

Integrated Planning and Reporting Operational Plan 2016-2017



Picture: Lismore CBD flood levee wall



Contents

Our integrated planning and reporting framework.....	4
From the General Manager	5
Our operational plan	6
Our statement of revenue policy	14
Revenue categories	14
Goods and Services Tax.....	14
Variation	15
Fees and Charges 2016/17	15
Write-offs	15
Expenditure.....	15
Government Information (Public Access) Fees and Charges.....	16
Our 2016/17 Budget	17-19

Version	Purpose and Description	Date adopted by Council	Resolution no.
1.0	Draft 2014/15 Operational Plan, seeking approval for public consultation	9 April 2014.	21/14
1.1	Adoption updated Operational Plan (incorporating the 2014/15 Budget estimates and Revenue Policy).	25 June 2014.	33/14
2.0	Draft 2015/16 Operational Plan, seeking approval for public consultation	20 April 2015.	14/15
2.1	2015/16 Operational Plan adopted by Council	22 June 2015.	23/15
3.0	Draft 2016/17 Operational Plan, seeking approval for public consultation	Provided to Council at 18 April 2016 meeting with proposed DP, for public consultation	N/A
	2016/17 Operational Plan adopted by Council	20 June 2016	18/16

Our integrated planning and reporting framework

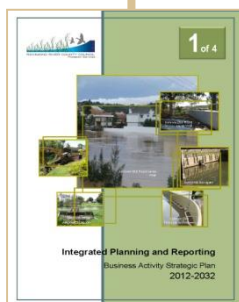
1. Business Activity Strategic Plan

Description:

- Council's main business activity priorities. Strategic objectives and strategies for achieving those objectives.
- *Endorsed* by Council.
- Covers a period of 20 years.

Review:

Every four years.



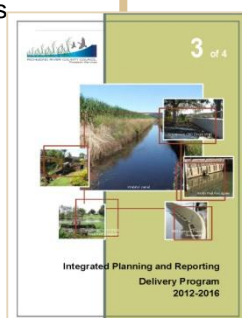
3. Delivery Program

Description:

- Activities to be undertaken to implement the Business Activity Strategic Plan.
- *Adopted* by Council.
- Covers a period of four years.

Review:

Every four years.



4. Operational Plan

This is the document you are reading

Description:

- Sub-plan of Delivery Program.
- *Adopted* by Council.
- Covers a period of one year.

Review:

Every year.

2. Resourcing Strategy

Description:

Part 1

Long Term Financial Plan

- Modelled on a min. 30 year timeframe; includes projected income and expenditure, balance sheet and cash flow statement; planning assumptions used to develop the Plan; sensitivity analysis; financial modelling for different scenarios; methods of monitoring financial performance.

Part 2

Workforce Management Plan

- Modelled on a min. four year timeframe; includes human resourcing requirements of the Delivery Program.

Part 3

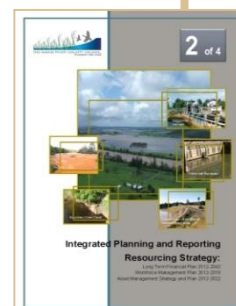
Asset Management Strategy and Plan

- Modelled on min. 10 year timeframe; includes an Asset Management Policy; Strategy (identifies assets that are critical to Council operations and outline the risk management strategies for these assets; includes specific actions required to improve Council's asset management capability and projected resource requirements and timeframes); Plan (encompasses all the assets under Council's control; identifies asset service standards; contains long term projections of asset maintenance, rehabilitation and replacement costs).

Review:

Reviewed in detail every four years in conjunction with the Business Activity Strategic Plan.

Updated annually when developing the Operational Plan.



Our integrated planning and reporting framework

In 2009 the NSW State Government made changes to the *Local Government Act 1993* which resulted in a new planning and reporting framework for local councils. The framework was phased in over a three year period with all local councils required to comply by 30 June 2012.

