



# Kyogle Council Annual Report 2014/2015

Adopted by Council November 9, 2015



# KYOGLE COUNCIL

---



## 2014/2015 ANNUAL REPORT

---

Kyogle Council  
P O Box 11  
Kyogle, NSW 2474  
Phone (02) 6632 1611 • Fax (02) 6632 2228  
Email: [council@kyogle.nsw.gov.au](mailto:council@kyogle.nsw.gov.au)  
Web Site: [www.kyogle.nsw.gov.au](http://www.kyogle.nsw.gov.au)

# Table of Contents

Summary of Achievements .....	1
Kyogle Council Profile .....	4
Vision, Mission, & Values.....	4
Elected Representatives .....	5
Attendance at Council Meetings .....	6
Organisational Structure .....	6
Principal Activities .....	7
Key Strategic Priority Areas.....	8
Audited Financial Reports .....	9
Condition of Public Works.....	10
Cost of Legal Proceedings .....	12
Mayoral & Councillor Fees, Expenses & Facilities/ Senior Staff Contracts /Overseas Travel .....	13
Major Contracts Awarded .....	14
Bushfire Hazard Reduction Programs, .....	15
Multicultural Services .....	16
Council Subsidised Private Works .....	16
Financial Assistance Provided .....	17
Activities to Implement Equal Employment Opportunity Management Plan .....	18
Organisations having Delegated Authority.....	20
Controlling Interest in Companies & Joint Ventures.....	22
Rates and Charges Written Off .....	22
Activities for Young People .....	23
Access and Equity Activities .....	24
National Competition Policy.....	27
Privacy and Personal Information Protection Act 1998. And Public Interest Disclosure Act 1994.....	29
Code of Conduct Complaints.....	29
Government Information (Public Access) Act 2009.....	30
Environmental Planning and Assessment Act .....	33
Carers Recognition Act 2010 .....	33
Enforcement & Compliance with Companion Animals Act .....	33
Performance of Principal Activities .....	36
Appendix 1 .....	49
Kyogle Council Financial Statements .....	49

# Summary of Achievements

Some of the achievements over the past year are summarized below:

- Adoption of an updated 20 year Long Term Financial Plan
- Submission to the NSW Governments Fit For The Future reform process
- Ongoing meetings of the five Focus Groups to provide input to the review of the Community Strategic Plan
- Replacement of six timber bridges with concrete culverts on the following roads;
  - Duck Creek Road (2)
  - Terrace Creek Road
  - Hillyards Road
  - Baraimal Lane
  - Sandy Creek Road
- Replacement of timber bridges with concrete/steel bridges on the following roads;
  - Yabbra Road bridge 152-2542
  - Sextonville Road Campbells Bridge 38-19702
- Refurbishment of one timber bridge on Gradys Creek Road Heard's Bridge 59-5604
- Replacement of causeways on Killaloe Road and Baraimal Lane
- Asphalt resurfacing of Ettrick/Geneva Street intersection and Groom/Stratheden Street intersections in Kyogle
- Footpath replacements in Tabulam
- Improvements to drainage and kerb and guttering in May Street, Kyogle
- Initial sealing of part of Tooloom Street, Mallanganee
- New bus shelters at Woodenbong and Wangaree
- Replacement of kerb and guttering in Wyangarie Street, Kyogle
- Resealing of Lions Road near the border lookout and additional guardrail
- Resealing of parts of Fawcett's Plain Road, Green Pigeon Road, Horseshoe Creek Road and Homeleigh Road
- Reconstruction of part Sextonville Road between the bridge replacement and Bolan Road
- Black Spot funded improvements to the Clarence Way near Muli Muli
- Acquisition of land at Tabulam for the construction of the new Rural Fire Services brigade headquarters
- Improvements to the Woodenbong depot amenities and wash bay area
- Extension of the wash bay roof and awning at the Kyogle Depot
- Provision of storage shed at the Mallanganee depot
- Improvements to the Kyogle Seniors Centre building
- Improvements to the amenities and facilities at Don Gulley Oval, Kyogle
- New outdoor gym equipment at Woodenbong
- New fencing at Aboody Park, Wangaree
- New signage at the Amphitheatre Park, Kyogle near the Visitor Information Centre
- Memorial seating at Amphitheatre Park, Kyogle in memory of John Creighton
- Completion of the first stage of the drainage upgrades in Junction/Curtis Streets, Kyogle

- Flood damage restoration and piping of the open drain behind Des Watson Ford, Kyogle
- Installation of solar PV system at the Urbenville Water Treatment Plant (50/50 with Tenterfield Shire Council)
- Replacement and upgrade of the water rising main near the extraction pumping station in Kyogle
- Refurbishment and improvements to the Kyogle Sewage Treatment Works
- Extension of the Bonalbo sewerage reticulation to service the Bonalbo Rural; Fire Services brigade headquarters
- Replacement of the mechanical aerators at the Woodenbong and Bonalbo Sewage Treatment Works
- New flow meters at the Woodenbong Sewage Treatment Works
- Improvements to the outdoor seating area at the Kyogle swimming pool complex
- Replacement of the fencing at the Woodenbong and Old Bonalbo cemeteries
- Improvements to the storage and landscaping at the Kyogle cemetery
- Construction of additional stage of the landfill cell at the Kyogle waste facility
- Construction of a recycling shed and new weighbridge at the Kyogle waste facility
- Completion of the pre-construction activities associated with the Kyogle flood modification works and award of the construction contract
- Completion of the detailed design for the Kyogle Water Supply Augmentation, and award of the civil works contract in association with the Kyogle flood modification works
- Innovative and enhanced work practices continued to deliver improvements in efficiency and effectiveness of service delivery for the Infrastructure Works Department. These include improvements in environmental works using biodegradable coir logs for sediment control, the purchase of stabilising equipment allowing lower cost heavy patching and pavement correction work to be undertaken on rural roads and improvements and in improved job specific quality, safety and environmental documentation making compliance with relevant specifications and statutory requirements easier for on-ground staff.
- The purchase of a Paveliner has provided council with the ability to seal heavy patches in a more timely and cost effective manner. These improvements have been recognised by Roads and Maritime Services and residents with complimentary communications being received during the year.
- Ordered works for RMS almost doubled from the previous year to \$3.84 million.
- The first of the steel modular bridges was installed at Sextonville. With experience the installation cost of these bridges will decrease, however the Sextonville bridge was completed at about half the cost of a conventional bridge.

## Financial Result

A full copy of Councils General and Special Purpose Financial Statements and the associated audit report are included in this document as Appendix 1.

Council's deficit from all activities for the year ended 30<sup>th</sup> June 2015 totalled \$655,000. This compares to a deficit in 2014 of \$4,632,000. The 2015 result can be summarized as follows:-

	<b>2015 \$'000</b>	<b>2014 \$'000</b>
Revenues from continuing operations	21,745	17,889
Expenses from continuing operations	(15,604)	(15,044)
Result from continuing operations	6,141	2,845
Less Depreciation	(7,758)	(7,664)
Results from continuing operations before capital amounts	(1,617)	(4,819)
Capital grants and contributions	2,567	2,094
Gain/(loss) on disposal of assets	(1,605)	(1,907)
Surplus/(Deficit) from all activities	(655)	(4,632)

# Kyogle Council Profile

Kyogle Council services an area of 3,589 square kilometres and adjoins the Scenic Rim 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 the 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.

The district boasts a wide range of natural assets, including the World Heritage listed Border Ranges, Toonumbar National Park and no fewer than 12 state forests, all within easy reach of the towns and villages.

An abundance of well-maintained facilities, picnic spots, camping sites, lookouts and walking trails will ensure that you enjoy all Kyogle has to offer.

## 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

## Elected Representatives

Nine Councillors represent three wards of the council area and are responsible for the direction and control of Councils affairs in accordance with the Local Government Act and associated legislation.

