



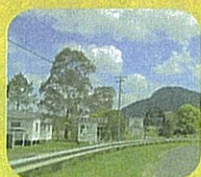
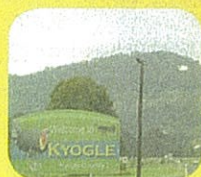
KYOGLE COUNCIL

Delivery Program

2013 - 2017

and Operational Plan

2013 - 2014



KYOGLE COUNCIL

Adopted Delivery Program 2013/2017 and
Operational Plan 2013/2014

Adopted June 24, 2013



Kyogle Council

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Introduction

This year is the second time the Delivery Program/Operational Plan has been presented by Kyogle Council. This document replaces what was previously known as the Management Plan. Both the Delivery Program and the Operational Plan form part of the Integrated Planning and Reporting Framework. Integrated Planning and Reporting Framework

The Delivery Program summarises the principal activities that Council is planning to undertake over the next four year period. It aims to implement the strategies that were established in the Kyogle Council Community Strategic Plan.

The Operational Plan covers the 2013/2014 financial year. This plan contains a high level detail of Council's budget, actions and projects for each financial year.

These two documents are combined and presented as the KYOGLE COUNCIL- DELIVERY PROGRAM 2013/2017 and OPERATIONAL PLAN 2013/2014

Integrated Planning and Reporting Framework

A new planning and reporting framework for NSW local government has been introduced. These reforms replace the former Management Plan and Social Plan with an integrated framework. It also includes a new requirement to prepare a long-term Community Strategic Plan and Resourcing Strategy



The Community Strategic Plan (CSP) is the highest level plan that Council will prepare. The purpose of the plan is to identify the community's main priorities and aspirations for the future and to plan strategies for achieving these goals. Part of the process is to consider the issues and pressures that may affect the community and the level of resources that will realistically be available to achieve its aims and aspirations

The Local Government Act requires the plan to:

- Have a long-term focus, with a minimum of 10 years.
- Address the key issues of social, environmental and economic sustainability as well as civic leadership
- Be delivered as a partnership between Council, state agencies, community groups and individuals.
- Consider the State Plan and any relevant State or regional draft plans and strategies.
- Have regard for an adopted community engagement strategy, showing how the Council will communicate with and consult its community to develop a draft plan.
- Provide for a resourcing strategy that describes how community assets will be used in the future, how the Council workforce will be managed to deliver the desired plan outcomes and a financial plan to show how the plan will be funded.
- Give consideration to the expected levels of service expressed by the community.
- Include a community vision statement, strategic objectives and strategies for achieving the objectives.
- Identify assessment methods for determining whether the objectives are being achieved.
- Outline how progress in implementing the plan will be measured and monitored.

- Provide for the Council to progressively report to the community on progress and achievements.

While Council has a role to develop this document on behalf of the community, it is not solely responsible for its implementation. Many of the goals will be achieved in partnership with State Agencies and community groups. Where possible, these partners have been identified in the plan.

The Community Strategic Plan will also be supported by a suite of other Council plans and documents, these include:

- *The Delivery Program.* This plan sets out the projects and services Council will deliver over the next 4 years (2012-2016) that work towards achieving the outcomes identified in the Community Strategic Plan
- *An Operational Plan.* This plan contains a high level detail of Council's budget, actions and projects for each financial year.
- *The Asset Management Plan.* This plan provides detailed information on the type and condition of Council's assets and their expected renewal requirements.
- *The Long Term Financial Plan (LTFP).* This plan brings the budget, resourcing and asset management components together.

In developing the Community Strategic Plan six key principles have been established:

- **Governance and Community Service - *well managed and responsive to community needs***
The centrepiece of any public organisation is its ability to provide service to its constituents. Kyogle Local Government Area residents have a right to expect the best possible service from their Council. In order to provide a high level of service, Kyogle Council must be well managed, must communicate openly and must be responsive to the needs of the community.
- **Roads and Infrastructure - *improving the quality of infrastructure for our residents***
Roads and associated infrastructure has by far the highest impact on the community as a whole and recent community surveys consistently rate this area as the one needing most attention by Council and the area of Council's operations in which respondents are least satisfied.
- **Economic Development - *fostering sustainable growth***
Throughout this process of consultation, economic development has been highlighted as a priority area - both in terms of building Kyogle Council's reputation as a place where business can thrive and ensuring growth is supported by adequate service levels. With strong foundations in place, economic development, tourism and job-creating investments should flourish.
- **Waste and Water - *responsibly providing services***
Waste and water are key business functions of any local Council. This was underlined by the Community Survey that identified improving water and sewer infrastructure and improving waste management as important priorities for the community.

In recent years concern for the natural environment has driven many changes in the way water resources and waste products are managed and with the current concern over global warming, and climate change. These trends will influence decisions relating to floodplain management, water supply, sewerage augmentations, recycling and the management of landfills.

- **Village Life - *strong and vibrant villages***

The village life within Kyogle Local Government Area is one of the things that make that area unique. Council aims to improve the "village life" experienced by its residents through controlled development of its towns and villages and promotion of the physical, social, cultural and general well-being of the Community.

- **Environmental and Planning - *preserving our unique environment***

Throughout the community, there is evidence of a strong desire to protect the unique character of towns and villages in the Local Government Area and to strike a balance between this 'preservation' and growth and development strategies. It is therefore a high priority for the Environmental and Planning aspects of this overall plan to be maintained to a high level in order to achieve this fine balance.

Vision, Mission, & Values

COMMUNITY VISION

Working together to balance Environment, Lifestyle, and Opportunity.

OUR MISSION

To meet the challenges of our unique and diverse region

OUR VALUES

- Respect and respond to community needs
- Improve the quality of our services
- Be open and accessible
- Act with honesty and integrity
- Value people's contribution
- Support the culture of teamwork, cooperation and safety

The Kyogle Council Area

Kyogle Council services an area of 3,589 square kilometres and adjoins the Scenic Rim Regional Council in Queensland and the Northern Rivers Shires of Tweed, Lismore, Richmond Valley, Clarence Valley and Tenterfield in New South Wales.

Kyogle Council comprises a large and diverse region with spectacular natural (including the renowned Border Ranges National Park and other world heritage listed areas) and cultural attributes, within two hours drive from Brisbane and one hour from Queensland's Gold Coast and NSW coastal communities of Byron Bay, Ballina and Tweed Heads. This, combined with a superb climate and a close proximity to all services, education and recreation, makes the Kyogle area an ideal place to live and work.



Councillors

Nine Councillors represent three wards of the council area and are responsible for the direction and control of Council's affairs in accordance with the Local Government Act and associated legislation. Our current Councillors were elected in September, 2012 and will hold office until September 2016



Back Row: Councillors Michael Reardon, Ross Brown (Mayor), Lindsay Passfield, Chris Simpson
Front Row: Councillors Danielle Mulholland, Robert Dwyer, Maggie Creedy, John Burley, Janet Wilson (Deputy Mayor).

Organisational Structure

In October 2012 Council adopted a new four Department Structure

The General Manager, Arthur Piggott

Responsible for short and long term strategies, the everyday operations of Council, managing Council relationships, economic development and risk management.

Executive Manager Administration & Community Services, Carol O'Neill

Responsible for human resources, customer service, finance and audit, information technology, community and cultural services, plant, fleet, depots and crown reserve administration.

Executive Manager Planning & Environmental Services, Greg Meyers

Responsible for land use planning, environmental, health and building services, regulation inspections and waste facilities.

Executive Manager Urban and Assets, Graham Kennett

Responsible for water and sewerage supply, parks and gardens, swimming pools, asset management, cemeteries, facilities maintenance and stormwater and flood management.

Executive Manager Infrastructure Works, Jeff Breen

Responsible for roads and bridges (state, regional and local), RMS contract works, quarries, emergency services and project design and management.

Revenue Policy/ Pricing Methodology

Ordinary Rates

The total area of Kyogle Council is 358,900 Ha. This is made up of 262,795 Ha of ratable land and 96,105 Ha of non-ratable land. Of this non-ratable land 92,554 Ha (26% of the total area) is owned or controlled by State Forests and National Parks.

Council's ability to raise revenue through levying rates is restricted by Government "rate pegging" by which the Minister for Local Government announces the maximum permissible increase in rates each year (as determined by IPART). For the 2013/14 year, the maximum increase permissible is to be 3.4%

Ordinary Rates applying for the financial period are:

CATEGORY	VALUATION (\$)	NUMBER OF PROPERTIES	BASE CHARGE	AD VALOREM RATE IN \$	ANTICIPATED YIELD (\$)
FARMLAND	797,745,670	1,999	184.00	0.286683	2,654,817
RESIDENTIAL	34,929,920	791	184.00	0.591714	352,229
RESIDENTIAL-KYOGLE	115,970,360	1,256	217.00	0.772985	1,168,986
RURAL RESIDENTIAL	141,427,480	836	184.00	0.412606	737,362
BUSINESS	6,223,900	98	184.00	0.411162	43,622
BUSINESS-KYOGLE	21,782,380	138	217.00	0.736252	190,319
TOTALS	1,118,079,710	5,118			5,147,335

Fees and Charges

Council has draft Fees and Charges for the 2013/2014 financial year, details of which are contained in the 2013/2014 Schedule of Fees and Charges (separate document).

Water Charges

The charging structure is based on a two-tiered system as follows:

- (a) An annual availability/access charge which applies to each property receiving a water supply service (including private line connections) and to each property to which a service connection is available; and
- (b) A consumption based charge for each kilolitre of water consumed.

The overall increase in Water Charges (fixed plus variable) for 2013/2014 is 5%.

