

Richmond Valley



Towards 2025

Rich in heritage, lifestyle and opportunities.

Community Strategic Plan





Costs stated in this report represent the best estimate of the project at the time of publication.

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Elected Representatives



Mayor
Cr Ernie Bennett



Deputy Mayor
Cr Robert Mustow



Cr Col Sullivan



Cr Steve Morrissey



Cr Daniel Simpson



Cr Sandra Humphrys



Cr Robert Hayes

Executive Management



General Manager
John Walker



Executive Manager
Infrastructure &
Environment
Gary Murphy



Executive Manager
Corporate
& Community
Derek Swanborough

→ Mayor's message



This document, Richmond Valley Towards 2025, is the Community Strategic Plan for the region's future.

As the Richmond Valley continues to grow, this new strategic plan is a vital tool in ensuring our community is ready for an exciting future.

It is a road map preparing us to be one of the

fastest growing areas in regional NSW and - more importantly - a region of balance where every resident, every family and every business owner has the opportunity to be successful.

This plan is a review of the 2011-2024 Community Strategic Plan and outlines what you, our communities, have told us you want to see in the Richmond Valley as it grows over the next 10 or so years.

The messages from our communities are clear. Our people want a region which is sustainable and prosperous, with local jobs and training. They want to see our harmony of urban, rural and natural places enhanced and our waterways and environment protected.

Our communities want access to the services and facilities they need; they want a choice of quality houses and active, healthy lifestyles.

They want to feel safe and proud of their neighbourhoods and to be part of communities which are welcoming and creative.

As the big picture plan for the region, the strategic plan identifies some outcomes which are

beyond Council's responsibilities.

There are some issues, such as affordable housing or better public transport, on which Council can advocate, inform and influence but are not within Council's direct control.

The strategic plan recognises that others in our communities, such as individuals, businesses, governments and agencies, can also contribute to future outcomes.

To work out what you felt were the most important things to focus on, there have been a range of engagement activities, including public meetings, workshops, surveys and focus groups.

More information on our consultations can be found in the Community Engagement Strategy, which accompanies this strategic plan.

Seven key themes to guide the Richmond Valley Towards 2025 emerged from the priorities put forward in our engagement process.

These strategic directions will provide a focus for action and should not be viewed in isolation. They provide a set of integrated themes for a socially cohesive and economically strong community.

On behalf of the Richmond Valley Council, I would like to thank all who participated in the formation of this plan.

Your invaluable input has helped Council better understand the community's needs and priorities.

A handwritten signature in blue ink, reading 'Ernie Bennett'.

Cr Ernie Bennett

Mayor

→ General Manager's message



I am pleased to introduce our community contract, Richmond Valley Towards 2025.

The development of a long-term Community Strategic Plan is essential for the future development of our region; it is vital if we are to achieve successful and sustainable growth.

The publication of a plan for the future of the Richmond Valley enables Council to proceed with confidence on the type of programs which can be carried out in that period and the priorities and issues that have been identified. This plan sets out the guiding principles to ensure we continue to get things right. It establishes the framework to blend economic prosperity, quality of life and environmental responsibility into a style of growth which makes every part of the region better.

As a leader, Council embraces a role which extends far beyond the direct provision of services. We actively drive an advocacy agenda for the region, focussing on an equitable allocation of resources from the State and Federal governments. Council has a number of key roles in working towards a sustainable future, such as leader, advocate, custodian, facilitator, educator, regulator and service provider.

Beyond service provision, the Strategic Plan's priorities reflect the concerns of our community and address some of the key challenges our region faces. This includes planning for growth, improving our health and wellbeing and establishing pride in our towns and villages.

This Plan will determine how we build relationships internally, with business, with our partners and within the wider community – at local and state levels, as well as nationwide.

Council can build on the region's identity and sense of place and its strengths by attracting investment, businesses and organisations which focus on long-term employment opportunities.

To be a sustainable region, our employment base also needs to diversify so our current reliance on manufacturing is strengthened by growth in other sectors.

We will ensure the Richmond Valley is well positioned for the future – socially; environmentally and economically; with all the right ingredients to be a primary regional industry hub in NSW.

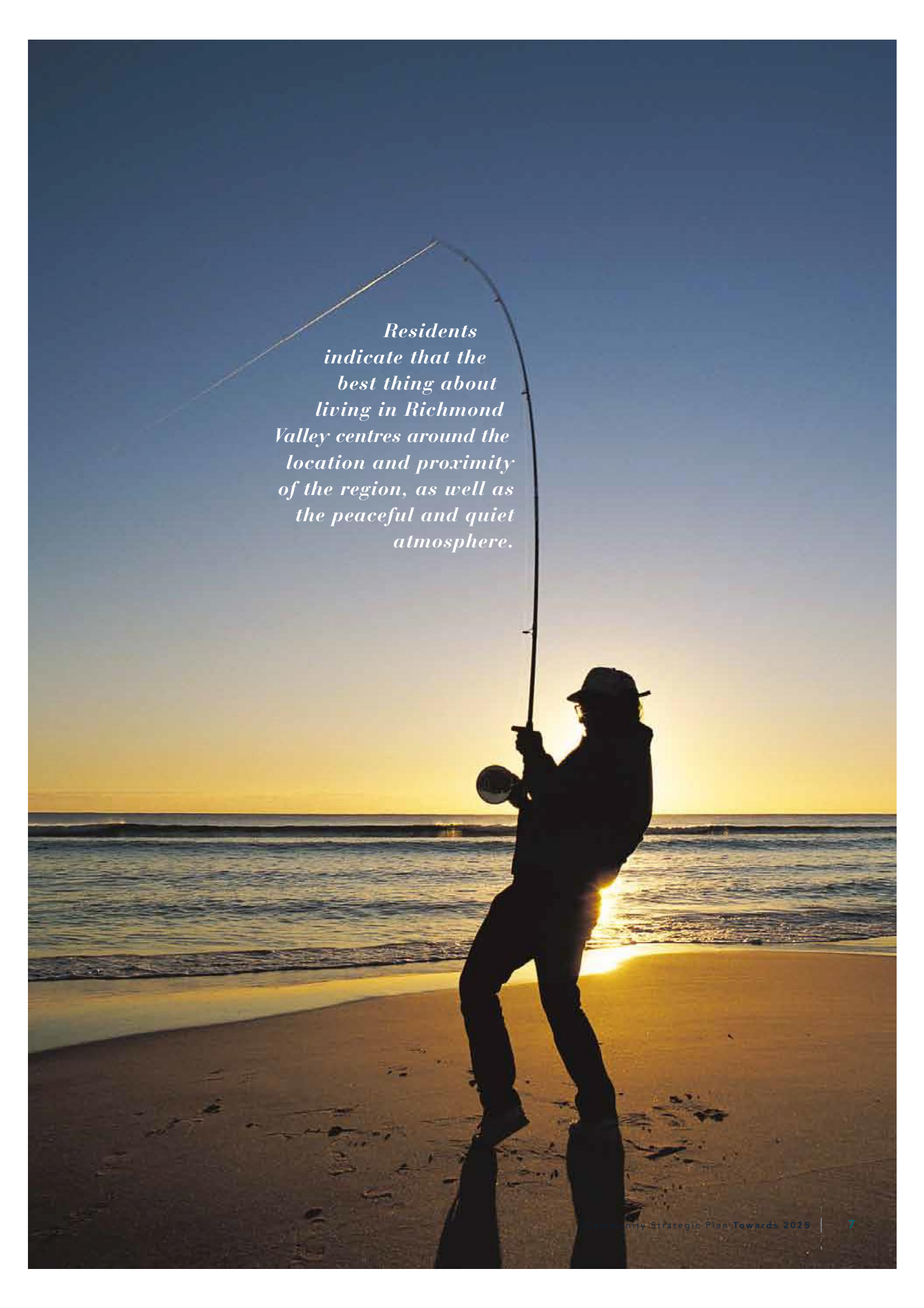
Our Strategic Plan will underpin all future work undertaken by Richmond Valley Council and it is our intention to review the Plan annually to set priorities before each financial year.

A description of each goal, together with anticipated costs and project management timetables has been provided and the costs stated represent the best estimate of the project at the time of publication.

I commend our Community Strategic Plan to the people of the Richmond Valley and congratulate them on providing Council with the vision to enable us to invest in building a region which will be prosperous, connected and sustainable.

John Walker

General Manager

A silhouette of a person wearing a hat and holding a fishing rod, standing on a sandy beach. The sun is low on the horizon, creating a bright glow and reflecting on the water. The sky is a deep blue. The fishing rod is curved, and the person is holding a fishing reel.

*Residents
indicate that the
best thing about
living in Richmond
Valley centres around the
location and proximity
of the region, as well as
the peaceful and quiet
atmosphere.*

Background to the Community Strategic Plan review

The Richmond Valley Towards 2025 Community Strategic Plan builds on the 2011-2024 plan and comes to you after an eight-month review and consultation process by Richmond Valley Council, which involved all our major stakeholders.

After 18 months of operating under the existing Community Strategic Plan, Council embarked on a full review to see what had been accomplished and where we were at in terms of what still needed to be done. Particular attention was paid to our financial modelling and projections, to ensure our planning for the future was adequate. This will give Council and the community a clear picture of what can be provided and at what level.

The review also focussed on how we can do more with what we have, how we can build on our strengths, provide for innovative thought and build a trust where we are all working towards a common goal of making the Richmond Valley the kind of place we want to live, work in and enjoy.

We gained valuable input for the plan by collecting ideas, information and feedback from the community, business and industry leaders and staff via a number of reviews, meetings and consultative workshops. We also undertook a detailed review of Council's delivery program and operational plan, which embrace our seven focus areas:

- Natural Environment;
- Local Economy;
- Community and Culture;
- Recreation and Open Space;
- Rural and Urban Development;

- Transport and Infrastructure and;
- Governance and Process.

To understand pressures and impacts on our community, Council initiated a number of community online forums and gained information and feedback via statistically accurate telephone surveys and community focus groups relating to the content of the Community Strategic Plan.

Those forums and surveys involved the general community, business, government agencies, youth participants, community groups and the local Aboriginal community.

Key points from this consultation process established that the Richmond Valley continued to be on a path of sustained growth, however, substantial community infrastructure was still needed.

Consultation with our wider community identified not only our strengths, but also areas in which our community believes we could improve.

The region's strengths were identified as:

- our clean beaches and strong-flowing river, our natural and built environment and their uniqueness in attracting people and business;
- the quality of our lifestyle;
- our close proximity to south east Queensland;
- ample community facilities; and
- a strong sense of community.

Feedback also highlighted limitations to the Richmond Valley's economic growth due to a lack of Council owned industrial land, a low socio-economic demographic and a weakness in the diversity of the economy.



However, one significant opportunity identified for the economy was the potential development of alternate energy sources.

The need for well connected and planned transport infrastructure was also identified. Additionally, the changing role of local government and a higher level of expectation from our community were key issues to be addressed.

We sought the views of our Councillors, the outcomes of which established the broad direction for Richmond Valley's future and a series of objectives:

- the financial viability and strong governance of the organisation;
- a diverse and thriving economy;
- the provision of quality infrastructure;
- facilities and services which match the needs of the

community;

- a strong sense of place and community spirit;
- improving the health of the community; and
- making our region more sustainable.

This direction was the catalyst for developing a vision and mission for the Community Strategic Plan and reinforced Council's values of trust, respect, integrity and confidence.

Our staff have also been drivers of the strategic plan. Consultation was significant as it gave us a good idea of the concerns and priorities of a wide range of residents.

We learned about their view and the views of their families of the Richmond Valley and their commitment to improving the region.

Photo courtesy of Beef Week Committee.

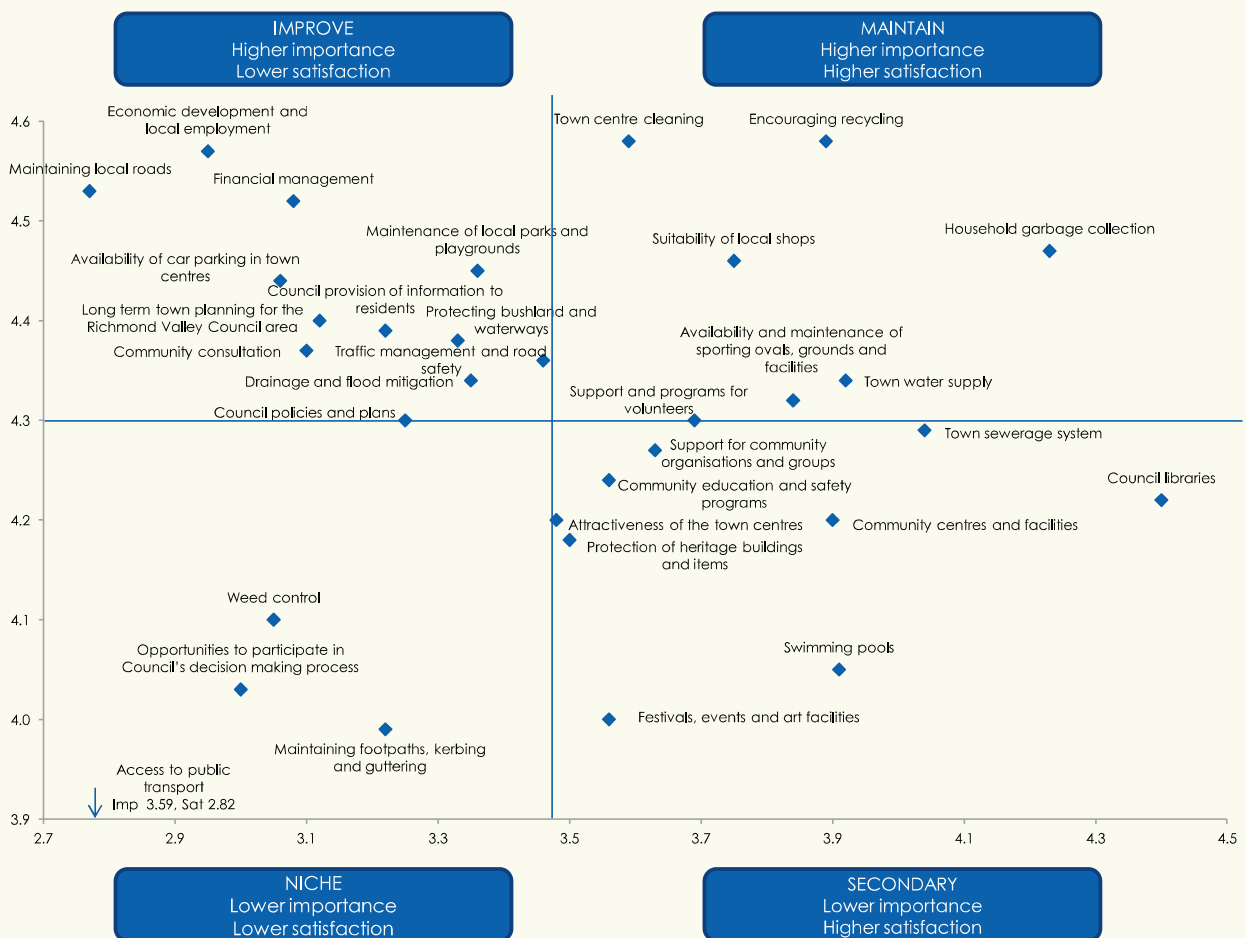


Quadrant Analysis

Quadrant analysis is a useful tool for planning future directions. In order to assess the needs of the community and Richmond Valley Council's performance, Council commissioned a quadrant analysis to be completed, plotting stated importance and satisfaction on x and y axes.

The mean scores for stated importance and rated satisfaction were aggregated to identify where the facility or service should be plotted. The average stated importance score for Council's services was 4.3 and the average rated satisfaction score was 3.46.

Therefore, any facility or service that received a mean stated importance score of > 4.30 would be plotted in the higher importance section and, conversely, any that scored < 4.30 would be plotted into the lower importance section. The same exercise is undertaken with the satisfaction ratings above, equal to or below 3.46. Each service or facility is then plotted in terms of satisfaction and importance, resulting in its placement in one of four quadrants.



Visions and Values

Our vision is for a collaborative community working together to advance a resilient and robust economy which reflects a strong sense of community, successful businesses and a healthy environment.

Solid leadership, organisational excellence which sustains growth while ensuring a quality lifestyle for all and strong community support are all essential ingredients to achieving this outcome.

This Community Strategic Plan is our shared long-term vision which deserves commitment.

In preparing the plan it became clear, via the various engagement processes, that there were a range of “values” the community sought to retain into the future. These are summarised in the following:

- A quiet, friendly and relaxed lifestyle.
- Access to natural attributes, such as waterways, national parks, natural bushland.
- Open space and recreation.
- Wanting to contribute to the community.
- Economic diversity.
- The expectation of community leadership.

It is a sensibly-designed plan which will guide our policies and actions throughout the region for the next 12 years; it represents what we value and what we would like to see improved.

The guiding philosophies behind the development of the plan are expressed as follows:

- We will make decisions to deliver the best long-term outcomes for our community.
- We will seek to establish and maintain mutual understanding and support among our stakeholders and community.
- We will negotiate with others to achieve priority outcomes which benefit our community.

This plan identifies an affluent, liveable and sustainable region. It builds on our strengths and assets and endorses the commitment we all share for our region.

Most importantly, this plan is about our people. It speaks on behalf of the Richmond Valley community, setting out their priorities for the next four years and into the future.



Richmond Valley profile

The Richmond Valley Council area 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.

The largest town is Casino, including North Casino, with a population of 11,533 with the remainder of the total population of 22,037 being in the other communities of Broadwater (436), Coraki (1478), Evans Head (2730), New Italy (295), Woodburn (775) and Rappville (309),

with the balance made up in the rural areas.

The area's demographics are changing, reflecting a growth in the younger higher socio economic group.

This is reflected in the high demand level for residential land.

Future forecasts suggest continuing population growth, particularly in Casino, with an estimated 9900 residences required by 2031 to cope with demand.

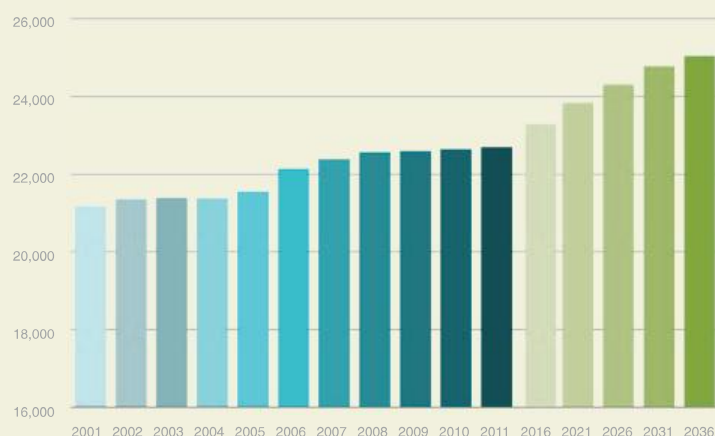


The Richmond Valley continues to have a strong agricultural base, however, diversification is occurring. Economic growth of the Council area is also expected to increase with the emergence of alternate energy sources and the proposed development of an intermodal rail freight handling facility. This will prove a strong attraction for development of existing industry and attracting new investment

due to the greener, less expensive energy sources and proximity to the Port of Brisbane via the rail freight intermodal for associated industrial land developments in North Casino.

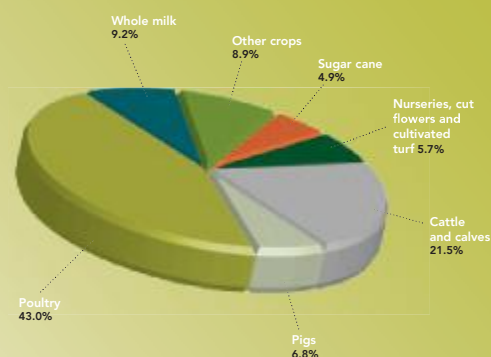
The coastal area at Evans Head has a strong tourism focus with Council seeking to diversify the economic base of that area through the development of part of the Evans Head Memorial Aerodrome.