The individual elements of the framework consist of a 20 year strategic business plan, a 4 year delivery program and a 12 month operational plan which are complemented and supported by a 4 year resourcing strategy that consists of a 30 year long term financial plan, 4 year workforce management strategy and a 10 year asset management strategy and plan. Together they form Council's Integrated Planning and Reporting framework and provide a range of information about our work and activities including key performance measures, performance targets and time lines for the completion of projects.

The highest level plan is the Business Activity Strategic Plan. It identifies Council's main business activity priorities covering a period of at least 10 years and establishes strategic objectives and key actions for achieving them. The strategic plans of State Government and Richmond River County Council's constituent Councils have been used to inform the development of some of the strategic objectives in the Plan. Despite some of these objectives being deliberately aspirational and outside Council's capacity to deliver on its own, Council recognises that it can contribute to achieving them by acting as a change agent and partnering or cooperating with external stakeholders.

Supporting the objectives of the Business Activity Strategic Plan is the Delivery Program (including the Resourcing Strategy) and the Operational Plan. Together these documents support the delivery of the Business Activity Strategic Plan and ensure that Council has adequately and realistically planned and made resources available to deliver on its desired achievements.

Council reviews its Delivery Program (including resourcing strategy) each year in conjunction with the creation of a new Operational Plan. This is an opportunity to reflect on the goals and achievements of the previous 12 months within the framework of the broader Business Activity Strategic Plan and verify the currency and relevance of Council's plans and where necessary make changes.

From the General Manager

The Integrated Planning and Reporting framework for local government has now been in place for several years. It is proving to be a straight forward way for local government to plan and report and enhance the delivery of services to the community. The framework comprises a 20 year Business Activity Strategic Plan, four year Delivery Program and a 12-month Operational Plan supported by workforce planning, financial and asset management plans to achieve our strategic objectives.



This Operational Plan provides direction as to how our resources are managed by identifying key actions, performance indicators and output targets over a 12-month period to achieve the objectives of the Delivery Program and the four themes of the Business Activity Strategic Plan.

These themes cover flooding prevention/mitigation, natural resource management (as it relates to flooding prevention/mitigation), fostering collaborative relationships, and importantly, organisational capability and resilience.

The Plan will guide Richmond River County Council to deliver its core business in floodplain services for the constituent councils of Ballina, Lismore and Richmond Valley and the floodplain communities within their respective local government areas.

A handwritten signature in black ink, appearing to read 'K. Lavelle', with a stylized flourish at the end.

Kyme Lavelle
General Manager

Our operational plan

The document you are reading is the Operational Plan. It details the actions for 2016/17 outlined in the Delivery Program, who is responsible for ensuring the actions are delivered, and how we will measure our performance against achievement of those actions. The actions reflect the activities funded under the 2016/17 Budget.

In developing this Plan careful consideration has been given to Council's Business Activity Strategic Plan and Delivery Program (including resourcing strategy). The actions in the Plan generally derive from the Delivery Program and Business Activity Strategic Plan.

Progress toward achievement of the actions in the Operational Plan is reported to the General Manager.

Main business activity: **Flooding prevention/mitigation**

Strategic Objective 1: Prevent/mitigate menace to the safety of life and property from flooding

- 1.1 Provide reliability in the performance of flooding prevention/mitigation assets.

Main business activity: **Natural resource management**

Strategic Objective 2: Natural resource management in relation to the prevention/mitigation of menace to the safety of life or property from flooding

- 2.1 Restrict activities to those that directly arise from the prevention/mitigation of menace to the safety of life or property from flooding.

Main business activity: **Fostering collaborative relationships**

Strategic Objective 3: Develop and maintain strong linkages with stakeholders

- 3.1 Improve communications.
- 3.2 Continue to provide technical advice and strategic planning direction.

Strategic Objective 4: Professional and timely customer service

- 4.1 Provide reliable and responsive customer service.

