, a councillor, to allow the councillor to undertake his or her civic functions.

Clause 403      Payment of expenses and provision of facilities

(1) A policy under section 252 of the Act must not include any provision enabling a council—

- (a) to pay any councillor an allowance in the nature of a general expense allowance, or
- (b) to make a motor vehicle owned or leased by the council available for the exclusive or primary use or disposition of a particular councillor other than a mayor.

(2) A policy under the Act, section 252 must provide for the making of payment of expenses associated with carer responsibilities that are adequate or reasonable.

## REVIEW

This policy will be reviewed by Council at the time of any relevant legislative changes, compliance requirements or at least every four years.

Version	Date	Reason / Comments
1	15 November 2016	Payment of Expenses and Provision of Facilities to Councillors Policy adopted by Council under Resolution Number 151116/8
2	20 September 2022	Policy renamed to Councillor Expenses and Facilities Policy. The policy has been amended in line with the Office of Local Government suggested template.
3		Review of Policy with amendments incorporating expenses table and identified expenses in line with the <i>Guidelines for the payment of expenses and the provision of facilities for Mayors and Councillors in NSW October 2009</i> .  Minor amendments in numbering and structure to ensure efficient readability of updated incorporations.



# Concise Investment Report Pack

Richmond Valley Council

1 July 2025 to 31 July 2025





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3. Investment Revenue Received For 1 July 2025 to 31 July 2025
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5. Environmentally Sustainable Investment Performance Report for the Period Ending 31 July 2025 Relative To 30 June 2025



## 1. Portfolio Valuation As At 31 July 2025

	Security Rating	Face Value Original	Face Value Current	Market Value	% Total Value	Running Yield	Weighted Running Yield
<b>Fixed Interest Security</b>							
At Call Deposit							
CBA Business Online Saver Acct RVC At Call	S&P ST A1+	9,390,000.00	9,390,000.00	<b>9,390,000.00</b>	12.54%	3.65%	
CBA General Fund Bk Acct RVC At Call	S&P ST A1+	1,068,849.05	1,068,849.05	<b>1,068,849.05</b>	1.43%	2.85%	
CBA Trust Acct RVC At Call	S&P ST A1+	87,050.17	87,050.17	<b>87,050.17</b>	0.12%	2.55%	
MACQ 940323454 At Call	Moodys A2	4,021,249.40	4,021,249.40	<b>4,021,249.40</b>	5.37%	3.90%	
NAB Business Cheque Acct RVC At Call	S&P ST A1+	12.32	12.32	<b>12.32</b>	0.00%	0.00%	
		<b>14,567,160.94</b>	<b>14,567,160.94</b>	<b>14,567,160.94</b>	<b>19.45%</b>		<b>0.71%</b>
Floating Rate Note							
Auswide 1.5 17 Mar 2026 FRN	Moodys Baa2	1,000,000.00	1,000,000.00	<b>1,000,000.00</b>	1.34%	4.33%	
Auswide 1.6 22 Mar 2027 FRN	Moodys Baa2	1,500,000.00	1,500,000.00	<b>1,500,000.00</b>	2.00%	4.15%	
CACU 1.7 21 Sep 2026 FRN	S&P BBB-	1,750,000.00	1,750,000.00	<b>1,750,000.00</b>	2.34%	5.18%	
MACQ 0.48 09 Dec 2025 FRN	Moodys A2	1,000,390.00	1,000,390.00	<b>1,000,390.00</b>	1.34%	4.58%	
JUDO 1.45 13 Jun 2028 FRN	S&P BBB	1,500,000.00	1,500,000.00	<b>1,500,000.00</b>	2.00%	5.06%	
		<b>6,750,390.00</b>	<b>6,750,390.00</b>	<b>6,750,390.00</b>	<b>9.01%</b>		<b>0.42%</b>
Fixed Rate Bond							
NTTC 1.1 15 Dec 2025 - Issued 10 September 2021 - Richmond Council Fixed	Moodys Aa3	2,000,000.00	2,000,000.00	<b>2,000,000.00</b>	2.67%	1.10%	
JUDO 6.4 26 Sep 2025 Fixed	S&P BBB-	1,500,000.00	1,500,000.00	<b>1,500,000.00</b>	2.00%	6.40%	
BOQ 4.7 27 Jan 2027 Fixed	S&P BBB+	1,000,000.00	1,000,000.00	<b>1,000,000.00</b>	1.34%	5.60%	
		<b>4,500,000.00</b>	<b>4,500,000.00</b>	<b>4,500,000.00</b>	<b>6.01%</b>		<b>0.26%</b>
Unit Trust							
NSWTC Long Term Growth Fund UT		3,000,000.00	3,892,207.54	<b>3,892,207.54</b>	5.20%	14.88%	
NSWTC Medium Term Growth Fund UT		11,005,029.35	14,171,592.18	<b>14,171,592.18</b>	18.93%	7.32%	
		<b>14,005,029.35</b>	<b>18,063,799.72</b>	<b>18,063,799.72</b>	<b>24.12%</b>		<b>2.16%</b>



## 1. Portfolio Valuation As At 31 July 2025

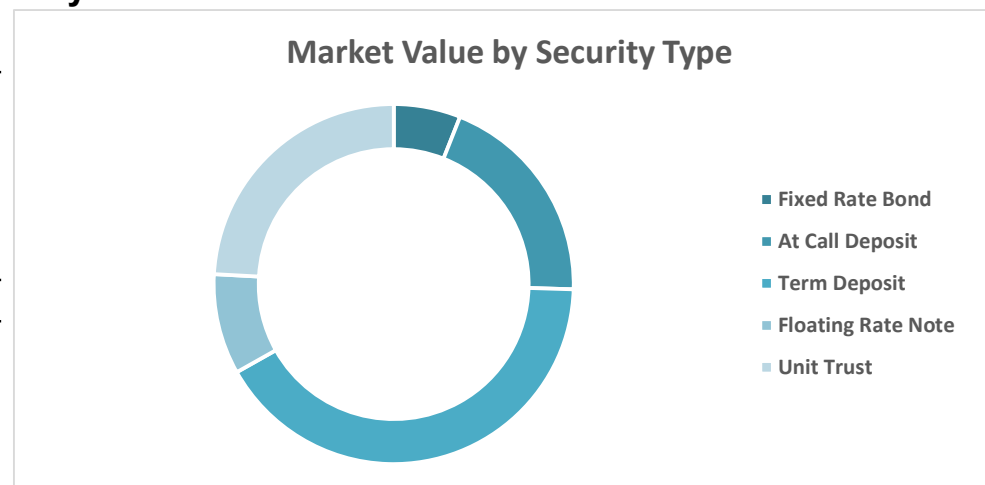
### Term Deposit

AMP 4.45 30 Sep 2025 153DAY TD	Moody's ST P-2	1,000,000.00	1,000,000.00	<b>1,000,000.00</b>	1.34%	4.45%
AMP 5 30 Oct 2025 273DAY TD	Moody's ST P-2	2,000,000.00	2,000,000.00	<b>2,000,000.00</b>	2.67%	5.00%
AMP 4.45 24 Nov 2025 180DAY TD	Moody's ST P-2	2,000,000.00	2,000,000.00	<b>2,000,000.00</b>	2.67%	4.45%
AMP 4.3 07 Jan 2026 160DAY TD	Moody's ST P-2	3,000,000.00	3,000,000.00	<b>3,000,000.00</b>	4.01%	4.30%
BBA 4.75 03 Sep 2025 182DAY TD	S&P ST A2	4,000,000.00	4,000,000.00	<b>4,000,000.00</b>	5.34%	4.75%
BOQ 4.8 30 Sep 2025 183DAY TD	S&P ST A2	2,000,000.00	2,000,000.00	<b>2,000,000.00</b>	2.67%	4.80%
BOQ 4.45 06 Nov 2025 183DAY TD	S&P ST A2	2,000,000.00	2,000,000.00	<b>2,000,000.00</b>	2.67%	4.45%
BOQ 4.35 02 Dec 2025 180DAY TD	S&P ST A2	2,000,000.00	2,000,000.00	<b>2,000,000.00</b>	2.67%	4.35%
DEF 4.8 03 Oct 2025 182DAY TD	S&P ST A2	2,000,000.00	2,000,000.00	<b>2,000,000.00</b>	2.67%	4.80%
ING 5.17 21 Nov 2025 365DAY TD	S&P ST A1	1,000,000.00	1,000,000.00	<b>1,000,000.00</b>	1.34%	5.17%
MYS 4.55 07 Aug 2025 92DAY TD	Moody's ST P-2	1,000,000.00	1,000,000.00	<b>1,000,000.00</b>	1.34%	4.55%
NAB 4.5 07 Aug 2025 92DAY TD	S&P ST A1+	2,000,000.00	2,000,000.00	<b>2,000,000.00</b>	2.67%	4.50%
NAB 4.25 08 Oct 2025 90DAY TD	S&P ST A1+	2,000,000.00	2,000,000.00	<b>2,000,000.00</b>	2.67%	4.25%
RABO 4.5 30 Oct 2025 182DAY TD	S&P ST A1	1,000,000.00	1,000,000.00	<b>1,000,000.00</b>	1.34%	4.50%
RCU 4.8 10 Sep 2025 182DAY TD	Unrated ST UR	2,000,000.00	2,000,000.00	<b>2,000,000.00</b>	2.67%	4.80%
SYD 4.55 01 Dec 2025 180DAY TD	Unrated ST UR	2,000,000.00	2,000,000.00	<b>2,000,000.00</b>	2.67%	4.55%
		31,000,000.00	31,000,000.00	<b>31,000,000.00</b>	41.40%	1.91%
<b>Portfolio Total</b>		70,822,580.29	74,881,350.66	<b>74,881,350.66</b>	100.00%	5.46%