Councillors for the 2012-2016 term are:

### A Ward

Clr Ross Brown  
Clr Chris Simpson  
Clr Janet Wilson

### B Ward

Clr John Burley (Deputy Mayor)  
Clr Maggie Creedy  
Clr Robert Dwyer

### C Ward

Clr Danielle Mulholland (Mayor)  
Clr Lindsay Passfield  
Clr Michael Reardon





# Attendance at Council Meetings

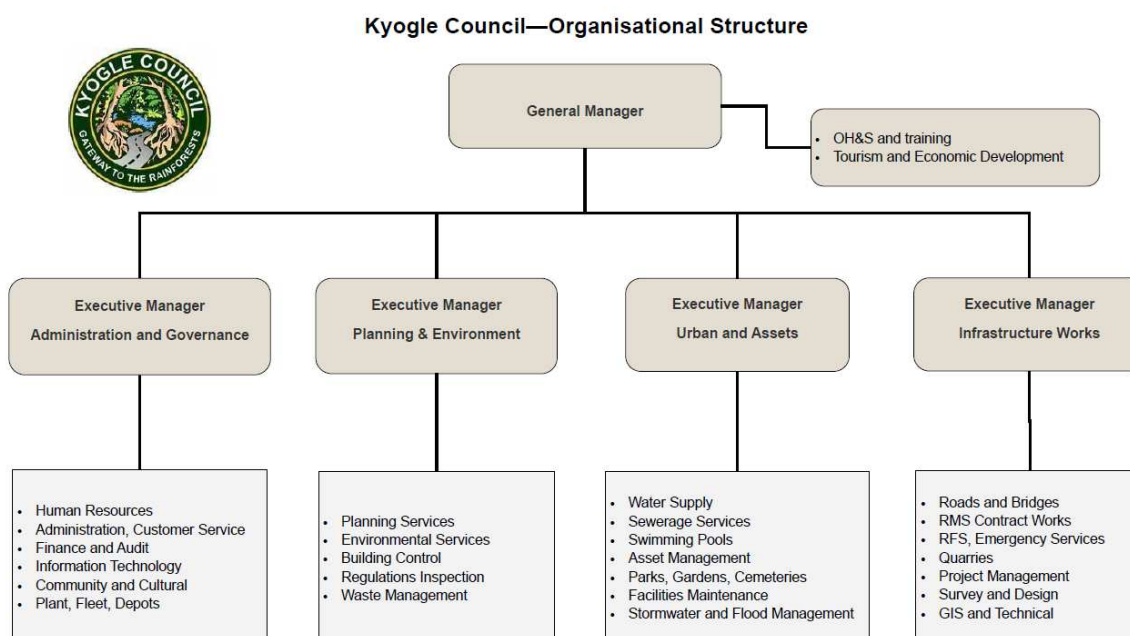
During the year the following meetings/workshops were conducted.

The attendance from Councillors July 1, 2014 to June 30, 2015 is summarized in the table below:

Councillor Name	Ordinary Meetings attended <b>11 held</b>	Extraordinary Meetings attended <b>6 held</b>
Clr Brown	11	6
Clr Burley	10	6
Clr Creedy	10	6
Clr Dwyer	11	6
Clr Mulholland	10	4
Clr Passfield	11	6
Clr Reardon	11	6
Clr Simpson	11	6
Clr Wilson	9	6

# Organisational Structure

The Organisational structure as at June 30, 2015. It was last revised and presented to Council in October 2012.



## Principal Activities

The principal activities identified in the Community Strategic Plan are:

FUNCTION	ACTIVITY
WASTE & WATER	Commercial Waste Management Domestic Waste Management Stormwater & Flood Management Water Fund Sewer Fund
VILLAGE LIFE	Community & Youth Services Swimming Pools Public Libraries Community Buildings Public Cemeteries Art Galleries Pre Schools
CUSTOMER SERVICE	Governance Administration Human Resources Finance
ENVIRONMENT & PASTORAL	Parks & Gardens Crown Reserves Town Planning Environmental Health Building Control Fire Protection Animal Control
ECONOMIC DEVELOPMENT	Economic Development Tourism
ROADS & INFRASTRUCTURE	Regional Roads Urban Local Roads Rural Local Roads Engineering Works & Administration Bridges State Highways Quarries Plant & Depots

# Key Strategic Priority Areas

## o **Water and Waste**

Waste and water are key business functions of any local Council and Kyogle Council is no exception. This was underlined by the first community survey that identified improving water and sewer infrastructure as the third priority after improving roads and promoting local employment,

In recent years concern for the natural environment has driven many changes in competiti

the way water resource and waste products are managed with public concern over issues relating to climate change and dwindling non renewable resources. This important trend will continue and will influence Councils decisions relating to flood plain management, water supply and sewerage augmentations recycling and the management of landfills.

## o **Village Life (town and village development)**

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.

## o **Customer Service**

The highest priority of any public organisation is its ability to provide service to its constituents. Kyogle Local Government Area residents have a right to expect the highest level of service from their Council. In order to provide a high level of customer service Kyogle Council must be well managed, must communicate openly and must be responsive to the needs of the community.

## o **Environmental and pastoral**

Throughout the community strategic planning process, the process indicated 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 Pastoral aspects of this overall plan to be maintained to a high level in order to achieve this fine balance

- o **Roads and Infrastructure**

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 areas of operations in which respondents are least satisfied.

- o **Economic Development**

Throughout the process of establishing the strategic plan economic development has been identified as important – both in terms of building Kyogle Council's reputation as a place where business can thrive and ensuring growth is supported by adequate services levels. With strong foundations in place, economic development, tourism and job-creating investments should flourish.

## Audited Financial Reports

### Section 428(4)(a)

A complete set of Kyogle Councils 2014/15 Financial Statements and the audit report from Thomas Noble and Russell are attached to this document as Appendix 1. The complete set of financial statements also appears on Kyogle Councils website at [www.kyogle.nsw.gov.au](http://www.kyogle.nsw.gov.au)

## Compliance with Special Variation Approval Conditions

There were no special rate variation in the 2014/2015 Year. During the year however, a special rate variation was approved by the Independent Pricing and Review Tribunal(IPART).

# Condition of Public Works

## Section 428(2)(d)

The information contained in Special Schedule No. 7 comprises accounting estimates formulated in accordance with the NSW Local Government Code of Accounting Practice and Financial Reporting. Nothing contained within this Schedule may be taken to be an admission of any liability to any person under any circumstance

Assets within all asset classes are reported by condition (1-5) as part of the annual asset accounting process. The condition numbers are defined as follows;

1. Excellent: Only planned maintenance is required
2. Good: Minor maintenance required plus planned maintenance
3. Average: Significant maintenance required
4. Poor: Significant renewal/upgrade required
5. Very Poor: Unserviceable

All assets with condition scores of less than 4 are deemed to be in a satisfactory standard. This leaves all assets in conditions 4 and 5 deemed to not be in a satisfactory standard.

The estimated cost to bring these assets to a satisfactory standard is also known as the "infrastructure backlog". This is calculated as the accumulated depreciation of all assets deemed not to be in a satisfactory standard, ie conditions 4 and 5.

The total infrastructure backlog calculated at the end of the 2014/15 financial year was **\$39.6 million**, which is down from the 2013/14 figure of \$48.2 million.

### **BUILDINGS and OTHER STRUCTURES**

Assets included in this section include Council offices, works depots, tourism promotion facilities, cemeteries, swimming pool facilities, buildings in recreational areas, waste disposal facilities, public halls/community centres, properties owned and let commercially, libraries, museums and public toilets.

Estimate of cost (at current values) to bring these buildings/major facilities up to a satisfactory standard.

A review of the total range of facilities has been carried out and an assessment of the condition of each asset undertaken using an external valuer. The total estimated cost to bring these facilities to a satisfactory condition is \$1,453,000.

Required Annual Maintenance.

The required annual maintenance for these buildings and other structures is \$195,000, with the 2014/15 expenditure \$127,000.