Our operational plan

Main business activity:

Organisational capability and resilience

Strategic Objective 5: Long term financial security

- 5.1 Adequately resource organisation to meet agreed levels of service and financial requirements.

Strategic Objective 6: Safe, effective and efficient workforce

- 6.1 Workforce adequate in number and capabilities to meet agreed levels of service.
- 6.2 Proactively manage work health and safety.

Strategic Objective 7: Good corporate governance

- 7.1 Proactive approach to integrated risk management.
- 7.2 Build a culture that is based on values and personal accountability.

Our actions and targets for 2016/17

Key:

AE: Asset Engineer
 GM: General Manager
 MCC: Manager Corporate and Commercial
 MGHS: Manager Governance and Human Services

Business activity priority

Flooding prevention/mitigation

Our Objective 1: Prevent/mitigate menace to the safety of life and property from flooding

Desired achievement: 1.1 Provide reliability in the performance of flooding prevention/mitigation assets.

2016/17 Action	Performance indicator	Output target	Responsible Officer
Align levels of service with funding availability.	Capital asset maintenance budget and work schedule.	Work schedule details asset renewals.	AE
		Planned works undertaken according to schedule.	
		Unplanned works undertaken according to priority.	
Implement and continue Asset Management Plan.	Assets under review in database including expansion with detailed asset location information, routine maintenance, scheduling underway.	Review and expansion of database.	
Appropriate environmental performance standards identified and prioritised.	Aquatic weed control program reviewed and level of service aligned with resource base.	Level of required aquatic weed control determined.	GM
Priority environmental improvements undertaken within agreed funding levels.	Review of canal and drainage maintenance and ownership.	Ownership and maintenance levels determined.	
New assets only procured if whole-of-life funding source available.	Protocols used for incorporation of new assets into Confirm, NAV and GIS.	Treatment of assets is consistent with agreed protocols.	AE
Prioritise and determine Council's level of involvement in extension activities.	Coastal Zone Management Plan implementation and landholder engagement in controlled tidal flushing program (section 355 committees).	Activities identified for 2016/17 FY completed.	

Business activity priority**Natural resource management**

Our Objective 2: Natural resource management in relation to the prevention/mitigation of menace to the safety of life or property from flooding

Desired achievement: 2.1 Restrict activities to those that directly arise from the prevention/mitigation of menace to the safety of life or property from flooding

2016/17 Action	Performance indicator	Output target	Responsible Officer
Coastal Zone Management Plan implementation	Riparian restoration.	As resources permit (depending on external funding).	AE
Water quality monitoring and community information	Continued spatial water quality monitoring mid-Richmond and data logger program.	Monitoring of five sites weekly.	
		Monitoring information posted in the Northern Star weekly.	
		Data logger download and interpretation monthly (including posting on Council's website).	

Business activity priority**Fostering collaborative relationships**

Our Objective 3: Develop and maintain strong linkages with stakeholders

Desired achievement: 3.1 Improve communications

2016/17 Action	Performance indicator	Output target	Responsible Officer
Advertise all Council meetings and invite community members to attend.	Completed.	Advertisement placed in the newspaper in January for the forthcoming year.	MGHS
Upload Business papers to website no later than 4.30pm on the Friday prior to the scheduled Council meeting.	Achieved within timeframe.	Business papers on website within specified timeframe.	
Upload Minutes from Council meetings to website within 15 business days of a Council meeting.	Achieved within timeframe.	Minutes on website within specified timeframe.	