## 2. Portfolio Valuation By Categories As At 31 July 2025

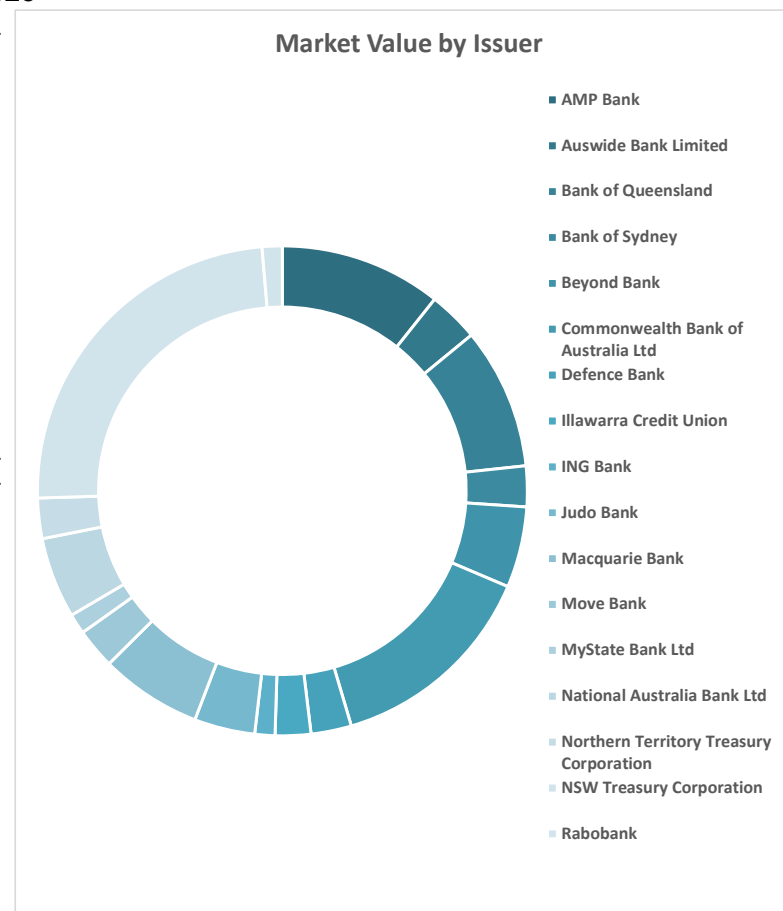
Security Type	Market Value	% Total Value
Fixed Rate Bond	4,500,000.00	6.01%
At Call Deposit	14,567,160.94	19.45%
Term Deposit	31,000,000.00	41.40%
Floating Rate Note	6,750,390.00	9.01%
Unit Trust	18,063,799.72	24.12%
Portfolio Total	74,881,350.66	100.00%





## 2. Portfolio Valuation By Categories As At 31 July 2025

Issuer	Market Value	% Total Value
AMP Bank	8,000,000.00	10.68%
Auswide Bank Limited	2,500,000.00	3.34%
Bank of Queensland	7,000,000.00	9.35%
Bank of Sydney	2,000,000.00	2.67%
Beyond Bank	4,000,000.00	5.34%
Commonwealth Bank of Australia Ltd	10,545,899.22	14.08%
Defence Bank	2,000,000.00	2.67%
Illawarra Credit Union	1,750,000.00	2.34%
ING Bank	1,000,000.00	1.34%
Judo Bank	3,000,000.00	4.01%
Macquarie Bank	5,021,639.40	6.71%
Move Bank	2,000,000.00	2.67%
MyState Bank Ltd	1,000,000.00	1.34%
National Australia Bank Ltd	4,000,012.32	5.34%
Northern Territory Treasury Corporation	2,000,000.00	2.67%
NSW Treasury Corporation	18,063,799.72	24.12%
Rabobank	1,000,000.00	1.34%
Portfolio Total	74,881,350.66	100.00%





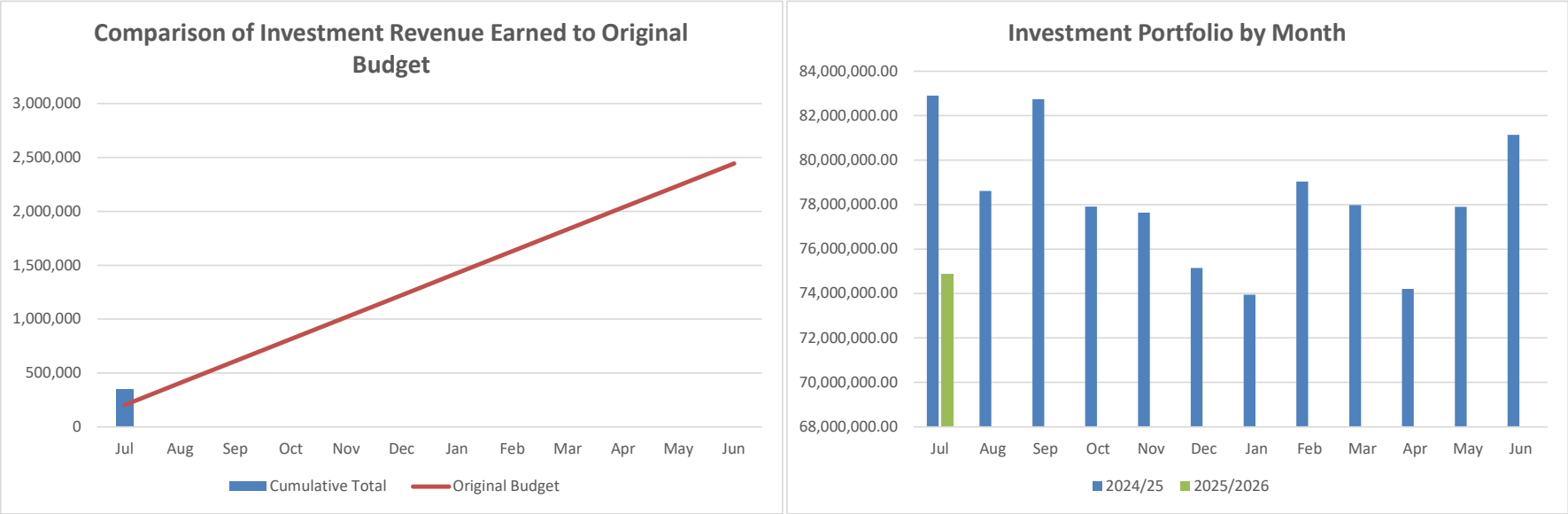
### 3. Investment Revenue Received For 1 July 2025 to 31 July 2025

Security	Issuer	Settlement Date	Face Value (Basis of Interest Calculation)	Consideration Notional	Income Type
NAB 4.65 10 Jul 2025 91DAY TD	National Australia Bank Ltd	10 Jul 2025	2,000,000.00	<b>23,186.31</b>	Security Coupon Interest
AMP 5.1 23 Jul 2025 182DAY TD	AMP Bank Ltd	23 Jul 2025	2,000,000.00	<b>50,860.27</b>	Security Coupon Interest
BOQ 4.7 27 Jan 2027 Fixed	Bank of Queensland Ltd	29 Jul 2025	1,000,000.00	<b>23,500.00</b>	Security Coupon Interest
AMP 5.05 31 Jul 2025 182DAY TD	AMP Bank Ltd	31 Jul 2025	3,000,000.00	<b>75,542.47</b>	Security Coupon Interest
Other	Macquarie Bank Ltd	31 Jul 2025		<b>21,249.40</b>	Bank Interest
Other	Commonwealth Bank	31 Jul 2025		<b>22,330.00</b>	Bank Interest
Other	Commonwealth Bank	31 Jul 2025		<b>2,395.95</b>	Bank Interest
Other	Commonwealth Bank	31 Jul 2025		<b>188.53</b>	Bank Interest
				<b>219,252.93</b>	
Medium Term Growth Fund	NSW Treasury Corporation			<b>86,273.00</b>	Fair Value Gain/(Loss)
Long Term Growth Fund	NSW Treasury Corporation			<b>47,631.85</b>	Fair Value Gain/(Loss)
				<b>133,904.85</b>	
<b>TOTAL</b>				<b>353,157.78</b>	





4. Comparison of Investment Revenue Earned to Original Budget and Investment Portfolio by Month 2025 - 2026 YTD





## 5. Environmentally Sustainable Investment Performance Report for the Period Ending 31 July 2025 Relative To 30 June 2025.