CHARGE	NUMBER OF CONNECTIONS	RATE PER UNIT OR ANNUAL CHARGE (\$)	ANTICIPATED YIELD (\$)
Vacant Property Charge	109	\$95.00	\$10,355
20 mm connection	1,820	\$321.00	\$583,310
25 mm connection	26	\$501.00	\$13,020
32 mm connection	20	\$820.00	\$16,410
40mm connection	17	\$1,282.00	\$21,794
50mm connection	14	\$2,003.00	\$28,044
80mm connection	0	\$5,128.00	\$0
100mm connection	0	\$8,013.00	\$0
Fire Service Connection (all sizes)	7	\$321.00	\$2,244
Non-Rateable Connections	30	0	0
Total	2,043		\$675,177.00

CHARGE	RATE PER UNIT OR ANNUAL CHARGE	ANTICIPATED YIELD (\$)
Consumption up to 200kL per connection per year	\$1.20 per 1,000 litres	\$168,000
Consumption above 200kL per connection per year	\$1.80 per 1,000 litres	\$252,000
Home Dialysis allocation first 100kL	\$0.00 per 1,000 litres	0
Total		\$420,000.00

A rebate program continues this year, which will provide subsidy to users who are increasing their water efficiency through things such as installation of rainwater tanks, and retro fitting dual flush toilets and other water efficient devices has been introduced. Details of the rebate program are available at Council's office or on the website.

Residential Sewerage Charges

Residential Sewerage charges incorporate a uniform charge for each residential unit or dwelling.

The increase in Sewerage Charges for 2013/2014 is 3.2%.

CHARGE	NUMBER OF CHARGES	ANNUAL CHARGE	ANTICIPATED YIELD
Residential Sewerage Annual Charge per dwelling and/or individual unit	1,500	\$625.00	\$937,500
Non rateable properties	34	0	0

Non Residential Sewerage Charges

Non Residential sewerage charges are to be charged as per the formula:

$$(AC + C \times UC) \times SDF$$

Where:

AC = an annual availability/access charge (\$).

C = Customer's annual water consumption (kL)

UC = Sewerage Usage Charge (\$/kL)

SDF = Sewerage Discharge Factor (i.e. the ratio of a customer's estimated volume discharged in the sewerage system to the customer's total water consumption). Refer Appendix A.

CHARGE	NUMBER OF CONNECTIONS	RATE PER UNIT OR ANNUAL CHARGE	ANTICIPATED YIELD (\$)
<u>Availability/Access Charges</u>			
Vacant Property Charge	102	\$95.00	\$9,690
20 mm connection	211	\$246.00	\$51,906
25 mm connection	14	\$384.00	\$5,373
32 mm connection	14	\$630.00	\$8,817
40mm connection	15	\$984.00	\$14,760
50mm connection	10	\$1,538.00	\$15,375
80mm connection	0	\$3,936.00	\$0
100mm connection	0	\$6,150.00	\$0
Total	366		\$105,921.00
<u>Sewer Usage Charge</u>		\$0.96 per kL	\$86,400

Note: Non-Residential Sewerage Charges are subject to a Minimum charge equivalent to the residential sewerage charge.

Trade Waste Charges:

Council has introduced cost-reflective trade waste fees and charges in order to comply with the NSW Governments Best Practice Pricing Guidelines.

These fees and charges apply to ALL liquid trade waste dischargers and are determined with reference to the levels of pre-treatment (e.g. appropriately sized and maintained grease traps) and excess mass charges for wastes exceeding normal acceptance limits.

(a) Liquid trade waste charges for dischargers requiring nil or minimal pre-treatment are to be charged as per the formula:

A + I

Where:

A = Annual trade waste fee for minor or no pre-treatment (\$)

I = Re-inspection fee (\$) (where required)

(b) Liquid trade waste charges for 2011/2012 for dischargers requiring prescribed pre-treatment are to be charged as per the formula:

$A + I + (C \times UC \times TWDF)$

Where:

A = Annual trade waste fee for prescribed pre-treatment (\$)

I = Re-inspection fee (\$) (where required)

C = Customer's annual water consumption (kL)

UC = Trade Waste Usage Charge (\$/kL)

TWDF = Trade Waste Discharge Factor (i.e. the ratio of a customer's estimated volume discharged in the sewerage system to the customer's total water consumption). Refer Appendix A.

* This charge is to gradually increase to around \$11/kL. It has been set at the same rate as dischargers with appropriate prescribed pre-treatment for 2011/2012 in order to give those customers who are required to have pre-treatment a period of grace to get appropriate pretreatment devices installed, before they are charged heavily for not having pre-treatment.

(c) Liquid trade waste charges for 2011/2012 for large dischargers (over about 20kL/d) and industrial waste are to be charged as per the formula:

$A + I + EMC$

Where:

A = Annual trade waste fee for Major Discharger (\$)

I = Re-inspection fee (\$) (where required)

EMC = Total Excess Mass Charges (\$) (as per appendix B)

(d) Liquid trade waste charges for 2011/2012 for dischargers with a sewerage dump point are to be charged as per the formula:

A + I

Where:

A = Annual trade waste fee for Sewer Dump Point (\$)

I = Re-inspection fee (\$) (where required)

Anticipated Yield from Trade Waste charges:

ANNUAL TRADE WASTE FEE OR CHARGE	NUMBER OF CONNECTIONS	RATE PER UNIT	ANTICIPATED YIELD (\$)
Min or no pre treatment	129	\$84.00	\$10,836
Prescribed pre treatment	0	\$84.00	0
Major discharger	0	\$480.00	0
Sewer Dump Point	1	\$588.00	\$588.00
Re-inspection fee	0	\$68.00	0
Totals	130		\$11,424
Trade Waste Usage (with pre-treatment) per kL		\$1.00	\$15,000
Trade Waste Usage (without pre-treatment) per kL		*\$1.00	0
Totals			\$15,000

* This charge is to gradually increase to around \$11/kL. It has been set at the same rate as dischargers with appropriate prescribed pre-treatment for this year in order to give those customers who are required to have pre-treatment a period of grace to get appropriate pretreatment devices installed, before they are charged heavily for not having pre-treatment.

Domestic Waste Management Charges:

A Domestic Waste Management basic charge must by law apply to every residential property in the collection area whether occupied or vacant.

The increase in Domestic Waste Charges for 2013/2014 is to cover the NSW EPA Waste Levy, increased operating costs of providing a split bin for recycling purposes., increased operating costs and the provision for future services/rehabilitation works.

CHARGE	NUMBER OF SERVICES	RATE PER SERVICE	ANTICIPATED YIELD
Occupied	1,890	439.00	\$829,710
Unoccupied	138	35.00	\$4,830

Note: Domestic Waste charges are subject to "Reasonable Cost" limits which are independently audited and reported to the Division of Local Government.

Commercial Waste Charge

A Commercial Waste charge may apply to commercial properties whether occupied or vacant

The increase in Domestic Waste Charges for 2013/2014 is to cover the NSW EPA Waste Levy, increased operating costs of providing a split bin for recycling purposes, increased operating costs and the provision for future services/rehabilitation works.

CHARGE	NUMBER OF SERVICES	RATE PER SERVICE	ANTICIPATED YIELD
Commercial Properties	367	\$439	\$161,113

On Site Sewerage Management Annual License Fees:

On Site Sewerage Management System Annual License Fees are to apply to every On Site Sewerage Management System being operated within the Council Area.

\$5 of this charge is to go towards funding an investigation into the feasibility of providing a reticulated sewerage scheme for the villages of Wiangaree, Old Bonalbo, Tabulam and Mallanganee. A contribution to the cost of the study is also being made from the Sewerage Fund. The cost of the feasibility study is estimated to be \$200,000 with the actual cost to be recovered over a seven year period.

CHARGE	NUMBER OF SERVICES	RATE PER SERVICE	ANTICIPATED YIELD
OSMS Annual License Fee	2,788	37.00	\$103,156

Stormwater Management Charge:

The Stormwater Management Charge will apply to developed property within the villages of Kyogle, Woodenbong, Wiangaree, Old Grevillia, Old Bonalbo, Bonalbo, Tabulam and Mallanganee.

The Stormwater and Flood Mitigation Charge for 2013/2014 (if applicable) is:

CHARGE	NUMBER OF SERVICES	RATE PER SERVICE	ANTICIPATED YIELD
Residential/Business	1,762	\$25.00	\$44,025
Residential Strata Unit	52	\$12.50	\$625

Swimming Pool Inspection Fees

Fees for the inspection of Swimming Pools under the Swimming Pools Act 1998 and Regulations 2008

CHARGE	NUMBER OF SERVICES	RATE PER SERVICE	ANTICIPATED YIELD
Initial Inspection Fee	100	\$150.00	\$15,000
Re-inspection Fee	50	\$100.00	\$5,000

Interest Charges

Interest charges are to be 9% as advised by the DLG and is calculated on the outstanding component of all rates and charges.

Developer Contributions (Section 94 Environmental Planning and Assessment Act 1979)

Contributions are levied for all works identified within each Section 94 Plan.

Contributions for Water and Sewerage are levied under Section 64 of the Local Government Act.

A planning levy is applied to all contributions paid.

Monies are to be expended within a reasonable time for the purposes for which they are raised.

Borrowings:

The loan for \$300,000 approved in the 2012/2013 budget has not been drawn during that year and is carried forward into 2013/2014 there are no additional borrowings..

Projected loan movements are set out below:

	2013/2014	2014/2015	2015/2016	2016,2017
Water Fund				
Opening Balance	266,996	255,587	2,169,275	2,001,506
New Loans	0	2,000,000	0	0
Interest	21,839	52,103	78,865	72,746
Principal Reduction	11,409	86,312	167,769	178,763
Closing Balance	255,587	2,169,275	2,001,506	1,822,743
Sewer Fund				
Opening Balance	942,844	922,709	907,199	890,707
New Loans	0	0	0	0
Interest	69,027	67,727	66,745	65,698
Principal Reduction	20,135	15,510	16,492	17,529
Closing Balance	922,709	907,199	890,707	873,168
Waste Services				
Opening Balance	0	290,437	270,001	247,684
New Loans	300,000	0	0	0
Interest	13,500	25,690	23,809	21,755
Principal Reduction	9,563	20,436	22,317	24,370
Closing Balance	290,437	270,001	247,684	223,314

Investments: Investment of surplus funds is made in accordance with Council's Investment Policy.

Financial Management

It is the intention of the Local Government Act that there is a direct link between Management and Financial Planning and the Budgeting process to ensure that the Management Plan is realistic, achievable and able to be implemented.