Our Objective 3: Develop and maintain strong linkages with stakeholders**Desired achievement: 3.1 Improve communications**

2016/17 Action	Performance indicator	Output target	Responsible Officer
Review Council's Information Guide and ensure currency of open access information, contracts register and disclosure log.	Reviewed annually.	Information Guide current (including open access information, contracts register and disclosure log).	MGHS
	Items added to open access registers monthly.		
Monitor services listed in IT Disaster Recovery and Business Continuity Plan for availability,	Level of connectedness.	Maintain services listed in the IT Disaster Recovery and Business Continuity Plan as defined.	MCC

Desired achievement: 3.2 Continue to provide technical advice and strategic planning direction

2016/17 Action	Performance indicator	Output target	Responsible Officer
Engage with constituent councils to provide technical advice (Northern Rivers Floodplain Network Group, NOROC Natural Resource Managers' Group). For example, inform local development standard preparation, review and assist in strategic flood/catchment planning and research direction and prioritisation.	Agencies provided with a list of Council's research requirements and research areas.	Achieved.	GM

Our Objective 4: Professional and timely customer service**Desired achievement: 4.1 Provide reliable and responsive customer service**

2016/17 Action	Performance indicator	Output target	Responsible Officer
Respond to website enquiries within 15 working days of receipt of enquiry.	Achieved within timeframe.	Enquiries responded to within time period.	AE
Respond to complaints within 15 working days of receipt of complaint.	Achieved within timeframe.	Complaints responded to within time period.	

Business activity priority**Organisational capability and resilience****Our Objective 5: Long term financial security****Desired achievement: 5.1 Adequately resource organisation to meet agreed levels of service and financial requirements.**

2016/17 Action	Performance indicator	Output target	Responsible Officer
Deliver activities to meet planned targets.	Forward program of on-ground projects and infrastructure renewal and maintenance, developed and funded.	Achieved. Activities delivered according to program.	GM
Develop business case for any proposed non-core business activity to inform decision making on whether to proceed with the activity/project.	Project milestones and outputs from external funded projects developed and agreed prior to acceptance/commencement of project.	Achieved.	
Ensure contractual milestones are achieved from external funding bodies.	Agreed milestones met within grant guidelines.	Achieved.	
Explore funding opportunities from external sources.	Priority floodplain management initiatives funded.	Increase revenue from external sources to fund priority floodplain management initiatives.	AE
Ensure number and skill set of staff is adequate to deliver Operational Plan.	Workforce meets Council's current and future needs to deliver Operational Plan.	Succession plan implemented.	MGHS

Business activity priority**Organisational capability and resilience****Our Objective 6: Safe, effective and efficient workforce****Desired achievement: 6.1 Workforce adequate in number and capabilities to meeting agreed levels of service**

2016/17 Action	Performance indicator	Output target	Responsible Officer
Review recruitment methods.	Policy and procedures compliant with EEO Management Plan.	Continuous Improvement Approach established, including data collection.	MGHS
Training plans completed and submitted on time.	Training plan is developed in line with budget by 30 June 2017.	Commitment to staff training and development (% of salaries).	
Approved training plans implemented according to timetable.	Achieved within Budget.	Establishment of training calendar, and quarterly audit of training activities against training plan.	

Our Objective 6: Safe, effective and efficient workforce**Desired achievement: 6.2 Proactively manage work health and safety**

2016/17 Action	Performance indicator	Output target	Responsible Officer
Conduct root-cause analysis of all near misses and accidents to determine gaps/need for change and needs analysis positional requirements.	Conduct interview/ investigation with worker and their supervisor who submitted form.	Within one week of incident form being lodged.	MGHS
		Outcomes to be reported to supervisor.	
	Section manager to review work practices.	To be discussed at staff meetings and reported back to WHSO.	AE
Assess currency / adequacy of officer qualifications based on individual positional requirements.	Conducted in conjunction with the Performance Appraisal process.	Required competencies identified.	GM
Ensure training plan reflects positional qualification requirements and are funded to achieve the same.	Achieved by June 2017.	Staff competent to undertake positional requirements.	MGHS
Ensure training covers applicable Safe Work Method Statements and small plant competencies.	Achieved by June 2017.	Staff competent to undertake positional requirements.	
Refresher training for section 355 committee members.	Training delivered and members assessed as to competency.	Members competent to undertake positional requirements.	
Induction training for new section 355 committee members.	As required.	Members competent to undertake positional requirements.	
Complete StateCover audit on time.	Complete audit within timeframe.	Within 6 months of completion of audit, review previous year's results, develop and implement a plan to achieve improvements in areas where scores are lower than the desired target.	
Evaluate Work Health and Safety systems and processes to ensure they are current, relevant and understood by staff.	WHS procedures relevant and current for work practices.	Number of procedure revisions determined by action plan.	
Undertake external peer review of implementation of Work Health and Safety Management System.	Meet the requirements of AS/NZS 4804 Work Health and Safety Management Systems – general guidelines on principles, systems and supporting techniques.	Audit complete by June 2017.	