### Portfolio Summary by Fossil Fuel Lending ADIs

ADI Lending Status	% Total	Current Period	% Total	Prior Period
<b>Fossil Fuel Lending ADIs</b>				
Bank of Queensland	1.3%	1,000,000.00	1.2%	1,000,000.00
Commonwealth Bank of Australia Ltd	14.1%	10,545,899.22	13.5%	10,935,457.21
ING Bank Australia Limited	1.3%	1,000,000.00	1.2%	1,000,000.00
Macquarie Bank	6.7%	5,021,639.40	11.1%	9,026,044.60
National Australia Bank Ltd	5.3%	4,000,012.32	4.9%	4,000,012.32
	<b>28.8%</b>	<b>21,567,550.94</b>	<b>32.0%</b>	<b>25,961,514.13</b>
<b>Non Fossil Fuel Lending ADIs</b>				
Auswide Bank Limited	3.3%	2,500,000.00	3.1%	2,500,000.00
AMP Bank	10.7%	8,000,000.00	12.3%	10,000,000.00
Bank of Queensland	8.0%	6,000,000.00	7.4%	6,000,000.00
Bank of Sydney	2.7%	2,000,000.00	2.5%	2,000,000.00
Beyond Bank	5.3%	4,000,000.00	4.9%	4,000,000.00
Defence Bank	2.7%	2,000,000.00	2.5%	2,000,000.00
Illawarra Credit Union	2.3%	1,750,000.00	2.2%	1,750,000.00
Judo Bank	4.0%	3,000,000.00	1.8%	1,500,000.00
Move Bank	2.7%	2,000,000.00	2.5%	2,000,000.00
MyState Bank Ltd	1.3%	1,000,000.00	3.1%	2,500,000.00
Northern Territory Treasury Corporation	2.7%	2,000,000.00	2.5%	2,000,000.00
NSW Treasury Corporation	24.1%	18,063,799.72	22.1%	17,929,894.87
Rabobank	1.3%	1,000,000.00	1.2%	1,000,000.00
	<b>71.2%</b>	<b>53,313,799.72</b>	<b>68.0%</b>	<b>55,179,894.87</b>
<b>Total Portfolio</b>		<b>74,881,350.66</b>		<b>81,141,409.00</b>

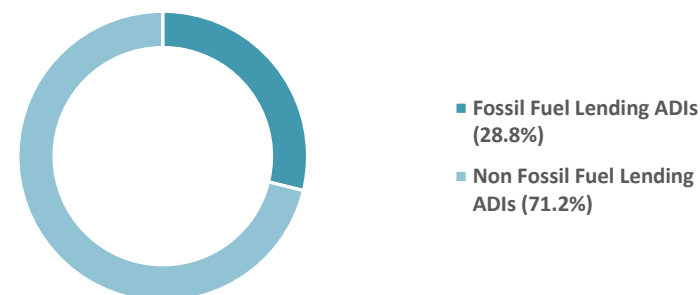
All amounts shown in the table and charts are Current Face Values.

The above percentages are relative to the portfolio total and may be affected by rounding.

A fossil fuel lending ADI appearing in the non-fossil fuel related table will indicate that the portfolio contains a "green bond" issued by that ADI.

Note: AMP has been reclassified during May to a non-fossil fuel lending ADI

Fossil Fuel vs Non Fossil Fuel Lending ADI





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# Richmond Valley Council

## AGENCY INFORMATION GUIDE

Government Information (Public Access) Act 2009



*Love where we live and work*



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## 1. Overview

This Agency Information Guide has been prepared and published in accordance with the requirements of the *Government Information (Public Access) Act 2009* (GIPA Act). It describes the structure and functions of Council, the various types of information Council holds and how the public can access the information.

Council is committed to the principles of open, accountable, fair and effective government and recognises the right of the public to access Council information. Council holds a wide range of information concerning both the Richmond Valley local government area and the operation of Council. Much of this information is available on Council's website.

This publication provides members of the public, community organisations, the media, government agencies and staff with information about:

- Council's vision, values, principles and our commitment to the community;
- The structure and functions of Council;
- The ways in which the functions of Council (in particular, the decision-making functions) affect members of public;
- The avenues available to the public to participate in the formulation of Council policies and the exercise of its functions;
- The kinds of information held by Council and in particular, the information Council makes publicly available;
- The manner in which Council makes information publicly available; and
- The kind of information that is free of charge and that for which a charge is imposed.





## 2. About Richmond Valley Council

Richmond Valley Council is a government administrative body constituted to manage the affairs of the local government area known as the Richmond Valley. Consisting of representatives elected by the community residing within the Richmond Valley electorate, Richmond Valley Council additionally comprises a team of employed persons responsible for the implementation of the decisions made by the elected representatives in addition to ensuring compliance with various legislative obligations.

### Our Council Representatives

At the Richmond Valley Council Local Government Election held on 14 September 2024, the following seven Councillors were elected to represent the Richmond Valley for the council term which will conclude in September 2028.



L to R (back row): Cr John Walker, Cr Sam Cornish, Cr Steve Morrissey,  
Cr Robert Hayes

L to R (front row): Cr Lyndall Murray, Cr Robert Mustow (Mayor), Cr Sandra Humphrys

The elected Council is responsible for the direction and control of Council's affairs in accordance with the *Local Government Act* and associated legislation.

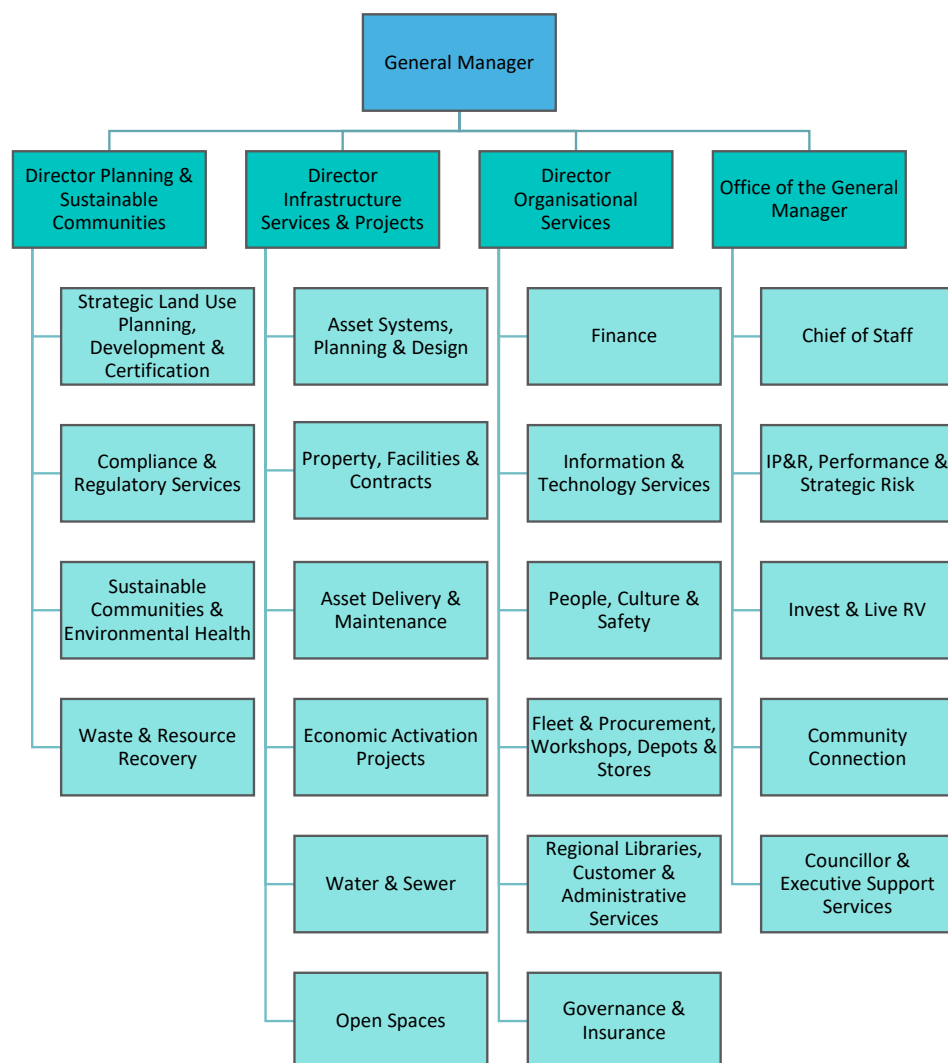
Councillors represent the interests of our residents and ratepayers. They provide leadership and guidance to the community; and facilitate communication between the community while maintaining the broader vision, needs and aspirations of the wider Richmond Valley.

## Organisational Structure

Richmond Valley Council is a duly constituted body under the Australian *Constitution Act 1902*, *Local Government Act 1993* and associated legislation. This legislation provides the legal framework for an effective, efficient, environmentally responsible and open system of local government.

Council adopts an organisational structure that will support the General Manager in implementing the actions identified in Council's Delivery Program and Operational Plan. The structure and functions of Council are determined by the provisions of the *Local Government Act 1993*, Chapter 6.

Council operates under the following structure:



## How Council's decision-making functions affect members of the public

Council recognises their capacity as decision-makers directly affect the members of the community in various ways, including but not limited to:

- Provision of and access to services both necessary and desired by the Richmond Valley community;
- Short, intermediate and long-term projects that maintain and upgrade services for the benefit of the Richmond Valley Community;
- Implementation of long-term initiatives to enhance the lives of those living in the Richmond Valley; and
- Facilitating and supporting the growth of enterprise and business to, from and within the Richmond Valley.

To facilitate the requirement to balance the needs and hopes of members of the public against the wider Richmond Valley community, Council, when making decisions, is guided by a set of principles, vision and values to ensure the Richmond Valley continues to prosper. The various roles and functions of Council together with Council's integrated planning and reporting framework make up the operational structure for delivery of Council's core objectives.



## 3. Our vision for the future

### Our Vision and Values

Our community has agreed upon the values and principles to guide the future of the Richmond Valley.

As part of the consultation for development of the Community Strategic Plan, we asked people what they wanted the Richmond Valley to be like in the future and this is what the community identified as being important to them:

- Everyone in our community should feel safe, valued and respected;
- People should be proud of where they live;
- Everyone should be treated fairly and have the same opportunities in life;
- Everyone should have a home;
- People should be able to live here all their life – they shouldn't have to move away to get an education, find a home, or get a job; and
- All of us should leave this place better than we found it for the generations to come.

*(Community Strategic Plan – Richmond Valley 2040, p14)*

To assist in achieving our community vision, Council has developed an ethical framework to reference as part of the everyday decision-making processes, actions and management of Richmond Valley Council:

- Good governance - delivering good performance, minimising risks, ensuring transparency and accountability to promote efficiency and effectiveness.
- Representative democracy and community support - Council's direction and activities are to broadly reflect its community demographics and to have community support.
- Sound policy - clear direction via a policy and planning framework.
- Sufficient resources - human and financial resources to implement its decisions and to fulfil statutory obligations.
- Meaningful planning - a process to translate community needs and aspirations into Council services; to be meaningful, plans must result in actions and outcomes for the community.
- Connectedness - high level of connectivity across all of the community.
- Strong leadership - effective local government and outcomes can only be achieved via strong community leadership through councillors and staff.