## ROADS

Council maintains a total road length of 1,216 km of local and regional roads, which include a total of 190 bridges primarily constructed from timber and 126 bridges primarily constructed of concrete, and 23 major culverts.

Estimate of cost (at current values) to bring these roads/structures up to a satisfactory standard.

An assessment has been made of the condition of the road network using in-house resources and a defined condition assessment methodology for each type of asset. The total cost to bring these asset types to a satisfactory standard is;

- Sealed roads \$5,560,000
- Unsealed roads \$9,813,000
- Bridges \$18,888,000
- Footpaths \$28,000
- **Total \$34,289,000**

Required Annual Maintenance.

The required annual maintenance for the road assets is \$3,913,000, with the 2014/15 expenditure \$3,721,000.

## STORMWATER DRAINAGE

Council's urban stormwater drainage network covers the areas of Wiangaree, Kyogle, Old Grevillia, Woodenbong, Old Bonalbo, Bonalbo, Tabulam, and Mallanganee. The network consists of 55km of open drains, 20km of piped drains, 1,021 pits and headwalls, and 41km of kerb and guttering.

Estimate of cost (at current values) to bring these drainage facilities up to a satisfactory standard.

The estimated cost to bring drainage to a satisfactory standard is \$46,000

Required Annual Maintenance.

The required annual maintenance for these drainage systems is \$41,000, with the 2014/15 expenditure \$48,000.

## WATER & SEWERAGE

Council operates water and sewerage schemes in Kyogle, Bonalbo and Woodenbong.

Estimate of cost (at current values) to bring these water & sewerage facilities up to a satisfactory standard.

The total cost to bring these asset types to a satisfactory standard is;

- Water \$3,188,000
- Sewer \$688,000
- **Total \$3,876,000**

Required Annual Maintenance.

The required annual maintenance for these systems is \$435,000 with the 2014/15 expenditure \$573,000.

## **SWIMMING POOLS**

Council operates swimming pools in Kyogle, Bonalbo and Woodenbong.

Estimate of cost (at current values) to bring these swimming pool facilities up to a satisfactory standard.

The total cost to bring these asset types to a satisfactory standard was zero, as all existing assets were deemed to be of a satisfactory standard.

Required Annual Maintenance.

The required annual maintenance for these swimming pools is \$54,000 with the 2014/15 expenditure \$60,000.

## Cost of Legal Proceedings

### CI 217(1)(a3)

Legal Costs - Outstanding rates and charges/seeking legal opinions legal action

Council conducted the recovery of overdue rates and outstanding debts. In 2014/2015 These costs are added to the outstanding balance and recovered. The amount expended on this activity was \$57,705.32

Legal expenses were incurred for the purposes of seeking legal opinions on various issues coming before council, advice on contracts, property transfers, road realignments and investigation of illegal structures and animal control.

The total cost of the above legal proceedings was \$16,927

Summary of Legal Proceedings

Council is involved in legal activity relating to stormwater issues. This matter relating to stormwater issues remained ongoing as at June 30, 2015.

# Mayoral & Councillor Fees, Expenses & Facilities/ Senior Staff Contracts /Overseas Travel

Section 428(4)(b), cl 217(1)(a), cl 217(1)(a1), cl217(1)(b)

## Fees and Expenses relating to the Mayor and Councillors

Under the Local Government Act 1993, Councillors are to be paid an annual fee, payable monthly in arrears. The Mayor is entitled to receive a fee in addition to the Councillor annual fee for the responsibilities of that office.

<b>Expense/Allowance</b>	<b>2014/2015</b>
Mayoral Allowance	23,440
Councillors fees	96,660
Travel allowance	9,753
Provision of office equipment & supplies	2,054
Telephone expenses	7,965
Conference and Seminar expenses	6,216
Councillor sustenance	4,830
Interstate visits	4,784
Expenses of spouses	Nil
Overseas visits	Nil
Childcare expenses	Nil
<b>TOTAL</b>	<b>155,702</b>

## Councillor Expenses and Facilities

Council has developed a Policy for the payment of expenses and provision of facilities for Councillors which is reviewed at least annually. This Policy addresses the provision of expenses to be paid in relation to approved travel outside the Kyogle Council area, travel involving the use of private vehicle, reimbursement of the cost of Council related telephone calls. The Policy covers the provision, where appropriate of Secretarial support, access to meeting rooms, leased vehicle, computer, facsimile machine, mobile telephone, identification badges, and business cards.

The Policy is written to ensure that the philosophy "no loss: no gain" to Councillors is maintained at all times. A copy of the Policy can be read and downloaded from the Council website at [www.kyogle.nsw.gov.au](http://www.kyogle.nsw.gov.au).

## Senior Staff Contracts

There was one senior staff member as designated in the Local Government Act during the financial year ended June 30, 2014. The General Manager is employed under a performance based contract. The General Manager resigned during the reporting period and the position had not been filled as at June 30, 2015.



Total Remuneration package for the General Manager was \$224,502 (includes salary, untaken leave paid at termination, superannuation, and fringe benefits tax.

There was no overseas travel undertaken by any Councillors or senior staff representing Council during the 2014/2015 financial year.

## Major Contracts Awarded

### Section cl 217(1)(a2))

#### Contracts Greater than \$150,000.

Council calls tenders for the supply of various services, including the supply of bitumen, cement stabilisation of roadworks, truck hire, and plant hire. Other purchases may be tendered as necessary throughout the year.

Purchases greater than \$150,000 are subject to formal tendering provisions are shown in the following table.

<b>Contractor</b>	<b>Details of Contract</b>	<b>Value \$ ex GST</b>
AWS PTY Ltd	Tender for weighbridge	280,171
Boral Construction Materials	Annual Tender for Sealing	823,936
Solo Waste	Contract for waste collection	360,338
MJ Smith	Annual Tender Plant hire	459,585
Ellis Stabilising	Tender 13/14-2 sealing	356,604
Boral Construction Materials	Tender 11/12-6 Bitumous surfacing	823,936
Clark Asphalt Pty Ltd	Tender 11/12-6 Bitumous surfacing	186,434
Paveline International P/L	Tender 2012/13-002 plant purchase	424,226
Grade Control	Road profiler, attachments and hire (Council resolution)	183,089
Sell and Parker	Bridges (Council resolution)	1,397,000

The following organisations have provided Council with goods and/or services during the financial year with an accumulated value for goods or services exceeding \$150,000.

<b>Contractor</b>	<b>Details of Contract</b>	<b>Value \$</b>
Origin Energy	Electricity supply	395,543
Des Watson Ford	Vehicles (State contract pricing)	294,742
Grahams Concrete	Concrete Products	174,118
North Coast Petroleum	Fuel (Quotations for each purchase)	395,700
O + H Holden	Vehicles (State contract pricing)	236,122
Nortec	Contract labour hire (LGP supplier)	421,569
Richmond Valley Council	Contributions to Regional Library and RFS	486,382
Statewide Mutual	Insurance	550,678

State Cover Mutual	Insurance	211,215
Days Machinery	Tractors(quotations for each purchase)	229,629
Humes	Concrete products (quotations for each purchase)	233,086

## Bushfire Hazard Reduction Programs,

### Section 428(2)(11)

#### Bushfire Hazard Reduction

The Bushfire Risk Management Plan, prepared by the regional Bush fire Risk Management Committee identifies the different land tenure, vegetation types and land management practices and provides objectives and strategies for addressing bush fire risks in these areas.

All agencies are required to submit hazard reduction plans prior to the fire season, have them reviewed by the Committee and report back to the Committee after the season, usually in March, on the success or failure of the plans.

While all agencies carried out some form of hazard reduction programs/works these works are not required to be reported in the Annual Report.

During 2014/2015 hazard reduction carried out by Kyogle Council was confined to roadside slashing operations throughout the road network.

Council where necessary continues, through its Development Assessment process, to control and in some cases restrict development of housing in areas where adequate fire protection zones cannot be established.