Population
Richmond Valley

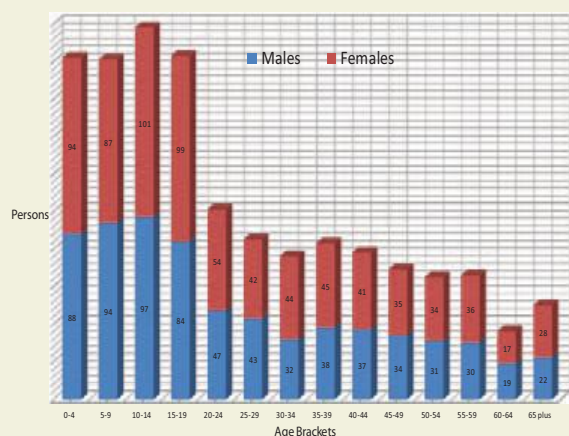


Gross Value of Agricultural Production

Richmond Valley, 2010/11

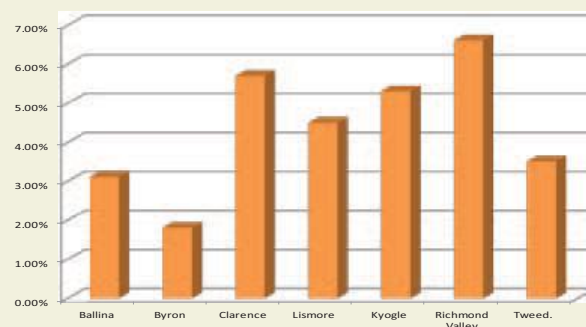


Richmond Valley Indigenous Population



The above graph shows that the median age of Indigenous persons within Richmond Valley is 19 years. This can be compared to a state median age of 21, and a national median age of 37.

Aboriginal and Torres Strait Population Percentages by LGA





Our larger towns



Broadwater

Situated on the Pacific Highway just north of Evans Head and 15 minutes drive south from Ballina, adjacent to the Broadwater National Park and central to several coastal beaches and the beautiful hinterland.

Broadwater is a quiet oasis where visitors can stop and rest by the Richmond River, or continue on into the Broadwater National Park, which is home to a variety of birdlife and unique wilderness.

Broadwater's history has largely revolved around the NSW Sugar Milling Cooperative, which dominates the skyline. Visitors can discover how sugar is produced from the growing of the cane to the refining of the sugar.

Casino

Set in the heart of the Richmond Valley region on the banks of the Richmond River at the junction of the Bruxner Highway and Summerland Way, 733km north of Sydney and 256km south of Brisbane.

With its wide open streets, art deco buildings, relaxed, friendly community and exciting economic potential, Casino is becoming a sought-after place to live, work and play.

Casino is central to many amazing World Heritage-listed national parks known collectively as the Gondwana Rainforests of Australia and is home to the people of the Bundjalung nation.

Casino has three high schools, seven primary schools, several pre-schools and day care centres, plus two specialty schools. Adult education is serviced by ACE and North Coast TAFE in Casino and Southern Cross University is a 30-minute drive away in Lismore.

A wide range of sporting venues and facilities are available in and around Casino, including: soccer; cricket; netball; rugby league; rugby union; AFL; golf; and tennis. There is also a skate park and BMX track.

Coraki

Situated at the junction of the Richmond and Wilsons rivers - hence the Aboriginal name for "meeting of the waters", Coraki lies to the west of the Pacific Highway and south west of Ballina. The major access road from the Pacific Highway is from Woodburn, which is 18km from Coraki and connects Coraki with Casino, 31km further inland.

Coraki is the tea tree capital of the region and is centrally located to inland centres, national parks and beaches. Boating and water sports abound and there is even a nine-hole golf course which would stand the test of the most demanding of golfers.

The Coraki Riverside Caravan Park, centrally located in the village right beside the river, makes for a perfect and peaceful home base when visiting the region.



Evans Head

Located six metres above sea level at the mouth of the Evans River. It is 727km north east of Sydney between Iluka and Ballina, 11km south east of Woodburn and just minutes from the Pacific Highway.

With average temperatures ranging from 27.8° in summer and 20.3° in winter and an average rainfall of 156.5mm per month in summer and 127.9mm per month in winter, it's no wonder Evans Head is known as the "jewel in the crown" of the Richmond Valley.

Evans Head boasts long unspoilt beaches, sandy river flats, fantastic fishing and a highly-recommended surf break. As well, it offers a variety of options for eating out, activities for children and adults and a range of accommodation catering for all tastes.

Being only two hours north of Coffs Harbour, two hours south of Brisbane and an hours drive south from Byron Bay, Evans Head is the perfect base from which to explore the rest of the Northern Rivers region.

Woodburn

A delightful and peaceful town situated next to the Richmond River on the Pacific Highway, 11km west of Evans Head.

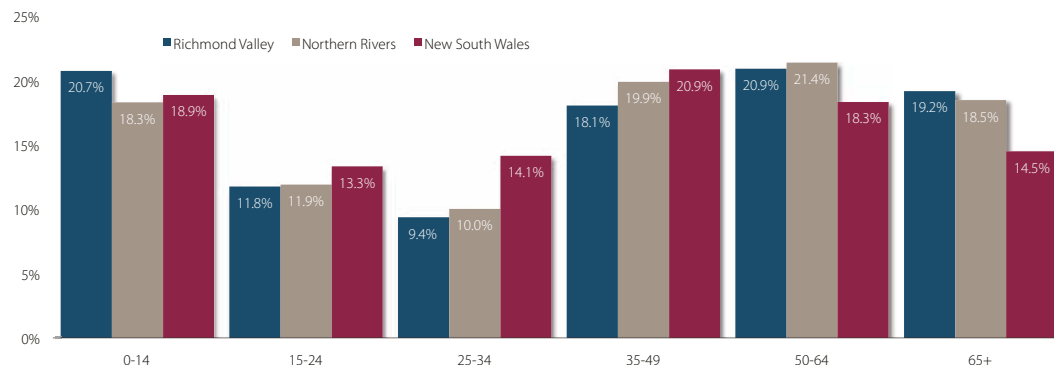
Woodburn is well known to regular travellers on the Pacific Highway as a junction town, with roads leading from Woodburn to Evans Head, Broadwater and Ballina to the east, Coraki and Casino to the west and Lismore and Alstonville to the north.

The river has always been an important part of life in Woodburn. It is an excellent focal point for recreational water sport activities including rowing, sailing, swimming, fishing and water skiing.

The riverside beach, park and picnic facilities, established by the local Apex Club, provide the perfect spot to relax for an hour or a day while the nearby Bundjalung and Broadwater national parks are just a short drive away.

Age Distribution

2011



Climate Averages

Casino



FOCUS
AREA

1

Our

Natural Environment



Richmond Valley residents want Council to place a high importance on preserving and enhancing the natural environment.

The Richmond Valley community is proud to have a range of distinctive opportunities evolving from our estuary, coastal and environmental settings and our rich Aboriginal history.

Richmond Valley Council has supported regional climate change initiatives for the past few years, with participation in the Sustainable Urban Business program and the Northern Rivers Food Links project.

A community imperative is to maintain the lifestyle and natural assets of the Richmond Valley through sustainable practices by individuals and businesses.

Council is committed to its own sustainable practices and will continue to foster and support local and regional climate change initiatives in partnership with other councils and government bodies. We will ensure land use development preserves our country atmosphere and village lifestyle and we are committed to improving the region's environment, including our rivers, creeks and coastal areas.

Council has undertaken comprehensive remediation of acid sulphate soils which dominate sections of the lower reaches around Coraki and Swan Bay and will continue to do so.

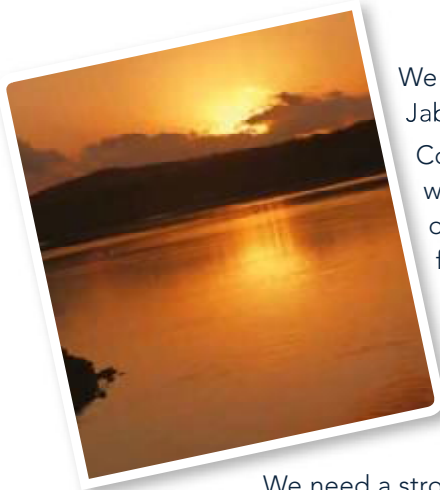
We have a habitat restoration program which involves carrying out restoration of the high conservation riparian areas adjacent to the townships of Casino, Coraki and Evans Head.

Council is also involved in the BeachWatch program, carrying out regular sampling of beaches at Evans Head and within the mouth of the Evans River.

Our main waterways include:

- Richmond River;
- Myall Creek;
- Bungawalbin Creek;
- Myrtle Creek;
- Sandy Creek; and
- the Evans River.





We will also engage and lobby relevant stakeholders to develop the Jabour Weir fishway concept design to “shovel-ready” status.

Council relies on community groups to progress conservation work and we will continue engagement with Landcare and other environmental community groups, as well as provide seed funding for insurance and incorporation.

We will also continue our annual maintenance program for cleaning of gross pollutant traps throughout the local government area and, where necessary, undertake stormwater pit-cleaning programs to remove waste and sediment build-up.

We need a strong economic future to protect the uniqueness of our environment.

Embracing our environment as an asset and ensuring growth is thoughtfully considered with the economic, social and environmental benefits balanced is essential to achieving quality of life for all our communities.



You told us that Richmond Valley's natural environment is cherished by both residents and visitors alike. Driving from the coast to the mountain ranges makes it easy to discover the region's natural beauty. Earlier this year Council surveyed residents to understand their needs and priorities and you said our climate, weather and rural atmosphere and lifestyle were outstanding aspects of living in the Richmond Valley.

You said the community sees the promotion of recycling and the protection of bushland and waterways and flood mitigation as very important.

In order to meet community objectives, environmental protection will be Council's highest priority.

Council will continue to clean up and preserve the health of rivers, eradicate pests and repair local riparian zones. This will be undertaken by the implementation of many strategies, including the minimisation of pollutant discharges into rivers, the promotion of natural eco-systems in riparian zones and reduction of weeds and pest species.

You said you were more satisfied with your household garbage collection than the regional satisfaction benchmark.

Council will continue to improve practices and programs for environmental protection by identifying and implementing new and improved recycling and re-use opportunities to minimise waste landfill where possible.

Council understands the development of a climate change strategy is necessary to address the physical response to potential climate change impacts. Council's strategy will include measures to reduce its carbon footprint and embed sustainability across all operations.



Long term strategies and goals

Control

Policy areas which are in direct control of local government. Direct decision making on these issues is possible and necessary.

Influence

Issues which local government does not control but can influence. Action on these issues may be in collaboration with other organisations and other levels of government.

Concern

Those areas which are of concern to the community. Local government neither controls nor is likely to influence these issues. However, where relevant, Council may have an advocacy and educative role.

1.1 Preservation Of Waterways

Clean up and preserve the health of our rivers, eradicate pests (flora and fauna) and repair local riparian zones

Services

Manage sewerage systems to prevent overflows
Monitor river water quality (general testing and beach watch)
Administer Council's Trade Waste Policy
Provide a monitoring and investigation service for pollution incidents
Provide education to the community
Chemical waste storage and disposal (drum muster, hazardous chemical storage)
Prepare integrated water cycle management plan
Council's On-site Sewerage Management System Strategy
Continue to provide an advisory and professional education service for environmental health issues
Provision of signage, 4-wheel-drive use, monitoring beach activity (Pied Oyster Catcher)
Stormwater disposal management and assessment

1.1.1 Minimise pollutant discharges into our rivers

Undertake testing of water quality at selected beach locations
Processes to prevent litter and debris entering our river system
Maintain sewerage system
Review and implement Stormwater Management Plan

Prepare and implement Evans Head Coastal Zone Management Plan for actions

Implement the Richmond Valley Council component of Richmond River Coastal Zone Management Plan

In-kind support for Richmond River County Council environmental projects
Maintain and support the recovery plan for the endangered Oxleyan Pygmy Perch

Manage and review Council's On-site Sewerage Management System Strategy, including ensuring high-risk systems are inspected and upgraded
Provide support, funding and resources to Clean Up Australia Day events, including event promotion

Operate and promote hazardous liquid waste disposal services such as Drum Muster and Chem Clear
Develop and implement strategies, including education and enforcement, to address issues of illegal dumping
Develop and implement a plan which identifies sources of blue-green algae contributing factors within our waterways, including measures to minimise impacts

Identify and collate existing diverse sources of waterway health-monitoring data to create informed baseline information and targets

1.1.2 Minimise weeds and pest species (aquatic and terrestrial) and promote natural eco-systems in riparian zones

Support Landcare and other environmental community groups
Seek funding and support for programs to eradicate pest species

Support job skills companies undertaking riverbank restoration

Implement rehabilitation management programs for high-conservation riparian areas adjacent to Casino, Coraki and Evans Head
Eradicate coral trees in Woodburn Riverside Park in accordance with the Woodburn Riverbank Plan-Richmond River 2012
Develop Jabour Weir fish way concept design to shovel-ready stage for Design and Construction, and then seek grant funds for the shovel-ready project
Provide integrated catchment management education and monitoring programs



1.2 Respond to Climate Change

Develop a climate change strategy to address our physical response to potential climate change impacts (rising sea levels, increased storm intensity and duration, coastal erosion, increased flood risk, higher flood velocities). Develop strategies to address our carbon footprint, and impact of our activities

Services Membership on, and support of, the Local Emergency Management Committee and implementation of disaster prevention strategies, management and outcomes Provide Community Energy Efficiency information programs Implementation of Office of Environment and Heritage NSW Sustainability Advantage Program	1.2.1 Manage physical response to impacts of climate change Review adaptation plan Provide education to the community concerning potential climate change impacts Implement the recommendations from the Evans Head Coastal Zone Management Plan
	1.2.2 Reduce Council's carbon footprint Investigate alternate fuel and energy options for all operations Apply for all potential funding opportunities which may support sustainability and climate change initiatives Implement and maintain Revolving Energy and Sustainability Fund Implement Carbon Management Plan
	Provide support for regional street light group Undertake lighting and air-conditioning upgrade of Casino Administration Centre subject to grant funding
	Implement electrical sub-meter data monitoring of high-energy use circuits Investigate organics processing options for Richmond Valley Council organic waste streams
	Quantify Richmond Valley Council landfill gas emissions and formulate appropriate sustainable actions for capture/re-use/destruction
	1.2.3 Embed sustainability across Council's operations and planning Develop and implement Environmental Management System within Council's occupational work, health and safety Develop and implement Sustainability and Climate Change Management Plan
	Encourage local and regional community gardens and local farmers markets for food security
	Develop and implement Council's Sustainability Community Engagement Strategy Maintain Council representation on regional sustainability groups Facilitate Council's Sustainability Committee Embed sustainability indicators within position descriptions and project management criteria as appropriate Complete Office of Environment and Heritage NSW Sustainability Advantage Program

1.3 Environmental Protection

Improve Council and community practices and programs for environmental protection

Services Support Land Care groups Support and implement pest eradication programs Preparation of plans (management, biodiversity) Pursue free funding Provide education to the community Beach patrols Roadside vegetation mapping Participation in the Department of Environment and Climate Change Crackdown on Illegal Dumping program Commercial/business waste/recycling services Domestic waste/recycling services Waste disposal Environmental regulation/assessment	1.3.1 Ensure protection of the environment is Council's highest priority in all its services, operations and processes Review and implement Roadside Vegetation Plan Increase community awareness of control measures and provide traps for declared pests to the community Support Landcare and other environmental community groups; provide seed funding for insurance and incorporation
	1.3.2 Provide services and programs which protect and enhance our natural and built environment Provide adequate resources to respond to waste incidents appropriately Implement Richmond Valley Council's Liquid Trade Waste Policy and program of licensing inspection and assessment Actively participate in the production of a regional State of the Environment Report Provide positive support initiatives for community-based clean up and rehabilitation initiatives Provide programs and initiatives to encourage and support businesses within Richmond Valley Council to improve their waste production handling and disposal facilities Identify new sources of funding for environmental programs and initiatives within Richmond Valley Council Identify and implement, as appropriate, new, improved or expanded recycling and re-use opportunities to minimise waste to landfills Provide appropriate compliant and best-practice waste disposal facilities to Richmond Valley Council residents Control and regulate as appropriate impacts on Richmond Valley Council air quality and minimise environmental impacts Assess and regulate the environmental impacts of new and existing development within the Richmond Valley Council area Ensure that all steps are taken in Richmond Valley to protect the habitat of koalas including ensuring the preparation of relevant management plans, studies and planning controls as necessary, conditional on grant funding

Budgeted expenditure for Strategies

*Estimates are qualitative assessments by the applicable manager of labour, materials, overheads and in kind resources to be applied to each strategy and represents a proportion of the operating budget for this focus area.

1.1 Preservation Of Waterways

	Year 1	Year 2	Year 3	Year 4	Total
1.1.1 Minimise pollutant discharges into our rivers	221,100	1,146,100	223,100	1,221,000	
1.1.2 Minimise weeds and pest species (aquatic and terrestrial) and promote natural eco-systems in riparian zone	76,500	24,500	9,500	120,000	
Total	297,600	1,170,600	232,600	1,341,000	3,041,800

1.2 Respond To Climate Change

	Year 1	Year 2	Year 3	Year 4	Total
1.2.1 Manage physical response to impacts of climate change	5,000	5,000	55,000	25,000	
1.2.2 Reduce Council's carbon footprint	178,000	78,000	65,000	3,000	
1.2.3 Embed Sustainability across Council operations and planning	6,500	16,500	36,500	16,500	
Total	189,500	99,500	156,500	44,500	490,000

1.3 Environmental Protection

	Year 1	Year 2	Year 3	Year 4	Total
1.3.1 Minimise weed and pest species (aquatic and terrestrial) and promote natural flora and fauna survival and recovery	6,000	16,000	16,000	6,000	
1.3.2 Provide services and programs that protect and enhance our natural and built environment	752,000	879,650	924,616	820,906	
Total	758,000	895,650	940,616	826,906	3,421,172

Total operating expenditure - Natural Environment	6,546,400	6,973,273	7,365,582	7,785,791	28,671,046
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How we will measure our Performance

Agreed Community Outcome	Key Performance Indicators	Target
Richmond Valley Residents want Council to place high importance on preserving and enhancing the natural and built environment.	The per capita usage of recycled water across the Council area.	An annual increase.
	The per capita usage of potable water across the Council area.	An annual reduction adjusted for non-average climate events.
	Clean attractive beaches.	An overall good rating from the annual NSW Department of Environment and Heritage BeachWatch program.
	A reduction in Council per capita electricity consumption.	A five per cent reduction in usage adjusted by non average climate extremes.
	Percentage of waste recycled.	A five per cent increase in waste recycled per year.
	Compliance with Environmental Protection Agency license requirements.	100 per cent compliance.
	A reduction in waste generation.	A five per cent reduction in waste tonnage per year from putrescible waste bins.
	Community satisfaction in the bi-annual survey on Council's environmental protection performance.	Improvement in performance/satisfaction gap analysis.



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2

Our

Local Economy



The region's future depends on our people being skilled, participating productively in work and contributing to society.

Council increasingly needs to find ways to deliver local services more efficiently while meeting the needs of communities and residents effectively.

Council has an important role to play in creating the right conditions for investment, employment and growth.

This involves the expansion of development opportunities by engaging effectively with industry and business.

This also means creating more effective partnerships in both the public and private sectors.

This strategic plan will determine how we build relationships internally, with business, with our partners and within the wider community - at local and state levels, as well as nationwide.