## 4. Roles and functions

### Mayor

In accordance with the *Local Government Act 1993* section 226, the role of the mayor is to exercise the policy-making functions of the governing body of the council between meetings of the council (in cases of necessity), to exercise other functions of the council as the council determines, to preside at meetings of the council and to carry out the civic and ceremonial functions of the mayoral office.

### Councillors

In accordance with the *Local Government Act 1993* section 232, the role of councillors includes:

- to provide a civic leadership role in guiding the development of the community strategic plan;
- monitor the implementation of the council's delivery program;
- to direct and control the affairs of the council;
- to participate in the optimum allocation of the council's resources for the benefit of the local government area;
- to play a role in the creation and review of council's policies and objectives relating to the exercise of council's regulatory functions; and
- to review the performance of the council and its delivery of its services.

### Executive Staff

The General Manager, and by delegation, the Executive staff, are responsible for the efficient and effective operation of the Council's organisation and for ensuring the implementation, without undue delay, of decisions of council. Richmond Valley Council's Executive staff include:



General Manager  
Director Planning and Sustainable Communities  
Director Organisational Services  
Director Infrastructure Services and Projects  
Chief of Staff

In accordance with the *Local Government Act 1993* section 335, the functions of the General Manager include:

- to assist the council in connection with the development and implementation of the community strategic plan, resourcing strategy, delivery program and operational plan, together with the preparation of its annual report and state of the environment report;
- the day-to-day management of the council;
- to exercise such functions as delegated by the council;
- to appoint staff in accordance with the organisational structure and resources approved by the council; and
- to implement the council's equal employment opportunity management plan.

## Functions of Council

*Local Government Act 1993* (Chapter 5) confers the following functions upon Council:

- Service functions (Chapter 6)
- Regulatory functions (Chapter 7)
- Ancillary functions (Chapter 8)
- Revenue functions (Chapter 15)
- Administrative functions (Chapters 11, 12 and 13), and
- Enforcement functions (Chapters 16 and 17).



Council's priorities and services provided are outlined below, and highlight the four key directions Council is committed to under our Community Strategic Plan:

### Strengthening our role in the region

OBJECTIVE 1: ESTABLISH THE RICHMOND VALLEY AS A REGIONAL GROWTH CENTRE	<ul style="list-style-type: none"> <li>• Activating housing investment</li> <li>• Securing essential infrastructure</li> <li>• Providing more jobs and services</li> </ul>
OBJECTIVE 2: ADAPT TO REGIONAL CHALLENGES AND BUILD RESILIENCE	<ul style="list-style-type: none"> <li>• Building resilience and supporting flood recovery</li> </ul>
OBJECTIVE 3: GROW AND DIVERSIFY OUR ECONOMY	<ul style="list-style-type: none"> <li>• Activating the Regional Jobs Precinct</li> <li>• Creating vibrant town centres and main streets</li> <li>• Boosting visitor economy</li> <li>• Promoting our regional icons</li> </ul>

### Creating great places to live

OBJECTIVE 4: CELEBRATE OUR LOCAL IDENTITY AND LIFESTYLE	<ul style="list-style-type: none"> <li>• Supporting our future leaders</li> <li>• Providing safe places to learn and share</li> <li>• Cool places to play and great public facilities</li> </ul>
OBJECTIVE 5: PROVIDE INFRASTRUCTURE THAT MEETS COMMUNITY NEEDS	<ul style="list-style-type: none"> <li>• Fixing our drains</li> <li>• Investing in water &amp; sewerage services</li> <li>• Managing waste responsibly</li> </ul>

### Protecting our unique environment

OBJECTIVE 6: PRESERVE NATIVE BUSHLAND, BIODIVERSITY AND WATERWAYS	<ul style="list-style-type: none"> <li>• Working together to restore habitat</li> <li>• Looking after our waterways</li> </ul>
OBJECTIVE 7: REDUCE OUR IMPACT ON THE ENVIRONMENT	<ul style="list-style-type: none"> <li>• Playing our part to save water</li> <li>• Providing cool, green spaces</li> <li>• Reducing our carbon footprint</li> <li>• Increasing recycling rates</li> </ul>

### Delivering for our community

OBJECTIVE 8: LEAD AND ADVOCATE FOR OUR COMMUNITY	<ul style="list-style-type: none"> <li>• Governance &amp; Advocacy</li> <li>• Community Connection</li> </ul>
OBJECTIVE 9: MANAGE RESOURCES RESPONSIBLY AND PROVIDE GREAT SERVICE	<ul style="list-style-type: none"> <li>• Financial Services</li> <li>• People &amp; Culture</li> <li>• Work Health &amp; Safety</li> <li>• Fleet Management</li> <li>• Quarries &amp; Private Works</li> <li>• Customer Service</li> <li>• Information Technology Services</li> </ul>



In addition to the *Local Government Act 1993*, Council has a range of functions under other legislation, including but not limited to:

- *Biosecurity Act 2015*
- *Biodiversity Conservation Act 2016*
- *Boarding Houses Act 2012*
- *Building and Development Certifiers Act 2018*
- Building Code of Australia
- *Cemeteries and Crematoria Act 2013*
- Cemeteries and Crematoria Regulation 2022
- *Children and Young Persons (Care and Protection) Act 1998*
- *Children's Guardian Act 2019*
- *Civil Liability Act 2002*
- *Coastal Management Act 2016*
- *Community Land Development Act 2021*
- *Community Land Management Act 2021*
- *Companion Animals Act 1998*
- Companion Animals Regulation 2018
- *Contaminated Land Management Act 1997*
- *Conveyancing Act 1919*
- *Crimes Act 1900*
- *Crown Land Management Act 2016*
- *Disability Inclusion Act 2014*
- *Dividing Fences Act 1991*
- *Environmental Planning and Assessment Act 1979*
- Environmental Planning and Assessment Regulation 2021
- *Fines Act 1996*
- *Fluoridation of Public Water Supplies Act 1957*
- *Food Act 2003*
- *Government Information (Public Access) Act 2009*
- *Graffiti Control Act 2008*
- *Health Records and Information Privacy Act 2002*
- *Heritage Act 1977*
- *Land and Environment Court Act 1979*
- *Land Acquisition (Just Terms Compensation) Act 1991*
- *Library Act 1939*
- *Liquor Act 2007*
- Local Government (General) Regulation 2021
- Local Government (State) Award 2023
- *Native Title Act 1993 (Cth)*
- *Native Title (New South Wales) Act 1994 (NSW)*
- *Ombudsman Act 1974*
- *Plumbing and Drainage Act 2011*
- *Privacy and Personal Information Protection Act 1998*
- *Protection of the Environment Operations Act 1997*
- Protection of the Environment Operations (Clean Air) Regulation 2022
- Protection of the Environment Operations (Noise Control) Regulation 2017
- Protection of the Environment Operations (Waste) Regulation 2014
- *Public Health Act 2010*
- Public Health Regulation 2022
- *Public Interest Disclosures Act 2022*
- *Public Spaces (Unattended Property) Act 2021*
- Public Spaces (Unattended Property) Regulation 2022
- *Public Works and Procurement Act 1912*
- *Radiocommunications Act 1992 (Cth)*
- *Real Property Act 1900*
- *Recreation Vehicles Act 1983*
- *Roads Act 1993*
- *Road Transport Act 2013*
- Road Transport (General) Regulation 2021
- Roads Regulation 2018
- Road Rules 2014
- *State Records Act 1998*
- *Strata Schemes Development Act 2015*
- *Strata Schemes Management Act 2015*
- *Surveying and Spatial Information Act 2002*
- *Swimming Pools Act 1992*
- *Unclaimed Money Act 1995*
- *Waste Avoidance and Resource Recovery Act 2001*
- *Water Management Act 2000*
- *Work Health and Safety Act 2011*
- *Workplace Injury Management and Workers Compensation Act 1998*

## 5. Integrated Planning and Reporting

Councils in NSW are required to develop an Integrated Planning and Reporting (IPR) framework under legislative requirements prescribed in the *Local Government Act 1993*, Chapter 3. This framework has been put in place to encourage councils, the community and other organisations to work together to plan for the future in an efficient and collaborative manner. The IPR has five main components:

- Community Strategic Plan;
- Delivery Program and Operational Plan;
- Resourcing Strategy incorporating Asset Management Plan;
- Annual Report; and
- State of the Valley Report (formerly End of Term Report).

### Community Strategic Plan

Council's Community Strategic Plan (CSP) 'Richmond Valley Made 2040' was adopted in June 2023, with a review and amendments endorsed in June 2025. The CSP identifies the community's main priorities and aspirations for the future and establishes broad strategies for achieving these goals. In order to plan and monitor these goals, Council has an established IPR framework consisting of a Resourcing Strategy, Delivery Program and Operational Plan. To facilitate community involvement in the ongoing planning processes, Council has adopted a Community Engagement Strategy.

### Delivery Program and Operational Plan

The Delivery Program is Council's commitment to its community over the length of Council's term and addresses the major areas council will focus on to address the strategies and actions that will be undertaken to address the program. The Operational Plan is a one-year plan that outlines the actions council will undertake in the financial year to implement the Delivery Program and allocates the resources necessary to achieve the actions over the twelve-month period.

### Resourcing Strategy

The Resourcing Strategy consists of the Long-Term Financial Plan, Organisational Development Plan and Asset Management Plans. They contain information on the time, money, assets and people required by council to progress the projects within the Delivery Program and move towards achieving our community outcomes.