This document contains a Four Year Financial Plan, which is outlined in the Action Plan for each activity. Council also has detailed ten year plans that support this which on one hand focuses on addressing strategic challenges outlined in the Community Strategic Plan whilst on the other hand, maintains rates and charges as low as possible.

The estimates will be compared with actual results at year end and reported in the annual report. The General Manager is also required to report on the financial position and viability of the Council every quarter.

Capital Works Projects/Asset Replacement

Project / Item	2013/14	2014/15	2015/16	2016/17
Regional Roads				
Bentley Road - Reseals	\$25,000	\$25,000	\$50,000	\$25,000
Clarence Way - Reseals	\$30,000	\$80,000	\$85,000	\$33,000
Clarence Way - drainage improvements	\$20,000			
Clarence Way - Reconstruct Boomi Creek to Connells	\$230,000	\$141,000		
Clarence Way - Replace Timber Bridge B2566		\$300,000		
Clarence Way - Future RMS Approved Repair Program			\$150,000	\$350,000
Clarence Way - Black Spot project	\$210,000			
Kyogle Road - Reseals	\$138,000	\$333,715	\$150,748	\$110,000
Kyogle Road - Reconstruct Oxbow to Lehmans	\$272,000			
Kyogle Road - Future RMS Approved Repair Program			\$150,000	\$200,000
Mount Lindsay Highway - Reseals	\$10,000	\$10,000	\$25,000	\$10,000
Mount Lindsay Highway - Reconstruct Woodenbong Landfill			\$426,000	
Regional Road Timber Bridge Replacements				\$450,000
Total	\$935,000	\$889,715	\$1,036,748	\$1,178,000
Repair Program Funding	\$335,000	\$392,358	\$300,874	\$60,000
Black Spot Funding	\$210,000			
Rural Local Roads				
Wiangaree Back Road - reconstruct Baileys Bridge Road north	\$150,000			
Ettrick Road - reconstruct from 2km from Afterlee Road south	\$200,000	\$200,000	\$88,500	
Ettrick Road - black spot project	\$140,000			
Lions Road - reconstruct Main Creek Road south			\$150,000	\$157,784
Findon Creek Road - reconstruct Summerland Way north			\$150,000	\$150,000
Rural Roads - Guardrail	\$20,000	\$20,000	\$20,000	
Rural Roads - drainage improvements	\$30,000	\$37,784	\$37,784	
Rural Roads - Reseals	\$223,150	\$230,439	\$234,163	\$65,817
Rural Roads - self help improvements	\$103,000	\$106,090	\$109,273	\$112,551
Section 94 Expenditure	\$53,354	\$54,955	\$56,604	\$58,302
Sextonville Road - reconstruct from bridge 38-19702 north				\$170,000
Wiangaree Back Road - reconstruct Applegum Road south				\$121,525
Total	\$919,504	\$649,268	\$846,324	\$835,979
Roads To Recovery Funding	\$498,522	\$487,784	\$487,784	\$487,784
Black Spot Funding	\$140,000			
Urban Streets				
Footpaths	\$30,900	\$31,827	\$32,782	\$33,765
Kerb and Guttering	\$41,200	\$42,436	\$43,709	\$45,020
Kyogle streets - resurfacing	\$37,850	\$35,786	\$43,810	\$46,924
Kyogle - reconstruct Geneva Street to Irwin Street	\$60,000			
Kyogle - reconstruct Wyndham Street from Short Street east		\$65,000		
Kyogle - reconstruct Donald Street			\$30,000	

Kyogle - reconstruct Junction Street			\$30,000	
Kyogle - reconstruct Anzac Drive west of Geneva Bridge				\$60,000
Bonalbo - reconstructions and resurface	\$15,450	\$15,914	\$16,391	\$16,883
Woodenbong - reconstructions and resurface	\$15,450	\$15,914	\$16,391	\$16,883
Other Villages - reconstructions and resurface	\$10,300	\$10,609	\$10,927	\$11,255
Villages - Initial Sealing	\$30,000	\$25,000		
Total	\$241,150	\$242,486	\$224,010	\$230,730
Bridges				
Larsson Road - timber bridge to pipes 140-667	\$90,000			
Tunglebung Creek Road - timber bridge to concrete 131-11096	\$180,000			
Williams Road - timber bridge to concrete 199-9521	\$300,000			
Sextonville Road - timber bridge to pipes 38-16593	\$180,000			
Collins Creek Road - timber bridge to pipes 27-12353	\$70,000			
Yabba Road - timber bridge to concrete 152-2542		\$160,000		
Afterlee Road - timber bridge to pipes 2-20386		\$70,000		
Eden Creek Road - timber bridge to concrete 137-1690		\$170,000		
Duck Creek Road - timber bridge to pipes 138-12837		\$70,000		
Duck Creek Road - timber bridge to pipes 138-10920		\$70,000		
Old Dyraaba Road - timber bridge to concrete 87-11949		\$160,000		
Williams Road - timber bridge to concrete 199-4694			\$250,000	
Brumby Plains Road - timber bridge to concrete 18-3442			\$165,000	
Walsh Road - timber bridge to concrete 77-185			\$210,000	
Dyraaba Road - timber bridge to concrete 43-8789		\$180,000		
Causeway Replacements and improvements	\$60,000		\$75,000	\$70,000
Ettrick Road - widen concrete box culvert 45-1634			\$40,000	
Bingeebeebra Road - timber bridge to pipes 19-4652				\$60,000
Duck Creek Road - timber bridge to pipes 138-14117			\$80,000	
Terrace Road - timber bridge to pipes 124-4457			\$60,000	
Mills Road - timber bridge to pipes 178-335				\$50,000
Connells Road - timber bridge to concrete 32-2265				\$220,000
Lions Road - timber bridge to concrete 179-586				\$300,000
Bridge Replacements Unallocated				\$180,000
Total	\$880,000	\$880,000	\$880,000	\$880,000
Roads To Recovery Funding	\$305,000	\$305,000	\$305,000	\$305,000
Stormwater and Flood Management				
Junction/Curtois - drainage upgrades	\$73,355	\$40,000		
Anzac/Chauvel - drainage upgrades		\$35,555		
Don Gully Oval - drainage upgrade			\$77,823	
Wyndham Street Groom to Short Street - drainage upgrades				\$40,000
Groom St from Rous to Roseberry - drainage upgrades				\$40,158
Kyogle Flood Measures - construction	\$625,000	\$625,000		
Total	\$698,355	\$700,555	\$77,823	\$80,158
Flood Mitigation Funding	\$500,000	\$500,000		
Water Supplies				
Water supply - renewals	\$25,247	\$26,004	\$26,784	\$27,588
Water supply - upgrades	\$20,259	\$20,867	\$21,493	\$22,138
Kyogle Augmentation - WTP Upgrade	\$210,000	\$1,365,000		

Kyogle Augmentation - Weir and Pump Station		\$500,000		
Kyogle Augmentation - Off Stream Storage		\$3,000,000		
Total	\$255,506	\$4,911,871	\$48,277	\$49,726
Country Towns Water Supply and Sewerage Program Funding		\$2,667,500		
Sewerage Systems				
Sewerage systems - renewals	\$262,254	\$270,123	\$278,226	\$286,572
Sewerage systems - upgrades	\$10,927	\$11,255	\$11,593	\$11,941
Total	\$273,181	\$281,378	\$289,819	\$298,513
Quarries				
Quarry establishment	\$100,000	\$100,000		\$100,000
Goodings Pit - rehabilitation				\$10,000
Chadburns Quarry - rehabilitation	\$50,000	\$31,557		
Millers Pit - rehabilitation				\$10,000
Clarkes Pit - rehabilitation	\$13,633			
Lloyds Pit - rehabilitation				\$5,000
Griffiths Pit - rehabilitation				\$15,000
Medhursts Quarry - rehabilitation				\$17,566
Total	\$163,633	\$131,557	\$0	\$157,566
Plant and Depots				
Plant Purchases	\$1,339,000	\$1,379,170	\$1,420,545	\$1,463,161
Plant Sales (income on sales)	\$404,999	\$383,160	\$394,655	\$406,494
Depot Improvements	\$87,418	\$90,041	\$92,742	\$95,524
Total	\$1,021,419	\$1,086,051	\$1,118,632	\$1,152,191
Waste Management				
Domestic waste - rehabilitation	\$27,500	\$10,000	\$55,000	\$35,000
Domestic Waste - new cell construction		\$10,000	\$20,000	
Commercial Waste - rehabilitation	\$10,000	\$55,000	\$35,000	\$35,000
Commercial Waste - new cell construction	\$10,000	\$20,000		
Total	\$47,500	\$95,000	\$110,000	\$70,000
DECC Grants	\$17,788	\$17,788	\$17,788	\$17,788
Buildings and Community Facilities				
Playground Softfall to rubber	\$20,000	\$20,000	\$20,000	\$20,000
Playground Shade Covers	\$15,000	\$15,000	\$15,000	\$15,000
Parks Furniture	\$5,000	\$5,000	\$5,000	\$5,000
Community Building Improvements	\$21,893	\$22,550	\$23,226	\$23,923
Libraries		\$20,000	\$5,000	\$5,150
Preschools			\$15,000	\$15,000
Swimming Pools	\$10,000	\$20,000	\$20,000	\$10,000
Total	\$71,893	\$102,550	\$103,226	\$94,073
Administration				
Computer Equipment	\$40,484	\$67,449	\$69,472	\$71,556
Phone System	\$25,000	\$0	\$0	\$0
Total	\$65,484	\$67,449	\$69,472	\$71,556

Financial Assistance/Donations

Council's Financial Assistance Policy, provides for financial assistance to be provided by Council to individuals and organisations within the Council area. This assistance is provided via ongoing/regular donations to selected organisations and one-off donations to individuals and organizations.

For the 2013/2014 financial year, Council has budgeted \$110,263 for donations as follows.