All new development in the Council area must conform to the Planning for Bushfire Protection Guidelines 2001.

Through its Local Emergency Management Committee, Council continues to support and encourage the development of evacuation and emergency plans . Council has maintained and in some cases upgraded its public roads, which form the only Strategic Fire Advantage Zones in the Council area.

## Multicultural Services

### Section 428(2)(j)

The Council area has few ethnic groups of any significant numbers. Its main ethnic groups, as per the 2011 census are set out in the table below. The non-English speaking population is negligible.

<b>Birthplace</b>		
Place of birth	Number	Proportion of total population
Australia	7,840	85%
United Kingdom	276	3%
New Zealand	154	1.7%
Germany	67	0.7%
Unites States of America	43	0.5%
Netherlands	33	0.4%

<b>Language spoken at home</b>		
Language	Number	Proportion of total population
English	8,575	92.9%
German	47	0.5%
Italian	19	0.2%
French	18	0.2%
Swedish	18	0.2%
Telgu	13	0.1%

No special services are provided by Council to cater for people with diverse cultural or linguistic backgrounds.

## Council Subsidised Private Works

### Section 67(3), cl 217(1)(a4)

All private works undertaken by Council were carried out in accordance with the approved fees and charges and also the works estimating and costing procedures as fixed by Council.

The scope of other private works carried out by Council included subdivision works, plant hire, supply and delivery of road materials, minor contract works, sewer, drainage and water jobs and other general works. Private Works jobs are documented by way of an "Private Works and Services Request" which details job description, location, application name, estimated cost, payment details and other relevant job information.

# Financial Assistance Provided

## CI 217(1)(a5)

Grants Provided by Council under Section 356 on the Local Government Act 1993 during the 2014/2015 Year are shown below.

The policy for the Financial Assistance to organisations and individuals was last reviewed and presented to the July 2015 Ordinary meeting. This policy can be viewed on Councils website on [www.kyogle.nsw.gov.au](http://www.kyogle.nsw.gov.au)

Appropriate advertisements are placed in Councils Newsletter and local media seeking applications from local groups and individuals. Applications are considered by the Community Funding Committee, which includes community members and makes recommendations to Council.

Council granted the following donations during the 2014/15 year:

ORGANISATION	VALUE
Quarterly Determinations- determined by Council under Financial Assistance Policy	21,077
Australia Day Committee (Kyogle)	3,200
Australia Day Committee (Woodenbong)	3,200
Australia Day Committee (West)	4,200
Various Halls	6,346
North Coast Academy of Sport	1,167
Kyogle Citizens Band	1,000
Kyogle NAIDOC celebrations	400
Kyogle Youth Ventures	2,500
Bonalbo Show	1,545
Woodenbong Show	1,545
Kyogle Show	1,545
Border Ranges Rally	13,910
Futures Funding	4,000
Life Education	8,098
<b>TOTAL</b>	<b>73,733</b>

# Activities to Implement Equal Employment Opportunity Management Plan

## CI 217(1)(a9)

Kyogle Council is wholly committed to the principles of Equal Employment Opportunity and providing a workplace in which people are treated with fairness, dignity and respect. During the year the EEO Policy has been reviewed in consultation with the Consultative Committee and adopted by Council.

Councils' Equal Employment Opportunity Management Plan establishes objectives, actions, targets and performance indicators which are focussed on eliminating and ensuring the absence of discrimination in employment on the grounds of age, race, sex, marital status, parenthood, carers' responsibilities, physical or mental impairment, and, religious or political affiliation, while promoting equal employment for women, members of racial minorities and physically handicapped persons'.

The aim of Councils' Equal Employment Opportunity Management Plan is to:

- (i) Demonstrate to staff and the community the commitment by management and the Council to Equal Employment Opportunity (EEO);
- (ii) To ensure there is an understanding of Equal Employment Opportunity principles and to keep all staff informed of issues relating to the Equal Employment Opportunity Management Plan.
- (iii) To ensure that the policies, procedures and practices of Kyogle Council promote the principles of Equal Employment Opportunity.
- (iv) To ensure that all people have a right to be considered for a job, training opportunity, or other benefit for which a person is skilled or qualified.
- (v) Implement practices that ensure staff selections must be accurate, fair, accountable, systematic and based solely on merit.
- (vi) Make staff aware that they are obliged to follow non-discriminatory practice and maintain a workplace free from discrimination.
- (vii) Establish that Kyogle Council is a responsible employer, which is legally accountable for discrimination in employment matters.

The provisions of the Equal Employment Opportunity Management Plan are reflected in the following activities:

- Communication and awareness of EEO principles.
- Ensure recruitment processes are in accordance with EEO principles.
- Appointment, Promotion and Transfer Processes are in accordance with EEO principles.
- Training and Development Procedures are in accordance with EEO principles.

## **Communication and Awareness**

Council ensures that all employees are aware of:

- EEO principles.
- Their responsibilities in relation to EEO principles.
- The existence of the EEO Management Plan and where it is located.
- Council's intolerance of harassment in the workplace.

This has been achieved through communicating Councils' commitment to achieving EEO as part of Councils induction program; and, ensuring EEO awareness is a performance standard contained in all position descriptions which require all employees to observe and implement the principles and intent of EEO. There is a performance measure in all staff reviews relating to awareness of EEO and compliance with EEO principals.

## **Recruitment Process**

Council ensures that the principles and intent of the Equal Employment Opportunity Management Plan are supported throughout the recruitment process by:

- Ensuring that those who convene interview panels are aware of and implement EEO principles throughout the recruitment process.
- Ensuring that those who convene interview panels comply with Councils recruitment and selection procedures.
- Include knowledge and understanding of EEO principles as criteria for appointment to a supervisory position.

This has been achieved through ensuring EEO principles are included in interview skill training; ensuring interviews for management and supervisory positions include questions relating to EEO responsibilities; developing a competency assessment on EEO principles; and, including knowledge and understanding of EEO principles as an essential criterion for virtually all positions with Council.

## **Appointment, Promotion and Transfer Processes**

In the appointment, promotion and transfer of employees, Councils' Equal Employment Opportunity Management Plan ensures that:

- All appointments and transfers are based on merit and/or position related criteria.
- All employees who are injured at work and unable to return to their pre-injury duties are assessed fairly for suitable duties in accordance with their abilities.

This has been achieved through monitoring appointments, promotions and transfers to ensure they are based solely on merit and demonstration of the employees' ability to meet the criteria; when opportunities to act in higher positions are available they are assigned in accordance with EEO principles and Councils' Higher Grade Duties procedure which establishes the process for selecting employees for relieving opportunities; and ensuring that suitable duties are offered based on injured workers functional capabilities in addition to worksite assessments where required.

### **Training and Development Procedures**

Council ensures that training is arranged according to the needs of Council and individuals and complies with EEO principles.

This is achieved through organising training according to the needs of Council and individual employees career development considerations; organising where practical group training so that employees are given equal opportunity to participate at the same time; continuous examination of in house and external training courses and materials to ensure they are non-discriminatory and consistent with Councils' EEO principles.

Implementation of Councils' Equal Employment Opportunity Management Plan is an ongoing commitment by Council to continue to review its policies and procedures on recruitment, selection, appointment, promotion, training and development, grievance and harassment functions to ensure the principles and intent of Equal Employment Opportunity are continually achieved.

A full copy of the policy is available on the website at [www.kyogle.nsw.gov.au](http://www.kyogle.nsw.gov.au).

## Organisations having Delegated Authority

### CI 217(1)(a6)

#### County Councils

During the year Kyogle Council was a member of the Far North County Council that exercised functions in relation to noxious weeds control on its behalf.

#### Regional Library

Kyogle Council has delegated Richmond Valley Council as the administering Council for the Richmond Upper Clarence Regional Library.