### Annual Report

The Annual Report focuses on Council's implementation of the Delivery Program and Operational Plan. The report includes information prescribed by the Local Government (General) Regulation 2021. The Annual Report assists the community in understanding how council has performed over the financial year.

### State of the Valley

The State of the Valley reports on progress of implementation and the effectiveness of the Community Strategic Plan, (the State of the Valley (formerly referred to as the End of Term Report)) must be presented to and endorsed at the second meeting of a newly elected council.

## 6. Engaging with the public and stakeholders

### Public Participation

Council encourages and provides community members with opportunities to contribute to decision-making processes and participate in the formulation of its policies in the following ways:

- Standing for election as a councillor - the next local government election is due in September 2028;
- Talking to Councillors - for current contact information please refer to Council's website [www.richmondvalley.nsw.gov.au](http://www.richmondvalley.nsw.gov.au);
- Attendance at Council Meetings - Ordinary Meetings of Council are usually held on the third Tuesday of each month, commencing at 6pm in the Richmond Valley Council Chambers, 10 Graham Place, Casino;
- Viewing Business Papers for Council Meetings - these are published on Council's website as well as being available at Council's Casino and Evans Head offices;
- Addressing Council on an agenda item during the Public Access Session at the commencement of Ordinary Council Meetings;
- Writing to Council on any matter - all correspondence should be addressed to:  
General Manager  
Richmond Valley Council  
Locked Bag 10  
CASINO NSW 2470  
or emailed to [council@richmondvalley.nsw.gov.au](mailto:council@richmondvalley.nsw.gov.au)
- Submissions to Community Strategic Plans, Operational Plans, Delivery Program, codes and policies on exhibition;
- Submissions to advertised or notified Development or Subdivision Applications;
- Community surveys;
- Community Advisory Committees and Section 355 Committees for some functions of Council; and
- Viewing Open Data - the Information and Privacy Commission (IPC) receives reports from Council containing data on Government Information Public Access (GIPA) obligations and these reports are used to publish information on Data.NSW's website [www.data.nsw.gov.au](http://www.data.nsw.gov.au)  
Data.NSW aims to increase the safe use of data across NSW government in order to support data-driven decision making and deliver better outcomes for the people of NSW.

### Council Committees

#### ***Audit Risk and Improvement Committee***

Richmond Valley Council (Council) has established an Audit, Risk and Improvement Committee (ARIC) in compliance with section 428A of the *Local Government Act 1993*.

The objective of the ARIC is to provide independent assurance to the Council by monitoring, reviewing and providing advice about the Council governance processes, compliance, risk management and control frameworks, external accountability obligations and overall performance.

Council's Audit, Risk and Improvement Committee (ARIC) comprises:

- One Independent Chair
- Two Independent members
- Council also have the option of appointing a non-voting council member.

### ***Richmond Valley Council Local Traffic Committee***

The Richmond Valley Council Local Traffic Committee is a statutory committee with operating arrangements covered by the *Roads Act 1993* and the Roads and Traffic Authority Engineering Manual. The function of the committee is to advise Council on traffic related matters referred to it by Council. The committee acts as an advisory body only.

Memberships consists of two Councillors, the Director Planning and Sustainable Communities (or nominee), one representative each from the NSW Police and Transport for NSW, and the Member for Clarence.

### ***Section 355 Committees***

The function of the following Section 355 Committees is care, control and management of Council halls or sporting facilities:

- Broadwater Community Hall Committee
- Coraki Youth Hall Committee
- Evans Head Recreation Hall Committee
- Fairy Hill Hall Committee
- Rappville Hall Committee
- Rappville Sporting Facilities Committee
- Rileys Hill Community Centre Committee
- Stan Payne Memorial Oval Committee
- Woodburn Memorial Hall Committee
- Woodview Piora Hall Committee.

### ***Staff Committees***

Internal committees include the Health and Safety Committee (promotion of the safety and welfare of workers) and the Consultative Committee (a forum of communication between the employer and its employees).

### ***Delegates to External Organisations and Committees***

Organisation	Delegate/Member
<b>Rous County Council</b>	Cr Robert Mustow (Mayor)
<b>Arts Northern Rivers</b>	Cr Sandra Humphrys
<b>Northern Rivers Joint Organisation Board</b>	Cr Lyndall Murray
<b>Evans Head and District Workspace Committee</b>	Manager Community Connection
<b>Local Government NSW (Annual Conference)</b>	Cr Robert Mustow (Mayor)
<b>Local Emergency Management Committee (LEMC)</b>	Director Organisational Services
<b>Local Emergency Management Officer (LEMO)</b>	[or nominee]
<b>Richmond Valley Council Local Traffic Committee</b>	Cr Robert Mustow (Mayor) [or nominee]
	General Manager [or nominee]
	Local Emergency Management Officer
	Cr Robert Hayes
	Cr Sam Cornish
	Director Planning & Sustainable Communities [or nominee]
<b>Northern Regional Planning Panel</b>	Cr Robert Hayes

## 7. Information Council holds

Council holds a wide range of information that assists in the management of the Richmond Valley electorate, encompassing both legal requirements and community vision, providing Council and its community with reference points and records which allow for continuing assessment of our goals and achievements.

### Policy Documents

- Access to Council Records & Privacy Management Plan
- Adverse Event Plan (October 2021)
- Asbestos
- Asset Capitalisation
- Asset Management
- Banking Services
- Bitumen Sealing adjacent to Residences on Unsealed Roads
- Business Ethics
- Cemeteries and Burial
- Change of Name – Rates and Water/Sewer
- Child Safety and Wellbeing
- Code of Conduct – Councillors and Personnel
- Code of Meeting Practice
- Community Engagement
- Community Engagement Strategy & Framework
- Community Financial Assistance Program
- Complaints Management and Mandatory Reporting
- Concealed Water Leaks – Granting of Allowance and Application
- Conference Attendance
- Contributions for Kerb and Guttering and Footpath Paving
- Council Website
- Councillor Access to Information
- Councillor Expenses and Facilities
- Councillor Induction and Professional Development Policy
- Customer Service Charter & Standards
- Dealing with Difficult People
- Debt Recovery
- Development Principles and Development Assessment Panel (DAP)
- Discharge of Liquid Trade Waste to the Sewerage System
- Effluent Reuse (Evans Head)
- Election Candidate Signage Policy
- Equal Employment Opportunity (EEO)
- Event Support
- Financial Assistance – On-Site Sewerage and Wastewater Management
- Financial Hardship and Application – Residential and Application – Commercial/Business
- Financial Hardship – Natural Disaster and Application
- Fraud and Corruption Control Plan
- Fraud Prevention
- Gathering Information for Legal and Insurance Matters
- Gifts and Benefits
- Heritage Incentives
- Installation of Street Lights and Street Lighting Fact Sheet
- Internal Reporting (Public Interest Disclosures)

- Investments
- Kerbside Dining
- Lease of Road Reserve
- Management of Contaminated Land
- Managing Conflicts of Interest for Council-related Development
- Media
- Modern Slavery Prevention Policy
- Naming of Public Parks, Reserves, Sporting Fields and Council Facilities
- Naming of Roads and Bridges
- Permanent Road Closures
- Pressure Sewerage
- Private Works – Charges for Works Under Section 67, Local Government Act 1993
- Public Gates and Bypasses (Cattle Grids) Policy and Procedure
- Purchase Order – Standard Terms and Conditions
- Purchasing
- Recognition of Milestones
- Related Party Disclosure
- Risk Management
- Revenue Policy 2023-24
- Road Management
- Roadside and Reserve Memorials
- Section 355 Committees Manual – Managing Council’s Community Facilities
- Section 355 Committee Policy
- Signature Event
- Signs as Remote Supervision
- Stormwater Management Charge Discount and Exemption
- Volunteer
- Water and Sewerage Charges – Application of S552 of the Local Government Act
- Welcome to Country
- Write-Off of Debtors
- Write-Off of Rates and Charges

### **Integrated Planning and Reporting**

- Annual Reports
- Community Strategic Plan
- Delivery Program and Operational Plan
- Asset Management Policy
- Asset Management Plans
- Asset Management Strategy
- Revenue Policy
- Resourcing Strategy
- State of the Valley
- State of the Environment Report
- Annual Reports of bodies exercising delegated Council functions

### **Council Meetings**

- Agendas
- Business Papers
- Minutes



## Financial Information

- Quarterly Budget Review Statements
- Financial Statements
- Operational Plan including Financial Estimates
- Long Term Financial Plan
- Contracts Register
- Annual Financial Statements (including independent Auditor's Reports)
- Monthly Financial Analysis Report

## Registers

- Land Register
- Register of Investments
- Returns of the Interests of Councillors, Designated Persons and Delegates
- Disclosures of Political Donations (*Local Government Act 1993*, Section 328A) (available upon request)
- Delegations Register (available upon request)
- Councillor Voting on Planning Matters (*Local Government Act 1993*, Section 375A) (available upon request)

## Planning documents

- Development Applications (within the meaning of the *Environmental Planning and Assessment Act 1979*) and associated documents
- Local policies adopted by the Council concerning approvals and orders
- Records of approvals granted, any variation from local policies with reasons for the variation, and decisions made on appeals concerning approvals
- Records of Building Information Certificates under *Environmental Planning & Assessment Act 1979*
- Plans of land proposed to be compulsorily acquired by the Council
- Leases and licences for use of public land classified as Community Land
- Plans of Management for Community Land
- Bushfire Prone Land Mapping
- Richmond Valley Local Environmental Plan 2012
- Richmond Valley Development Control Plan 2021
- Section 7.12 Contributions Plan
- Section 94/7.11 Contributions Plan (Heavy Haulage)
- Richmond Valley Growth Management Strategy and Casino Place Plan
- Richmond Valley Heritage Study 2007
- Richmond Valley Flood Study
- Casino Stormwater Drainage Study

## 8. How to access Council information

A person (persons or entity) can access information held by Council in four ways:

- As open access information
- Via proactive release of information
- Via informal access
- Via a formal access application

### Open access information

Open access information is information in which it is mandatory to be released and published on Council's website. The types of information accessible by the public on Council's website includes, but is not limited to the following:

- Policy documents
- Agendas, Minutes and Business Papers of Council meetings (excluding items conducted under closed meeting conditions)
- Planning information
- Annual reports
- Strategic, operational and resource information
- Register of Government Contracts
- Disclosure Log of formal access applications
- Record of open access information not publicly available

The following link provides the initial access point for search and location of the above documents:

[Access to Council Information - Richmond Valley Council](#)

### Proactive release of information

Council supports the objective of the *GIPA Act* to promote proactive release of information to the public beyond that which is statutorily required. Council regularly makes such information available for the community to access via our website, including but not limited to:

- Fact Sheets
- Links to related or helpful sites
- Advice on how to complete applications
- Emergency information
- Data breach information as required.