Each of the three spheres of government in Australia - Federal, State and local - have different roles and responsibilities in the funding and delivery of services to our communities.

We want to ensure other levels of government understand the financial and social pressures councils face so requests for funding, particularly infrastructure funding, are matched with the needs of our community and do not lag behind population growth.

Council recognises our local economy must be vibrant and healthy. Council, as one of the largest employers and purchasers of materials in the region, will ensure local businesses and service providers are given opportunity and a measured amount of preference to participate in Council's procurement process.

We will stimulate more active debate among interested parties and help generate a new wave of partnership models.

To achieve this we will:

- Provide strong advocacy for our community at all levels of government;
- Actively initiate, participate in and promote partnerships in local and regional development;
- Ensure whole-of-community involvement in our planning and development; and
- Provide leadership and coordination to leverage opportunities for the region.

The Richmond Valley's future is intrinsically linked to that of the Northern Rivers as a region. If the Richmond Valley is to succeed in its quest for economic diversification and sustainability, the opportunity to partner with other Northern Rivers stakeholders and northern inland and south east Queensland stakeholders is imperative.

The priority projects listed in the Northern Rivers Regional Action Plan will bring life and energy to our region, as many complement Richmond Valley Council's strategies.

As these take shape, the Richmond Valley will become more robust and resilient. Council will work with all our partners to increase educational and lifelong learning opportunities for the Richmond Valley community.

We will ensure investment in community services, facilities and infrastructure is maximised through strong relationships with government at all levels and the private sector.



Priority projects include the upgrade of the Northern Rivers Livestock Exchange, the Casino aviation precinct and the Evans Head Airpark.

Council will investigate ways to harness the capacity of community groups to achieve common objectives, as well as develop and implement a strategy to increase volunteerism in the community.

We will actively facilitate an increase in major events and conferences and continue to increase and promote opportunities for intergenerational participation in community activity.

Council will lobby to ensure the community has access to leading edge broadband infrastructure and consider opportunities for shared services with other Councils.

We will facilitate and support the development of new start-up industries, as well as the active involvement of key stakeholders in regional land use planning.

What you said, What we are doing



You said the development of the Richmond Valley economy is one of the most important focus areas for Council over the next

12 years.

In response to this, Council will create a framework in which local businesses thrive through support for small business start up and development and where trade and industry continue to invest.

Encouragingly, 90 per cent of residents surveyed said they were somewhat to very satisfied with the suitability of local shops in Richmond Valley with 61 per cent of residents doing the bulk of their retail spending in Casino.

Our workforce, commercial sector and educational facilities require continued support to ensure the local availability of opportunities, goods and services.

With community support Council intends prioritising key economic development strategies to not only boost economic and employment opportunities, but better utilise the facilities and agricultural base Richmond Valley already has on offer.

An overwhelming 93 per cent of Richmond Valley residents surveyed indicated that the Northern Rivers Livestock Exchange upgrade is Council's number one infrastructure priority. This support is driven by the belief that the region needs to play to its historical

strengths and invest in job creation for the next generation. In response to this strongly held view Council commits to upgrading the Northern Rivers Livestock Exchange infrastructure to ensure continued and viable operation.

Council believes it is important to promote a broad agricultural base while ensuring our current position as the beef capital of NSW is maintained.

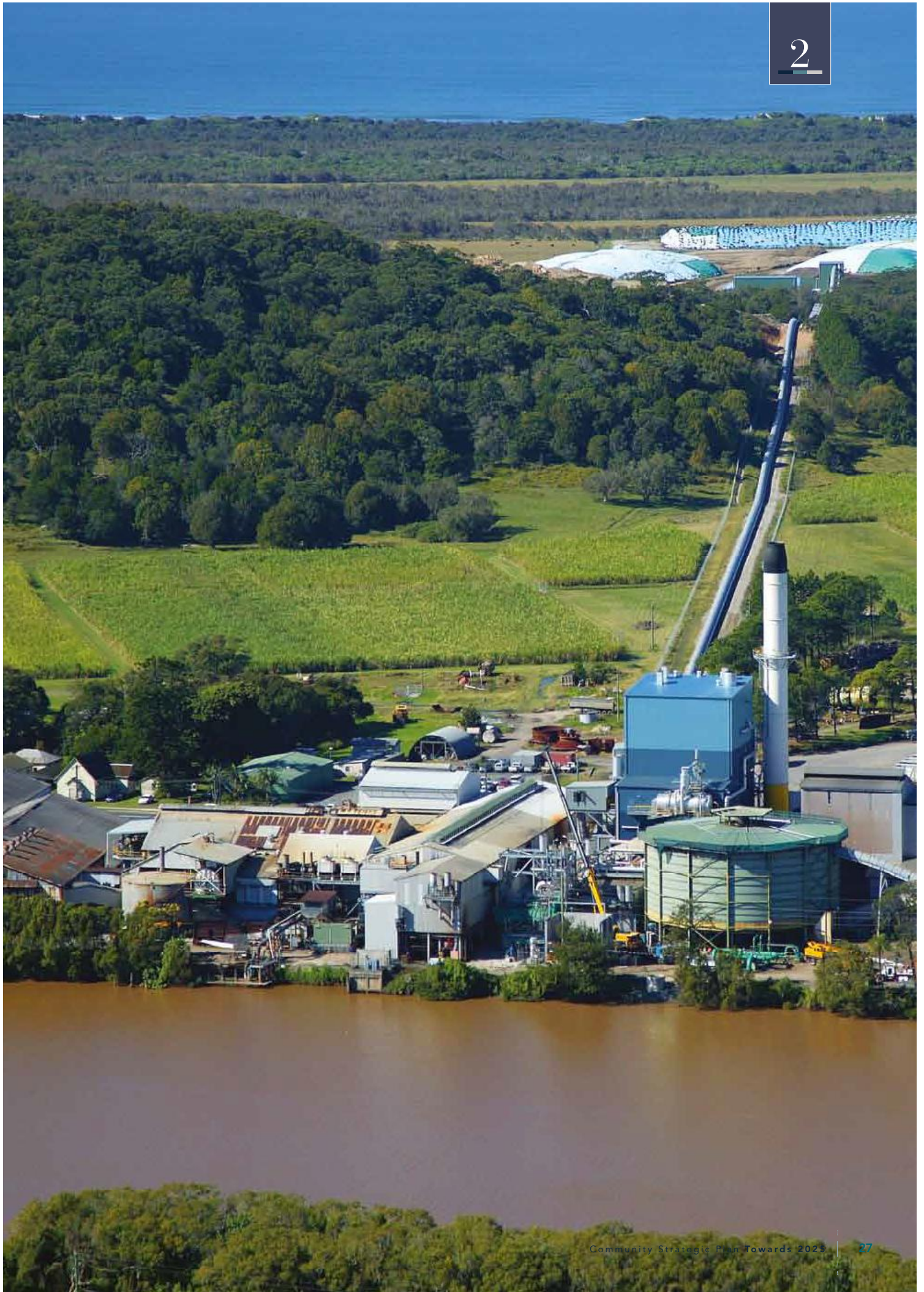
You said with a survey result of 89 per cent of residents that you are supportive of Council owning and developing land in the local area so as to promote and facilitate progress and expansion.

Accordingly, Council undertakes to investigate and develop business activities including commercial, industrial and residential land development and will undertake full marketing of all Council's business activities.

You said overwhelmingly that you supported Casino's proposed aviation precinct. Council will implement a Development Master Plan and user pay fee scheme for the Casino Aerodrome. Continued support will be provided by Council for appropriate activities on all aviation facilities to bolster the use of these specialised facilities.

In partnership with private enterprise, Council is involved in the active promotion of the development of the Evans Head Airpark, which will deliver an innovative residential development focused on aviation related activities.

Superior runway configurations, extensive taxiways and aprons will all form part of the residential development within the superb coastal location of Evans Head. This is a unique development which will help differentiate Evans Head from all other villages on the North Coast.



Long term strategies and goals

Control

Policy areas which are in direct control of local government. Direct decision making on these issues is possible and necessary.

Influence

Issues which local government does not control but can influence. Action on these issues may be in collaboration with other organisations and other levels of government.

Concern

Those areas which are of concern to the community. Local government neither controls nor is likely to influence these issues. However, where relevant, Council may have an advocacy and educative role.

2.1 Business, Industry and Agriculture

Council will have a proactive philosophy to develop, promote and support all business, industry and agriculture sectors with a view to provide local employment opportunities

Services

Primex, Beef Week and other events
Planning controls and compliance
Provision of relevant infrastructure
Evans Head Business Incubator
Casino Livestock Exchange
Petersons and Woodview quarries
Evans Head and Casino Aerodromes
Participation and representation in regional forums

2.1.1 Maximise the economic benefits of local energy resources

Implement the recommendations contained within Council's Coal Seam Gas Positioning Statement as adopted 18 December 2012 and reviewed as agreed by resolution
Ensure the economic development of local energy resources is sustainable and minimises environmental impacts

Promote innovation, a low-carbon economy and 'green jobs'

2.1.2 Promote a broad agricultural base while ensuring our current position as the beef capital of NSW is maintained

Upgrade Casino Regional Livestock Exchange infrastructure to ensure continued and viable operation
Continue to provide promotion, financial and in-kind support for Primex, Beef week and associated events
Develop and implement planning controls to ensure protection of prime agricultural land

Collaborate with primary industries research and extension projects in fishing, forestry, agriculture and agri-business to support biodiversity and the control of pests and disease

2.1.3 Proactive support for small business start up and development

Facilitation of business incubator units
Council facilitates opportunities for business networking and learning
Support of creative industries in partnership with the Northern Rivers stakeholders identified in the Northern Rivers Regional Action Plan 2021
Develop a statistical profile and economic model of the Richmond Valley business enterprises
Develop a local procurement policy designed to grow local business opportunities
Create a Richmond Valley Business Directory

2.1.4 Establish an aviation precinct cluster in and around Casino Aerodrome

Develop and implement a Development Master Plan for the Casino Aerodrome
Implement appropriate user pays fees for aerodrome usage
Continue to support appropriate activities on Council aviation facilities

2.1.5 Support and promote regional economic collaboration

Support the milestones, priority and actions identified in the Northern Rivers Regional Action Plan 2021

Ongoing participation to investigate and develop resource sharing opportunities in accordance with the Northern Rivers Regional Action Plan 2021

2.1.6 Develop Council business activities including commercial, industrial and residential land development

Ensure private civil works undertaken by Council deliver an appropriate return on investment
Develop and implement business plans and produce quality products from Council-operated quarries
Develop and implement marketing plans for Council business activities
Investigate land development opportunities to facilitate growth in the Richmond Valley

2.1.7 Actively support and advocate for the roll out of digital technology/broadband services for the region

Ensure Council works in partnership with the Department of Broadband, Communications and Digital Economy for the roll out of the National Broadband Network in this area

Ensure Council's development codes and operational works approvals condition the provision of National Broadband Network ready pits and pipes in new subdivision approvals

2.1.8 Work in partnership with the non-government sector to source business development funding

Initiate improved regional economic collaboration and opportunities for regional stakeholders to partner in investment attraction and enterprise development

2.1.9 Create an environment for business development, growth and opportunity through innovation and entrepreneurship development funding

The Richmond Valley is positioned and marketed as the destination of choice for business and industry

Develop and implement a Business Growth Program
Implement relevant recommendations contained in Richmond Valley Economic Development Strategy 2010-2015

Ensure barriers to business growth including red tape are removed

Establish Council's Business and Industry Advisory Panel

2.2 Employment Opportunities

Increase quantity and diversity of local employment and training

Services

Planning
Land subdivision
Financial analysis
Government & Associations lobbying

2.2.1 Establish Richmond Valley as a leader in economic development for the region

Ensure Richmond Valley's strategic competitive advantages are widely and actively promoted to create social and economic advantage within the region

2.2.2 Active promotion and support for an intermodal exchange transport facility

Produce marketing material supporting the project for business attraction
Advocate with Government bodies to provide approvals and infrastructure necessary for the project

2.2.3 Support for the development and implementation of the Regional Transport Plan road and rail solution to maximise Richmond Valley's connectivity to south east Queensland

Support and implement findings of the Regional Transport Plan when appropriate funding is available

Advocate for complementary services emanating from the Regional Transport Plan

2.2.4 Actively pursue opportunities for training and educational facilities

Partner with relevant government and educational bodies to deliver targeted training programs

2.3 Tourism and Promotion

Increase tourism in Richmond Valley

Services

Planning
Lobbying
Tourism support and promotion
Events support and management
Funding
Volunteerism
Crowd and traffic management services
Beach patrols

2.3.1 Develop tourism particularly in the lower river area including the Evans Head Historic Aerodrome precinct, beaches and national parks

Ensure the heritage of the Evans Head Aerodrome is encouraged, supported and promoted in accordance with the plan of management and associated documents

Ensure finalisation of sale of the Evans Head Aerodrome

Ensure the lower river area is recognised as a pristine, family-friendly tourist destination



Budgeted expenditure for Strategies

*Estimates are qualitative assessments by the applicable manager of labour, materials, overheads and in kind resources to be applied to each strategy and represents a proportion of the operating budget for this focus area.

2.1 Business, Industry and Agriculture					
	Year 1	Year 2	Year 3	Year 4	Total
2.1.1 Maximise the economic benefits of local energy resources	18,500	9,000	9,500	10,000	
2.1.2 Promote a broad agricultural base whilst ensuring our current position as the beef capital of NSW is maintained	622,000	647,000	664,000	689,000	
2.1.3 Proactive support for small business start up and development	63,200	50,200	50,200	50,200	
2.1.4 Establish an aviation precinct cluster in and around Casino aerodrome	5,000	35,000	5,000	5,000	
2.1.5 Support and promote Regional Economic Collaboration	41,000	21,000	21,000	21,000	
2.1.6 Develop Council business activities including commercial, industrial and residential land development	48,600	38,600	18,800	18,800	
2.1.7 Actively support and lobby for the roll out of digital technology / broadband services for the region	51,000	11,600	11,600	11,600	
2.1.8 Work in partnership with the non-government sector to source business development funding	26,000	16,000	11,000	11,000	
2.1.9 Create an environment for business development, growth and opportunity through innovation and entrepreneurship	138,000	158,000	188,000	158,000	
Total	1,013,300	986,400	979,100	974,600	3,973,400

2.2 Employment Opportunities					
	Year 1	Year 2	Year 3	Year 4	Total
2.2.1 Establish Richmond Valley as a leader in Economic Development for the Region	25,000	7,500	17,500	7,500	
2.2.2 Active promotion and support for an intermodal exchange transport facility	22,000	10,000	10,000	10,000	
2.2.3 Support for the development and implementation of the Regional Transport Plan road and rail solution to maximise Richmond Valley's connectivity to south east Queensland	8,000	8,000	8,000	8,000	
2.2.4 Actively pursue opportunities for training and educational facilities	18,500	18,500	19,100	19,700	
Total	73,500	44,000	54,600	45,200	217,300

2.3 Tourism and Promotion					
	Year 1	Year 2	Year 3	Year 4	Total
2.3.1 Develop tourism particularly in the lower river area including the Evans Head Historic Aerodrome precinct, beaches and national parks	373,000	68,000	28,000	28,000	
Total	373,000	68,000	28,000	28,000	497,000

Total operating expenditure - Local Economy	2,187,300	2,243,142	2,302,497	2,370,956	9,103,895
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How we will measure our Performance

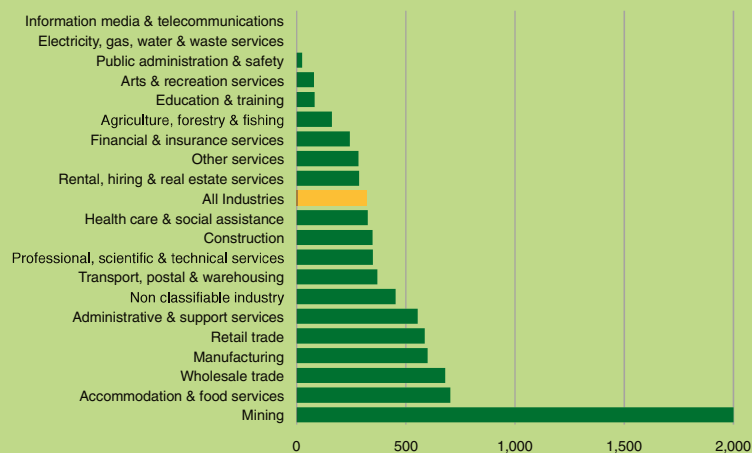
Agreed Community Outcome	Key Performance Indicators	Target
Residents overwhelmingly believe Council must grow employment and sustain the economy to create higher standards of living, social cohesion and community welfare.	A real annual increase in the region's gross regional product from 2011 - \$823.6 million.	An increase in real terms recorded by Australian Bureau of Statistics adjusted for Consumer Price Index.
	The number of registered businesses in the region 2011 - 1707.	An increase in the number of registered businesses each year - Source Australian Bureau of Statistics.
	Annual business turnover 2011 - \$547.8 million.	An increase in the business turnover - Source Australian Bureau of Statistics.
	People employed in the Richmond Valley 2011 - 10,316.	An increase in the number or persons employed - Source Australian Bureau of Statistics.
	Increase in average weekly earnings. Increase closer to the percentage of the NSW average.	A recorded increase in average weekly earnings - Source Australian Bureau of Statistics.
	The number of new industrial allotments in the Council area.	Number of new industrial allotments in the Council area.
	Shopping precincts are perceived as vibrant and economically healthy.	Bi-annual survey results showing improvement.



Richmond Valley will become more robust and resilient.