ORGANISATION	SUPPORT	VALUE
One-off Donations	Various	16,500
Kyogle Youth Ventures	Cash Donation	2,500
Australia Day Committees	Cash Donation	10,300
Kyogle Reconciliation Group - NAIDOC week	Cash Donation	391
Public Halls	Cash Donation - Rates & Charges	5,920
Learn to Swim/Life Education	Cash Donation/Staff and Plant	11,845
North Coast Academy of Sport	Cash Donation	1,133
Citizens Band	Cash Donation	979
NSW Cancer Council	Cash Donation	1,195
Kyogle Show Society	Cash Donation	1,500
Bonalbo Show Society	Cash Donation	1,500
Woodenbong Show Society	Cash Donation	1,500
Futures Funding	Cash Donation	30,000
Border Ranges Rally	Traffic Control	10,000
Kyogle Cinema	Cash Donation	10,000
Woodenbong Cinema	Cash Donation	5,000
TOTAL		110,263

Council has also adopted an Emergency Disaster Relief Fund with the following criteria:

Who is the fund intended to help?	Council residents/local business employees who as a result of an unforeseen disaster have insufficient financial resources for a modest standard of living.
Why do these people need help?	Loss of property/finances as a result of an unforeseen disaster.
Who is involved in the administration/distribution of these funds?	One Council representative along with a Committee consisting of members of the public.
What help does the fund provide to these people?	The relief to a person who has been assessed as an eligible recipient is to be in the form of direct distribution of money or goods. Relief is intended to assist with day to day living expenses such as food and clothing.

How are the recipients of help selected?	<p>Recipients who can demonstrate that there has been a marked lowering of their standard of living causing hardship as a result of the unforeseen disaster.</p> <p>As a guide only, applicants who are eligible for full or partial income tested Social Security benefits would be eligible for assistance up to the level of income at which tested Social Security benefits cease to be payable (this income level varies depending upon the applicant's marital situation).</p> <p>Where an affected individual has the availability of other sources of income (e.g. they obtain other employment) or assets they may be considered ineligible for assistance.</p> <p>This does not mean that the managers of the fund must, in all circumstances, investigate the financial resources of each individual beneficiary. Sometimes it may be apparent from the common attributes of the potential beneficiaries that they are necessitous circumstances.</p>
Where do these funds come from?	Contributions received from Council and the general public.
How is the relief fund operated?	All contributions to receive receipt for tax purposes. All contributions to be in the form of money. Register of gifts to be maintained. All outgoings to record date, details of recipient and amount.
What happens to any surplus assets?	At dissolution any surplus assets to be transferred to another fund, authority or institution, which has similar objects, and to which income tax deductible contributions can be made.

Funds remaining in the Kyogle Emergency Disaster Relief Fund at 30 June, 2013 will be carried over to the 2013/14 financial year for use in accordance with the above criteria.

Business or Commercial Activities

Pricing Policy/Competitive Neutrality

Council's Pricing Policy is to recover full costs for consumer specific services except where a community service obligation exists to justify charging less than full costs.

Full cost attribution is applied to all business activities. The following programs are considered to be of a commercial nature;

Category One Businesses (Turnover greater than \$2 million)

Nil

Category Two Businesses (Turnover less than \$2 million)

1. Transport works
2. Water Supplies
3. Sewerage Services
4. Quarries
5. Plant

In accordance with National Competition Policy guidelines, Council incorporates all direct and indirect costs, plus taxes that a private sector operator would face in the operation of a similar business. These taxes are known as taxation equivalent payments (TEP's), and will be based on items such as Payroll Tax, Land Tax and Income Tax.

These figures will only be applied where the effects are considered to be material. This process is referred to as "competitive neutrality".

Business and Commercial activities are distinguished from other activities by Council's intention to generate a surplus from their operation. Any surpluses could then be used to fund the expansion of the commercial activities or to subsidise the Council's other activities.

Action Plans & Budgets

Governance and Community Service - well managed and responsive to community needs

Long Term Goals	Delivery Program and Operational Plan Actions	Indicator/Measure	Responsibility
Kyogle Council efficient and effective in its operations, actively listening to the community and anticipating and responding to community needs	<p>Council will regularly review the services that are being provided</p> <p>Recommendations from Community Survey implemented</p> <p>Council's decision making is accountable, accessible and transparent.</p>	<p>Report and monitor satisfaction levels</p> <p>Conduct community survey every 3 years</p> <p>Number of meetings and figures on attendance numbers</p>	General Manger Administration and Community Services
Community leaders are connected and improving leadership capacity across the community	<p>Programs to increase awareness of Councillors with a range of ways for community to talk to them.</p> <p>Leadership and decision-making by the Councillors will reflect the diversity of the community</p>	<p>Satisfaction levels reflect how engaged residents are with Council activities</p> <p>Levels of both positive and negative feedback</p>	General Manger
Encourage public participation and provide access opportunities. Develop appropriate lines of communication to ensure that the public is kept well informed as to Council activities.	<p>Appropriate models of community engagement will be explored and utilised.</p> <p>Council's communication with the community will aim to ensure that residents have awareness and understanding of the role council plays in everyday life.</p> <p>Involve different groups of people in the development of plans and programs</p>	<p>Annually review Community Engagement strategy and report to Council on effectiveness</p> <p>Co-ordinate, produce and distribute monthly newsletters.</p> <p>Improvements/enhancements to Council website</p>	Administration and Community Services
Set the example in Local Government through efficient and effective management practices and provide	Prompt response to all customer contact with an emphasis on quality customer service.	<p>Report on number and type of customer service complaints</p> <p>Report in level of unanswered correspondence</p>	Administration and Community Services

Long Term Goals	Delivery Program and Operational Plan Actions	Indicator/Measure	Responsibility
an environment that fosters trust, encourages and rewards excellence in performance and which supports the implementation of Council's goals and policies.	Council is well managed, cost effective and operationally efficient and all statutory requirements are met.	Quarterly budget review reports to Council All statutory returns/requirements are attended to by due dates	
Employ recruitment and selection procedures to attract the best possible applicants.	Develop a workforce that supports our corporate values and meets the organisations present and future skills needs. Be widely known as a respected and reputable employer.	Staff turnover rates and complaint statistics Number of inductions carried out Structured training plan prepared and implemented for all staff members Report on absence rates Report on staff reviews Statistics on incidents and accidents	Administration and Community Services
Local Government will be recognised in the Australian Constitution	Work towards the constitutional recognition of local government	Work with Australian Local Government Association (ALGA) and Local Government and Shires Association (LGSA)	Councillors and General Manager

GOVERNANCE - BUDGET INFORMATION

GOVERNANCE	2013/2014	2014/2015	2015/2016	2016/2017
OPERATING EXPENDITURE				
EMPLOYMENT	250,443	257,950	265,682	273,646
COUNCILLOR SERVICES	153,675	158,285	163,033	167,923
COUNCILLOR PROFESSIONAL DEVELOPMENT	18,540	19,098	19,674	20,268
LEGALS	43,709	45,020	46,371	47,762
ADVERTISING, NOROC, LGSA	56,921	58,629	60,388	62,200
ELECTIONS	0	0	0	76,007
CONSTITUTIONAL RECOGNITION	4,653	4,653	0	0
PAYABLE BY OTHER FUNDS	(47,885)	(49,322)	(50,802)	(52,326)
TOTAL OPERATING EXPENDITURE	480,056	494,313	504,346	595,480
NET COST OF ACTIVITY	(480,056)	(494,313)	(504,346)	(595,480)

ADMINISTRATION - BUDGET INFORMATION

ADMINISTRATION	2013/2014	2014/2015	2015/2016	2016/2017
OPERATING EXPENDITURE				
EMPLOYMENT	852,153	877,717	904,049	931,169
OFFICE EXPENSES	267,905	275,943	284,221	292,748
DONATIONS	80,523	56,574	57,654	58,768
SECURITY, SUBSCRIPTIONS ETC.	35,273	36,331	37,421	38,543
PAYABLE FROM OTHER FUNDS	(215,033)	(221,485)	(228,128)	(234,971)
TOTAL OPERATING EXPENDITURE	1,020,821	1,025,080	1,055,217	1,086,257
OPERATING RESULT	(1,020,821)	(1,025,080)	(1,055,217)	(1,086,257)
CAPITAL EXPENDITURE				
OFFICE EQUIPMENT & FURNITURE	65,484	67,449	69,472	71,556
TOTAL CAPITAL EXPENDITURE	65,484	67,449	69,472	71,556
NET COST OF ACTIVITY	(1,086,305)	(1,092,529)	(1,124,689)	(1,157,813)

PERSONNEL - BUDGET INFORMATION

PERSONNEL	2013/2014	2014/2015	2015/2016	2016/2017
OPERATING REVENUE	62,688	64,569	66,506	68,501
OPERATING EXPENDITURE				
EMPLOYMENT	477,721	491,902	506,511	521,555
INSURANCE & RISK MANAGEMENT	346,217	356,603	367,301	378,320
CONSULTANTS	12,360	12,731	13,113	13,506
RECRUITMENT AND OTHER STAFF COSTS	88,441	91,092	93,826	96,641
TOOLS, CLOTHING, SIGNAGE	59,886	61,683	63,534	65,441
PAYABLES BY OTHER FUNDS	(38,308)	(39,458)	(40,461)	(41,860)
TOTAL OPERATING EXPENDITURE	946,317	974,553	1,003,824	1,033,603
NET COST OF ACTIVITY	(883,629)	(909,984)	(937,138)	(965,102)

FINANCE - BUDGET INFORMATION

FINANCE	2013/2014	2014/2015	2015/2016	2016/2017
OPERATING REVENUE				
GENERAL RATES	4,912,484	5,059,860	5,211,655	5,368,005
INTEREST AND SUNDRY INCOME	324,971	322,720	331,503	310,550
RECOVERIES	41,500	42,746	44,028	45,349
REVENUE SHARING GRANT	2,333,333	2,403,333	2,475,433	2,549,696
STORES	109,171	112,446	115,819	119,294
TOTAL OPERATING REVENUE	7,721,459	7,941,105	8,178,438	8,392,894
OPERATING EXPENDITURE				
EMPLOYMENT	178,786	184,150	189,675	195,365
STORES	87,812	90,446	93,159	95,953
VALUATION & AUDITOR FEES	119,760	97,603	115,531	103,547
OTHER	21,542	22,189	22,855	23,541
TOTAL OPERATING COSTS	407,900	394,388	421,220	418,406
NET COST OF ACTIVITY	7,313,559	7,546,717	7,757,218	7,974,488