### Informal access information

Should a member of the public seek information that is not available via Council's website, an informal request for the information can be made the following ways:

- By using our "Contact Us Online" function on Council's website
- By emailing a request to [council@richmondvalley.nsw.gov.au](mailto:council@richmondvalley.nsw.gov.au)
- For building and development records, a separate form "Request to access building and development records" is required and is available in the forms area on Council's website.

## Formal access information

In the event that information is unable to be accessed via Council's website or by informal request, a member of the public can submit a formal application to access certain information by completing a "Formal Access to Information Form (GIPA Act)", available in the forms area on Council's website, or by accessing the following link [Formal Access Application - Feb 2012](#). The application will require a description of the records or information which is the subject of the application, and the legislation under which they make the application, and they may be charged a fee in accordance with the relevant legislation.

## Excluded information

Access to information may be subject to an overriding public interest test against disclosure under certain circumstances in accordance with the GIPA Act, or subject to a conclusive presumption against release, per Schedule 1 of the GIPA Act.

## Costs applicable in obtaining information

The following costs are applicable with respect to the release of information under the GIPA Act:

- Readily accessible information on Council's website (open access and proactive release) is available at no charge.
- Informal access information emailed to a member of the public is available at no charge.
- Formal Access to Information Requests attract an application fee of \$30.00 and may be required to pay an additional charge for processing the application at \$30.00 per hour.
- Members of the public wishing to obtain hard copies of information will be charged reasonable photocopying charges in accordance with Council's Revenue Policy in force as at the date of the request.

## General information and publications available for purchase

The following publications are available as hardcopies for purchase from Council and will be charged in accordance with Council's Revenue Policy current at the time of the request:

- Richmond Valley LEP (Comprehensive LEP) #
- Richmond Valley LEP Maps – A3 print size #
- Richmond Valley LEP Maps – A1 print size #
- Richmond Valley Development Control Plan 2021 \*
- Section 7.12 Contributions Plan \*
- Section 94/7.11 Heavy Haulage Contributions Plan
- Richmond Valley Growth Management Strategy and Casino Place Plan \*
- Richmond Valley Heritage Study 2007
- Thematic History of Richmond Valley Local Government Area, Brett J. Stubbs, published by Richmond Valley Council 2007
- Stormwater Asset Management Plan\*
- Bush Fire Prone Land Maps \*
- On-site Sewage Management Strategy (OSMS) \*
- Northern Rivers Local Government Development Design and Construction Manual
- Section 64 Water and Sewerage Development Servicing Plans

Note: Electronic copies of publications marked \* are available to download free of charge via Council's website [www.richmondvalley.nsw.gov.au](http://www.richmondvalley.nsw.gov.au)

Note: Electronic copies of publications marked # are available to download free of charge via NSW legislation's website [www.legislation.nsw.gov.au](http://www.legislation.nsw.gov.au) and NSW Planning Portal's website [www.planning.nsw.gov.au](http://www.planning.nsw.gov.au)

Council is committed to the objectives of the *Government Information (Public Access) Act 2009* and will strive to achieve the development, maintenance, and advancement of a system of responsible and representative democratic government that is open, accountable, fair and effective. The objective of this Act is to open government information to the public by:

- authorising and encouraging the proactive public release of government information by agencies,
- giving members of the public an enforceable right to access government information, and
- providing that access to government information is restricted only when there is an over-riding public interest against disclosure.

***Council Policy No. 1.19 - Access to Council Records and Privacy Management Plan, (accessible here [Access to Council Records & Privacy Management Plan September 2020](#) ) guides the processing of requests/applications to access or amend information, in accordance with the Government Information (Public Access) Act 2009, the State Records Act 1998, and the Privacy and Personal Information Protection Act 1998.***

Enquiries concerning inspecting or purchasing Council documents and records can be made to by visiting our friendly Customer Experience staff, contacting Council on 6660 0300 or emailing [council@richmondvalley.nsw.gov.au](mailto:council@richmondvalley.nsw.gov.au) Customer Experience staff will assist members of the public with enquiries and completion of applications for access to Council information.

Casino Office Opening Hours	Monday to Friday 8:00am - 4:30pm
Evans Head Opening Hours	Monday to Friday 8:30am - 4:30pm
	Saturday 9:00am - 12:00pm

Complex applications requiring further assistance will be referred to:

The Public Officer  
Richmond Valley Council  
Locked Bag 10  
CASINO NSW 2470

All applications for access to, or amendment of, Council's records must be made in writing to:

The General Manager  
Richmond Valley Council  
Locked Bag 10  
CASINO NSW 2470

Feedback from the public is welcomed by Council. The following link provides our online contact information and includes further general information with respect to feedback:

[Contact - Richmond Valley Council](#)

This is the most recent Agency Information Guide published by Richmond Valley Council and was approved by the elected body on 15 July 2025. This document can be obtained from Council's website [www.richmondvalley.nsw.gov.au](http://www.richmondvalley.nsw.gov.au) or by contacting Council's Public Officer.

Further information is also available by contacting the Information and Privacy Commission NSW:

Phone: 1800 472 679  
Email: [ipcinfo@ipc.nsw.gov.au](mailto:ipcinfo@ipc.nsw.gov.au)  
Website: [www.ipc.nsw.gov.au](http://www.ipc.nsw.gov.au)

In accordance with section 21 GIPA Act Council reviews the Agency Information Guide on an annual basis with notification to the Information Commissioner prior to adoption of a revised version.

Version Number	Date	Comments
1	17/03/2020	New/adopted [resolution 170920/19]
2	22/09/2022	Reviewed/updated/adopted [resolution 200922/19]
3	19/03/2024	Reviewed/updated/adopted [resolution 190324/12]
4	19/08/2025	Reviewed/updated/adopted [resolution XXX]

Richmond Valley Council  
Carry Forwards  
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Project	Description	Current Budget Est 30-Jun-25	Actual 30-Jun-25	Carry Forward Request	Revised Budget Est 30-Jun-25	Funding Source
<b>OPERATIONAL PROJECTS</b>						
<b>STRENGTHENING OUR ROLE IN THE REGION OPERATIONAL CARRY FORWARDS</b>						
<b>PROPERTY AND ECONOMIC PROJECTS</b>						
181202	Real Estate - Cassino Drive Industrial Precinct (BLERF)	900,000	201,548	(608,747)	291,253	Grant Funded - Bushfire Local Economic Recovery Fund (910100)
		<b>900,000</b>	<b>201,548</b>	<b>(608,747)</b>	<b>291,253</b>	
<b>ECONOMIC DEVELOPMENT</b>						
170010	Economic Development Consultants	20,000	6,575	(4,175)	15,825	General Revenue
		<b>20,000</b>	<b>6,575</b>	<b>(4,175)</b>	<b>15,825</b>	
<b>TOTAL STRENGTHENING OUR ROLE IN THE REGION OPERATIONAL CARRY FORWARDS</b>		<b>920,000</b>	<b>208,123</b>	<b>(612,922)</b>	<b>307,078</b>	
<b>CREATING GREAT PLACES TO LIVE OPERATIONAL CARRY FORWARDS</b>						
<b>BUILDING AND MAINTAINING ROADS</b>						
430008	Roads Unsealed Grading - Lower River	532,171	465,283	(37,872)	494,299	General Revenue
430009	Roads Unsealed Grading - Rural West	804,972	726,564	(62,128)	742,844	General Revenue
		<b>1,337,143</b>	<b>1,191,847</b>	<b>(100,000)</b>	<b>1,237,143</b>	
<b>TOTAL CREATING GREAT PLACES TO LIVE OPERATIONAL CARRY FORWARDS</b>		<b>1,337,143</b>	<b>1,191,847</b>	<b>(100,000)</b>	<b>1,237,143</b>	
<b>PROTECTING OUR UNIQUE ENVIRONMENT OPERATIONAL CARRY FORWARDS</b>						
<b>ENVIRONMENTAL SUSTAINABILITY</b>						
300132	Jabiru Wetlands Weed Control	32,640	26,512	(6,128)	26,512	Grant Funded - Crown Reserve Improvement Fund (910100)
130045	Jabiru Wetlands Vegetation Management	20,000	16,849	(3,151)	16,849	Grant Funded - Northern Rivers Watershed Initiative (910100)
130046	Windsor Park Vegetation Management	30,000	14,311	(15,689)	14,311	Grant Funded - Northern Rivers Watershed Initiative (910100)
130044	North Coraki Riparian Restoration	5,000	1,860	(3,140)	1,860	Contribution - Friends of the Koala
		<b>87,640</b>	<b>59,532</b>	<b>(28,108)</b>	<b>59,532</b>	
<b>ENVIRONMENTAL MANAGEMENT</b>						
160228	Richmond Valley Floodplain Risk Management	100,000	54,131	(45,869)	54,131	Grant Funded - NSW Floodplain Management Program (910100) + General Revenue
		<b>100,000</b>	<b>54,131</b>	<b>(45,869)</b>	<b>54,131</b>	
<b>TOTAL PROTECTING OUR UNIQUE ENVIRONMENT OPERATIONAL CARRY FORWARDS</b>		<b>187,640</b>	<b>113,663</b>	<b>(73,977)</b>	<b>113,663</b>	
<b>TOTAL OPERATIONAL CARRY FORWARD REQUESTS</b>		<b>2,444,783</b>	<b>1,513,633</b>	<b>(786,899)</b>	<b>1,657,884</b>	