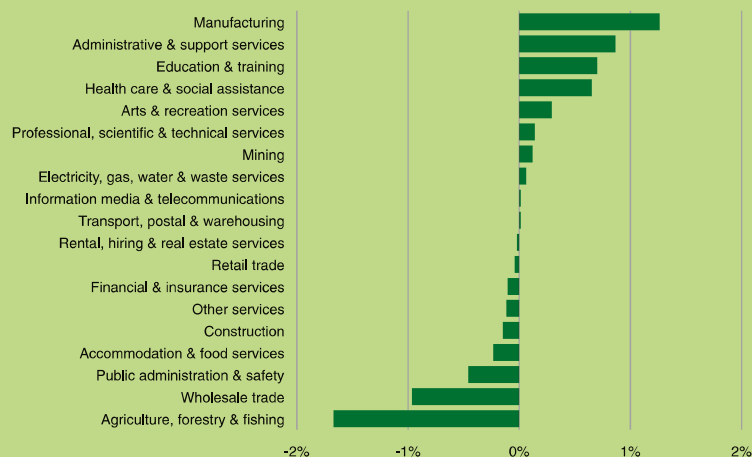
Average Industry Turnover

Richmond Valley, 2010/11 (\$'000)



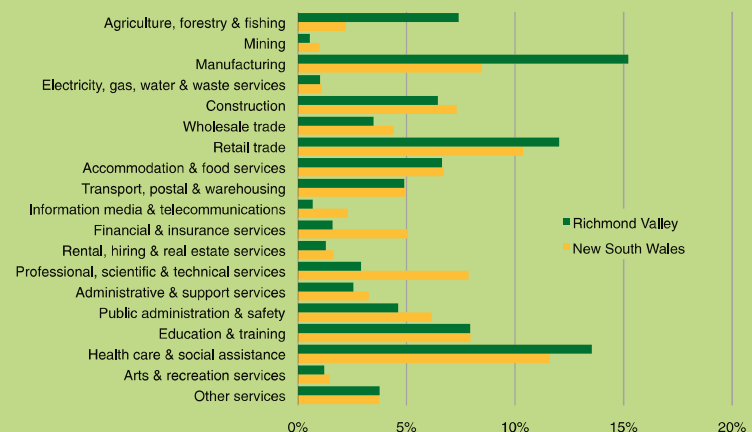
Change in Industry Employment Share

Richmond Valley, 2006-11



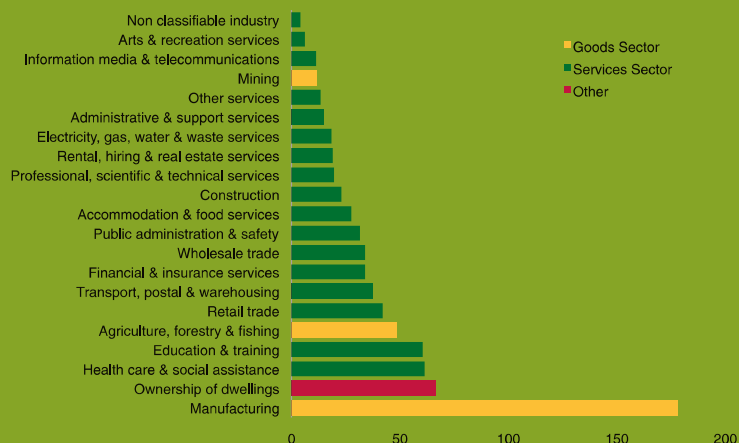
Employment by Industry

Resident Population, 2011



Industry Contribution to GRP

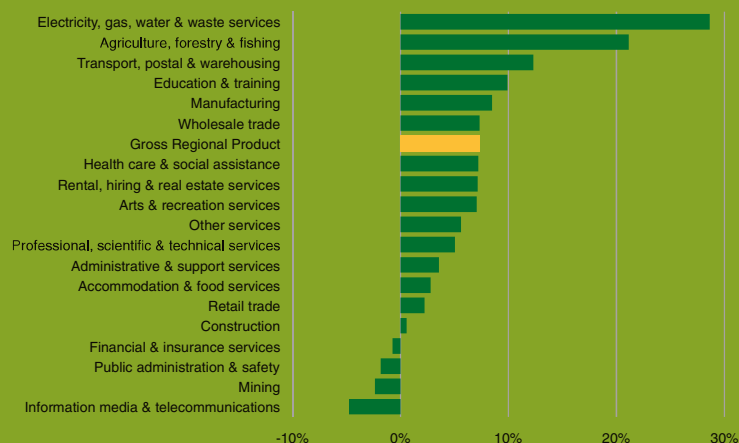
Richmond Valley, 2011/12 (\$ million)



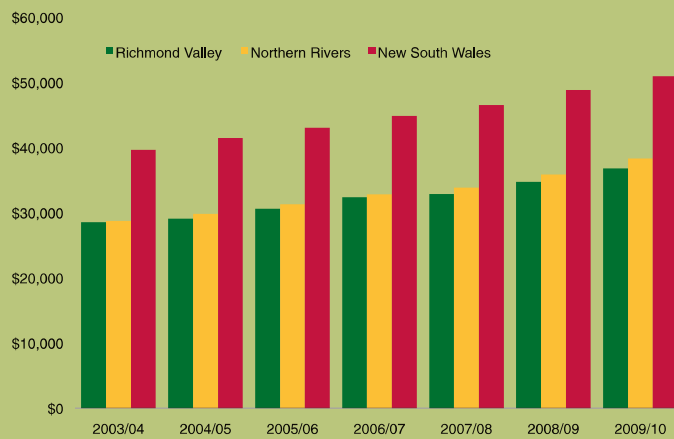
We will ensure Richmond Valleys strategic competitive advantages are widely and actively promoted to create social and economic advantage for its residents.

GRP - Annual Industry Growth

Richmond Valley, 2011/12

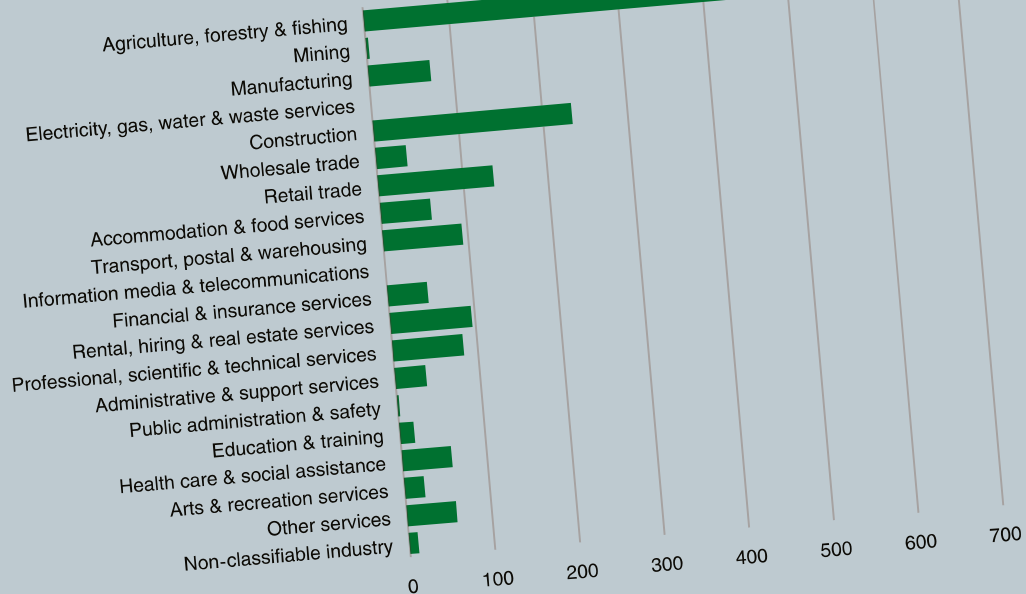


Average Wage & Salary Income



Number of Businesses by Industry

Richmond Valley, June 2011



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3

Our

Community and Culture

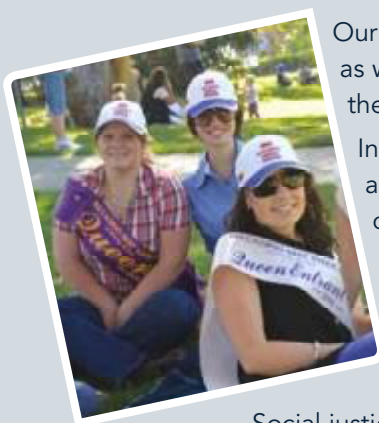


People are the real focus of our Community Strategic Plan.

For parents juggling concerns about their children's safety, schools, expenses and after school activities - and who also need to go to work on top of all this - living in the right place goes a long way to solving some, if not all, problems.

The Richmond Valley has four secondary schools, 13 primary schools, several pre-schools and day care centres, plus two specialty schools, offering parents and their children more opportunities.

We believe healthy people, happy people, skilled and employed people who love their place create a resilient community.



Our strong sense of community, easy lifestyle, good schools and affordability, as well as future opportunities, is why more and more families are moving to the Richmond Valley.

In recent years, sea and tree-changers attracted to our low-cost housing, ample amenities and spectacular setting have been credited for a 1.5 per cent increase in population.

It is estimated that by the year 2031 there will be 10,000 homes in the Richmond Valley.

No matter how hard you try, raising a family is complicated, not to mention expensive.

Social justice principles are important components of our strategic plan and Council will work to instil a strong sense of community wellbeing, connectedness and social inclusion, which will enable community members to live and work together in harmony.

We will advocate and lobby to ensure all residents have good access to quality health and community services, a range of education and employment opportunities and an array of excellent recreational and lifestyle choices.

To improve community safety and, therefore, the willingness of people to use our CBDs – particularly at night - we will review and update Richmond Valley Council's Crime Prevention Plan, advocate for a 24-hour police presence and install closed circuit television as appropriate.

The plan will be a collaborative approach between Council, Police, the Richmond Valley and Kyogle Liquor Accord and other key stakeholders.

The strategies and actions contained in the plan will focus on proactively managing the issues and circumstances which lead to antisocial behaviour and crime, as well as dealing with its impacts and perceptions and realities of crime in our community.



We will also continue to be involved in the prevention and removal of graffiti and will assist the region's Police in identifying and apprehending vandals.

Council is by no means complacent about the challenges to community cohesion which we face in the Richmond Valley.

Through our community and culture strategies, we are aiming to achieve the following outcomes:

- Bringing different communities together to build bridges, understanding and respect between them. This could mean, for example, new arrivals in neighbourhoods getting to know people who have lived in the area for a long time.
- We want to break down some of the barriers which can exist between different groups, especially if there is a risk of misunderstandings and myths developing.
- We will help people to enjoy and celebrate living in our wonderful region and to strengthen their sense of belonging. This means helping people to understand and enjoy each others' cultures and traditions. It also includes broadening the experiences of life in the Richmond Valley for those who may be only seeing a small part of what the Valley is about.
- We will partner to support children and young people to develop understanding and respect for different communities and help to build good relationships between young people and adults.

What you said, What we are doing

You said Richmond Valley was a community built on a strong sense of heritage, mateship and belonging.

When you were surveyed you said the best aspects of living in the Richmond Valley were best described with words such as its people, friendly, peaceful, community and lifestyle. You said with an 80 percent survey result, that Richmond Valley Council area was a good place to live.

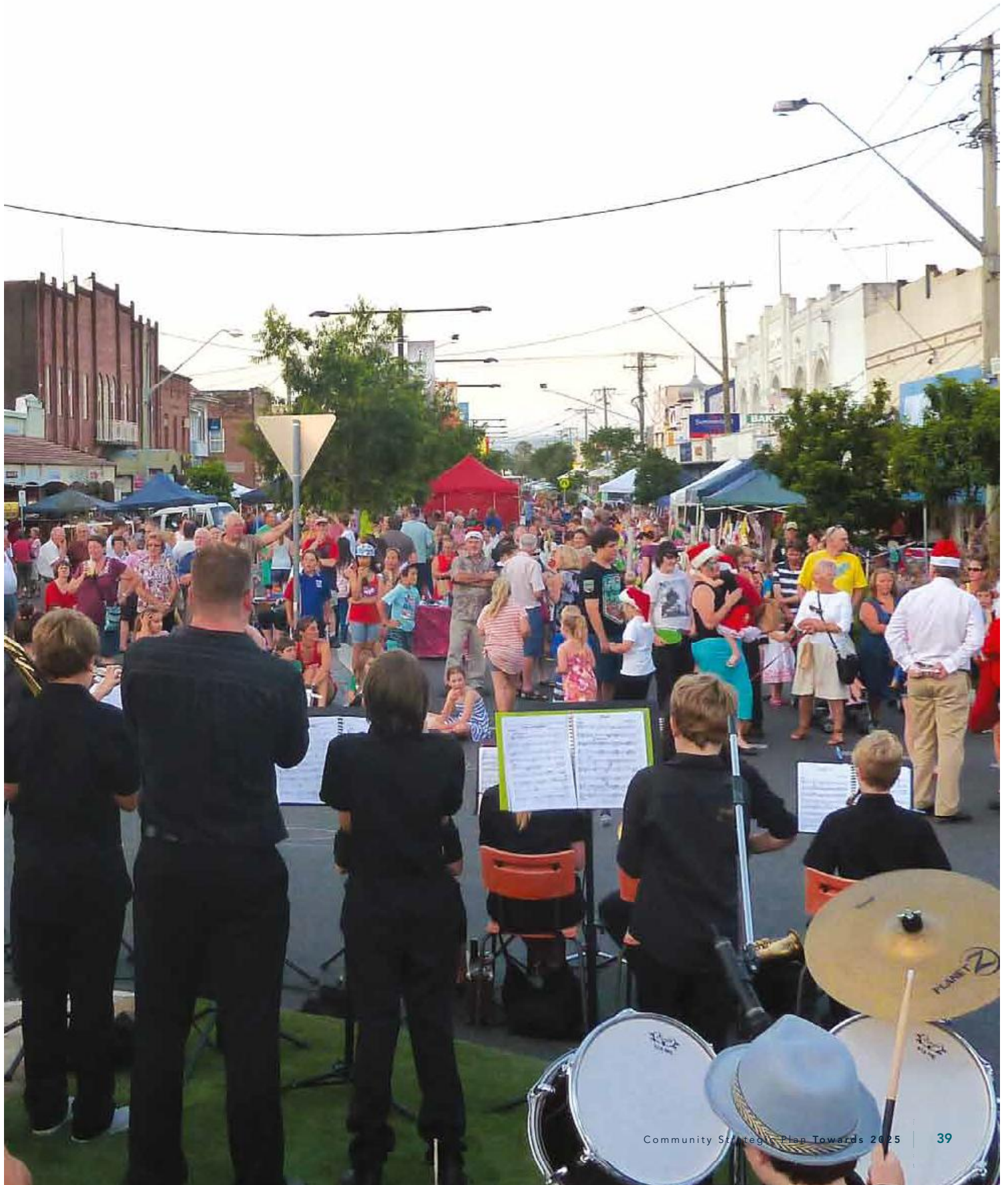
Council will continue to seek to improve services for all people living in the Richmond Valley. Council will also target Aboriginal employment levels within the organisation to equal the percentage of Aboriginal people within the local population.

You ranked Council's festivals, events and art facilities as the ninth most important service Council offers. More than 90 per cent of residents attended at least one Richmond Valley event in the past 12 months, with 70 per cent of those locals making Beef Week an annual outing. To ensure regional art and cultural activities remain a strong component of Richmond Valley life, Council will facilitate public events to promote and enhance the reputation of the Richmond Valley as a region to host events.

You said you were moderately satisfied with the Police presence in the Richmond Valley. While this is not something Council has direct control over, we will play a part in advocating for 24-hour policing.

You said local beaches, parks and libraries were the most frequented popular spots for locals. Eighty seven per cent of residents surveyed said they were satisfied to very satisfied with our local libraries.

Council will also be increasing learning programs and delivering increased technologies, including e-books to cater for the modern user. All future funding opportunities will be explored to improve the mobile library service which caters for those living within remote and rural locations.



Long term strategies and goals

3

Control

Policy areas which are in direct control of local government. Direct decision making on these issues is possible and necessary.

Influence

Issues which local government does not control but can influence. Action on these issues may be in collaboration with other organisations and other levels of government.

Concern

Those areas which are of concern to the community. Local government neither controls nor is likely to influence these issues. However, where relevant, Council may have an advocacy and educative role.

3.1 Support a Safer Community

Facilitate increased community safety in local towns

Services

Council participation and representation at relevant local and regional forums including formal Police liaison
Advocacy in relation to local community safety needs to all levels of government
Maintenance of crime prevention services/infrastructure
Relevant and appropriate planning controls
Crime Prevention Plan provision

3.1.1 Planning controls which promote and facilitate a safer environment

Review and implement formal liaison strategy with NSW Police and other relevant organisations and increase development and delivery of education plans and strategies for crime prevention
Review and maximise implementation of Crime Prevention Through Environmental Design principles into Council plans and processes
Review and update Richmond Valley Council's Crime Prevention Plan
Maximise Council's potential to acquire relevant grant funding

3.1.2 Advocate for increased policing and community safety initiatives

Consult with the community and NSW Police to increase awareness and understanding concerning crime and related localised issues

Advocate State and Federal Government for increased resources to maximise community safety

3.1.3 Engage in forums to maximise local knowledge about crime and prevention strategies

Provide a Council representative for the Richmond Valley and Kyogle Liquor Accord and work in partnership with the Accord to better address community safety needs
Participate in crime prevention audits with NSW Police Service and provide appropriate assistance with the implementation of the resulting recommendations
Participate in relevant the networks and forums and implement crime prevention strategies into the local area as appropriate

3.2 Events, Art and Culture

Ensure our regional art and cultural activities remain a strong component of Richmond Valley life

Services

Deliver targeted community events which seek to recognise Richmond Valley Council's community members
Public art
Grant writing workshops
Comprehensive event guide
Support of local events through financial contributions and volunteer training
Library services including extension services, relevant targeted collections and targeted reader group programs
Web access provided within all local libraries
Mobile library service
Partnering with local community groups to facilitate community markets
Grant funding workshops
Tourist information
Displayed Aboriginal art

3.2.1 Increase the use of public events to build social, cultural and economic capital

Deliver targeted community events in relation to local significant and culturally recognised celebrations
Facilitate the establishment of new cultural and arts events
Continue to provide funding for events
Continue to support events which encourage the development of tourism and/or cultural activity
Increase the capacity of event organisers to conduct professional and quality events
Encourage greater promotion and communication of comprehensive event information
Promote and enhance the reputation of the Richmond Valley as a region to host events
Encourage the development of Aboriginal arts program and projects

3.2.2 Ensure Council libraries meet or exceed the expectations of users

Continue and increase promotion of Council libraries as community hubs for literature and content
Continue delivery of literature through extension services including aged homes and housebound patrons
Review and increase learning programs and align with State library themes
Continue and formulate new socially-interactive children's reading programs
Deliver information communication technologies including e-books
Review collection development policy to ensure alignment with community learning needs/interests
Develop and implement policies which support community learning
Continue to apply for library development grants to introduce/maintain new and existing programs
Deliver increased services at the Evans Head Library

3.2.3 Ensure Council's mobile library services are modern and contemporary, provide equal access to residents and meets the needs of library users

Seek funding opportunities for improvement to the mobile library service
Consult with the community regarding future expectation of this service
Increase community awareness of Council's mobile library services

3.2.4 Work in partnership with local museums to protect and promote cultural heritage

Continue to facilitate grant writing workshops to assist in successful grant funding for museums in the area
Continue to assist in promotion and support of museums in New Italy, Casino Historical Society and the Evans Head Air Park Museum

3.3 Community Health and Wellbeing and Social Inclusion

Instil a strong sense of community wellbeing, social justice, connectedness and social inclusion that enables community members to live and work together

Services

Provision of a community coordinator to seek relevant grant funding and to liaise and assist community groups and organisations delivering human, cultural and social services to Richmond Valley residents

Leadership in local volunteer training and management including manual and standard provision and site-specific training

Creating greater job opportunities for the local Aboriginal community

Facilitation of specialised funded projects aimed at addressing social inequality

Grant writing workshops

Provide information workshops about community development practice to community organisations as it relates to community strengthening and capacity building

Facilitation of section 355 Advisory Committees and Working Parties (including Aboriginal, Health and Ageing, Transport and Disability Access)

Membership on relevant forums concerning community health including the NSW Local Health District Community Engagement Advisory Council

Community education forums

Facilitation of the Casino Aboriginal Interagency and the Richmond Valley and Kyogle Aged and Disability Interagency

3.3.1 Partner with the community to build social capacity

Attend and subscribe to relevant grant funding forums to continually update knowledge of funding pools and innovative ways to fund projects which benefit the community
Facilitate grant writing workshops and assist community groups to successfully obtain grant funding
Facilitation of the s.355 Advisory Committees and Working Parties
Facilitation of the Aboriginal Interagency and the Richmond Valley and Kyogle Aged and Disability Interagency

Seek to enter into appropriate Indigenous Land Use Agreements (ILUA'S) where possible to provide frameworks in which to work cooperatively and transparently with indigenous Native Title Claimants in satisfaction of Native Title Claims
Encourage and facilitate volunteerism in community programs

3.3.2 Seek to improve services for the aged, early childhood and youth, disability, disadvantaged and multicultural sectors

Work in partnership with Federal, State and local agencies to grow the region's community services for the increased wellbeing of all residents

Continued facilitation of the Aboriginal Advisory Committee and Working Party

Continued facilitation of the Casino Aboriginal Interagency

Continue to seek out specialised funding/projects aimed at addressing social inequality and disadvantage

3.3.3 Target Aboriginal employment at levels equal to the population percentage in Richmond Valley

Implement the Aboriginal Employment Strategy
Produce an aboriginal demographic profile for Richmond Valley
Conduct Cross Cultural Awareness training for all staff
Target Aboriginal employment at Council at levels equal to the population percentage in Richmond Valley
Develop and implement an aboriginal recruitment policy

3.3.4 Advocate State Government to ensure health services and medical facilities are maintained and enhanced

Continue facilitation of the Health and Ageing Advisory Committee and Working Party
Ongoing participation and involvement in relevant regional and state health forums

Continue to work in partnership with State and Federal agencies to ensure that the level of health and medical services is bolstered in keeping with community need

3.4 Civic Pride

Provide for a well serviced and tidy shire which encourages a vibrant CBD and business centre

Services

Street sweeping

Maintain town entrances

Maintain gardens and public places

Garbage collection

Facilitate and encourage community clean up days such as Clean up Australia Day

Continue to facilitate the targeted graffiti and broken glass reduction project

3.4.1 Visual improvement of towns, villages and town entrances

Ensure town entrances are kept tidy and are appropriately signed
Continue to sweep streets and maintain footpaths

Ensure graffiti vandalism and glass breakage is minimised in public areas

Ensure garbage collection is adequate
Continued participation in the Tidy Towns program

3.4.2 Actively market the region to foster pride and community spirit

Develop and implement an integrated Richmond Valley marketing plan

3.4.3 Involve the community in regular clean ups of public areas

Continue to promote and support initiatives such as Clean up Australia Day

Develop and support the Adopt a Road Plan



Budgeted expenditure for Strategies

*Estimates are qualitative assessments by the applicable manager of labour, materials, overheads and in kind resources to be applied to each strategy and represents a proportion of the operating budget for this focus area.