Our Objective 7: Good corporate governance**Desired achievement: 7.1 Proactive approach to integrated risk management**

2016/17 Action	Performance indicator	Output target	Responsible Officer
Risk and Audit Committee meeting timetable set and meetings held.	Meeting timetable.	Timetable approved by the Risk and Audit Committee.	MGHS
	Meetings held.	Number of meetings held is consistent with the meeting frequency set out in the Risk and Audit Committee Charter.	
Review policies.	Number of policies reviewed.	One per quarter.	
Statutory reporting register reviewed and current	Statutory reporting complies with legislative timeframes.	Process in place to ensure that statutory reporting occurs on time.	

Desired achievement: 7.2 Build a culture that is based on values and personal accountability

2016/17 Action	Performance indicator	Output target	Responsible Officer
Implement measures to promote Council's Values to staff.	Integration of Council Values as a requirement with Recruitment Process.	Limited occurrence of grievances and investigation of behavioural performance issues.	MGHS

Our statement of revenue policy

Fees and Charges

Revenue categories

Council classifies its Fees and Charges under the following categories:

Code	Short description	Comment
L	Regulatory	The price for this good/service is a statutory charge set by the government.
Z	Zero Cost Recovery	The price for this good/service is provided at no cost. The costs are met entirely from general-purpose income.
P	Partial Cost Recovery	The price for this good/service is set to make a considerable (between 50% and 75%) contribution towards the operating costs, both direct and indirect, of providing the good/service. The remainder of the costs are met from general-purpose income.
F	Full Cost Recovery	The price for this good/service is set to make a significant (between 75% and 100%) contribution towards the operating costs, both direct and indirect, of providing the good/service. The remainder of the costs are met from general-purpose income.

Factors taken into account in determining fees and charges include the cost of providing the service or goods; legislative requirements; market conditions and prices; and whether or not there is a community service obligation.

Goods and Services Tax

The following schedule of fees and charges has been prepared using the most current GST information. The impact of GST on fees and charges is subject to change by legislation.

Fees and charges are shown with GST included (where appropriate at the time of writing).

- T = Deemed to be taxable and fees/charges include GST.
- N = Deemed to be non-taxable and fees/charges exclude GST.
- E = Deemed to be exempt as the fee/charge is not a consideration.

Variation

Fees listed in this Fees and Charges schedule are subject to variation from time to time as deemed appropriate by the General Manager.

Fees and Charges

Code	Description	GST	2015/16	2016/17
F	Photocopying and printing			
	Photocopying A4 black.	E	1.25 pp	1.30pp
	Photocopying A3 black.		1.30 pp	1.35pp
	Photocopying A4 colour.		1.30 pp	1.35pp
	Photocopying A3 colour.		1.35 pp	1.40pp
F	Conduct money			
	Subpoena to produce.	E	POA	POA
	Subpoena to attend to give evidence.*		POA	POA
	* Generally the cost of salary and any additional expenses associated with attendance.			
F	Private works rates (a formal estimate will be provided by Council to all clients before Council will endeavour to undertake private works).			
	Construct and supply floodgate **	T	POA	POA

POA = price on application.

pp = per page.