Roads and Infrastructure - improving the quality of infrastructure for our residents

Long Term Goals	Delivery Program (Strategies) and Operational Plan Actions	Indicator/Measure	Responsibility
Maintain to a reasonable standard its network of 1,082km of local roads as well as 113km of regional roads and 113km of State Roads.	Ensure roads and bridges are well designed, constructed and efficiently managed Liaise with the Roads and Maritime Services (RMS) in the development of a five year capital works and maintenance program Develop forward programs for Rural Local Roads Review traffic usage and development trends to identify any changes in classifications warranted	Inspections conducted Capital works program and maintenance established Program established Review conducted, Report on identified future requirements	Technical Services
Work towards increased funding base and ensure responsible asset management including continual review of construction and maintenance activities.	Lobby State and Federal Governments to commit to additional funding programs. Pursue funding for specific road safety projects	Commitment to funding obtained. Report on successful funding applications	Technical Services
Work towards the upgrading of bridges to provide a higher level of service to the public and lower annual maintenance costs.	Continue systematic inspection and testing program Review new and existing technologies to replace bridges with economical lower cost structures Undertake regular appropriate preventative maintenance as identified in bridge inspections.	Level of works on bridges. Program updated annually Report on % of bridges in the network to be re-assessed each year. Reduction in incidence of emergency repairs	Technical Services
Ensure a balance is maintained between the most economical use of available funds and community expectations.	Conduct appropriate awareness campaigns Maintain a high standard of response to customer requests	Awareness campaigns conducted using a variety of different methods	Technical Services
Lobby for a Kyogle bypass and for an	Lobby State and Federal Governments to commit to	Commitment to planning obtained	Technical Services

Long Term Goals	Delivery Program (Strategies) and Operational Plan Actions	Indicator/Measure	Responsibility
integrated regional transport strategy (including connectivity to the Darling Downs)	additional funding programs Support the Summerland Way Promotional Committee and the Downs to Rivers Action Committee (DTRAC)	Attendance at meetings. Membership of committees continued	

STATE HIGHWAYS - BUDGET INFORMATION

STATE HIGHWAYS	2013/2014	2014/2015	2015/2016	2016/2017
OPERATING REVENUE				
MAINTENANCE	1,280,000	1,318,400	1,357,952	1,398,691
WORKS ORDERS	933,000	960,990	989,820	1,019,515
TOTAL OPERATING REVENUE	2,213,000	2,279,390	2,347,772	2,418,206
OPERATING EXPENDITURE				
MAINTENANCE	742,155	764,419	787,354	810,976
WORKS ORDERS	1,069,385	1,101,467	1,134,512	1,168,549
STAFF COSTS	83,772	86,285	88,872	91,538
TOTAL OPERATING COSTS	1,895,312	1,952,171	2,010,738	2,071,063
OPERATING RESULT	317,688	327,219	337,304	347,143
CAPITAL EXPENDITURE				
RESERVE TRANSFERS	204,785	400,000	400,000	400,000
TOTAL CAPITAL EXPENDITURE	204,785	400,000	400,000	400,000
NET COST OF ACTIVITY	112,904	(72,782)	(92,966)	(52,857)

REGIONAL ROADS - BUDGET INFORMATION

REGIONAL ROADS	2013/2014	2014/2015	2015/2016	2016/2017
OPERATING REVENUE				
BLOCK GRANT	792,358	816,129	840,613	865,831
TRAFFIC FACILITIES GRANT	53,045	54,636	56,275	57,963
EXTENDED 3X3	118,000	118,000	118,000	118,000
TOTAL OPERATING REVENUE	963,403	988,765	1,014,888	1,041,794
OPERATING COSTS				
MR 141 - KYOGLE ROAD	204,522	210,658	216,978	223,487
MR 150 - CLARENCE WAY	51,500	53,046	54,637	56,276
MR 361 - CLARENCE WAY	304,266	317,927	327,469	337,711
MR 544 - BENTLEY ROAD	82,400	84,873	87,419	90,043
MR 622 - MT LINDESAY HIGHWAY	51,500	53,046	54,637	56,277
TOTAL OPERATING COSTS	694,188	719,550	741,140	763,794
OPERATING RESULT	269,215	269,215	273,748	278,000
NON-CURRENT REVENUE				
REPAIR PROGRAMME	251,000	220,500	363,000	500,000
TRANSFER FROM RESERVE	204,785	204,785	200,000	300,000
BLACKSPOT INCOME	210,000	0	0	0
TOTAL NON-CURRENT REVENUE	665,785	425,285	563,000	800,000
CAPITAL EXPENDITURE				
MR 141 - KYOGLE ROAD	410,000	138,500	175,748	210,000
MR 150 - CLARENCE WAY	0	0	0	0
MR 361 - CLARENCE WAY	280,000	521,000	210,000	383,000
MR 544 - BENTLEY ROAD	25,000	25,000	25,000	25,000
MR 622 - MT LINDESAY HIGHWAY	10,000	10,000	426,000	10,000
BLACKSPOT	210,000	0	0	450,000
TOTAL CAPITAL EXPENDITURE	935,000	694,500	836,748	1,078,000
NET COST OF ACTIVITY	0	0	0	0

URBAN LOCAL ROADS - BUDGET INFORMATION

URBAN LOCAL ROADS	2013/2014	2014/2015	2015/2016	2016/2017
OPERATING REVENUE				
FINANCIAL ASSISTANCE GRANT	51,575	53,122	54,716	56,357
STREET LIGHTING SUBSIDY	20,000	20,000	20,000	20,000
TOTAL OPERATING REVENUE	71,575	73,122	74,716	76,357
OPERATING EXPENDITURE				
STREET LIGHTING	118,000	121,090	124,273	127,551
KYOGLE STREET & DRAIN	257,500	265,226	273,183	281,378
BONALBO STREET & DRAIN	36,050	37,132	38,246	39,394
WOODENBONG STREET & DRAIN	30,900	31,827	32,782	33,765
MALLANGANEE STREET & DRAIN	13,390	13,792	14,206	14,632
WIANGAREE STREET & DRAIN	3,605	3,713	3,825	3,940
TABULAM STREET & DRAIN	12,360	12,731	13,113	13,506
OLD BONALBO STREET & DRAIN	5,150	5,305	5,464	5,628
GREVILLIA STREET & DRAIN	1,030	1,061	1,092	1,125
TOTAL OPERATING EXPENDITURE	477,985	491,877	506,184	520,919
OPERATING RESULT	(406,410)	(418,755)	(431,468)	(444,562)
CAPITAL EXPENDITURE				
FOOTPATHS	30,900	31,827	32,782	33,765
RENEWALS KYOGLE	97,850	100,786	103,810	106,924
RENEWALS BONALBO	15,450	15,914	16,391	16,883
RENEWALS WOODENBONG	15,450	15,914	16,391	16,883
RENEWALS VILLAGES	10,300	10,609	10,927	11,255
KERB & GUTTER CONSTRUCTION	41,200	42,436	43,709	45,020
INITIAL SEALS	30,000	25,000	0	0
TOTAL CAPITAL EXPENDITURE	241,150	242,486	224,010	230,730
NET COST OF ACTIVITY	(647,560)	(661,241)	(655,478)	(675,292)

RURAL LOCAL ROADS - BUDGET INFORMATION

RURAL LOCAL ROADS	2013/2014	2014/2015	2015/2016	2016/2017
OPERATING REVENUE				
FINANCIAL ASSISTANCE GRANT	989,419	1,019,102	1,049,675	1,081,165
TOTAL OPERATING REVENUE	989,419	1,019,102	1,049,675	1,081,165
OPERATING EXPENDITURE				
MAINTENANCE	1,517,874	1,639,061	1,723,267	1,712,962
OTHER	44,133	44,707	45,298	45,907
TOTAL OPERATING EXPENDITURE	1,562,007	1,683,768	1,768,565	1,758,869
OPERATING RESULT	(572,588)	(664,666)	(718,890)	(677,704)
NON-CURRENT REVENUE				
ROADS TO RECOVERY GRANT	498,522	487,784	487,784	487,784
BLACKSPOT FUNDING	0	0	0	0
SECTION 94 LEVIES	51,800	51,800	51,800	51,800
SELF HELP 50/50	51,500	53,045	54,636	56,275
RESERVE TRANSFER	515,000	530,450	546,364	562,755
BLACKSPOT FUNDING	140,000	0	0	0
TOTAL NON-CURRENT INCOME	1,256,822	1,123,079	1,140,584	1,158,614
CAPITAL EXPENDITURE				
RESEALS	223,150	230,439	234,163	65,817
REHABILITATION	494,400	257,784	446,284	599,309
SELF HELP 50/50	103,000	106,090	109,273	112,551
SECTION 94 ROADWORKS	53,354	54,955	56,604	58,302
BLACKSPOT PTOJECTS	140,000	0	0	0
TOTAL CAPITAL EXPENDITURE	1,013,904	649,268	846,324	835,979
NET COST OF ACTIVITY	(235,270)	(190,855)	(424,630)	(355,069)

BRIDGES - BUDGET INFORMATION

BRIDGES	2013/2014	2014/2015	2015/2016	2016/2017
OPERATING REVENUE				
FINANCIAL ASSISTANCE GRANT	418,739	431,301	444,240	457,567
TOTAL OPERATING REVENUE	418,739	431,301	444,240	457,567
OPERATING EXPENDITURE				
MAINTENANCE	556,200	572,886	590,073	607,775
TOTAL OPERATING EXPENDITURE	556,200	572,886	590,073	607,775
OPERATING RESULT	(137,461)	(141,585)	(145,833)	(150,208)
NON-CURRENT INCOME				
ROADS TO RECOVERY	305,000	305,000	305,000	305,000
TOTAL NON-CURRENT INCOME	305,000	305,000	305,000	305,000
CAPITAL EXPENDITURE				
CONSTRUCTION	880,000	880,000	880,000	880,000
TOTAL CAPITAL EXPENDITURE	880,000	880,000	880,000	880,000
NET COST OF ACTIVITY	(712,461)	(716,585)	(720,833)	(725,208)