3.1 Support a Safer Community					
	Year 1	Year 2	Year 3	Year 4	Total
3.1.1 Planning controls which promote and facilitate a safer environment	7,000	3,000	3,000	3,000	
3.1.2 Advocate for increased policing and community safety initiatives	19,300	19,300	19,300	19,300	
3.1.3 Engage in forums to maximise local knowledge about crime and prevention strategies	6,880	6,880	6,880	6,880	
Total	33,180	29,180	29,180	29,180	120,720

3.2 Events, Art and Culture					
	Year 1	Year 2	Year 3	Year 4	Total
3.2.1 Increase the use of public events to build social, cultural and economic capital	110,000	60,000	60,000	60,000	
3.2.2 Ensure Council libraries meet or exceed the expectations of users	50,000	72,240	74,385	80,260	
3.2.3 Ensure Council's mobile library services are modern and contemporary, provide equal access to residents and meets the needs of library users	403,000	66,788	68,788	70,855	
3.2.4 Work in partnership with local museums to protect and promote cultural heritage	4,000	4,000	4,000	4,000	
Total	567,000	203,028	207,173	215,115	1,192,316

3.3 Community Health and Wellbeing and Social Inclusion					
	Year 1	Year 2	Year 3	Year 4	Total
3.3.1 Partner with the Community to build social capacity	138,700	97,600	97,600	97,600	
3.3.2 Seek to improve services for the aged, early childhood and youth, disabled, marginalised and multicultural sectors	7,000	5,200	5,200	5,200	
3.3.3 Target Aboriginal employment at levels equal to the population percentage in Richmond Valley	34,500	36,100	37,600	39,100	
3.3.4 Advocate State Government to ensure health services and medical facilities are maintained	2,000	2,000	2,000	2,000	
Total	182,200	140,900	142,400	143,900	609,400

3.4 Civic Pride					
	Year 1	Year 2	Year 3	Year 4	Total
3.4.1 Visual improvement of towns, villages and town entrances	173,000	173,000	173,000	173,000	
3.4.2 Actively market the region to foster pride and community spirit	5,000	5,000	5,000	5,000	
3.4.3 Involve the community in regular clean ups of public areas	9,000	9,000	14,000	24,000	
Total	187,000	187,000	192,000	202,000	768,000

Total operating expenditure - Community and Culture	4,723,356	4,873,947	5,007,881	5,150,887	19,756,071
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Photo courtesy of Beef Week Committee.



How we will measure our Performance

Agreed Community Outcome	Key Performance Indicators	Target
Council must focus on achieving a friendly and supportive community that welcomes diversity, connectedness and enables people to live and work together.	Council joint library membership as percentage of the State average.	An annual increase in active library members in the Richmond Upper-Clarence Regional Library service.
	Residents believe the area is a good place to live. Survey 2013 - 4.25 out of 5.	A five per cent bi-annual increase in community satisfaction.
	Residents perception of safety in Council area. Mean survey score 2013 - mean 3.55 out of 5.	A five per cent bi-annual increase in resident's perception of safety.
	Residents believe the community is harmonious, respectful and tolerant. 2013 - mean 3.42 out of 5.	A five per cent bi-annual increase in resident's perception of diversity.
	Resident's satisfaction with festivals, events and art facilities in the region. 2013 - mean 3.56.	A five per cent increase in resident's satisfaction with festivals, events and art facilities.
	Residents perceive they have opportunities to participate in arts and cultural activities. 2013 - mean 3.32.	A five per cent increase in resident's perception concerning the opportunity to participate in arts and cultural activities.
	Economic welfare of residents increases SEIFA Index of Economic Resources.	Australian Bureau of Statistics SEIFA index 2011 values shows an improvement from 939.69, ranked 18th lowest of 153 local governments in the State and 97th of 564 in the nation.
	SEIFA Index of Relative Socio-Economic disadvantage.	Australian Bureau of Statistics SEIFA index 2011 of advantage and disadvantage shows improvement greater than 8 out of 153 in State and 62 out of 564 nationally.
	SEIFA Index of Education and Occupation.	Australian Bureau of Statistics SEIFA Index 2011 of Education and Occupation shows improvement from 877.24, the lowest rank in NSW (1 of 153) and 27 out of 564 nationally.

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4

Our

Recreation and open spaces



Council will maximise opportunities to improve existing sporting and recreational facilities, as well as better manage our public lands and resources.

Richmond Valley's points of difference are many and we are proud to have a range of distinctive opportunities evolving from our many events, tours, attractions and activities, as well as our rich Aboriginal and settlement history.

The region is very active and enjoys its sports such as football, netball, golf, tennis, basketball and many outdoor activities.

The Richmond and Evans rivers provide excellent opportunities for watersports and our broad surf beaches and sandy river flats encourage windsurfing, fishing and boating.

Activities such as bushwalking, cycling, rock climbing, canoeing, fishing, four-wheel driving and nature spotting make the Richmond Valley a great place to explore all year round.

A recently released State of the Beaches Report graded all four swimming spots monitored in the Richmond Valley as Good or Very Good, making the region's beaches some of the State's cleanest.

Key findings in the 2011-2012 report were:

- The consistently cleanest beaches were Airforce Beach, Main Beach and Shark Bay; and
- Evans River was graded Good, meaning water quality was of a high standard and suitable for swimming most of the time.

There is also a range of public halls, active and passive reserves, boat launching facilities, cycleways and pathways managed by Richmond Valley Council.

There are also plenty markets around the region, including:

- Casino's Farmers' Markets and Artisans, Food & Song Market;
- Evans Head Riverside Markets; and
- Woodburn Markets.

These are tangible improvements which will get more people participating in sport and recreation.

Community sentiment is essential in all we do so it is important all our decisions for Council-owned properties meet the needs of the community now and into the future.



We will review all recreation facilities to ensure they meet community expectations and preserve and enhance existing access points to waterways and beaches.

Council is in the process of making many recreational improvements to the region's waterways, including river access points for the public.

We will also commission a Casino riverbank plan to improve the aesthetic appearance of the river, as well as encourage greater community and tourism use. Our plan is to develop tools which will help locals and tourists make better use of our rivers, creeks and beaches.

This includes just getting to waterways to picnic or swim and improved access for canoeing and fishing.

Our focus on the region's natural wonders will make for a broad appeal which will speak directly to those who love the outdoors.

We will also ensure our regional art and cultural activities remain a strong component of Richmond Valley life.

Our aim is to sustain growth while ensuring a quality lifestyle for our community and visitors which is uniquely Richmond Valley.



Eighty percent of residents surveyed said their personal health was in the range of good to excellent. You told us the

quantity and quality of recreation and open space was important to you. This belief is bolstered by residents ranking the maintenance and availability of parks and grounds as very high.

You said you were happy there were enough opportunities to participate, or attend sporting competitions and recreational activities.

In view of this Council will maximize these opportunities by improving existing sporting and recreational facilities in partnership with local sporting organisations to enable greater participation.



Long term strategies and goals

Control

Policy areas which are in direct control of local government. Direct decision making on these issues is possible and necessary.

Influence

Issues which local government does not control but can influence. Action on these issues may be in collaboration with other organisations and other levels of government.

Concern

Those areas which are of concern to the community. Local government neither controls nor is likely to influence these issues. However, where relevant, Council may have an advocacy and educative role.

4.1 Improved Sporting Facilities

Maximise opportunities to improve existing sporting facilities in partnership with local sporting organisations to facilitate greater participation in sporting activities

Services

Sportsgrounds
Reserves
Plant hire
Grant writing workshops
Provision of user agreements

4.1.1 Provide assistance, support and advice to local sporting organisations to improve indoor and outdoor sporting facilities

Advocate on behalf of sporting groups for facility improvements

Facilitate grant writing workshops and grant application assistance

4.1.2 Develop multi-use sporting facilities for the Richmond Valley community

Develop master plan for Queen Elizabeth Park, Casino, to shovel-ready stage

4.1.3 Maintain sporting agreements to ensure equality for all groups using sporting facilities

Review and implement user agreements and apply to all user groups to ensure equality and maximise opportunity for voluntary input

Strengthen links with sporting users and groups for maintenance and clean up of sport and recreation amenities

4.2 Improved Recreational Facilities

The improvement of recreational use and opportunities

Services

Off-leash dog areas
Ranger patrols
User agreements
Swimming pools
Showgrounds
Playgrounds
Provision of recreational area booking service

4.2.1 Keep local recreation facilities safe and well maintained

Review level of service of all recreation facilities to ensure they meet community expectations while satisfying budgetary constraints

4.2.2 Enhance existing picnic areas and playgrounds throughout the Richmond Valley area

Prepare and implement a strategy to increase the standard of picnic areas and playgrounds in select parks throughout the Council area

4.2.3 Provide facilities and access to waterways and beaches for enjoyment and water-based activities

Ensure existing access points to waterways and beaches are preserved and enhanced
Commission a Casino Riverbank plan to improve the aesthetic appearance of the river, provide better practical recreational access, enhance biodiversity and encourage tourism and community use
Consult with NSW National Parks and Wildlife Service to develop a plan of management for the Richmond River bat colony

4.2.4 Swimming pools

In partnership with pool lessees ensure pool facilities are run to the highest possible standards
Review of pool utilisation to ensure pool users are receiving the highest levels of service within acceptable fee structures

4.3 Manage Public Lands and Resources for the Community Benefit

Management practices must ensure facilities are developed and maintained to an agreed level of service in partnership with the community

Services

Volunteer training
Provision of user agreements
Plans of management

4.3.1 Management planning

Develop plans of management for Council-managed facilities
Implement the plan of management for the Evans Head Coastal Reserve
Develop 10-year capital works program
Identify public lands surplus to community needs for reclassification and potential disposal
Take advantage of opportunities for the timely purchase of strategically important land

4.3.2 Facilitate volunteerism to assist Council with provision and maintenance of facilities

Review and implement Council's volunteer training manual
Finalise and implement site-specific volunteer training manuals
Provide funds for provision of equipment to encourage volunteerism
Structure sporting agreements on Crown reserves to encourage volunteerism by allowing reduced fees for voluntary work

4.3.3 Ensure open public space is safe

Provide ranger services to parks and other services to ensure regulatory compliance
Allow for and control adequate areas for companion animal exercise

4.3.4 Deliver Asset Management Plan for all recreation and open space assets

Prepare and deliver sustainable asset management plans for recreation and open space assets



Budgeted expenditure for Strategies

*Estimates are qualitative assessments by the applicable manager of labour, materials, overheads and in kind resources to be applied to each strategy and represents a proportion of the operating budget for this focus area.

4.1 Improved Sporting Facilities					
	Year 1	Year 2	Year 3	Year 4	Total
4.1.1 Encourage and promote greater community participation in local sporting activities	11,000	11,000	11,000	11,000	
4.1.2 Develop multi-use sporting facilities for the Richmond Valley Community		15,000			
4.1.3 Maintain sporting agreements to ensure equality for all groups using sporting facilities	6,880	6,880	6,880	6,880	
Total	17,880	32,880	17,880	17,880	86,520

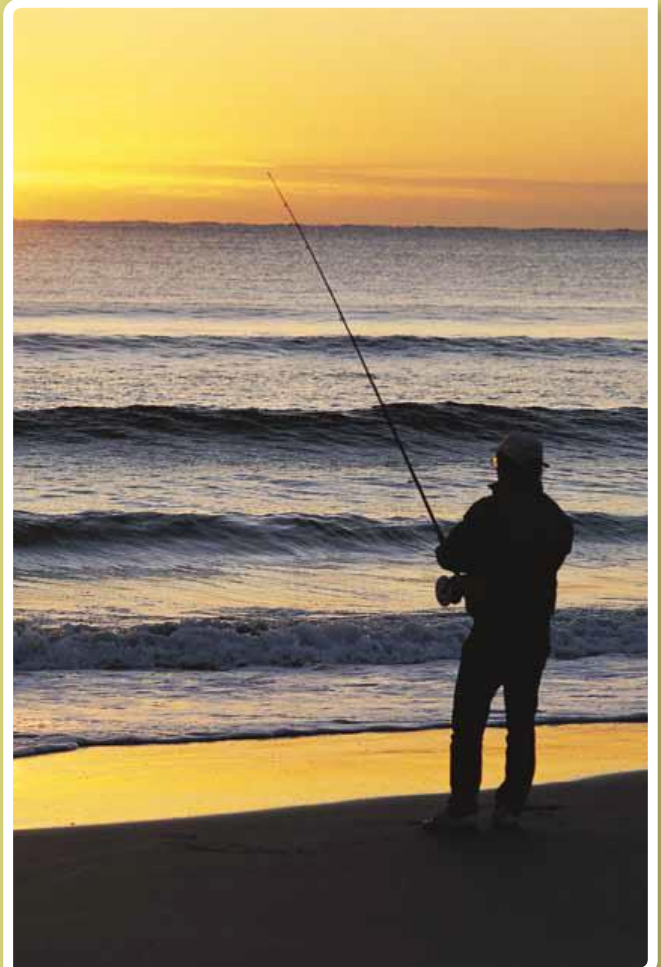
4.2 Improved Recreation Facilities					
	Year 1	Year 2	Year 3	Year 4	Total
4.2.1 Keep local recreation facilities safe and well maintained	8,000	8,000	18,000	8,000	
4.2.2 Enhance existing picnic areas and playgrounds throughout the Richmond Valley area			10,000		
4.2.3 Provide facilities and access to waterways and beaches for water-based activities	5,000	5,000	5,000	5,000	
4.2.4 Swimming Pools - contract management	4,000	4,100	4,200	4,300	
Total	17,000	17,100	37,200	17,300	88,600

4.3 Manage Public Lands and Resources for the Community Benefit					
	Year 1	Year 2	Year 3	Year 4	Total
4.3.1 Management Planning	1,000	3,000	13,000	9,000	
4.3.2 Facilitate volunteerism to assist Council with provision and maintenance of facilities	6,000	22,000	13,000	13,000	
4.3.3 Ensure open public space is safe	128,000	125,000	125,000	125,000	
4.3.4 Deliver Asset Management Plan for all recreation and open space assets		40,000		5,000	
Total	135,000	190,000	151,000	152,000	628,000

Total operating expenditure - Recreation and Open Spaces	2,926,400	2,991,395	3,037,646	3,120,174	12,075,615
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How we will measure our Performance

Agreed Community Outcome	Key Performance Indicators	Target
Residents place a high priority on passive and active recreation for themselves and their families, for a healthy and active lifestyle.	Completed annual works programs for recreation and open space capital improvements.	100 percentage completed.
	Residents are satisfied they have enough opportunities to participate in sporting and recreational activities.	5 per cent bi-annual increase in resident's satisfaction with sporting and recreational opportunities.
	Availability and maintenance of sporting grounds and facilities.	Bi-annual survey shows decrease in performance gap.
	All Crown reserves are managed and maintained within available resources.	Compliance with all Trust and State management requirements within budgetary constraints.



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5



Our

Rural and urban developments



The Richmond Valley is an attractive industry destination with coastal and inland options available to meet a range of business requirements.

The key locations of Casino and Evans Head provide a myriad of opportunities and access to vital utilities including transport routes, power, water and waste services as well as business support and Council services.

The purpose of Richmond Valley Council's rural and urban development strategy is to place the region as a favoured location for new enterprises.

To do this successfully, Council seeks to balance economic and environmental issues equally to ensure economic prosperity and a high quality of life can be enjoyed while conserving and enhancing the environment.

Council has a role in providing and servicing residential areas for markets ranging from singles and young couples, families and retirees of widely varying financial means and expectations.

Amongst the most distinctive features of Richmond Valley towns and villages are its commercial areas which provide the goods, services, facilities and much of the employment for its population.

In particular, the commercial core known as the central business district (CBD) is the natural focal point for the community and key source of growth and prosperity of the town.

Council's role is to protect the entire network and promote improvement which will further economic efficiency and improve the image of commerce and of the region as a whole.



What you said, What we are doing



You said long-term planning for the Richmond Valley Region, along with the protection of heritage buildings, was very important to you.

Accordingly, Council intends on using planning controls and policies to protect and promote cultural heritage. We will undertake to maintain heritage significant sites and promote heritage recognition to ensure local history is respected and protected.

You said the lack of local affordable housing was of concern to you. In response to this Council has and will continue to ensure developer chargers, including sewerage services, are kept at affordable levels while maintaining an appropriate level of contribution by developers. Council will devote more time to identifying alternate strategies for charging levies on new development to promote growth.



Long term strategies and goals

Control

Policy areas which are in direct control of local government. Direct decision making on these issues is possible and necessary.

Influence

Issues which local government does not control but can influence. Action on these issues may be in collaboration with other organisations and other levels of government.

Concern

Those areas which are of concern to the community. Local government neither controls nor is likely to influence these issues. However, where relevant, Council may have an advocacy and educative role.