** = payment terms are strictly 30 days from invoice date. Overdue invoices may be subject to an interest rate of 8.5% in accordance with section 566(3) of the *Local Government Act 1993*.

Note: The maximum rate of interest payable on overdue invoices and charges determined by the Minister for Local Government will be charged.

Write-offs

The amount above which debts to Council may be written off only by resolution of the Council is fixed at \$1,000.00 (ex-GST). The General Manager is delegated with the power to write-off debts equal to or below this threshold.

Expenditure

Council conducts its operations with an approved overdraft limit of \$50,000 provided by the Commonwealth Bank of Australia. This facility is to cover short-term liquidity gaps.

Council has borrowed capital funds of \$550,000 for the Lismore Flood Mitigation Scheme to be fully repaid by Lismore City Council. It is not anticipated that any further borrowing will be required.

Government Information (Public Access) fees and charges

		Application fee	Other charges	Fee refund	Charge reduction	Fee and charge waiver, reduction or refund
Open access information		No.	Photocopying/printing charges as per Fees and Charges schedule.	N/A	N/A	By written application to the General Manager, based on the circumstances of the case.
Information released proactively		No.	Photocopying/printing charges as per Fees and Charges schedule.	N/A	N/A	
Information released informally upon request		No.	No.	N/A	N/A	
Formal access applications	Personal information	\$30.00	First 20hrs free then \$30.00/hr thereafter (s67).	<ul style="list-style-type: none"> Application not dealt with in time (s63(1)) Application invalid (s52(5)). 	50% discount on processing charges where: <ul style="list-style-type: none"> Applicant can demonstrate financial hardship (by producing evidence that they hold a Pensioner Concession card, are a full-time student, or a non-profit organisation (including a person applying for or on behalf of a non-profit organisation))(s65 and clause 9). The information applied for is of special benefit to the public generally (s66). Full waiver of charges will apply where the information is publicly released before or within 3 working days after being given to the applicant. 	
	Other information	\$30.00 (incl. first hour of processing) (s64(3)).	\$30.00/hr (s64).			
Review	Internal review	\$40.00 unless a review of a deemed refusal in which case there is no charge (s85).	No.	If review not decided within specified period (s86).	N/A	

Our 2016/17 Budget

Forward estimates

Council's short-term financial position is satisfactory with regard to its capacity to fund current operations and meet current liabilities. However, the full impact of the combined changes to both Council's long term asset management requirements is yet to be finalised. Council will continue to use its strategic asset business plan and integrated long term financial model to assist with this process. Work undertaken on the implementation of Council's asset management system 'Confirm' has provided sound base data on which to model financial scenarios. Staff continue to refine the asset data and prioritisation of the renewal program.

As mentioned previously (see page 15), Council has loan commitments of \$550,000 on behalf of Lismore City Council.