#### Other Groups

Council has formal arrangements with several local management groups that have authority for care control and management of parks and reserves and for the organization of Australia Day events. These committees exist as section 355 Committees of Council. A list of these committees appears below.

<b>Organisation</b>	<b>Comments</b>
Bonalbo & District Development Association	Village Mowing and Maintenance
Kyogle Australia Day Committee	Organises Australia Day Activities
Woodenbong Australia Day Committee	Organises Australia Day Activities
Mallanganee & District Progress Association	Village Mowing and Maintenance
Old Bonalbo & District Progress Association	Village Mowing and Maintenance
West of Range Australia Day Committee	Organises Australia Day Activities
Wiangaree Progress Association	Village Mowing and Maintenance
Woodenbong Progress Association	Village Mowing and Maintenance
Jubulam Local Aboriginal Land Council Inc.	Village Mowing and Maintenance
Bonalbo RSL sub-branch	Village Mowing and Maintenance



# Controlling Interest in Companies & Joint Ventures

CI 217(1)(a7), CI 217(1)(a8)

## Companies in Which Council Has a Controlling Interest

Council did not have a controlling interest in any Companies during the reporting period.

## Joint Ventures in Which Council Has an Interest

- ❑ Richmond/ Upper Clarence Regional Library - Kyogle Council is involved in a jointly funded arrangement with Richmond Valley Council to provide library services through the management of the Richmond/ Upper Clarence Regional Library.
- ❑ North-East Weight of Loads Group (NEWLOG) - Council is also a member of the North-East Weight of Loads Group. The constitution of the group specifies the Council as having a one tenth "ownership" of the groups net assets. The stated objectives of the group include to generally promote the aims of reducing damage to Council and classified roads by policing vehicle weight limits.
- ❑ Statewide Mutual - pooling arrangement with various NSW local government authorities to acquire insurance coverage and best practice systems for risk management.

# Rates and Charges Written Off

## Clause 132

During 2014-2015, Council wrote off the following rates and charges.

Pension Write Offs- includes one quarter water + sewer (55% recovered from State Government \$203,054)	369,189
Properties becoming exempt, terminated leases and licenses, valuation objections, re-ascertainments and changes in category.	4695
<b>TOTAL</b>	<b>377,181</b>

## Activities for Young People

Council controls three buildings that are used as pre schools within the Council area. These buildings are included in Council's maintenance schedule, and have funding allocated to them on an annual basis for maintenance and upgrading. Council also provides assistance to other preschools run within the Council area in privately owned/licenced facilities.

During the reporting period the Community Development Officer (CDO) has been in regular contact with the organisations and provided support.

Seven playgrounds and four sports fields are also maintained or managed by Council, some with the assistance of community groups. The playground areas in Anzac, Cenotaph and Apex Parks, Kyogle have been the subject of upgrading resulting in substantial use by the children of the area. New outdoor gym equipment has been installed in Woodenbong and a bmx track constructed in Kyogle.

A program for updating playground equipment has been established, with items being purchased as finances permit. A new shade structures has been erected at Anzac Park in Kyogle. The portable shade shelters continue to be well used and are available free of charge to community and sporting groups.

Council supported Youth Week activities that were held in Kyogle for the LGA and co-ordinated by Kyogle Youth Action. This event is funded on a dollar for dollar basis in conjunction with the State Government.

Council worked in partnership with Kyogle Youth Action to conduct four graffiti workshops and then participated in the painting of a mural at the Kyogle Skate Park.

Council provides a building free of charge and supports the activities of the Kyogle Youth Centre. Financial support is provided to Kyogle Youth Ventures which provides mentoring for young people identified "at risk".

A Youth Advisory Committee has continued to meet and provides Youth an avenue to inform Council about the needs of young people. Members for this committee were recruited from the Kyogle, Tabulam, Woodenbong and Bonalbo areas.

Council has provided financial support to the Koori Kids Award as part of NAIDOC activities. Support was also given to reconciliation celebrations in Kyogle and a Multi cultural day run by Bonalbo Central School.

# Access and Equity Activities

## CI 217(1)(d)(i)

Kyogle Council is committed to meeting the needs of its community. To assist in providing or advocating for appropriate and accessible services and facilities for its community, Council has adopted the Kyogle Council Social Plan 2009-2014 (now incorporated in the Community Strategic Plan), the Kyogle Council Access Policy and Action Plan 2000 and Access Audit 2005. Council also facilitates the Kyogle Public Transport Working Group.

An access and equity activity is defined as one that assists Council to:

- Promote fairness in the distribution of resources, particularly for those most in need
- Recognise and promote people's rights and improve the accountability of decision makers
- Ensure that people have fairer access to the economic resources and services essential to meeting their basic needs and improving their quality of life
- Give people better opportunities for genuine participation and consultation about decisions affecting their lives.

### Children

Council has undertaken a number of activities to improve services to children. These include:

- Identifying funding opportunities and providing data to assist with applications for children's services provided through the Community Development Officer
- Continuing to implement work and projects identified in the Pedestrian Access and Mobility Plan.
- Conducting safety audits of Children's play areas and equipment
- Providing donations for Preschools and playgroups, after school care, learn to swim and Life Education
- Promoting services available to children through sponsoring the Community Directory and posting on the council website
- Planning and organising events that promote safe communities for children

### Youth

Council has undertaken a number of activities to improve services to youth. These include:

- Working with in Bonalbo community to identify community projects for young people
- Providing funding for youth week activities
- Providing donations for young people to develop skills in their areas of expertise through the Financial Assistance Policy
- Assisting the community develop youth activities and assisting with funding applications

- Convened meetings of transport working group project to facilitate affordable transport for young people
- Sponsorship of events for Youth Week
- Liaison, information sharing and supporting youth workers in the LGA
- CDO has assisted Kyogle, Woodenbong, Bonalbo High Schools with the running of the Love Bites program and the Rock & Water program to address bullying in schools

#### Older People

Activities undertaken to improve services to aged people include:

- Continued support of the Seniors Centre for use by seniors organisations and the community
- Encouraging the provision of affordable transport of through facilitation of public transport working group
- Promoting services available to older people through sponsoring the Community Directory and posting on the council website
- Liaison, information sharing and supporting aged care workers in the LGA
- CDO involved with Care Connections who have outreach service to address the needs of remote and rural older people. Currently compiling a vulnerable persons list.
- Supported Seniors Week activities.
- Provided assistance through the Financial Assistance Policy for programs relating to older residents.
- Successful in obtaining funding for the Community Transport program.

#### People with Disabilities

Activities undertaken to improve services for people with disabilities include:

- Implementation of a number of improvements identified in Mobility Access Management Audit and Implementation Plan
- Promoting accessible public facilities through participation by the CDO in Casino/Kyogle Disability Access Committee.
- Encouraging the provision of affordable transport of through facilitation of public transport working group
- CDO involved in planning workshops regarding Accessible Access for buildings and public spaces
- Participating in the development of the Disability Inclusion Action Plan which is a joint regional project involving CDO's from all NOROC Councils plus Clarence Valley.

#### Women

Activities undertaken to improve services for women include:

- Participation at regular meetings of the Kyogle Interagency Against Domestic Violence
- Planning and organising events that promote safe communities for women
- Established a monthly Women in Leadership Group which meets monthly, which promotes empowerment of women in the community.
- Successful in obtaining Foundation for Rural and Regional Renewal funding to conduct seminars to promote leadership.

### Community

Council has undertaken a number of activities to improve services to the community. These include:

- Distribution of a monthly newsletter to inform the public about council activities and community news
- Regularly updating Kyogle Council website and Facebook page to inform residents of Council news and promote Kyogle Local Government Area to people outside the area
- Provision of a Community Projects Officer to undertake projects identified in Social and Community Plans
- Facilitation of community and industry forums to inform council decision making and planning
- Develop and implement a program of upgrades for local roads and footpaths
- Promotion of recycling and waste management services through monthly newsletter
- Facilitation of cultural activities through provision of an art gallery and director that promote the work of local artists
- Providing timely information and community organisations with funding enquiries
- Convening a Public Transport Working Group to assist with the provision of public transport for transport disadvantaged people
- Continued support of Kyogle Family Support Services and Abilitylinks with the activities and programs carried out from Grove House.