5.1 Land use Development should be Appropriate for the Retention of a Country Atmosphere and Village Lifestyle

Services

Heritage conservation and management and heritage grants
Rezoning of land for residential, commercial and industrial land
Provide advice to customers on potential flood impact
Dwelling opportunity searches and advice
Bushfire prone land mapping (partner)
Assess, determine and issue applications and certificates
Planning and development advisory service
Inspections and certification processes
Floodplain planning and management (partner)
Traffic management and planning/car parking plan

5.1.1 Ensure appropriate strategies are in place to guide and manage sustainable urban growth

Regularly review Richmond Valley flood model to ensure it reflects the most up-to-date information available
Ensure Council's development strategies are current and reflect the needs of the community, including a local growth management strategy which supports the development of a range of housing choices including affordable housing
Identify and investigate development constraints so they can be managed in the best interests of a safe and sustainable community
Monitor and review planning instruments to ensure they recognise, maintain and support a capacity for economic and urban growth
Introduce place management philosophies and principles in the development and governance of Evans Head and other villages where suitable

5.1.2 Ensure planning controls for development deliver high-quality urban design which reflects and encourages appropriately scaled development in our towns and villages

Monitor and review the Local Environmental Plan and Development Control Plan to ensure they deliver buildings which complement the existing character, scale and topography of the area
Ensure new development incorporates sustainable building practices
Take action to increase the awareness of planning decision makers of mobility and accessibility considerations in all planning assessments and urban design

5.1.3 Implement incentive strategies to facilitate the development of growth focused land

Developing a range of incentives to attract new businesses to the area and support the sustainable growth of those already existing
Identify alternate strategies for charging levies on new development to promote growth

5.1.4 Support the creation of jobs and business opportunities to boost growth

Ensure planning controls have sufficient flexibility to facilitate employment opportunities to meet community needs
Ensure Council's planning instruments allow for adequate supply of commercial and industrial lands to meet future needs, while offering a range of development options which capitalise on the area's physical and natural attributes

5.1.5 Use planning controls and policies to protect and promote cultural heritage

Protect and maintain heritage-significant sites while accommodating a level of adaptive reuse and ensuring they are fit for use
Promote heritage recognition to ensure it is respected and protected
Undertake appropriate studies as required to identify cultural heritage of State or local significance

5.2 Establish Simpler, Easier Development Processes

Services

Provide quality pre-lodgement information and processes
Continue to have a case management approach to the lodgement of significant development applications

5.2.1 Substantially increase the level of web-based information, applications and processes for planning and development

Investigate the development of online systems to provide for the lodgement of electronic applications
Utilise the Internet for the dissemination of planning information to the community

5.2.2 Review all standard documentation to ensure it is reader friendly

Strengthen Council's customer service delivery with a friendly and reliable focus
Disseminate user friendly, relevant and informative planning information to the community via a range of formats and media types
Ensure all information disseminated to the community is current

5.2.3 Review and monitor development processes to ensure they are user friendly

Undertake continuous improvement to the planning and development systems to comply with best-practice planning guidelines and efficient processes
Maintain quality pre-lodgement information processes
Incorporate a level of merits-based flexibility into planning and development policies and processes so positive outcomes can be supported on merit
Continue a case-management approach to the lodgement of significant development applications

Budgeted expenditure for Strategies

*Estimates are qualitative assessments by the applicable manager of labour, materials, overheads and in kind resources to be applied to each strategy and represents a proportion of the operating budget for this focus area.

5.1 Land use development should be appropriate for the retention of a country atmosphere and village lifestyle

	Year 1	Year 2	Year 3	Year 4	Total
5.1.1 Ensure appropriate strategies are in place to guide and manage sustainable urban growth	93,000	48,000	53,000	35,000	
5.1.2 Ensure planning controls for development deliver high-quality urban design which reflects and encourages appropriately scaled development in our towns and villages	4,000	25,000	24,000	25,000	
5.1.3 Implement incentive strategies to facilitate the development of growth focused land	8,000	22,000			
5.1.4 Support the creation of jobs and business opportunities to boost growth	25,000	34,000	29,000		
5.1.5 Use planning controls and policies to protect and promote cultural heritage	25,000	81,000	85,000	79,000	
Total	155,000	210,000	191,000	139,000	695,000

5.2 Establish Simpler, Easier Development Processes

	Year 1	Year 2	Year 3	Year 4	Total
5.2.1 Substantially increase the level of web-based information, applications and processes for planning and development	10,000	12,000	83,000	83,000	
5.2.2 Review all standard documentation to ensure it is reader friendly	66,000	44,000	36,000	36,000	
5.2.3 Review and monitor development processes to ensure they are user friendly	68,000	58,000	58,000	58,000	
Total	144,000	114,000	177,000	177,000	612,000

Total operating expenditure - Rural & Urban Developments	1,810,100	1,791,103	1,852,597	1,903,667	7,357,467
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How we will measure our Performance

Agreed Community Outcome	Key Performance Indicators	Target
Residents desire a country atmosphere and village lifestyle which must be preserved in Council's land use planning.	Residents are satisfied with the long term planning of the Richmond Valley Council area in the bi-annual survey.	A 5 per cent bi-annual increase in the satisfaction from 3.12 in 2013.
	Satisfaction with land use planning which caters for a majority of community needs.	Future bi-annual community satisfaction surveys shows minimum 5 per cent improvement.
	Review of Council's Local Environment Plan conducted in accordance with statutory requirements and meeting community expectations.	Sign off by State Government of Local Environment Plan.
	Residents satisfaction with development assessment processes.	Future bi-annual community satisfaction surveys shows minimum 5 per cent improvement.
	Development application median turn around time.	Council scores in the top 25 per cent for Group 4 Councils (like sized Councils).



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6

Our

Transport and Infrastructure



Key infrastructure can assist a community to grow and enhance economic development.



Delivering local infrastructure projects which local communities want and need is an important part of this Community Strategic Plan.

Although Council's responsibilities are huge, we are committed to investing in infrastructure to assist our local communities' key needs.

We will continue to provide and maintain important infrastructure such as local roads, footpaths, aerodromes, water and sewerage, stormwater drainage, waste disposal, as well as public buildings, parks and recreational and cultural facilities.

We also have planning responsibilities which affect provision of infrastructure, whether by government or by business.

These responsibilities include town planning, rezoning of land, subdivision approval, development assessment and building regulation.

A key challenge is to make our assets work for the community in a way which fully contributes to the delivery of Council's objectives.

Maintaining and operating assets helps the region move towards the achievement of key outcomes and ultimately Council's long-term goals.

In doing so, asset management must balance financial and environmental sustainability and service to residents and customers.

Some assets may be purely functional, for example drainage systems, and the level of investment in the asset needs to be equal with the risk and consequence of the asset failing to perform its function.

Other assets, such as employees, libraries, parks and swimming pools, need investment not only to maintain serviceability but also to ensure a high level of customer satisfaction.

There are three key factors which require Council to critically assess the way in which it manages its assets. These include:

- limitations in Council's ability to raise funds;
- increased pressure from the community for improved service delivery at less cost; and
- legislation requiring the identification and depreciation of infrastructure.



Council is pursuing best practice through a whole lifecycle approach which will provide effective strategies to achieve an optimal allocation of resources to maintain and upgrade existing assets and to create new assets.

We will ensure community infrastructure is managed in a way which minimises risk, maximises usability and increases the intrinsic value of the asset.

Council has an on-going commitment to a range of projects, including road rehabilitation, new car parks, footpaths and other minor road projects, such as a managed network of cycleways.

Council will, within its budgetary constraints, endeavour to provide a level of funding each year to meet the maintenance requirements documented in its procedures.

An accelerated program of prioritised maintenance work is proposed, in order to reduce the backlog, to prolong the life of the asset and raise finance.

We will actively source opportunities to fund priority infrastructure projects for the Richmond Valley, including private investment along with private and public partnerships.

Council will also facilitate and support infrastructure development and projects which will increase productivity and competitiveness for existing Richmond Valley business and industry, as well as attract and stimulate new investment in our local economy.



Roads are integral to any community, especially rural communities which have a higher than average dependency on car-based travel. **You said, with a survey result of 88 per cent of Richmond Valley residents, that the maintenance of local**

roads was important to very important to you.

In response to your views Council will continue to improve and maintain roads as a high priority.

You said you value an adequate network of footpaths and cycleways.

Council will continue to provide adequate networks of interconnected and appropriately maintained footpaths and cycleways. Council is developing a 10-year pedestrian and bicycle program which will ensure a range of transport options for the elderly and those who cycle regularly.

Nearly half of you said local public transport was not accessible.

Council will continue to advocate to all levels of government for more increased public transport services.



Long term strategies and goals

Control

Policy areas which are in direct control of local government. Direct decision making on these issues is possible and necessary.

Influence

Issues which local government does not control but can influence. Action on these issues may be in collaboration with other organisations and other levels of government.

Concern

Those areas which are of concern to the community. Local government neither controls nor is likely to influence these issues. However, where relevant, Council may have an advocacy and educative role.

6.1 Roads, Drainage and other Infrastructure Asset Classes

Improve and maintain roads and associated infrastructure to acceptable community standards in accordance with financial capability

Services

Road and bridge repairs and reconstructions
Provide advice and approvals for work/use of road reserves, including road closures and road numbering
Technical advice to customers
Updating and maintenance of MyRoadInfo website

6.1.1 Maintain roads to an acceptable standard which ratepayers are prepared to fund

Consult with the community to agree on the standard of road they are prepared to accept given their capacity to pay
Revise and implement the 10 year capital works plan in accordance with community needs
Ensure the Infrastructure Developer Contributions Plan is relevant for growth requirements, adequately recovers costs and supports economic development
Review and implement Council's car parking strategies

6.1.2 Ensure local roads and infrastructure are provided in accordance with Council's Local Transport Plan

Review and implement the Local Transport Plan
Seek and maximise grant funding opportunities
Ensure suitable plant and equipment is available at best pricing for all projects

6.1.3 Ensure footpaths and cycleway are provided, interconnected and maintained

Seek and maximise grant funding opportunities
Construct cycleway from Evans Head to Riverside Village
Ensure footpath maintenance program complies with Council inspection, assessment and maintenance of footpaths and cycleway policy
Implement cycleway plan and ensure it reflects relevant network needs
Implement Council's Pedestrian Access Mobility Plan
Review Local Transport Plan
Develop and implement a 10 year pedestrian and bicycle program
Council include in its cycleway strategy funding to build a bicycle way from Musgrave Road to the end of Barling St Casino

6.1.4 Review and improve our assets to the highest standard possible, given the level of funding available

Review and implement the Asset Management Strategy
Prepare and implement the Sustainable Asset Management Plans
Undertake detail condition assessments and revaluation of all asset classes, including a review of useful lives and depreciation schedules as a high priority

6.1.5 Implement local priorities of the NSW Government proposed Regional Transport Plan

Consider funding options for implementation of recommendations in the plan
Develop and implement a Local Transport Action Plan

Support all efficient transport opportunities

6.1.6 Provide and plan for infrastructure which is able to respond to disasters

Ensure provision of flood risk plans
MyRoadInfo webpage content maintained and supported
Ensure the Local Transport Plan addresses potential flood impacts
Continue communication with SES and other emergency services to ensure response plans are in place and adequate

6.2 Public Transport Services

A viable public transport system servicing the needs of the region

Services

Stakeholder consultation through facilitation of the s. 355 Transport Advisory Committee and Working Party
Provide bus shelters
Provide taxi ranks

6.2.1 Continue to advocate for appropriate public transport services

Provide education and advocacy to all levels of government for increased local public transport

6.2.2 Support the outcomes of the feasibility study into the Casino-Murwillumbah rail line

Implement the recommendations of the feasibility study

6.3 Community Facilities including Aerodromes, Cemeteries and Halls

Continued maintenance of community facilities, including local airfields in accordance with the community's agreed service levels

Services

Provision of burials and maintenance of local cemeteries
Maintain and enable aerodrome usage for aviation and special events
Support for hall committees operating and maintaining Council facilities
Public conveniences
Hire of venues
Agreements

6.3.1 Improve and upgrade public conveniences to meet community need

Undertake review of the adequacy of public amenities and seek funding opportunities to implement findings
Develop and implement consultation process for land, building and other structures asset class
Review and implement agreed level of service

Seek to have Department of Lands seal the southern breakwater wall to the Evans River

6.3.2 Develop strategies to maximise return for aerodromes

Work in partnership with the aviation community to maximise economic generation
Prepare Operational Plan of Management for Casino Aerodrome

6.3.3 Implement management plans for aerodromes and heritage agreement at Evans Head

Implement applicable recommendations of the State Government Heritage Agreement
Implement Plan of Management for Evans Head Aerodrome

6.3.4 Provide cemetery sites and services commensurate with public expectations

Increase accessibility to interment records which meet community needs and expectations
Maintain cemetery facilities to an agreed level of service

6.3.5 Existing and future community assets will be properly managed and maintained in accordance with community requirements and available funding

Complete capital improvements to the Casino Community and Cultural Centre
Secure long-term tenancy agreements for the use of designated space within the Community and Cultural Centre
Review and implement the Casino Community and Cultural Centre Plan of Management and draft and implement an operations plan
Seek funding for completion of additional stages and upgrades to the Community and Cultural Centre
Rationalisation of community buildings and other facilities in accordance with 'Building on what we have' Facilities Needs Review-Richmond Valley Council January 2009
Aim to improve the maintenance of Council facilities and community halls in line with available funding
Ensure that mobility and accessibility is considered in the provision of Community Assets

6.4 Water and Sewerage

Provide sustainable, reliable and safe water supply and sewerage services

Services

Potable water supply to urban communities of Casino, Evans Head, Woodburn and Broadwater
Reticulated sewerage services to urban communities of Casino, Coraki, Evans Head, Woodburn and Broadwater
After-hours service to respond to urgent requests including loss of supply, burst mains, dirty water, sewer blockages and overflows
New connections and services
Provision of information in relation to water-saving measures and the water cycle
Rebates for domestic water-saving initiatives
Advice to developers on Council requirements for water and sewerage infrastructure
Receive and treat septic waste from rural properties

6.4.1 Sustainable, safe and cost effective water and sewerage services meeting the needs of the community

Prepare and implement strategic business plans for Council's water and sewerage undertakings

6.4.2 Best-practice pricing incorporating full-cost recovery for water and sewer

Annually review charges and utilise NSW Office of Water Financial Model to develop sustainable pricing path
Pricing path developed to provide for the necessary charges to effectively fund the operations, maintenance, depreciation and new infrastructure required to service the community

6.4.3 Review and implement a forward capital works program for new and replacement works

Capital works program funded and implemented
Develop and implement asset renewal plans to meet the needs of growth and adopted in service levels

6.4.4 Develop relevant developer contributions across all water and sewerage schemes which recover costs and facilitate local development

Review the Developer Servicing Plan to equalise charges across all sewerage schemes, identify and agree to appropriate cross subsidies in considering relevant economic incentives

6.4.5 Improve the security, quality and sustainability of water in the Richmond Valley area

Review and implement Council's Drought Management Plan
Develop and implement Drinking Water Quality Management Plan to meet the requirements of the NSW Health Act

6.4.6 Ensure a high-level of customer service is maintained in the provision of water and sewerage services

Ensure appropriate compliance with NSW Best Practice Management of Water and Sewerage Guidelines
Identify the level of customer satisfaction with water and sewerage services
Participate in the NSW Water Supply and Sewerage Performance Monitoring Program

Budgeted expenditure for Strategies

6

*Estimates are qualitative assessments by the applicable manager of labour, materials, overheads and in kind resources to be applied to each strategy and represents a proportion of the operating budget for this focus area.

6.1. Roads					
	Year 1	Year 2	Year 3	Year 4	Total
6.1.1 Planning to maintain roads to an acceptable standard which ratepayers are prepared to fund	46,000	54,000			
6.1.2 Ensure that local roads are provided in accordance with Council's local transport plan	32,000	6,000	6,000	6,000	
6.1.3 Ensure footpaths and cycleways are provided, interconnected and maintained	824,000	422,000	222,000	222,000	
6.1.4 Review and improve our assets to the highest standard possible, given the level of funding available	134,000	130,000	90,000	90,000	
6.1.5 Implement local priorities of the NSW Government proposed Regional Transport Plan	4,000	4,000	4,000	4,000	
6.1.6 Provide and plan for infrastructure which is able to respond to disasters	84,000	21,000	21,000	21,000	
Total	1,124,000	637,000	343,000	343,000	2,447,000

6.2 Public Transport Services					
	Year 1	Year 2	Year 3	Year 4	Total
6.2.1 Continue to advocate for appropriate public transport services	2,000	2,000	2,000	2,000	
6.2.2 Support the outcomes of the feasibility study into the Casino - Murwillumbah railway		2,000			
Total	2,000	4,000	2,000	2,000	10,000

6.3 Community Facilities including Aerodromes, Cemeteries and Halls					
	Year 1	Year 2	Year 3	Year 4	Total
6.3.1 Review placement and usage of public conveniences to meet community needs	170,000	170,000	170,000	170,000	
6.3.2 Develop strategies to maximise return for aerodromes	2,000	6,000			
6.3.3 Implement management plans for aerodromes and Heritage Agreement at Evans Head	679,000	105,000	151,000	57,000	
6.3.4 Provide cemetery sites and services commensurate with public expectations	200,000	173,000	178,000	193,000	
6.3.5 Existing and future community assets will be properly managed and maintained in accordance with community requirements and available funding	724,000	164,000	164,000	134,000	
Total	1,775,000	618,000	663,000	554,000	3,610,000

6.4 Provide sustainable, reliable and safe water supply and sewerage services					
	Year 1	Year 2	Year 3	Year 4	Total
6.4.1 Sustainable, safe and cost effective water and sewerage services meeting the needs of the community	20,000	20,000	20,000	20,000	
6.4.2 Best Practice Pricing incorporating full cost recovery for water and sewer	20,000	20,000	20,000	20,000	
6.4.3 Review and implement a forward capital works program for new and replacement works	3,696,000	5,513,000	3,210,000	6,152,000	
6.4.4 Develop relevant developer contributions across all water and sewerage schemes which recover costs and facilitate local development	100	100	100	100	
6.4.5 Improve the security, quality and sustainability of water in the Richmond Valley area	20,000	15,000	20,000	15,000	
6.4.5 Ensure a high-level of customer service is maintained in the provision of water and sewerage services	16,000	16,000	16,000	16,000	
Total	3,772,100	5,584,100	3,286,100	6,223,100	18,865,400

Total operating expenditure - Transport & Infrastructure	30,296,000	30,872,260	31,252,072	32,072,666	124,492,998
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How we will measure our Performance

Agreed Community Outcome	Key Performance Indicators	Target
Council recognises the desire of residents for improved transport opportunities and infrastructure that is safe, appropriate and maintained to a high standard in a rural community.	Percentage of scheduled projects completed.	100 per cent of scheduled projects completed.
	The maintenance of local roads performance gap - bi-annual community survey result.	Community survey results decreases poor performance gap by 20 per cent from 1.76 in 2013 to 1.41 by 2017.
	Asset condition benchmark ratio.	Annual improvement in rated condition.
	Residents satisfied with access to public transport.	Bi-annual increase in community satisfaction.
	The total number of road accidents, casualties and fatalities in the Council area.	An annual reduction in accidents, casualties and fatalities caused by road condition.



FOCUS
AREA

7

Our

Governance and Process



It is imperative to the wellbeing of the region that Council remains financially viable.

Like any business, Council needs to come up with more creative ways of bringing revenue in, either through economic development or other means.

We will continue to support forums which identify business opportunities and partnerships within the region.

We will continue our drive for efficiency and effectiveness throughout all Council operations.

Civic leadership is critical to Richmond Valley's future survival.

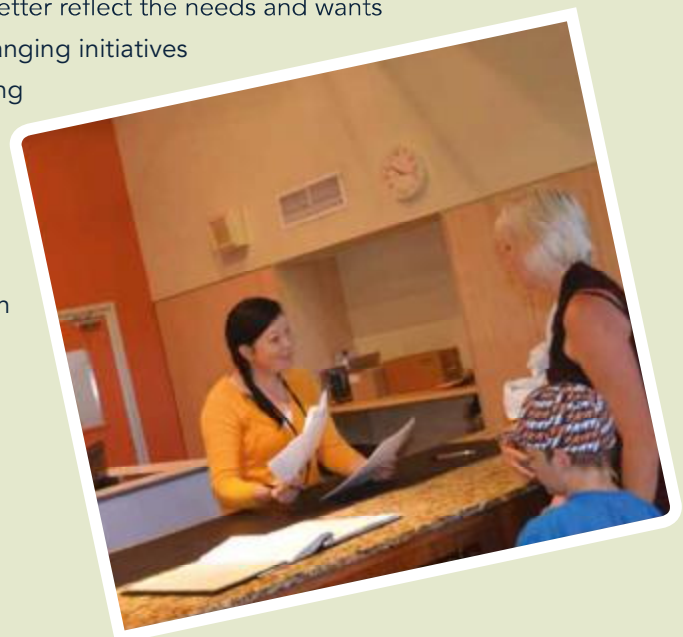
Our plan is to encourage, nurture and cultivate new leaders, to provide strong and proactive leadership, ensure good communication with the community, have everyone working together, listening and respecting all views.

We must encourage young leaders to step up, to ensure civic and volunteer leadership remains as robust and proactive in the future, as it is today.