INFRASTRUCUTRE - WORKS ADMINISTRATION - BUDGET INFORMATION

ENGINEERING ADMINISTRATION	2013/2014	2014/2015	2015/2016	2016/2017
OPERATING REVENUE				
CONTRIBUTIONS TO WORKS	3,826	3,941	4,059	4,181
PRIVATE WORKS	49,521	51,007	52,537	54,113
SUNDRY INCOME	3,152	3,247	3,344	3,445
TOTAL OPERATING REVENUE	56,499	58,195	59,940	61,739
OPERATING EXPENDITURE				
ROAD SURVEY, DESIGN, FEASABILITY	25,000	25,000	25,000	25,000
EMPLOYMENT	661,026	700,857	721,882	743,537
PRIVATE WORKS	45,020	46,371	47,762	49,195
TOOLS, CLOTHING, SIGNAGE, OTHER	51,122	52,641	54,206	55,817
RECOVERIES	(293,205)	(302,000)	(311,060)	(320,392)
TOTAL OPERATING COSTS	488,963	522,869	537,790	553,157
NET COST OF ACTIVITY	(432,464)	(464,674)	(477,850)	(491,418)

URBAN AND ASSETS ADMINISTRATION

ENGINEERING ADMINISTRATION	2013/2014	2014/2015	2015/2016	2016/2017
OPERATING EXPENDITURE				
EMPLOYMENT	184,323	189,852	195,547	201,414
OTHER	9,346	9,628	9,917	10,215
RECOVERIES	(182,098)	(187,562)	(193,190)	(198,986)
TOTAL OPERATING COSTS	11,571	11,918	12,274	12,643
NET COST OF ACTIVITY	(11,571)	(11,918)	(12,274)	(12,643)

QUARRIES - BUDGET INFORMATION

QUARRIES	2013/2014	2014/2015	2015/2016	2016/2017
OPERATING REVENUE				
INCOME	332,000	344,123	356,718	369,805
TOTAL OPERATING REVENUE	332,000	344,123	356,718	369,805
OPERATING COSTS				
QUARRY WORKING EXPENSES	252,718	261,628	270,870	280,462
TOTAL OPERATING COSTS	252,718	261,628	270,870	280,462
OPERATING RESULT	79,282	82,495	85,848	89,343
CAPITAL EXPENDITURE				
QUARRY DEVELOPMENT/REHABILITATION	163,633	131,577	0	157,566
TOTAL CAPITAL EXPENDITURE	163,633	131,577	0	157,566
NET COST OF ACTIVITY	(84,351)	(49,082)	85,848	68,223

PLANT AND DEPOTS - BUDGET INFORMATION

PLANT AND DEPOTS	2013/2014	2014/2015	2015/2016	2016/2017
OPERATING REVENUE				
INCOME	3,100,000	3,193,000	3,288,790	3,387,454
PLANT SALES	496,000	510,880	526,206	541,992
OTHER	45,468	46,832	48,237	49,684
TOTAL OPERATING REVENUE	3,641,468	3,750,712	3,863,233	3,979,130
OPERATING EXPENDITURE				
PLANT MAINTENANCE	1,593,290	1,641,091	1,690,323	1,741,033
DEPOTS	96,705	99,606	102,595	105,675
TOTAL OPERATING COSTS	1,689,995	1,740,697	1,792,918	1,846,708
OPERATING RESULT	1,951,473	2,010,015	2,070,315	2,132,422
CAPITAL EXPENDITURE				
PLANT PURCHASES	1,339,000	1,379,170	1,420,545	1,463,161
TRANSFER TO GENERAL FUND	515,000	530,450	546,364	562,755
DEPOT IMPROVEMENTS	87,418	90,041	92,742	95,524
TOTAL CAPITAL EXPENDITURE	1,941,418	1,999,661	2,059,651	2,121,440
NET COST OF ACTIVITY	10,055	10,354	10,664	10,982

Economic Development – *fostering sustainable growth*

Long Term Goals	Delivery Program (Strategies) and Operational Plan Actions	Indicator/Measure	Responsibility
Assist and coordinate the ongoing development of the Kyogle Council area and enhance and market its capacity as a location for residential opportunities, primary production, industry, commerce, government services and tourism.	Implementation of the Kyogle Council Economic Development Policy	Development and implementation of Economic Development strategy to support the policy.	Tourism/Economic Development Officer
Assist intending developers to identify sites and lodge applications for appropriate commercial, industrial and other employment generating activities and to appropriately determine such applications.	Making staff and information resources available	Report on number of tourist development applications received Report on number of enquiries responded to	Tourism/Economic Development Officer
Actively pursue opportunities for the development of Value Adding industries for forest plantation products.	Liaise with government and industry groups	Report to Council on progress	Tourism/Economic Development Officer
Foster the development of the tourism industry, within the Council area in order to promote economic growth and improved facilities.	Work in partnership to actively market our LGA and our capabilities to existing and potential residents, businesses, visitors and investors.	Report on visitation numbers to Kyogle VIC Seek feedback from tourism operators	Tourism/Economic Development Officer

Long Term Goals	Delivery Program and Operational Plan	Indicator/Measure	Responsibility
Pursue improvements to Broadband for the LGA to encourage new and support existing business, particularly home based business.	Work in partnership with government and industry groups	Participation in NBN forums Successfully establish working party to promote broadband	Tourism/Economic Development Officer
Maximise use of National Parks/unique environment)	Promotional activities through the Tourist Information Centre	Implementation of combined tourism brochures	Tourism/Economic Development Officer
Capitalise on close proximity to South East Queensland	Focus on geographic location and available infrastructure to generate business investment and growth	Report on promotional activities, attendance and	

ECONOMIC DEVELOPMENT - BUDGET INFORMATION

	2013/2014	2014/2015	2015/2016	2016/2017
REVENUE				
GRANT INCOME/KIOSK RENTAL	7,802	7,926	8,163	8,403
TOTAL OPERATING REVENUE	7,802	7,926	8,163	8,403
OPERATING EXPENDITURE				
FUTURES & OTHER ECONOMIC DEVELOPMENT	30,000	40,000	40,000	40,000
EMPLOYMENT COSTS	73,508	75,714	77,985	80,323
VISITOR INFORMATION CENTRE	55,901	52,241	53,807	60,422
TOTAL OPERATING EXPENDITURE	169,409	167,955	171,792	180,745
NET COST OF ACTIVITY	(151,607)	(160,029)	(163,629)	(172,337)

Waste and Water – *responsibly providing services*

Long Term Goals	Delivery Program (Strategies) and Operational Plan Actions	Indicator/Measure	Responsibility
Manage solid wastes stream to maximise recycling and minimise the quantities of waste being returned to landfill and maximise landfill life spans.	Review the way current landfill sites are managed. Education programs that promotes the importance of recycling and waste avoidance	Figures on total waster collected Figures on total waste to landfill Figures on total waste to landfill Capital works program for landfill implemented Report on number of education programs Licence conditions complied with	Planning and Environmental Services
Provide the community with a high standard of living through the provision of quality water supply services	Implement water supplies that satisfy Australian Drinking Water Guidelines	Level of compliance with microbiological, physical and chemical standards outlined in the Australian Drinking Water Guidelines	Technical Services
Ensure the principles of integrated water cycle management are used in the existing and future water supply and sewerage schemes .	Implement the Kyogle Council Integrated Water Cycle Management Strategy	Kyogle IWCMS outcomes and recommendations are incorporated into works programs and annual budgets and implemented Usage statistics	Technical Services
Develop education and incentive schemes to encourage residents to reduce their water consumption and wastage.	Education and promotional activities	Report on number and type of Education and promotional activities conducted	Technical Services
Support saving initiatives such as appliances with good water conservation rating, rainwater tanks, water wise gardens, drip sprinklers, mulching etc.	Continue to offer rebates and incentives to residents Implement pricing policies that encourage conservation	Usage statistics	Technical Services
Provide the community with a high standard of living through the provision of quality sewerage services	Sewerage treatment and effluent disposal is managed in accordance with the principles of ecologically	Kyogle IWCMS outcomes and recommendations are incorporated into works programs and annual budgets and implemented	Technical Services

Long Term Goals	Delivery Program (Strategies) and Operational Plan Actions	Indicator/Measure	Responsibility
	sustainable development Ensure trade waste dischargers are charged in a way that reflects the costs of treatments and encourages the onsite treatment of trade waste		
Investigate potential for expanding services to villages that are currently unsewered.	Undertake feasibility studies	Consultant appointed, study undertaken	Technical Services
Improve infrastructure/measures for dealing with stormwater and flooding.	Drainage improvements are provided within villages Education programmes to promote awareness of stormwater issues. Maintain and update the Stormwater Management Plan Implement the Kyogle Floodplain Risk Management Plan initiatives	Number of service interruptions attended to in time frame specified in Strategic Business Plan. Training and education undertaken as appropriate. Capital works plan progress Flood damage reduction	Technical Services