Richmond Valley Council  
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Project	Description	Current Budget Est 30-Jun-25	Actual 30-Jun-25	Carry Forward Request	Revised Budget Est 30-Jun-25	Funding Source
<b>CAPITAL PROJECTS</b>						
<b>STRENGTHENING OUR ROLE IN THE REGION CAPITAL CARRY FORWARDS</b>						
<b>ECONOMIC DEVELOPMENT</b>						
817402	Woodburn VIC - Function Room Security Upgrades	10,000	7,407	(2,593)	7,407	General Revenue
		<b>10,000</b>	<b>7,407</b>	<b>(2,593)</b>	<b>7,407</b>	
<b>TOTAL STRENGTHENING OUR ROLE IN THE REGION CAPITAL CARRY FORWARDS</b>		<b>10,000</b>	<b>7,407</b>	<b>(2,593)</b>	<b>7,407</b>	
<b>CREATING GREAT PLACES TO LIVE CAPITAL CARRY FORWARDS</b>						
<b>LIBRARIES</b>						
822112	Casino Library Meeting Rooms	179,229	62,198	(117,031)	62,198	Grant Funded - Public Library Infrastructure Grant (910100)
		<b>179,229</b>	<b>62,198</b>	<b>(117,031)</b>	<b>62,198</b>	
<b>SPORTS GROUNDS, PARKS AND FACILITIES</b>						
829208	QE Park - Power Upgrades	270,000	64,410	(205,590)	64,410	Grant Funded - Multi Sport Facility Fund (910100)
829110	Colley Park - Footpaths & landscaping	114,347	82,115	(29,989)	84,358	Grant Funded - Community Asset Program (910100)
829425	Stan Payne - Cricket Nets	106,649	3,453	(103,196)	3,453	Grant Funded - Sports Priority Needs (910100)
830172	McDonald Park Signage	2,000	545	(1,455)	545	General Revenue
		<b>492,996</b>	<b>150,524</b>	<b>(340,230)</b>	<b>152,766</b>	
<b>COMMUNITY CENTRES AND HALLS</b>						
827404	Evans Head Rec Hall - Toilet Renewal	65,000	44,701	(12,854)	52,146	Section 7.12 Funded (910385)
		<b>65,000</b>	<b>44,701</b>	<b>(12,854)</b>	<b>52,146</b>	
<b>BUILDING AND MAINTAINING ROADS</b>						
837263	Casino Rds - Kissane Lane Pavement Rehab	75,000	45,679	(29,321)	45,679	Special Rates Variation (912515)
845123	Footpaths Casino - Suspension Bridge	500,000	157,438	(342,562)	157,438	Grant Funded - Community Asset Program (910100)
839088	Flood Signs - Various Rds	132,000	106,523	(25,477)	106,523	Insurance Reserves (912525)
839134	Rappville Rd - CH 370 to 6130	78,329	45,715	(32,614)	45,715	Special Rates Variation (912515)
837420	Temporary School Zone Reseal Wattle/Cypress Street - St Josephs	57,500	49,817	(7,683)	49,817	Transport for NSW (910100)
839183	McDonalds Bridge Rd CH1200-5000	692,883	627,196	(65,687)	627,196	Grant Funded - Road To Recovery (910100)
837267	Casino Rds - Anderson Ave	20,000	5,343	(14,657)	5,343	Grant Funded - Road To Recovery (910100)
837268	Casino Rds - Stapleton Ave	120,000	8,318	(63,931)	56,069	Special Rates Variation (912515)
837421	Evans Hd Rds - Memorial Airport Drive Reconstruction	50,000	49,810	(190)	49,810	General Revenue
839176	McDonalds Bridge Rd	400,000	266,292	(133,708)	266,292	Grant Funded - Regional Emergency Road Repair Fund (910100)
839189	Lagoon Rd Extension of EPAR, HP and Reseal	230,000	100,491	(129,509)	100,491	General Revenue
845172	Footpaths Casino - Colches St to 7-9 Dyraaba Street	30,000	9,005	(20,995)	9,005	Section 7.12 Funded (910385)
837525	Kerb & Gutter - Booyong St Evans Head	20,000	1,560	(18,440)	1,560	Special Rates Variation (912515)
		<b>2,405,712</b>	<b>1,473,187</b>	<b>(884,774)</b>	<b>1,520,938</b>	
<b>STORMWATER MANAGEMENT</b>						
835419	Drainage Evans - Beech Street Wetland Improvements	50,000	10,635	(39,365)	10,635	Storm Water Reserves (910310)
		<b>50,000</b>	<b>10,635</b>	<b>(39,365)</b>	<b>10,635</b>	

Richmond Valley Council  
Carry Forwards  
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Project	Description	Current Budget Est 30-Jun-25	Actual 30-Jun-25	Carry Forward Request	Revised Budget Est 30-Jun-25	Funding Source
<b>WATER SUPPLIES</b>						
849776	Raw Water Pump Station - Roller Door Refurbishment	80,000	12,381	(67,619)	12,381	Water Reserves (914110)
849874	WTP Casino - Poly Dosing Pumps Upgrade	6,000	-	(6,000)	-	Water Reserves (914110)
849278	W Main Ev - 250mm Bridge crossing	250,000	9,200	(240,800)	9,200	Water Reserves (914110)
849185	W Main Cas - Dean St, Hickey St to Wheat St	69,000	40,303	(28,697)	40,303	Water Reserves (914110)
849556	W Reserv Cki - Coraki Booster PS upgrade	120,000	30,924	(89,076)	30,924	Water Reserves (914110)
849851	WTP Cas - Sed Tanks Drain Valves	40,000	20,796	(19,204)	20,796	Water Reserves (914110)
		<b>565,000</b>	<b>113,605</b>	<b>(451,396)</b>	<b>113,604</b>	
<b>SEWERAGE SEWRVICES</b>						
850726	STP EHd - Stage 2 Design	600,000	441,802	(158,198)	441,802	Grant Funded - Safe and Secure Water Program (910100) + Sewer Reserves (916110)
		<b>600,000</b>	<b>441,802</b>	<b>(158,198)</b>	<b>441,802</b>	
<b>WASTE MANAGEMENT</b>						
814044	Namoonna Cell Capping Design Work	59,004	35,797	(23,207)	35,797	Waste Reserves (910300)
814067	Waste - Nammoonna Network Cameras	12,000	4,386	(7,614)	4,386	Waste Reserves (910300)
		<b>71,004</b>	<b>40,183</b>	<b>(30,821)</b>	<b>40,183</b>	
<b>TOTAL CREATING GREAT PLACES TO LIVE CAPITAL CARRY FORWARDS</b>		<b>4,428,941</b>	<b>2,336,835</b>	<b>(2,034,669)</b>	<b>2,394,272</b>	
<b>DELIVERING FOR OUR COMMUNITY CAPITAL CARRY FORWARDS</b>						
<b>FLEET MANAGEMENT</b>						
867206	Coraki Fabrication - Shed Extension	190,485	183,595	(6,890)	183,595	Insurance Reserves (912525)
867207	Coraki Fabrication - Plant Replacement	91,831	82,611	(9,220)	82,611	Insurance Reserves (912525)
868000	Plant Purchases	3,801,136	3,361,867	(439,269)	3,361,867	Plant Replacement (912530)
		<b>4,083,452</b>	<b>3,628,073</b>	<b>(455,379)</b>	<b>3,628,073</b>	
<b>TOTAL DELIVERING FOR OUR COMMUNITY CAPITAL CARRY FORWARDS</b>		<b>4,083,452</b>	<b>3,628,073</b>	<b>(455,379)</b>	<b>3,628,073</b>	
<b>TOTAL CAPITAL CARRY FORWARD REQUESTS</b>		<b>8,522,393</b>	<b>5,972,315</b>	<b>(2,492,641)</b>	<b>6,029,752</b>	
<b>TOTAL CARRY FORWARD REQUESTS AT 30 JUNE 2025</b>		<b>10,967,176</b>	<b>7,485,948</b>	<b>(3,279,540)</b>	<b>7,687,636</b>	