Council aims to continue to lead by example and strive to be forward thinking, have strong representation and provide good leadership and planning.

Customer service is a core strategy. Council is putting in place strategies to change the organisation's service culture to better reflect the needs and wants of its customers. This includes wide ranging initiatives centered around organisational training and development, technology and customer satisfaction and performance indicators.

We will work smarter to leverage partnerships and greater collaboration to continually improve our quality of service.





What you said, What we are doing

Effective leadership drives corporate planning, policy development and effective communication between the community, the elected Council and internal staff.

You said Council's new executive leadership team had been successful in improving efficiency, effectiveness and culture.

Council's new leadership believes in a strong local democracy, open policy formation, transparent processes and broadening the lines of communication.

The new team will continue to implement organisational structural changes within Council to reflect changing community needs and expectations.

You said financial management was integral to positive leadership.

Accordingly, Council will ensure all activities and business units operate in a financially sustainable way and will explore alternate revenue streams to broaden business interests.

In order to ensure communication is open and transparent, Council will continue to focus on meaningful and proactive communication with all Richmond Valley residents and customers. Seventy one per cent of the community told us they were satisfied to very satisfied with their contact with Council.

To bolster communication more generally, Council will encourage community involvement in its meetings to ensure all stakeholders are fully informed about project targets, milestones and activities.

More than half of you said Council's policies and plans were very important.

Council believes these documents are the key to communicating it's vision for the future of the Richmond Valley. Consequently, a high-level of review and scrutiny will continue to be applied to Council's policies and plans via community engagement and best-practice management.

*We will continue our
drive for efficiency
and effectiveness
throughout all
Council operations.*

Long term strategies and goals

7

Control

Policy areas which are in direct control of local government. Direct decision making on these issues is possible and necessary.

Influence

Issues which local government does not control but can influence. Action on these issues may be in collaboration with other organisations and other levels of government.

Concern

Those areas which are of concern to the community. Local government neither controls nor is likely to influence these issues. However, where relevant, Council may have an advocacy and educative role.

7.1 Generate Revenue to Fund the Operations of Council

Services

Financial Services

7.1.1 Ensure Council's activities and business units operate in a financially sustainable way

Develop budgets which ensure Council remains financially sustainable
Regularly conduct business analysis of projects sustainability based on sound commercial practices
Develop and implement a long term borrowing policy

7.1.2 Examine all revenue generation opportunities within legislative powers

Continually examine different ways to generate income for Council within local government legislative guidelines
Seek approval from the community and IPART for rate variations to produce revenue that will fund improved level of services, infrastructure and maintenance for existing assets

7.1.3 Examine the opportunity to share regional services with other local government agencies

Continue to support forums which can identify business opportunities and partnerships within the region

7.2 Drive efficiency and effectiveness throughout the operations of Council

Services

Management and access of records and information

7.2.1 Provide a high-level of review and scrutiny of Council operations

Ensure compliance with the recommendations of Council's internal and external audit committees
Continue to encourage best-practice management mechanisms
Continue to implement organisational structural changes to reflect changing community needs and expectations
Continue to seek efficiency savings throughout all Council operations

7.3 Communication

A focus on meaningful, proactive and effective communications with Richmond Valley residents and customers

Services

Communications consulting and planning
Communicators network
Media monitoring
Media training
News releases and magazine articles
Photography and videography
Research and analytics
Web and social media workshops
Writing and design workshops
Community engagement

7.3.1 Review Council's communication processes and implement to enhance Council's involvement and interface with the local community

Establish a two-way process of providing accurate and timely information and demonstrate feedback is being valued
Establish a reporting system to ensure Council learns from community engagement activities and is able to monitor and evaluate for future improvements
Proactively and regularly inform the community about Council activities
Participate in community programs and existing projects which enhance the Richmond Valley and highlight the purpose and value of Council's work
Produce a staff e-bulletin and other publications to increase whole-of-council information sharing
Work directly with stakeholders to examine and address communications issues
Provide feedback to all stakeholders on how Council decisions are reached

7.3.2 Encourage community involvement in Council meeting processes

Appeal to a broader cross section of the community by using a wide range of communication methods
Utilise community network groups to encourage attendance and participation in the democratic processes
Consider appropriate forums to facilitate informal 'chat times' with the Mayor, General Manager and Councillors

7.3.3 Ensure Council meets an appropriate level of information expected by its stakeholders agencies

Develop key messages and persuasive strategies to reach targeted audiences with Council's messages
Develop and implement appropriate strategies to remove barriers to poor communication
Promote Council's accomplishments, both internally and in the community, as well as through industry awards and conferences
Design a communications plan in collaboration with all team members and stakeholders
Ensure all information is consistent and updated
Survey stakeholders to determine if they are getting appropriate information when it's expected
Keep all stakeholders informed about Council's status, activities and events, project targets and milestone achievements, including making explicit the reasons for key project decisions

7.4 Civic Leadership and Corporate Planning

Council will provide effective leadership through policy formulation, open and transparent processes, appropriate community engagement and open lines of communication

Services

Map generating services
Online planning and development services
One-stop customer service centres

7.4.1 Ensure information systems are technologically relevant to service the needs of the workforce and community

Develop and implement new e-services to provide customer convenience and efficiency
Implement new mapping systems to enhance service delivery
Increase use of new technologies, including personal data devices to improve service delivery
Develop and implement relevant Apps and software interfaces
Develop and implement a web-based community services directory and portal
Implement new core financial and payroll systems

7.4.2 Council will ensure its workforce is appropriately sized and equipped to deliver the services as outlined in Council's Integrated Planning System

Develop and implement Council's four year workforce plan
Develop and implement an annual training plan as a result of an internal skills gap analysis

7.4.3 Ensure Council's organisational culture reflects the values expressed in Council's Community Strategic Plan

Undertake employee surveys to assess understanding and appreciation of Council values
Implement workshops and training and retrain employees as required

7.5 Sound Governance and Legislative Practices

Services

Health inspections
Complaint investigation
Regulatory control
Ranger services
Management and access of records and information

7.5.1 Monitoring and enforcing compliance with legislation for the community's health, wellbeing and protection

Monitor, educate and support local food producers and retailers to ensure all food for human consumption is safe and appropriate

Protect public health and safety through the implementation of requirements and regulations under the Public Health Act
Protect public health and safety through the implementation of the requirement under the Companion Animals Act
Implement policies and procedures to increase safety on public roads with respect to stock and road users
Ensure compliance with Local Government Reform Program-Promoting Better Practice Review
Review and coordinate Council's compliance programs
Draft and implement an organisational-wide risk management program

7.5.2 Ensure Council's decision making is inclusive, transparent and democratic

Implement Fraud Management Policy for Council
Provide a program of professional development for staff and councillors
Implement and maintain internal audit program to improve efficiency and identify areas of risk
Review and implement the Business Continuity Plan

7.5.3 Provide financial and management information and reporting on time and with a high degree of accuracy

Preparation and adoption of Quarterly Review Statements
Preparation and adoption of Annual Financial Statements
Ensure all annual financial statements are unqualified
Develop and implement long-term financial plans to ensure sufficient revenue provision to match asset renewal and defined levels of service

7.5.4 Manage Council records information and knowledge in an integrated and accessible way

Council records managed and controlled in accordance with NSW Record Keeping Framework and the Local Government Act
Council ensures public access to information in accordance with statutory obligations
Ensure Council's information systems meet the organisations long-term requirements

7.5.5 Corporate Governance

Deliver accurate Corporate Planning and Reporting
Provide support to the elected Council
Ensure Council Policy is developed, implemented and reviewed on an ongoing basis

7.6 Safer Work Environment

Provide a healthy and safe working environment for all workers and visitors on Council controlled premises and worksites

Services

Induction and training to volunteers

7.6.1 Ensure Council fulfills all Employee Injury Management requirements

Develop and implement tailored Return to Work
Consult with all State agencies to ensure all relevant legislative requirements and obligations are complied with

7.6.2 Develop and implement programs to ensure the health and wellbeing of all Council staff

Develop and implement Council's Safety Management Plan
Develop and implement effective communication strategies regarding workplace risk
Develop and implement a 'safety first' culture across the workplace
Manage application of the Employee Assistance Program for the well being of staff
Conduct effective pre-employment medical assessments
Consult with workers prior to changes in workplace
Ensure appropriate induction and training processes are in place

7.7 Customer Service

Council will strive to understand and exceed the expectations of its customers

Services

One-stop customer service centres
Customer request and complaint management
Customer surveys and liaison

7.7.1 Ensure customers are able to contact Council in an efficient and effective manner

Design and implement a whole of Council Customer Service Framework
Enhance and augment functionality in new PABX and call centre systems integrated to Outlook email systems delivery
Implement a new customer relationship management system in TECH 1
Ensure Customer Service Centres are attractive and functional and in keeping with the professional standards of Council delivery
Ensure Council offers the most convenient avenues for payments in keeping with new technologies delivery
Implement new training and development strategies - revised staff induction processes
Centralised training booking system
Policies and technologies working to ensure the public and customers have a high-level of access to relevant Council staff

Budgeted expenditure for Strategies

7

*Estimates are qualitative assessments by the applicable manager of labour, materials, overheads and in kind resources to be applied to each strategy and represents a proportion of the operating budget for this focus area.

7.1 Generate Revenue to fund the Operations of Council					
	Year 1	Year 2	Year 3	Year 4	Total
7.1.1 Ensure Council's activities and business units operate in a financially sustainable way	180,500	185,000	190,500	196,000	
7.1.2 Examine all revenue generation opportunities within legislative powers	17,000	17,000	17,000	17,000	
7.1.3 Examine the opportunity to share regional services with other local government agencies	10,000	10,000	10,000	10,000	
Total	207,500	212,000	217,500	223,000	860,000
7.2 Drive Efficiency and Effectiveness throughout the Operations of Council					
	Year 1	Year 2	Year 3	Year 4	Total
7.2.1 Provide a high-level of review and scrutiny of Council operations	346,000	260,000	224,500	203,500	
Total	346,000	260,000	224,500	203,500	1,034,000
7.3 Communication					
	Year 1	Year 2	Year 3	Year 4	Total
7.3.1 Review Council's communication processes and implement to enhance Council's involvement and interface with the local community	83,770	84,540	87,880	91,230	
7.3.2 Encourage community involvement in Council meeting processes	64,590	66,565	68,910	71,260	
7.3.3 Ensure Council meets an appropriate level of information expected by its stakeholders	39,110	32,590	34,340	36,090	
Total	187,470	183,695	191,130	198,580	760,875
7.4 Civic Leadership and Corporate Planning					
	Year 1	Year 2	Year 3	Year 4	Total
7.4.1 Ensure information systems are technologically relevant to service the needs of the workforce and community	345,000	100,000	30,000	30,000	
7.4.2 Council will ensure its workforce is appropriately sized and equipped to deliver the services as outlined in Council's integrated planning system	34,200	35,700	37,200	38,700	
7.4.3 Ensure that Council's Organisational culture reflects the values expressed in Council's Community Strategic Plan	17,000	20,000	23,000	26,000	
Total	396,200	155,700	90,200	94,700	736,800
7.5 Sound Governance and Legislative Practices					
	Year 1	Year 2	Year 3	Year 4	Total
7.5.1 Statutory Compliance - Monitoring and enforcing compliance with legislation for the communities health, wellbeing and protection	279,270	270,000	270,000	270,000	
7.5.2 Ensure Council's decision making is inclusive, transparent and democratic	89,500	78,000	80,500	83,000	
7.5.3 Provide financial and management information and reporting on time and with a high degree of accuracy	209,500	213,500	217,500	221,500	
7.5.4 Manage Council records information and knowledge in an integrated and accessible way	136,500	137,500	138,500	139,500	
7.5.5 Corporate Governance	13,200		5,000	195,000	
Total	727,970	699,000	711,500	909,000	3,047,470
7.6 Safer Work Environment					
	Year 1	Year 2	Year 3	Year 4	Total
7.6.1 Ensure Council fulfils all Employee Injury Management requirements	52,500	55,000	57,500	60,000	
7.6.2 Develop and implement programs to ensure the health and wellbeing of all Council staff	99,800	103,600	107,200	110,800	
Total	152,300	158,600	164,700	170,800	646,400
7.7 Customer Service					
	Year 1	Year 2	Year 3	Year 4	Total
7.7.1 Ensure customers are able to contact Council in an efficient and effective manner	429,275	49,625	50,875	52,180	
Total	429,275	49,625	50,875	52,180	581,955
Total operating expenditure - Governance and Process	6,626,800	6,437,151	6,572,121	6,916,426	26,552,498

How we will measure our Performance

Agreed Community Outcome	Key Performance Indicators	Target
Residents want their Council and administration to embrace democratic principles, be open and accountable and comply with all legislative requirements.	Financial Reporting compliance	Annual unqualified audits from Council's external auditors.
	Survey results of 2013 showed 78 per cent of persons are satisfied with Council's level of communication.	Bi-annual community survey showing that 80 per cent or more of persons are satisfied with Council's level of communication.
	Overall satisfaction with Council performance. Council satisfaction in 2013 is 82 per cent.	Council will aim to maintain or improve its overall satisfaction targets annually, measured by telephone surveys.
	Council maintains a working business continuity plan.	Business plan is tested annually.
	Council meetings are open and transparent and the community takes advantage of opportunities to participate, make comment and ask questions.	The number of public comments and questions at monthly meetings increases annually as a reflection of a healthy local democracy.
	Council retains an external and internal audit committee.	Audit committee findings are implemented as appropriate.
	Council's asset conditions improve and depreciation costs decrease and this is reflected in its financial performance.	Depreciation costs are reduced based on asset improvement and condition assessment.



Richmond Valley Major Capital Works program (projects over \$50,000) 2013 – 2017

Job No/ Reference	Description	Estimated 2013/2014	Estimated 2014/2015	Estimated 2015/2016	Estimated 2016/2017
Environment Capital Expenditure					
Waste Management					
3270-003-14	Namoonna Landfill Cell 5 Construction	650,000	0	0	0
3270-159-17	Unit 159 - Replace Isuzu FRR500 Rear Load Compactor Truck (Casino Street Bins)	0	0	0	180,000
3270-160-17	Unit 160 - Replace Isuzu Rear Load Compactor Truck	0	0	0	180,000
3270-177-14	Unit 177 - Replace Diahatsu Delta Tipper	80,000	0	0	0
3270-020	Namoonna Landfill Weighbridge Software	90,000	0	0	0
3270-026	Replace Truck Sheds - Namoonna Landfill	0	65,000	65,000	0
Total Waste Management Capital Expenditure		820,000	65,000	65,000	360,000
Total Environment Capital Expenditure		820,000	65,000	65,000	360,000
Local Economy Capital Expenditure					
Real Estate and Other Property					
Casino					
3665-002-14	Settler's Residential Subdivision - Stage 3 Construction (10 lots)	0	601,000	0	0
3665-002-15	Settler's Residential Subdivision - Stage 4 Construction (9 lots)	0	363,500	0	0
3665-001-16	Settler's Residential Subdivision - Stage 5 Construction (9 lots)	403,000	0	0	0
3665-002-13	Settler's Residential Subdivision - Sam Cooper St & Johnston St intersection with Bruxner Hwy	272,000	0	0	0
3660-001-12	Borrowing Costs Capitalised	159,700	159,700	159,700	0
Evans Head					
3660-001-13	Residential Subdivision - Stage 1 & 2 (24 lots)	2,425,000	0	0	0
Total Real Estate and Other Property Capital Expenditure		3,259,700	1,124,200	159,700	0
Saleyards					
3861-001-14	Cattle Delivery - install double deck delivery ramps, non-slip pens & floor, all weather roofing	475,000	0	0	0
3862-001-14	Cattle Receival - install double deck delivery ramps, non-slip pens & floor, all weather roofing	320,000	0	0	0
Total Saleyards Capital Expenditure		795,000	0	0	0
Total Local Economy Capital Expenditure		4,054,700	1,124,200	159,700	0
Community and Culture Capital Expenditure					
Library Services - Richmond Upper Clarence Regional Library					
8300-001-13	RUCRL - Library Book Purchases	86,115	87,838	89,595	91,387
8315-099-15	RUCRL - Mobile Library Replacement	0	340,000	0	0
Total Library Services - Richmond Upper Clarence Regional Library Capital Expenditure		86,115	427,838	89,595	91,387
Community Facilities and Public Halls					
3294-001	Casino Community and Cultural Centre - First Floor Fit Out	500,000	0	0	0
Total Community Facilities and Public Halls Capital Expenditure		500,000	0	0	0
Total Community and Culture Capital Expenditure		586,115	427,838	89,595	91,387
Recreation and Open Space Capital Expenditure					
Sports Grounds, Parks and Reserves - Sports Grounds					
Casino					
3404-001-12	Queen Elizabeth Park Building Upgrades (\$94A)	70,000	0	0	0
3405-001-17	Colley Park Upgrade (Stage 1) (\$94A \$30k, RSV 08/09 \$70k)	100,000	0	0	0
3405-002-14	Colley Park - relocation of Casino Indoor Sports Complex	460,000	0	0	0
Total Recreation and Open Space Capital Expenditure		630,000	0	0	0
Transport and Infrastructure Capital Expenditure					
Public Toilets					
New	Casino CBD Public Toilet	120,000	0	0	0
Total Public Toilets Capital Expenditure		120,000	0	0	0
Stormwater Drainage					
Stormwater Levy Works					
Coraki					
3355-000-15	Drainage Strategy Works Stage 3	0	70,000	0	0
3355-000-16	Drainage Strategy Works Stage 4	0	0	70,000	0