# National Competition Policy

Council has declared that the following are business activities:

## Category 1 Business Activities

- Transport

## Category 2 Business Activities

- Water
- Sewer
- Quarries
- Domestic Waste

## Expenses, Revenues and Assets for Category 1 Business Activities

Competitive neutrality principles have been applied to Council's Business Activities through the development of a corporatised model. These principles include the factoring in of applicable commercial entity employee on-costs; taxation equivalent payments and removal of costs not imposed in the commercial sector.

Applying the full impact of competitive neutrality principles noted above, the revenues, expenses and assets at 30 June 2015 for the Category 1 business activity is:

Revenue	(\$,000)	4,860
Expenses	(\$,000)	4,466
Assets	(\$,000)	3,107

## Implementation of Competitive Neutrality Principles

Summary of progress to implement principles of Competitive Neutrality:

- Council has established a complaints handling system for competitive neutrality issues.
- Separate internal reporting has been established for each business activity
- Introduced implementation of full cost attribution
- Introduced system to make subsidies to business activities an explicit transaction
- Council complies with the same regulations as the public sector

## **Competitive Neutrality Pricing Requirements in Relation to Category 1 Business Activities**

Category 1 business has full cost attribution to satisfy competitive neutrality requirements.

### **Complaints Handling Mechanism for Competitive Neutrality Complaints**

Council has adopted a Complaint Handling Policy in February 2006. This policy covers all formal complaints including Competitive Neutrality Complaints. Council's Electronic Complaints System records, tracks and reports on all verbal and written requests and complaints. No such complaints were received during 2014/15.

### **Actual vs. Projected Performance for Category 1 Activities**

Council has maintained a break-even budget for its Category 1 Activity.

## Stormwater Management Services

### CI 217(1)(e)

Council has continued to implement strategies identified in the Urban Stormwater Strategy for Kyogle, the Kyogle Integrated Water Cycle Management Strategy and the Kyogle Floodplain Risk Management Plan.

During 2014/15 the following progress was made on the issues identified:

- 1 Completion of all pre-construction activities associated with the flood modification works identified in the Kyogle Floodplain Risk Management Plan
- 2 Calling and award of tenders for the construction of the flood modification works in Kyogle, with construction to be undertaken in the 2015/16 financial year.
- 3 Completion of natural disaster restoration of stormwater assets damaged during the January and February 2013 natural disaster events.
- 4 Piping of the open drain behind Des Watson Ford in Kyogle.
- 5 Compilation of the available flood information for the village of Tabulam.

Council collected revenue of \$44,894 from the Stormwater Management Charge.

# Privacy and Personal Information Protection Act 1998. And Public Interest Disclosure Act 1994

Council adopted its Privacy Management Plan in June, 2000. This Plan was reviewed and a reviewed plan adopted by Council in March 2013. A copy of the adopted Privacy Management Plan is available from Council's office or on Council's website at [www.kyogle.nsw.gov.au](http://www.kyogle.nsw.gov.au).

Council has completed the following statistical Reviews:

Internal Review applications lodged during the year – Nil  
Internal Review applications finalised during the year – Nil  
Matters proceeded to the ADT during the year – Nil  
Results of any ADT matters finalised (determined or settled) during the year – Nil

Council also has in place a an Internal Reporting Policy – Protected Disclosures. There were no public interest disclosures made during 2014-2015.

## Code of Conduct Complaints

Under clause 12.33 of the Kyogle Council Code of Conduct the General Manager must report annually to council on code of conduct complaints

There were no formal Code of Conduct complaints received during the reporting period.



# Government Information (Public Access) Act 2009

## **Review of Release of Government Information Under s.7 (3) of GIPA**

Kyogle Council has reviewed the type of information held by Council that should be made publicly available and is satisfied that all such information is currently available to the public. During the year three formal access applications have been received by Council. This appears to indicate that, in most instances the public has access to all the information held by Council that is in the public interest to be made available.

## **Number of Applications Received During 2014/15**

One formal access application was received during the 2014/15 reporting period.

## **Number of Applications Received During 2014/15 and Refused**

There were no applications refused.

## **Completed Annual Report Tables for the 2014/15 Reporting Period**

<b>TABLE A: Number of Applications by Type of Applicant and Outcome</b>								
	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm / deny whether information is held	Application withdrawn
Media	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil
Members of Parliament	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil
Private sector business	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil
Not for profit organisations or community groups	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil
Members of the public (application by legal representative)	1	Nil	Nil	Nil	Nil	Nil	Nil	Nil
Members of the public (other)	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil

<b>TABLE B: Number of Applications by Type of Applicant and Outcome</b>								
	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm / deny whether information is held	Application withdrawn
Personal information applications	1	Nil	Nil	Nil	Nil	Nil	Nil	Nil
Access applications (other than personal information applications)	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil
Access applications that are partly personal information & partly other	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil

<b>TABLE C: Invalid applications</b>	
Reason for invalidity	No of applications
Application does not comply with formal requirements (section 41 of the Act)	Nil
Application is for excluded information of the agency (section 43 of the Act)	Nil
Application contravenes restraint order (section 110 of the Act)	Nil
Total number of invalid applications received	Nil
Invalid applications that subsequently became valid applications	Nil

<b>TABLE D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 to Act</b>	
	Number of times consideration used
Overriding secrecy laws	Nil
Cabinet information	Nil
Executive Council information	Nil
Contempt	Nil
Legal professional privilege	Nil
Excluded information	Nil
Documents affecting law enforcement and public safety	Nil

Transport safety	Nil
Adoption	Nil
Care and protection of children	Nil
Ministerial code of conduct	Nil
Aboriginal and environmental heritage	Nil

**TABLE E: Other public interest considerations against disclosure: matters listed in table to section 14 of Act**

	<b>Number of occasions when application not successful</b>
Responsible and effective government	Nil
Law enforcement and security	Nil
Individual rights, judicial process and natural justice	Nil
Business interests of agencies and other persons	Nil
Environment, culture, economy and general matters	Nil
Secrecy provisions	Nil
Exempt documents under interstate Freedom of Information legislation	Nil

**TABLE F: Timelines**

	<b>Number of applications</b>
Decided within the statutory timeframe (20 days plus any extension)	1
Decided after 35 days (by agreement with applicant)	Nil
Not decided within time (deemed refusal)	Nil
Total	Nil

**TABLE G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)**

	<b>Decision varied</b>	<b>Decision upheld</b>	<b>Total</b>
Internal review	Nil	Nil	Nil
Review by Information Commissioner	Nil	N	Nil
Internal review following recommendations under section 93 of Act	Nil	Nil	Nil
Review by ADT	Nil	Nil	Nil
Total	Nil	Nil	Nil

<b>TABLE H: Applications for review under Part 5 of the Act (by type of applicant)</b>		
	<b>Number of applications for review</b>	<b>of for</b>
Applications by access applicants	Nil	
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	Nil	

## Environmental Planning and Assessment Act

Kyogle Council has not entered into any planning agreements during the 2014/2015 year.

## Carers Recognition Act 2010

S8(2)

Kyogle Council does not provide services directed at carers and/or people being cared for by carers.

## Enforcement & Compliance with Companion Animals Act

Reg cl217(1)(f) & Companion Animals Act 1998

### Lodgement of pound collection data with the Department of Local Government

<b>Summary of Pound Data for 2014/2015</b>	<b>Cats</b>	<b>Dogs</b>	<b>Total</b>
Seized & transferred to Council's Facility	1	20	20
Returned to Owner	0	7	7
Dumped	0	17	17
Surrendered by Owners	0	0	0
Released to Owners	0	1	1
Euthanased	0	9	9
Sold	0	0	0
Released for rehoming	1	3	3
Died at Council's Facility	0	0	0
Stolen or Escaped from Council's facility	0	0	0

**Lodgement of data relating to dog attacks with the DLG**

Council has a procedure in place to notify the Department when council officers have investigated complaints of dog attacks.