WASTE MANAGEMENT - BUDGET INFORMATION

	2013/2014	2014/2015	2015/2016	2016/2017
OPERATING REVENUE				
ANNUAL CHARGES (NET)	998,647	1,049,819	1,100,971	1,132,875
GATE FEES	225,075	247,583	272,342	280,513
RECYCLING INCOME	58,631	60,390	62,202	64,068
GRANT INCOME	27,500	32,500	37,500	37,500
TOTAL OPERATING REVENUE	1,309,853	1,390,292	1,473,015	1,514,956
OPERATING EXPENDITURE				
PLANT HIRE	69,720	71,812	73,966	76,185
CONTRACTORS	350,222	360,729	371,550	382,696
EPA LEVY/LICENSES	287,730	313,112	363,506	388,912
LANDFILL OPERATING COSTS	464,864	478,809	493,173	507,968
STAFF + ADMINISTRATION COSTS	244,917	252,264	259,832	267,627
INTEREST EXPENSE	19,595	25,690	23,810	21,756
TOTAL OPERATING COSTS	1,437,048	1,502,416	1,585,837	1,645,144
OPERATING RESULT	(127,195)	(112,124)	(112,822)	(130,188)
CAPITAL INCOME				
LOAN PROCEEDS				
GRANT INCOME	17,788	17,788	17,788	17,788
TOTAL CAPITAL INCOME	17,788	17,788	17,788	17,788
CAPITAL EXPENDITURE				
LOAN REPAYMENTS	15,000	21,376	23,343	25,492
NEW CELLS/WORKS	10,000	30,000	20,000	0
REHABILITATION WORKS	37,500	65,000	70,000	70,000
TOTAL CAPITAL EXPENDITURE	62,500	116,376	113,343	95,492
NET COST OF ACTIVITY	(171,906)	(210,712)	(228,377)	(207,892)

STORMWATER - BUDGET INFORMATION

STORMWATER	2013/2014	2014/2015	2015/2016	2016/2017
OPERATING REVENUE	45,000	45,000	45,000	45,000
OPERATING EXPENDITURE				
MAINTENANCE	38,248	39,396	40,578	41,796
TOTAL OPERATING COSTS	38,248	39,396	40,578	41,796
OPERATING RESULT	6,752	5,604	4,422	3,204
NON-CURRENT INCOME				
DEVELOPER CONTRIBUTIONS	3,247	3,344	3,444	3,547
GRANTS	500,000	500,000	0	0
TOTAL NON-CURRENT INCOME	503,247	503,344	3,444	3,547
CAPITAL EXPENDITURE				
STORMWATER WORKS	73,355	75,555	77,823	80,158
FLOOD MEASURES	625,000	625,000	0	0
TOTAL CAPITAL EXPENDITURE	698,355	700,555	77,823	80,158
NET COST OF ACTIVITY	(188,356)	(191,607)	(69,957)	(73,407)

WATER SUPPLIES - BUDGET INFORMATION

WATER SUPPLIES	2013/2014	2014/2015	2015/2016	2016/2017
OPERATING REVENUE				
RATES & USER CHARGES	1,107,928	1,152,245	1,198,335	1,246,270
TOTAL OPERATING REVENUE	1,107,928	1,152,245	1,198,335	1,246,270
OPERATING EXPENDITURE				
MANAGEMENT	285,155	293,709	312,520	311,595
MAINS	134,930	138,978	143,147	147,440
RESERVOIRS	24,720	25,462	26,226	27,012
RAW WATER	149,865	154,361	158,992	163,763
TREATMENT	262,341	270,212	278,318	286,667
INTEREST	21,839	52,103	78,865	72,746
TOTAL OPERATING EXPENDITURE	878,850	934,825	998,068	1,009,223
OPERATING RESULT	229,073	217,420	200,267	237,047
NON-CURRENT INCOME				
SALE OF HOUSE	275,000	0	0	0
DEVELOPER CONTRIBUTIONS	10,609	10,927	11,255	11,593
LOAN PROCEEDS	0	2,000,000	0	0
GRANT INCOME	0	2,667,500	0	0
TOTAL NON-CURRENT INCOME	285,609	4,678,427	11,255	11,593
CAPITAL EXPENDITURE				
EXTENSIONS, OHS, EMERGENCY REPLACEMENT	20,259	20,867	21,493	22,138
UNSUBSIDISED WORKS/REPLACEMENTS	25,247	26,004	26,784	27,588
LOAN PAYMENTS	11,409	86,312	167,769	178,763
SUBSIDISED WORKS	210,000	4,865,000	0	0
TOTAL CAPITAL EXPENDITURE	266,915	4,998,183	216,046	228,489
NET COST OF ACTIVITY	247,773	(102,336)	(4,525)	20,151

SEWERAGE SUPPLIES BUDGET INFORMATION

SEWERAGE SUPPLIES	2013/2014	2014/2015	2015/2016	2016/2017
OPERATING REVENUE				
RATES & USER CHARGES	1,127,103	1,160,917	1,195,748	1,231,618
OTHER	32,207	28,179	28,218	28,009
TOTAL OPERATING REVENUE	1,159,310	1,189,096	1,223,966	1,259,627
OPERATING EXPENDITURE				
MANAGEMENT	256,519	263,772	281,685	279,836
MAINS	61,425	63,269	65,167	67,122
PUMPING STATIONS	180,055	185,457	191,022	196,752
TREATMENT	318,270	327,819	337,654	347,783
INTEREST	69,027	67,727	66,745	65,698
TOTAL OPERATING EXPENDITURE	885,296	908,044	942,273	957,191
OPERATING RESULT	274,014	281,052	281,693	302,436
NON-CURRENT REVENUE				
DEVELOPER CONTRIBUTIONS	10,609	10,927	11,255	11,593
TOTAL NON-CURRENT INCOME	10,609	10,927	11,255	11,593
CAPITAL EXPENDITURE				
EXTENSIONS, OHS, EMERGENCY REPLACEMENT	10,927	11,255	11,593	11,941
UNSUBSIDISED WORKS/REPLACEMENTS	262,254	270,123	278,226	286,572
BORROWINGS	20,135	15,510	16,492	17,539
TOTAL CAPITAL EXPENDITURE	293,316	296,888	306,311	316,052
NET COST OF ACTIVITY	(8,693)	(4,909)	(13,365)	(2,023)

Environmental and Planning – *preserving our unique environment*

Long Term Goals	Delivery Program (Strategies) and Operational Plan Actions	Indicator/Measure	Responsibility
Protect and promote the health and well-being of the Kyogle Council area Community by developing and applying environmental health and public safety measures.	Not support Coal Seam Gas mining until all environmental concerns are satisfactorily addressed. Respond to complaints Implementation of a program of inspections	Successfully lobbying other levels of government Report on number of complaints Report on number of complaints	Councillors Planning and Environmental
Achieve acceptable planning, development and building standards; to protect the environment in accordance with community expectations. .	There is adequate land appropriately zoned and managed to promote the ongoing agricultural land use activities The LEP ensures there are opportunities available to rural landholders to pursue alternative land uses to support the ongoing productivity of rural land All development applications are assessed in accordance with the provisions of the Environmental Planning and Assessment Act, Council policies and codes Appropriate Development applications are approved, and the needs of all parties are heard and considered	All development applications are assessed in accordance with the provisions of the Environmental Planning and Assessment Act, Council Policies and codes. Mean turnaround time for determination of Das to be less than 40 days Ensure 149 certificates are processed in less than 5 working days.	Planning and Environmental
Consider the identification of environmentally sensitive lands and provide protection through appropriate environmental protection zonings and provisions.	The LEP is implemented, monitored and reviewed on an ongoing basis. The environmental impact of development is always considered	LEP Implemented	Planning and Environmental
Encourage responsible land management on privately owned lands. This will include the identification of areas requiring environmental improvement and management, and where	Educating the community so it displays a high level of understanding of and compliance with legislation	Educational programs implemented	Planning and Environmental

Long Term Goals	Delivery Program (Strategies) and Operational Plan Actions	Indicator/Measure	Responsibility
possible Council will assist landowners to adopt effective management practices that minimise potential soil erosion and water pollution.			
Not support Coal Seam Gas mining until all environmental concerns are satisfactorily addressed	Lobby State government to ensure the community concerns are addressed	Successfully lobbying other levels of government	Councillors

ENVIRONMENTAL HEALTH - BUDGET INFORMATION

ENVIRONMENTAL HEALTH	2013/2014	2014/2015	2015/2016	2016/2017
OPERATING REVENUE				
LICENCES & INSPECTIONS	5,003	5,152	5,307	5,466
ON SITE MANAGEMENT FEES	107,431	110,654	113,974	117,393
FEASABILITY COST RECOUP	14,332	15,205	15,661	16,131
PUBLIC ORDER AND SAFETY	671	691	712	733
TOTAL OPERATING REVENUE	127,437	131,702	135,654	139,723
OPERATING EXPENDITURE				
EMPLOYMENT	225,731	232,946	239,935	247,134
NOXIOUS PLANTS	103,919	114,037	117,458	120,982
ON SITE MANAGEMENT SYSTEMS	95,758	98,631	101,590	104,638
SUNDRIES	10,171	10,477	10,792	11,116
RECOVERIES	(95,354)	(98,214)	(101,160)	(104,195)
TOTAL OPERATING EXPENDITURE	340,225	357,877	368,615	379,675
CAPITAL EXPENDITURE				
TOTAL CAPITAL EXPENDITURE	0			
NET COST OF ACTIVITY	(212,788)	(226,175)	(232,961)	(239,952)

TOWN PLANNING - BUDGET INFORMATION

TOWN PLANNING	2013/2014	2014/2015	2015/2016	2016/2017
OPERATING REVENUE				
DEVELOPMENT APPLICATION FEES	69,439	71,522	73,669	75,880
SUBDIVISION & LINEN PLANS	3,461	3,565	3,672	3,782
CERTIFICATES & SUNDRY INCOME	20,971	21,600	22,248	22,915
TOTAL OPERATING REVENUE	93,871	96,687	99,589	102,577
OPERATING EXPENDITURE				
EMPLOYMENT	249,485	256,970	264,680	272,621
LEGALS & CONSULTANTS	21,114	21,748	22,400	23,07
OTHER	27,294	28,113	28,957	29,827
RECOVERIES	(37,117)	(38,231)	(39,377)	(40,558)
TOTAL OPERATING EXPENDITURE	260,776	268,600	276,660	261,920
NET COST OF ACTIVITY	(166,905)	(171,913)	(177,071)	(182,385)

BUILDING CONTROL - BUDGET INFORMATION

BUILDING CONTROL	2013/2014	2014/2015	2015/2016	2016/2017
OPERATING REVENUE	41,537	45,691	50,260	55,285
OPERATING EXPENDITURE				
BUILDING INSPECTIONS	71,435	73,579	75,787	78,061
TOTAL OPERATING EXPENDITURE	71,435	73,579	75,787	78,061
NET COST OF ACTIVITY	(29,898)	(27,888)	(25,527)	(22,776)