RICHMOND RIVER COUNTY COUNCIL

Budget Forecast Summary 2016/17 to 2019/20

Income statement

	YE 30 June 2017	YE 30 June 2018	YE 30 June 2019	YE 30 June 2020
Income from continuing operations				
Interest & Investment Revenue				
Interest & Investment Revenue	69,600	54,600	49,500	57,200
Other Revenue				
Constituent council contributions	600,300	618,300	636,800	655,900
Constituent council contributions - drainage union	75,100	77,400	79,700	82,100
Loan Repayment & Insurance - Lismore City Council	64,800	64,800	64,800	64,800
Sundry miscellaneous	5,000	5,000	5,000	5,000
Grants & contributions - Operating				
Maintenance - Flood mitigation infrastructure	84,600	84,600	84,600	84,600
Water quality monitoring	27,000	27,000	0	0
Landholders - Mynumi, Bora Creek	4,500	4,500	4,500	4,500
LGA's - Catchment Activity Model	6,000	6,000	6,000	6,000
Lismore Levee - LCC	15,000	15,000	15,000	15,000
	951,900	957,200	945,900	975,100
Expenses from continuing operations				
Employee costs				
Maintenance - Flood mitigation infrastructure	224,200	225,700	227,300	228,000
Natural Resources Management	106,500	108,500	110,500	113,500
Other - Depot, training	15,000	15,000	15,000	15,000
Landholders - Mynumi, Bora Creek	4,500	4,500	4,500	4,500
Borrowing costs				
Loan Repayment & Insurance - Lismore City Council	56,600	57,600	57,600	57,600
Materials & contracts				
Maintenance - Flood mitigation infrastructure	69,500	71,800	74,100	76,500
Water quality monitoring	54,000	54,000	0	0
Provision for Flood Damage	29,000	29,000	29,000	29,000
Asset content management	8,000	0	0	0
Section 355 committees	10,000	10,000	10,000	10,000
Other - Training, PD, WHS	30,000	30,000	30,000	30,000
Other - Depot, tools R&M	5,000	5,000	5,000	5,000
Camodel	5,000	5,000	5,000	5,000
Other - Richmond Floodplain Committee	5,000	5,000	5,000	5,000
Other - Fringe Benefits Tax	5,000	5,000	5,000	5,000
Depreciation				
Depreciation - Flood mitigation infrastructure	808,700	833,000	858,000	883,700
Depreciation - Plant	48,000	48,000	48,000	48,000
Depreciation - Camodel	2,000	2,000	2,000	2,000
Depreciation - Buildings	14,500	14,500	14,500	14,500
Other costs				
Administration - Rous Water	117,400	120,900	124,500	128,200
Members Expenses	62,100	63,400	64,700	66,100
Insurance	46,200	48,400	50,800	52,200
Office expenses - phone & fax, supplies, advertising	24,900	24,900	24,900	24,900
Audit Fees	22,100	22,600	23,200	23,800
IT expenses - website, content, communications	32,100	32,600	33,100	33,600
Lismore Levee - governance	15,000	15,000	15,000	15,000
Depot running costs	21,900	10,900	10,900	10,900
Motor Vehicle - Hireable Income	(42,900)	(42,900)	(42,900)	(42,900)
Sundry expenses	2,600	2,600	2,600	2,600
	1,801,900	1,822,000	1,807,300	1,846,700
Net operating result from continuing operations				
(change in net assets)	(850,000)	(864,800)	(861,400)	(871,600)
Net operating result before capital items	(850,000)	(864,800)	(861,400)	(871,600)



Disclaimer and Copyright

The information contained in this Operational Plan including opinions, advice and representations ('the Content') has been formulated in good faith and with all due care, and is considered true and correct at the time of publication. Richmond River County Council does not warrant or represent that the Content is free from errors or omissions or that it is exhaustive. Council does not accept any liability in relation to the quality or accuracy of the Content.

Council, its respective servants and agents accept no responsibility for any person acting on, or relying on, or upon the Content. To the extent permitted by law Council disclaims all liability for any loss, damage, cost or expense incurred or arising by reason of any person using or relying on the Content or by reason or by any error, omission, defect or mis-statement (whether such error, omission or mis-statement is caused by or arises from negligence, lack of care or otherwise). Users of this Operational Plan are reminded of the need to ensure that all information upon which they rely is up to date. Clarification regarding the currency of the Content can be obtained from Council.

You are permitted to copy, distribute, display and otherwise freely deal with the Content for any purpose, on the condition that you acknowledge Richmond River County Council as the source of the Content and attach the following statement to all uses of the Content '© Richmond River County Council 2016'. If you are seeking to use any Content for a commercial purpose, you must obtain permission from Council to do so.

This Operational Plan and Richmond River County Council's other Integrated Planning and Reporting documentation is publicly available online at our website www.rrcc.nsw.gov.au or in hard copy from the Rous Water Administration Centre, Level 4, 218/232 Molesworth Street, LISMORE, NSW, 2480.

© Richmond River County Council 2016.