Statistics relating to dog complaints appear below:

**Complaints received**

Dogs barking	Dogs aggressive	Dogs - General	Warning Notices issued
	12		15

**Animal management/activities expenditure**

Expenditure for animal management for the **2014/2015** financial year was \$111,305

**Companion animals community education programs**

Council is a member of a regional companion animal compliance committee, and in conjunction with this committee has released an educational DVD and brochures.

Council produces a monthly newsletter which is distributed to all residents. This newsletter regularly contains articles relating to the provision of care for dogs and cats.

**Strategies to promote and assist with desexing of dogs and cats.**

Kyogle Council does not currently have any strategies in place to promote and assist with desexing of dogs and cats.

**Strategies to seek alternatives to euthanasia for unclaimed animals**

Kyogle Council does currently have a strategy in place to seek alternatives to euthanasia for unclaimed animals.

**Off leash areas provided in the Council area.**

Council acknowledges the importance of providing areas where dogs can walk/run without being on a leash and as such provides the following designated areas within the Council area:

Bonalbo - Recreation Oval  
Tabulam - Recreation Oval  
Woodenbong - Recreation Oval  
Mallanganee - Old Caravan Park  
Wiangaree - Rodeo Ground  
Kyogle - Recreation Reserve - Fawcetts Creek

**Use of the Companion Animals Fund money**

Council received \$5,988 from the Companion Animals Fund for the 2014/2015 year which was used towards the wages of a full-time Ranger and general companion animal compliance.



# Performance of Principal Activities

## Section 428(1)

### **Governance and Community Service – *well managed and responsive to community needs***

Long Term Goals	Delivery Program (Strategies) and Operational Plan Actions	Indicator/Measure	Responsibility	Report for period to 30.06.15
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 Manager Admin and Community Services	Last survey conducted in October 2013. "Sustaining our LGA" Community Strategic Plan Review. Results to be presented to the public. Public meetings held in relation to Special Rate Variation application and the Fit for the Future proposal.
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	<p>Report on the resident and ratepayer survey to be released to the public.</p> <p>Resident feedback survey to be undertaken during 2014.</p> <p>Focus Groups have held regular meetings and are working to review the Community Strategic Plan.</p>

Set the example in Local Government through efficient and effective management practices and provide an environment that fosters trust, encourages and rewards excellence in performance and which supports the implementation of Council's goals and policies.	<p>Prompt response to all customer contact with an emphasis on quality customer service.</p> <p>Council is well managed, cost effective and operationally efficient and all statutory requirements are met.</p>	<p>Report in level of unanswered correspondence</p> <p>Quarterly budget review reports to Council</p> <p>All statutory returns /requirements are attended to by due dates</p>	Admin and Community Services	<p>All items of correspondence were registered into the records management system. At June 30 there were 708 items still requiring attention.</p> <p>Reports presented</p> <p>All requirements met</p>
Employ recruitment and selection procedures to attract the best possible applicants.	<p>Develop a workforce that supports our corporate values and meets the organisations present and future skills needs.</p> <p>Be widely known as a respected and reputable employer.</p>	<p>Staff turnover rates and complaint statistics</p> <p>Number of inductions carried out</p> <p>Structured training plan prepared and implemented for all staff members</p> <p>Report on staff reviews</p> <p>Statistics on incidents and accidents</p>	Admin and Community Services	<p>11 staff left Council during the year. In relation to complaints, there was one grievance lodged by a USU member that has now been resolved</p> <p>12 new permanent employees</p> <p>Organisation wide training plan is still under development</p> <p>Reviews were conducted during the period During the period there was 26 reports of workplace injury, three requiring medical intervention and six going onto Workers comp status. 2 council vehicle related incidents, two claims on insurance.</p>
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 LGSA	Councillors and General Manager	Referendum not held. All contributions made to Ignsw have now been refunded.



## Roads and Infrastructure – improving the quality of infrastructure for our residents

Long Term Goals	Delivery Program (Strategies) and Operational Plan Actions	Indicator/Measure	Responsibility	Report for period to 30.06.15
Maintain to an achievable 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	Infrastructure Works	Inspections are on schedule and continuing. Continuous Improvement Teams established to review work practices, efficiency and effectiveness in road and bridge maintenance and construction. Relationship with RMS is excellent and forward programming of works have improved. Works program established . Road Network management Plan has been reviewed. Some minor changes to road classifications have been made.
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	Infrastructure Works	Lobbying of Ministers undertaken. Successful in out of program funding for Minneys Bridge Applications for Federal Bridge Renewal Program and State Fixing Local Roads program lodged. Funding application for Culmaran Road and Toonumbar Road upgrade lodged with NSR Funding from FCNSW received for Bagshaws bridge .Continuous Improvement Teams established to review work practices, efficiency and effectiveness in road and bridge maintenance and construction. Black Spot funding secured.
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.	Infrastructure Works	All bridges assessed for condition and treatment and program established. Low cost alternative multi span bridges investigated with 13 being purchased. Preventative maintenance is being efficiently carried out with reduction in emergency repairs however costs are rising rapidly due to aging timber bridge infrastructure. 33 bridges have load limits.

Long Term Goals	Delivery Program (Strategies) and Operational Plan Actions	Indicator/Measure	Responsibility	Report for period to 30.06.15
		Reduction in incidence of emergency repairs		Every timber bridge has been assessed and a treatment assigned. 194 timber bridges remain.
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	Infrastructure Works	Issues relating to service delivery and cost have been highlighted in the LTFP process.
Lobby for a Kyogle bypass and for an integrated regional transport strategy (including connectivity to the Darling Downs)	Lobby State and Federal Governments to commit to additional funding programs Support the Summerland Way Promotional Committee and the Downs to Rivers Action Committee (DTRAC)	Commitment to planning obtained  Attendance at meetings. Membership of committees continued	Infrastructure Works	No action during the six month period. Summerland Way Promotional Committee has been disbanded.

## Economic Development – *fostering sustainable growth*

Long Term Goals	Delivery Program (Strategies) and Operational Plan Actions	Indicator/Measure	Responsibility	Report for period to 30.06.15
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.	General Manager/ Tourism/Economic Development Officer	<ul style="list-style-type: none"> <li>Projects described in the previous report (1/6/14 to 30/6/15) are ongoing and evolving;</li> <li>Developed and conducting Basic Business Plan workshops for small businesses operating without business plans;</li> <li>Mountain Bike Track and Trail project has made significant progress with the Kyogle MTB Club being formed and entering into a leasing agreement with NSW Forest Corp to develop tracks on Fairymount;</li> <li>NSW Forest Corp will be meeting with Githabul representatives to develop MTB Tracks and Trails at Toonumbar Dam and Woodenbong. Bonalbo to follow;</li> <li>Coordinated the Northern Rivers stand at the Qld Caravan and Camping Show, good response and good awareness of our region by customers there; <ul style="list-style-type: none"> <li>Outcomes from the successfully conducted the 'Fresh Ideas for Farm Productivity Seminar have been rewarding. UNE and RDA Mid North Coast wish to partner with the Small Farms Cooperative project. Other stakeholders will be sought locally and regionally as well.</li> </ul> </li> <li>TAFE NSW has come on board with the Adopt A Business project. This project encourages High School students to assist a small business of their choice and teach them how to set up a social media presence. This project will be rolled out over the LGA soon;</li> <li>Assisted in the preparation of the funding application to seal Toonumbar Dam Road.</li> <li>Assisted organisers of the West of the Range Festival and in early discussions with people interested in developing a community celebration signature event for Kyogle and Villages;</li> <li>Hosted Work Experience participants: 6 from Kyogle</li> </ul>