Richmond Valley Council  
Revotes  
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Project	Description	Current Budget Est 30-Jun-25	Actual 30-Jun-25	Proposed Revote Request	Revised Budget Est 30-Jun-25	Funding Source
<b>OPERATIONAL PROJECTS</b>						
<b>STRENGTHENING OUR ROLE IN THE REGION OPERATIONAL REVOTES</b>						
<b>ECONOMIC DEVELOPMENT</b>						
170100	Economic Development Strategy	20,000	18,959	(3,150)	16,850	General Revenue
		<b>20,000</b>	<b>18,959</b>	<b>(3,150)</b>	<b>16,850</b>	
<b>TOTAL STRENGTHENING OUR ROLE IN THE REGION OPERATIONAL REVOTES</b>		<b>20,000</b>	<b>18,959</b>	<b>(3,150)</b>	<b>16,850</b>	
<b>CREATING GREAT PLACES TO LIVE OPERATIONAL REVOTES</b>						
<b>LIBRARIES</b>						
230010	RUCRL - Computer Lease	5,493	-	(5,493)	-	Richmond Upper Clarence Regional Library (912510)
		<b>5,493</b>	-	<b>(5,493)</b>	-	
<b>SPORTS GROUNDS, PARKS AND FACILITIES</b>						
300942	Parks Other - Coastal Reserve Biodiversity	41,999	-	(41,999)	-	General Revenue
300131	Parks Casino - Jabiru Wetlands - Regeneration	32,661	-	(32,661)	-	General Revenue
290132	McDonald Park - Riparian	15,279	4,094	(11,185)	4,094	General Revenue
310030	Surf Club - Evans Head - Operational	91,774	72,154	(10,779)	80,995	Grant Funded - Local Plan Making Authority (910100)
		<b>181,713</b>	<b>76,248</b>	<b>(96,624)</b>	<b>85,089</b>	
<b>SWIMMING POOLS</b>						
280030	Evans Head Aquatic Centre - Routine Maintenance	14,139	-	(2,600)	11,539	General Revenue
		<b>14,139</b>	-	<b>(2,600)</b>	<b>11,539</b>	
<b>STORMWATER MANAGEMENT</b>						
350900	Drainage - Stormwater Network Camera Investigation	202,010	97,673	(104,337)	97,673	Storm Water Reserves (910310) + General Revenue
		<b>202,010</b>	<b>97,673</b>	<b>(104,337)</b>	<b>97,673</b>	
<b>WATER SUPPLIES</b>						
495020	Water - Development Servicing Plan Audit	23,866	15,950	(5,800)	18,066	Water Reserves (914110)
		<b>23,866</b>	<b>15,950</b>	<b>(5,800)</b>	<b>18,066</b>	
<b>WASTE MANAGEMENT</b>						
140117	Waste Composition Audit	85,000	-	(85,000)	-	Waste Reserves (910300)
		<b>85,000</b>	-	<b>(85,000)</b>	-	
<b>TOTAL CREATING GREAT PLACES TO LIVE OPERATIONAL REVOTES</b>		<b>512,221</b>	<b>189,872</b>	<b>(299,854)</b>	<b>212,367</b>	
<b>PROTECTING OUR UNIQUE ENVIRONMENT OPERATIONAL REVOTES</b>						
<b>ENVIRONMENTAL SUSTAINABILITY</b>						
130047	Raw Water Pump Vegetation & Erosion Management	25,000	4,989	(20,011)	4,989	Grant Funded - Northern Rivers Watershed Initiative (910100)
130039	VMS Trailer Relocation & Maintenance (Koala Strategy)	12,740	720	(12,020)	720	Grant Funded - NSW Koala Strategy (910100)
		<b>37,740</b>	<b>5,709</b>	<b>(32,031)</b>	<b>5,709</b>	

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Project	Description	Current Budget Est 30-Jun-25	Actual 30-Jun-25	Proposed Revote Request	Revised Budget Est 30-Jun-25	Funding Source
ENVIRONMENTAL MANAGEMENT						
160203	Richmond River Coastal Zone Management Plan	10,000	-	(10,000)	-	Quarry Reserves (912540)
160410	Sustainability Education Programs	19,485	5,596	(13,889)	5,596	General Revenue
		29,485	5,596	(23,889)	5,596	
TOTAL PROTECTING OUR UNIQUE ENVIRONMENT OPERATIONAL REVOTES		67,225	11,305	(55,920)	11,305	
DELIVERING FOR OUR COMMUNITY OPERATIONAL REVOTES						
PEOPLE & CULTURE						
610031	Professional Development	65,413	12,977	(52,436)	12,977	General Revenue
		65,413	12,977	(52,436)	12,977	
TOTAL DELIVERING FOR OUR COMMUNITY OPERATIONAL REVOTES		65,413	12,977	(52,436)	12,977	
TOTAL OPERATIONAL REVOTE REQUESTS		664,859	233,113	(411,360)	253,499	
CAPITAL PROJECTS						
STRENGTHENING OUR ROLE IN THE REGION CAPITAL REVOTES						
ECONOMIC DEVELOPMENT						
819014	NRLX Effluent Mangement System	199,625	46,298	(153,327)	46,298	Grant Funded - NSW Betterment Program (910100)
		199,625	46,298	(153,327)	46,298	
TOTAL STRENGTHENING OUR ROLE IN THE REGION CAPITAL REVOTES		199,625	46,298	(153,327)	46,298	
CREATING GREAT PLACES TO LIVE CAPITAL REVOTES						
SPORTS GROUNDS, PARKS AND FACILITIES						
830463	Shark Bay - Revitalisation (SCCF5)	194,028	52,092	(141,936)	52,092	Grant Funded - Stronger Country Communities Fund (910100)
829138	Casino QE Park - Rugby League Clubhouse	100,000	28,944	(71,056)	28,944	Grant Funded - Community Asset Program (910100)
829593	Woodburn Oval - Pony & Tennis Clubhouse	50,000	26,097	(23,903)	26,097	Grant Funded - Community Asset Program (910100)
830438	Parks - Airforce Beach Access Upgrade	20,000	5,604	(14,397)	5,603	Section 7.12 Funded (910385)
830439	Parks - Airforce Beach Carpark Upgrade	20,000	11,634	(8,366)	11,634	Grant Funded - Local Government Recovery Grant (910100)
830163	Parks - Jabiru Wetland Fencing	20,000	-	(20,000)	-	Grant Funded - Northern Rivers Watershed Initiative (910100)
830865	Woodburn Riverside Park - Install Shade Structure	38,407	-	(38,407)	-	Special Rates Variation (912515)
830866	Woodburn Oval - Install Playground, Shade, Softfall	48,929	-	(48,929)	-	Special Rates Variation (912515) + Insurance Reserves (912525)
831250	Rail Trail - Embellishments (Chairs, Shelters & Signage)	50,000	3,739	(46,261)	3,739	Section 7.12 Funded (910385)
831401	Surf Club Evans Head - Upgrades	55,821	40,998	(14,823)	40,998	Grant Funded - Local Plan Making Authority (910100)
		597,185	169,108	(428,078)	169,107	
COMMUNITY CENTRES AND HALLS						
827708	Rappville Community Hall - Accoustic Treatment	50,000	-	(50,000)	-	Section 7.12 Funded (910385)
827030	Casino Civic Hall - Safety Compliance Works	20,000	-	(18,916)	1,084	General Revenue
		70,000	-	(68,916)	1,084	

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Project	Description	Current Budget Est 30-Jun-25	Actual 30-Jun-25	Proposed Revote Request	Revised Budget Est 30-Jun-25	Funding Source
<b>CEMETERIES</b>						
833030	Casino Lawn Cemetery - Fill for DA	35,954	-	(35,954)	-	Water Reserves (914110) + Sewer Reserves (916110) + Cemetery Reserves (912580) + General Revenue
		<b>35,954</b>	<b>-</b>	<b>(35,954)</b>	<b>-</b>	
<b>BUILDING AND MAINTAINING ROADS</b>						
837451	Tree Program - Town Entries	27,013	221	(26,792)	221	General Revenue
845857	Woodburn Evans Head Shared Pathway	15,000	4,543	(10,457)	4,543	Grant Funded - Road Safety Program (910100)
839609	Naughtons Gap Road - Heavy Patch	25,000	-	(25,000)	-	General Revenue
		<b>67,013</b>	<b>4,764</b>	<b>(62,249)</b>	<b>4,764</b>	
<b>SEWERAGE SEWRVICES</b>						
851219	Manhole Repair - Fitt Resources Contractor	45,000	39,880	(5,120)	39,880	Sewer Reserves (916110)
851220	Manhole Repair - WhyDig Contractor	50,000	27,632	(22,368)	27,632	Sewer Reserves (916110)
850102	Manhole Repair - To be allocated	105,000	-	(105,000)	-	Sewer Reserves (916110)
		<b>200,000</b>	<b>67,512</b>	<b>(132,488)</b>	<b>67,512</b>	
<b>ENGINEERING SUPPORT &amp; ASSET MANAGEMENT</b>						
866020	Casino Depot - Renewals	130,000	22,833	(107,167)	22,833	Plant Replacement (912530) + Quarry Reserves (912545)
866052	Casino Depot - Relocation of fuel bowsers	160,000	818	(159,182)	818	Quarry Reserves (912545)
866053	Casino Depot - Weighbridge	250,000	16,117	(233,883)	16,117	Quarry Reserves (912545)
		<b>540,000</b>	<b>39,768</b>	<b>(500,232)</b>	<b>39,768</b>	
<b>TOTAL CREATING GREAT PLACES TO LIVE CAPITAL REVOTES</b>		<b>1,510,152</b>	<b>281,151</b>	<b>(1,227,917)</b>	<b>282,235</b>	
<b>DELIVERING FOR OUR COMMUNITY CAPITAL REVOTES</b>						
<b>DEVELOPMENT &amp; REGULATORY SERVICES</b>						
814064	Pound Upgrades (OLG)	50,000	3,122	(46,878)	3,122	Grant Funded - Local Government Recovery Grant (910100)
		<b>50,000</b>	<b>3,122</b>	<b>(46,878)</b>	<b>3,122</b>	
<b>TOTAL DELIVERING FOR OUR COMMUNITY CAPITAL REVOTES</b>		<b>50,000</b>	<b>3,122</b>	<b>(46,878)</b>	<b>3,122</b>	
<b>TOTAL CAPITAL REVOTE REQUESTS</b>		<b>1,759,777</b>	<b>330,571</b>	<b>(1,428,122)</b>	<b>331,655</b>	
<b>TOTAL REVOTE REQUESTS AT 30 JUNE 2025</b>		<b>2,424,636</b>	<b>563,684</b>	<b>(1,839,482)</b>	<b>585,154</b>	