RANGER SERVICES - BUDGET INFORMATION

RANGER SERVICES	2013/2014	2014/2015	2015/2016	2016/2017
OPERATING REVENUE	14,366	14,798	15,243	15,704
OPERATING EXPENDITURE				
STAFF COSTS	70,914	73,041	75,232	77,489
OTHER ANIMAL CONTROL	38,957	40,126	41,329	42,569
TOTAL OPERATING COSTS	109,871	113,167	116,561	120,058
NET COST OF ACTIVITY	(95,505)	(98,369)	(101,318)	(104,357)

EMERGENCY SERVICES - BUDGET INFORMATION

EMERGENCY SERVICES	2013/2014	2014/2015	2015/2016	2016/2017
OPERATING EXPENDITURE				
CONTRIBUTIONS PAID	134,363	138,394	142,545	146,821
RATES & CHARGES	5,150	5305	5,464	5,628
TOWN BRIGADE CONTRIBUTION	20,157	20,762	21,385	22,027
SES CONTRIBUTION	27,319	28,139	28,983	29,852
TOTAL OPERATING EXPENDITURE	186,989	192,600	198,377	204,328
NET COST OF ACTIVITY	(186,989)	(192,600)	(198,377)	(204,328)

Village Life – strong and vibrant villages

Long Term Goals	Delivery Program and Operational Plan Actions	Indicator/Measure	Responsibility
Promote a strong sense of community.	Provide a safe and pleasant atmosphere in Council's parks, gardens and recreation areas and pursue their steady improvement	Level of assistance in the promotion of Villages to Service Providers Number of community meetings to be reported 6 monthly	Planning and Environmental Services Technical Services
Coordinate and support safe, accessible and secure services and facilities.	Support the appropriate level of services for all villages Advocate for appropriate levels of Police, Ambulance, fire services, State Emergency Services exist	Juvenile Crime Statistics Funding identified and services/facilities provided. Education activities conducted. Usage of facilities	Administration and Community Services
The community's lifestyle and social needs are supported	Support social and recreational clubs and organisations throughout the area. Assist recreation, sporting and leisure facilities to evolve and change to keep pace with community needs. Ensuring the needs of older people and people with a disability are monitored to ensure services and facilities are available	Assistance provided by CDO	Administration and Community Services
Ensure Local Environmental Plans, Development Control Plans, and strategies are in place to guide the future development of the Council area and enhance village life.	There is adequate land appropriately zoned and managed Rural villages are provided with village services that support the rural community	LEP Implemented	Planning and Environmental Services
Provide for the protection of items of aboriginal and environmental heritage.	Aboriginal culture is supported by the community by identifying ways to become better connected to Aboriginal people, their history and	Assistance provided by CDO NAIDOC week attendance Aboriginal heritage is included on heritage map.	Administration and Community Services

	culture.		
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COMMUNITY SERVICES BUDGET INFORMATION

COMMUNITY SERVICES	2013/2014	2014/2015	2015/2016	2016/2017
OPERATING REVENUE				
GOVERNMENT GRANTS	13,330	13,330	13,330	13,330
TOTAL OPERATING REVENUE	13,330	13,330	13,330	13,330
OPERATING COSTS				
EMPLOYMENT COSTS	54,254	55,880	57,558	59,284
OTHER	7,297	7,366	7,437	7,510
TOTAL OPERATING COSTS	61,551	63,246	64,995	66,794
NET COST OF ACTIVITY	(48,221)	(49,916)	(51,665)	(53,464)

PRE SCHOOLS - BUDGET INFORMATION

PRE SCHOOLS	2013/2014	2014/2015	2015/2016	2016/2017
OPERATING EXPENDITURE				
PRE SCHOOLS	17,062	20,073	20,675	21,295
TOTAL OPERATING EXPENDITURE	17,062	20,073	20,675	21,295
OPERATING RESULT	(17,062)	(20,073)	(20,675)	(21,295)
CAPITAL EXPENDITURE				
BUILDINGS	0	0	15,000	15,000
TOTAL CAPITAL EXPENDITURE	0	0		
NET COST OF ACTIVITY	(17,062)	(20,073)	(35,675)	(36,295)

PUBLIC CEMETERIES BUDGET INFORMATION

PUBLIC CEMETERIES	2013/2014	2014/2015	2015/2016	2016/2017
OPERATING REVENUE	86,099	88,682	91,342	94,082
OPERATING EXPENDITURE				
KYOGLE CEMETERY	79,766	82,159	84,624,	87,163
KYOGLE LAWN CEMETERY	49,123	50,597	52,115	53,678
OTHER CEMETERIES	17,197	17,715	18,246	18,793
TOTAL OPERATING EXPENDITURE	146,086	150,471	154,985	159,634
CAPITAL EXPENDITURE				
KYOGLE CEMETERY	0			
NET COST OF ACTIVITY	(59,987)	(61,789)	(63,643)	(65,552)

PUBLIC LIBRARY - BUDGET INFORMATION

PUBLIC LIBRARY	2013/2014	2014/2015	2015/2016	2016/2017
OPERATING REVENUE	43,021	44,312	45,641	47,011
OPERATING COSTS				
REGIONAL LIBRARY CONTRIBUTIONS	314,523	323,959	333,678	343,688
KYOGLE LIBRARY EXPENSES,	42,051	43,313	44,612	45,950
TOTAL OPERATING COSTS	356,574	367,272	378,290	389,638
CAPITAL COSTS				
KYOGLE LIBRARY	0	20,000	5,000	5,150
TOTAL CAPITAL COSTS	0			
NET COST OF ACTIVITY	(313,553)	(342,960)	(337,649)	(347,777)

COMMUNITY BUILDINGS - BUDGET INFORMATION

COMMUNITY BUILDINGS	2013/2014	2014/2015	2015/2016	2016/2017
OPERATING REVENUE				
HALL/SHOP RENTAL	36,407	37,499	38,627	39,785
OPERATING EXPENDITURE				
COUNCIL CHAMBERS	85,110	87,665	90,295	93,006
KMI	90,464	93,177	95,972	98,851
OTHER COMMUNITY BUILDINGS	28,185	29,031	29,902	30,800
PUBLIC HALLS	25,879	26,656	27,456	28,279
OTHER PROPERTIES	14,494	14,928	15,376	15,838
BUILDINGS ON CROWN RESERVES	15,000	15,450	15,913	16,391
TOTAL OPERATING COSTS	259,132	266,907	274,914	283,165
OPERATING RESULT	(222,725)	(229,408)	(236,287)	(243,380)
CAPITAL EXPENDITURE				
BUILDING IMPROVEMENTS	21,893	22,550	23,226	23,923
TOTAL CAPITAL EXPENDITURE	21,893	22,550	23,226	23,923
NET COST OF ACTIVITY	(244,618)	(251,958)	(259,513)	(267,303)

SWIMMING POOLS - BUDGET INFORMATION

SWIMMING POOLS	2013/2014	2014/2015	2015/2016	2016/2017
OPERATING REVENUE	95,672	98,542	101,497	104,542
OPERATING EXPENDITURE				
KYOGLE	321,847	331,503	341,450	351,694
BONALBO	86,311	88,901	91,567	94,315
WOODENBONG	80,401	82,814	85,299	87,859
TOTAL OPERATING COSTS	488,559	503,218	518,316	533,868
OPERATING RESULT	(392,887)	(404,676)	(416,819)	(429,326)
CAPITAL EXPENDITURE				
IMPROVEMENTS	10,000	20,000	20,000	10,000
TOTAL CAPITAL EXPENDITURE	10,000	20,000	20,000	10,000
NET COST OF ACTIVITY	(402,887)	(424,676)	(436,819)	(439,326)

PARKS AND GARDENS - BUDGET INFORMATION

PARKS AND GARDENS	2013/2014	2014/2015	2015/2016	2016/2017
OPERATING REVENUE	880	906	933	961
OPERATING EXPENDITURE				
KYOGLE	181,152	186,587	192,188	197,955
VILLAGES	49,123	50,595	52,114	53,678
VILLAGE MAINTENANCE	20,600	21,218	21,855	22,511
ADMIN CHARGES	16,584	17,082	17,594	18,122
PUBLIC TOILETS	20,016	20,617	21,237	21,876
PARKS ON CROWN RESERVES	77,369	79,690	82,081	84,543
TOWN ENTRANCES, SIGNS + EQUIP	31,924	32,882	33,868	34,885
TOTAL OPERATING COSTS	396,768	408,671	420,935	433,569
OPERATING RESULT	(395,888)	(407,765)	(420,002)	(432,608)
CAPITAL INCOME				
DEVELOPER CONTRIBUTIONS	6,365	6,556	6,753	6,956
TOTAL CAPITAL INCOME	6,365	6,556	6,753	6,956
CAPITAL EXPENDITURE				
IMPROVEMENTS	40,000	40,000	40,000	40,000
TOTAL CAPITAL EXPENDITURE	40,000	40,000	40,000	40,000
NET COST OF ACTIVITY	(429,523)	(441,209)	(453,249)	(465,652)

CROWN RESERVES - BUDGET INFORMATION

CROWN RESERVES	2013/2014	2014/2015	2015/2016	2016/2017
OPERATING INCOME	515	530	546	562
OPERATING EXPENDITURE	8,417	8,669	8,929	9,196
NET COST OF ACTIVITY	(7,902)	(8,139)	(8,383)	(8,634)

ART AND CULTURE SERVICES BUDGET INFORMATION

ART AND CULTURE SERVICES	2013/2014	2014/2015	2015/2016	2016/2017
OPERATING REVENUE	3,095	3,188	3,284	3,383
OPERATING EXPENDITURE				
EMPLOYMENT COSTS	42,473	43,748	45,062	46,412
OTHER COSTS	38,660	54,820	41,015	42,246
TOTAL OPERATING COSTS	81,133	98,568	86,077	88,658
NET COST OF ACTIVITY	(78,038)	(95,380)	(82,793)	(85,275)