Richmond Valley Major Capital Works program (projects over \$50,000) 2013 – 2017

Job No/ Reference	Description	Estimated 2013/2014	Estimated 2014/2015	Estimated 2015/2016	Estimated 2016/2017
Casino					
3358-000-13	Stormwater Network Investigation	68,000	0	0	0
3356-000-17	Pipe Open Drain along Short St from Johnston St to River	0	0	0	65,000
Evans Head					
3362-000-15	Park Lane Drainage Works	0	55,000	0	0
3360-000-16	Waratah Lane Drainage Works	0	0	55,000	0
3360-000-17	Illawong Lane Drainage Improvements	0	0	0	65,000
3361-000-17	Ash Ln Drainage Improvements	0	0	0	55,000
Total Stormwater Drainage Capital Expenditure		68,000	125,000	125,000	185,000
Roads and Transport Services					
Urban Local Roads & Bridges					
FAG Reseal Program					
3472-590-13	Casino	225,000	231,750	238,703	245,864
3473-590-13	Broadwater	15,000	15,450	15,914	16,391
3474-590-13	Coraki	25,000	25,750	26,523	27,318
3475-590-13	Evans Head	85,000	87,550	90,177	92,882
3476-590-13	Woodburn	20,000	20,600	21,218	21,855
Urban Roads Roads to Recovery Program					
3444-520-14	Colches St Casino - North St to Centerbury St	81,000	0	0	0
3443-521-14	Lees Ave Hare St to Light St	225,000	0	0	0
3445-521-14	Convent Pde Diary St to West St (Drainage/Roadworks)	20,000	85,000	0	0
3446-521-14	Convent Pde Colches St to Diary St (Drainage/Roadworks)	20,000	75,000	0	0
3446-521-15	West St Richmond St to Barker St	0	170,500	0	0
3446-521-16	Rayner St Centre St to West St	0	0	105,000	0
3447-521-16	Sandilands St - Colches St to Frederick St	0	0	105,000	0
3448-521-16	Sandilands St - Gitana St to Hotham St	0	0	120,000	0
3443-520-16	Tullarook Grove	0	0	155,000	0
3442-520-16	Simpsons Pde Casino - Gitana St to Hotham St	0	0	0	60,000
3443-521-17	Simpsons Pde Casino - Diary St to West St	0	0	0	60,000
3444-521-17	Simpsons Pde Casino - Colches St to Diary St	0	0	0	60,000
Roads and Transport Services (continued)					
Other Urban Roads Capital Expenditure					
Casino					
3441-001-13	Car Parking Upgrade (Stage 1) (S94A)	0	0	0	150,000
3441-003-15	Little Walker Street Carpark - Stage 1	0	200,000	0	0
Evans Head					
3465-002-13	Park St/Oak Ln Car Parking (Stage 1) (S94A)	0	0	150,000	0
Bus Shelters					
3630-001-14	Casino High School - Bus Shelter Replacement	0	0	0	80,000
Total Urban Local Roads Capital Expenditure		716,000	911,600	1,027,533	814,309
FAG Reseal Program					
3490-590-13	Sealed Rural Road Reseals	832,000	856,960	882,669	909,149
Rural Road Safety Program					
3500-001-13	Guardrail Replacements	70,000	70,000	70,000	70,000
Roads to Recovery Program					
3480-520-16	Shannonbrook Rd CH 2200-2700	127,500	0	0	0
3480-520-20	Old Tenterfield Rd - Richards Mill to Causeway CH 000-1000	220,000	0	0	0
3480-520-14	Rocky Mouth Creek Rd	0	250,000	0	0
3481-521-15	Rileys Hill Rd CH 000-600	0	113,000	0	0
3480-521-14	Broadwater-Evans Head Rd CH 7400-7700	0	0	103,500	0
3481-521-16	Broadwater-Evans Head Rd CH 9900-10200	0	0	105,000	0
3481-521-17	Broadwater-Evans Head Rd CH 8300-8800	0	0	0	140,000
3482-521-17	Broadwater-Evans Head Rd CH 340-780	0	0	0	126,000
3483-521-17	Broadwater-Evans Head Rd CH 1100-2000	0	0	0	247,500
Total Sealed Rural Local Roads & Bridges Capital Expenditure		1,249,500	1,289,960	1,161,169	1,492,649
Sealed Rural Regional Roads & Bridges					
3560-590-13	Regional Roads Reseals	123,000	58,000	108,000	108,000
3562-520-14	MR145 Segment 2340 Ranns Rd Intersection (\$135k REPAIR Grant, \$135k Block Grant)	270,000	0	0	0
3562-520-15	MR544 Segment 2070 Manifold Rd (\$200k REPAIR Grant, \$150k Block Grant, \$50k Supp)	0	400,000	0	0
3562-520-16	Regional Road Rehabilitation Works - to be allocated	0	0	150,000	150,000

Richmond Valley Major Capital Works program (projects over \$50,000) 2013 – 2017

Job No/ Reference	Description	Estimated 2013/2014	Estimated 2014/2015	Estimated 2015/2016	Estimated 2016/2017
	Total Sealed Rural Regional Roads & Bridges	393,000	458,000	258,000	258,000
3580-590-13	Unsealed Rural Local Roads & Bridges				
	Gravel Resheets	50,000	189,600	194,400	199,200
	Total Unsealed Rural Local Roads & Bridges Capital Expenditure	50,000	189,600	194,400	199,200
	Footpaths				
3600-001-14	Casino - Hartley St through QE Park over Richmond River to Hickey St (600m) (S94A)	0	150,000	0	0
3600-000-15	Footpath Replacement Program - to be allocated	0	70,000	70,000	70,000
	Total Footpaths Capital Expenditure	0	220,000	70,000	70,000
	Aerodromes				
	Evans Head				
3628-002-16	Reseal Runway	0	0	100,000	0
3628-001-15	Memorial Walk	0	65,000	0	0
	Casino				
3625-001-15	Taxiway (Rates Special Variation 08/09)	0	100,400	19,600	0
	Total Aerodromes Capital Expenditure	0	165,400	119,600	0
	Total Roads and Transport Services Capital Expenditure	2,408,500	3,234,560	2,830,702	2,834,158
	Sewerage Services Capital Expenditure				
	Mains Replacements				
	Evans Head				
6312-001-15	Replace Rising Main 4 to WWTP 200 dia	0	580,000	0	0
	All Areas				
6300-001-13	Main Repairs - to be allocated	50,000	50,000	50,000	50,000
6300-002-14	Relining - to be allocated	0	1,000,000	0	1,000,000
6300-003-13	Junction Repairs - to be allocated	100,000	100,000	100,000	100,000
6300-004-13	Manhole Repairs - to be allocated	110,000	110,000	110,000	110,000
	Sewerage Services - Pump Stations				
	Casino				
6321-001-17	Pump Station 1 Upgrade	0	0	0	625,000
6321-007-16	Pump Station 7 Upgrade	0	0	175,000	0
6321-008-17	Pump Station 8 Upgrade	0	0	0	170,000
6321-010-16	Pump Station 10 Upgrade	0	0	260,000	0
	Coraki				
6322-001-13	Coraki Pump Station 1 & RM upgrade	450,000	0	0	0
6322-002-13	Coraki Pump Station 2 upgrade	675,000	0	0	0
	Evans Head				
6323-002-14	Pump Station 2 Upgrade	0	271,000	0	0
6323-003-14	Pump Station 3 Upgrade	0	227,000	0	0
6323-005-13	Pump Station 7 Upgrade	306,000	0	0	0
6323-006-14	Pump Station 6 Upgrade	270,000	0	0	0
	Sewerage Services - Treatment Plant				
	Casino				
6328-001-15	Sewerage System Improvements	0	100,000	0	0
6328-002-13	Renewals - to be specified	0	220,000	240,000	220,000
6328-002-14	Chemical P Removal (Hydroscience Report)	0	0	0	200,000
6328-006-13	Automated bar screen	150,000	0	0	0
6328-024-15	Long Term Upgrade Strategy	0	150,000	0	0
6328-025-14	Inlet Works Upgrade	80,000	0	0	0
6328-026-14	SPS1 Valve Pit Upgrade	150,000	0	0	0
	Sewerage Services (continued)				
	Coraki				
6329-001-13	Renewals - to be specified	0	0	200,000	0
6329-012-15	Long Term Upgrade Strategy (including algae control)	0	110,000	0	0
6329-013-14	New Inlet Works (Design and Construct)	100,000	300,000	0	0
	Evans Head				
6331-001-15	STP Construction - Stage 2	0	100,000	500,000	2,300,000



Richmond Valley Major Capital Works program (projects over \$50,000) 2013 – 2017

Job No/ Reference	Description	Estimated 2013/2014	Estimated 2014/2015	Estimated 2015/2016	Estimated 2016/2017
	Total Sewerage Services Capital Expenditure	2,441,000	3,318,000	1,635,000	4,775,000
	Water Supplies Capital Expenditure				
	Mains Replacements				
7301-000-14	<i>Coraki</i> Mains Replacements - to be allocated	55,000	80,000	110,000	60,000
7303-000-13	<i>Evans Head</i> Mains Replacements - to be allocated	350,000	70,000	60,000	70,000
7306-000-14	<i>Casino</i> Mains Replacements - to be allocated	350,000	350,000	350,000	350,000
7310-001-13	Water Meter Replacement Program All Areas	50,000	50,000	50,000	50,000
	Water Supply Works				
7335-001-14	Water Supply System Improvements (Casino)	0	100,000	0	0
7335-002-14	Water Supply System Improvements (Lower River)	0	100,000	0	0
7335-001-17	Provide Water Supply to New Release Areas (Lower River)	0	0	0	192,000
7335-002-13	Water Renewals - to be allocated	0	0	300,000	340,000
	Water Supplies - Reservoirs				
7336-002-13	<i>Casino</i> North Reservoir 1 - Repaint and fix leaks	0	480,000	0	0
	Water Supplies - Treatment Works				
7326-010-13	<i>Casino</i> Emergency Source Design & Development	0	0	200,000	0
7326-010-14	Emergency Source Construction	0	0	0	500,000
7338-010-14	Water Supplies - Plant & Equipment Polyelectrolyte Switchboard	60,000	0	0	0
	Total Water Supplies Capital Expenditure	865,000	1,230,000	1,070,000	1,562,000
	Total Transport and Infrastructure Capital Expenditure	5,902,500	7,907,560	5,660,702	9,356,158
	Governance and Process Capital Expenditure				
3111-001-14	Corporate Support Services - Council Offices Evans Head Office Modifications	80,000	750,000	0	0
	Total Corporate Support Services - Council Offices Capital Expenditure	80,000	750,000	0	0
	Works Depots				
3340-003-15	<i>Casino Works Depot</i> Lunchroom Upgrade	0	50,000	0	0
3342-001-13	<i>Evans Head Works Depot</i> Provide Covered Plant Storage - Slab/Roof Stages 1, 2 & 3	60,000	0	0	0
	Total Works Depots Capital Expenditure	60,000	50,000	0	0
	Total Engineering Support, Stores and Depots Capital Expenditure	60,000	50,000	0	0
	Fleet Management				
3740-000-13	Plant Operations Plant Purchases	1,950,000	1,950,000	1,950,000	1,950,000
	Total Plant Operations Capital Expenditure	1,950,000	1,950,000	1,950,000	1,950,000
	Total Fleet Management Capital Expenditure	1,950,000	1,950,000	1,950,000	1,950,000



Future *signature* Projects



Casino Aerodrome Improvements:

project value **\$500,000**

This project involves the construction of taxiways, landing areas, resurfacing of runways, line marking, runway markers and pavement improvements as well as improved connectivity for adjoining aerodrome users. With the creation of the Regional Rural Fire Service Headquarters and the establishment of new businesses adjacent to the aerodrome, these improvements are of great benefit to the growth of the local economy.

Northern Rivers Livestock Exchange:

project value **\$8 million**

To develop and expand this regional facility, an \$8 million expenditure boost is required to roof part of the complex, address Workplace Health and Safety (WHS) issues, improve environmental issues and animal welfare aspects and improve the operational efficiencies to ensure competitiveness and viability of this facility.

**Australian Government support is required for both the above projects from the Regional Development Australia Funds.*

There were a number of other priorities that were considered before resolving on these two priorities. Council Council has prioritised these significant projects as the priorities for future government grants. The projects in order of priority are as follows:

1

Northern Rivers Livestock Exchange - Project Cost \$2,295,000. Should Council not be successful with its funding application for improvements to the Casino Regional Livestock Exchange, there are a number of important WHS, environmental and operational issues which need to be addressed. Focusing on these concerns is essential to the ongoing viability of the exchange.

2

Casino Parking Area Construction (Little Walker Street, Simpson Parade and Tatts Hotel) - Project Cost \$500,000. Council has spent more than \$2 million in upgrading the CBD to improve the viability and vibrancy of the area to provide a stimulus for growth in the local economy. One of the ongoing issues remaining is the lack of parking in the area. A Council priority is the construction of car parking areas within the CBD. Council will consider building covered parking as a desirable option in any CBD parking plan.

3

Woodburn Riverfront Project - Project Cost \$470,000. With the proposed bypassing of Woodburn as a result of the Pacific Highway upgrade, the need to enhance the village is considered critical. A master plan for the development of the riverfront area is seen as a vital component of this process. This will include the upgrading of Riverside Park with footpaths, lighting, picnic facilities, formalised car parking and other amenities which could be undertaken in various stages.

4

Casino Riverbank Improvements - Stage 1 - Project Cost \$500,000. One of the major features of Casino is the river, which bisects the town. The clearing and upgrading of the riverbanks and their associated beautification; with the provision of appropriate viewing areas, picnic areas and other related facilities; is seen as an aspect which could provide much improved tourism and economic stimulus to the area. The project would also encompass footbridges to provide connectivity to either side of the river for visitors and residents alike.



In addition, Council has other numerous projects within the towns and villages which have been identified by the community as a result of ongoing consultation with Council. Further high priority projects identified by the community are as follows:

Evans Head

Cycleway from Evans Head to Riverside Village - Cost \$900,000. This project involves the construction of a concrete and bitumen cycleway connecting Evans Head to the Riverside Village Complex.

Evans Head CBD Car Parking (Oak Lane/Park Street) - Project Cost \$650,000. This project involves the construction of additional car parking around Park Street and Oak Lane to provide additional car parking spaces and complement recent CBD upgrades.

Stan Payne Oval Tennis Complex - Project Cost \$600,000 Council recently relinquished control of the Silver Sands Holiday Park and as part of the redevelopment by the North Coast Property Trust will be relocating the tennis complex. The closure and relocation will only partly be funded by North Coast Property Trust and Council. The Evans Head Tennis Club will be seeking additional funding to allow the relocation to Stan Payne Oval.

Woodburn

Woodburn Oval Skate Park - Cost \$80,000. The youth of the area are requesting the development of a skate park at Woodburn Oval. Application has been made for funding under the Community Building Partnership Program, if unsuccessful, the community and Council will work in partnership to seek funding.

Coraki

Coraki Riverfront Project - Project Cost - Up to \$820,000. Similar to the Woodburn Riverfront Project, Council and the community are attempting to revitalise the Coraki foreshore with a major improvement program. The work involves the construction of pathways, playground equipment, foreshore and jetty improvements, biodiversity management projects and other amenities. This work can be undertaken in a number of stages.

Casino

Crawford Square Regional Park - Cost \$150,000. As part of Council's Park Rationalisation Program, the opportunity exists to develop Crawford Square as a regional park which would serve as a focus for recreation for the Casino community and tourists travelling through town along the Summerland Way.

Colley Park Oval Improvements - Project Cost \$100,000. As Casino's soccer team utilises Colley Park for its Premier League games, a major upgrading of the main oval is required, including reshaping, turfing and irrigating to allow the facilities to be developed to a standard necessary to meet the requirements of a premier team.

Crawford Square Skate Park - Project Cost \$100,000. The youth of Casino are also requesting improvements to the skate park to provide adequate facilities for youth.

Casino Showground Improvements - Project Cost \$100,000. The Casino Show Society, Richmond Valley Riding Club and other users are working enthusiastically in a voluntary manner to assist Council in undertaking maintenance and improvements at the Showground to ensure its ongoing viability. Improvements are needed to fencing, toilet facilities, grandstand and canteen areas. Elements of this project can be undertaken in stages.

NSW Hierarchy of Plans



Action Plans

Richmond Valley Council is working in partnership with the State to achieve the growth of a strong and diversified Northern Rivers regional economy, which is carefully managed. A strong economy will ensure the protection of the region's natural features. The NSW Government and Richmond Valley Council in partnership with the community has a vision for a region that is:

- **Sustainably managed**, through the protection of natural resources and the local environment, and recognized for biodiversity, tourism and recreation
- **Socially inclusive**, providing appropriate support for all community members by investing in quality health and community services
- **Economically strong**, by investing in infrastructure, education and training to drive job growth; and supporting knowledge-based and clean, green industries

The Northern Rivers Action Plan embodies this partnership approach embodied in the States long term and regional plans. The various plans and linkages that have been used to inform the Richmond Valley Community Strategic Plan are shown below.



Local Government Reform for Richmond Valley Council

Implications for Richmond Valley Council

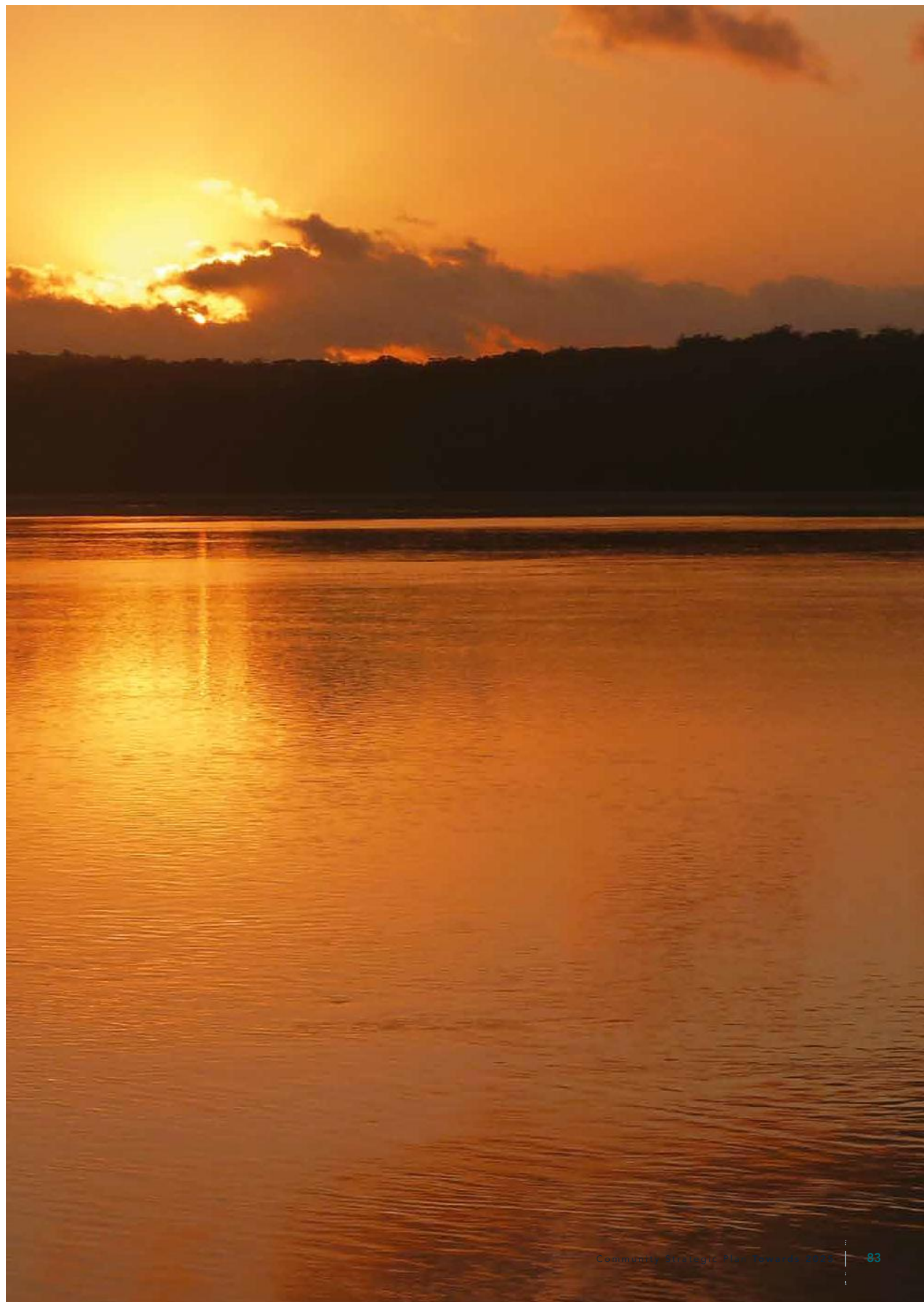
The State Government is working with NSW Councils to shape the future of local government over the next 25 years. During 2011 the State Government released the discussion paper 'Destination 2036' and conducted a forum with all NSW Councils, which led to the development of an action plan. The Destination 2036 Action Plan focused on service delivery, governance, financial sustainability, structures and relationships with the State Government.

At the publication of this Strategic plan, the NSW Treasury Corporation (TCORP) has just produced a report on the Financial Assessment, Sustainability and Benchmarking of the Richmond Valley Council. This report relied upon Council's audited financial statements over the last 5 years. In addition the Division of Local Government using consultants (Morrison Low) conducted an infrastructure audit of Richmond Valley Council which showed that the Council's infrastructure backlog may have been significantly overstated.

The Independent Local Government Review Panel has released its third report recommending sweeping reforms of local government across the Northern Rivers and the suggested amalgamation of the Kyogle and Richmond Valley Councils, and the establishment of a Northern Rivers County Council with regional responsibilities. Council's future over the life of this Community Strategic Plan is likely to be guided by this process of reform.







Richmond Valley



Towards 2025



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