Long Term Goals	Delivery Program (Strategies) and Operational Plan Actions	Indicator/Measure	Responsibility	Report for period to 30.06.15
				High School, 6 TURSA placements, 2 TAFE students and 1 SCU Intern. Outcomes for projects they worked on were very good.
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	General Manager/ Tourism/Economic Development Officer	Update the New Residents and Investors Guide; Upload relevant information onto Council website and Invest Kyogle Social Media site; Assist in pre DA lodgement meetings; Assist investors, developers, new and existing business owners with face to face meetings, workshops and links to resources to capacity build their business.
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	General Manager/ Tourism/Economic Development Officer	Investigating end products that can be produced from plantation timbers that are not susceptible to cheaper imports. Researching potential products and markets. Ongoing.
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	General Manager/ Tourism/Economic Development Officer	<ul style="list-style-type: none"> <li>Assisted Toonumbar Waters Retreat to be part of Australia's Green Cauldrons Hero Experience Mentoring Program, on going;</li> <li>Conducted a collaborative radio marketing campaign "Visit Kyogle &amp; Villages" on River 94.9 FM from Ipswich Queensland. Their a broadcast area spreads across the Sunshine Coast, Gold Coast, Brisbane, Toowoomba and the Northern Rivers.</li> <li>Assisted with The Border Ranges Rally which will be run in Woodenbong only this year;</li> <li>Assisting with Lions TT Motorcycle event.</li> <li>Assisting Kyogle Show Society to value add by showcasing a more diverse range of regional product and increasing activities at the Show to draw more people.</li> </ul>
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	General Manager/ Tourism/Economic Development Officer	Working with a number of agencies, Regional groups and Councils across the Northern Rivers to lobby for the roll-out of the NBN as soon as possible. <ul style="list-style-type: none"> <li>Invest Kyogle and Visit Kyogle Facebook accounts have been set up and well supported;</li> </ul>

Long Term Goals	Delivery Program (Strategies) and Operational Plan Actions	Indicator/Measure	Responsibility	Report for period to 30.06.15
Maximise use of National Parks/unique environment)	Promotional activities through the Tourist Information Centre	Implementation of combined tourism brochures	General Manager/ Tourism/Economic Development Officer	<p>On the steering committee of Australia's Green Cauldron National Landscapes Federal project.</p> <ul style="list-style-type: none"> <li>• SCU have indicated a student of Environmental Science and Tourism may wish to conduct their Internship with Kyogle Council. The further development of recreational opportunities in National Parks will be a project rolled out for this.</li> <li>• Rebuilding collateral for the Rainforest Way self-drive experience.</li> <li>• Expanding the MTB strategy into National Parks;</li> </ul>
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	General Manager/ Tourism/Economic Development Officer	<ul style="list-style-type: none"> <li>• Appointed by Tourism Managers Group NR to Coordinate the Brisbane Caravan &amp; Camping Expo.</li> <li>• Developing Mountain Bike Track &amp; Trail Network in partnership with NSW Forest Corp, The Githabul Management Group and Local MTB Club.</li> <li>• Before mentioned Radio Marketing campaign and tourist drive re-development.</li> </ul>

### **Waste and Water – responsibly providing services**

Long Term Goals	Delivery Program (Strategies) and Operational Plan Actions	Indicator/Measure	Responsibility	Report for period to 30.06.15
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 waste 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	2,938 tonnes of Waste collected 2,104 tonnes of Waste to landfill 834 tonnes of Waste recycled Advertisements and newsletter items employed to raise public awareness and encourage participation in 3 recycling programs; Household Chemical Clean-up Day, Secondhand Saturday and Household Asbestos Disposal Scheme. Improved Council data collection, revised EPA accounting requirements and changed classification of greenwaste by EPA legislation/policy has led to decrease in recorded amounts of recyclable material.  Completion of weighbridge for 2015/2016 is expected to provide greater accuracy for Council's waste auditing and accounting with recorded amounts of actual waste entering the landfill pit expected to reduce.
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	Urban and Assets	Microbiological compliance levels across all water supplies at 100% for e-coli, chemical compliance levels also 100%, with no incidents of non-compliance.  Some dirty water events experienced in Kyogle, associated with high turbidity levels during higher flows in the Richmond River.
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	Urban and Assets	Detailed design for Kyogle Water Supply augmentation completed. Expression of Interest lodged with the NSW Government for funding under the Water Security for Regions program of \$6.445M, project has been shortlisted with final application lodged in early December 2014. Funding of \$40,000 approved under the Habitat Action Grants administered by the Dept of Primary Industries for the weir fishway component of the project.
Develop education and incentive schemes to encourage residents to reduce their water consumption and	Education and promotional activities	Report on number and type of Education and promotional activities conducted	Urban and Assets	Working with Northern Rivers Water Managers Group to develop regional approach to water restrictions and demand management including education and awareness activities.

Long Term Goals	Delivery Program (Strategies) and Operational Plan Actions	Indicator/Measure	Responsibility	Report for period to 30.06.15
wastage.				
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	Urban and Assets	Customer Rebate program ongoing.  Demand continues to trend downwards across all water supplies.  Level 1 Water Restrictions in place in Bonalbo and Kyogle from October 22, 2014.
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 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	Kyogle IWCMS outcomes and recommendations are incorporated into works programs and annual budgets and implemented	Urban and Assets	Sewerage Services continue to operate without major issue.  Refurbishment of the Kyogle STW to address issues with aging mechanical and electrical components continues.
Investigate potential for expanding services to villages that are currently unsewered.	Undertake feasibility studies	Consultant appointed, study undertaken	Urban and Assets	Feasibility Study completed, including separate draft reticulation design, environmental assessment, soil analysis and cost estimates prepared. Outcomes of the feasibility study are to be incorporated into the 2015 review of the IWCMS across the whole LGA.
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	Urban and Assets	Flood modification works detailed design completed, and land matters finalised. Project is construction ready. Application for funding of \$1.8M for the construction stage of the project has been submitted to the NSW Office of Environment and Heritage under the Floodplain Management Program.  Junction/Curtois Street drainage upgrade design completed, and stage 1 construction completed in August 2014.

## Environmental and Planning – *preserving our unique environment*

Long Term Goals	Delivery Program (Strategies) and Operational Plan Actions	Indicator/Measure	Responsibility	Report for period to 30.06.15
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	Council successfully dealt with environmental complaints affecting private properties on the following basis:  2 – business operating hours 1 - burning of waste 6 – overgrown land 3 – noise generation  All complaints were resolved and none warranted prosecutions or any statutory fines.
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	All development applications assessed in accordance with the provisions of the EP&A Act 1979, Kyogle DCP 2014 and relevant State environmental planning instruments, policies and codes.  33 Development Applications processed during the review period at a mean turnaround time of 35 days. 191 Section 149 certificate applications processed with an average turnaround time of 1.4 days  Turn-around times for DAs and certificates were adversely affected by staff vacancies during period. Successful staff recruitment during the end of the period has resulted in improvements during latter part of period not readily shown in the figures for the overall term.



Long Term Goals	Delivery Program (Strategies) and Operational Plan Actions	Indicator/Measure	Responsibility	Report for period to 30.06.15
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	<p>Environmental zones and biodiversity overlay deferred from LEP 2012 by State Government. Draft Consultant's report on application of E-zones and overlays released in 2013. Final report and Department of Planning recommendations not yet released.</p> <p>Council continues to rely on Kyogle DCP 2014 which contains development guidelines that seek to achieve protection of environmental attributes.</p>
Encourage responsible land management on privately owned lands. This will include the identification of areas requiring environmental improvement and management, and where possible Council will assist landowners to adopt effective management practices that minimise potential soil erosion and water pollution.	Educating the community so it displays a high level of understanding of and compliance with legislation	Educational programs implemented	Planning and Environmental	<p>No educational programs undertaken during reporting period.</p> <p>All development applications appropriately conditioned to ensure soil and erosion matters are addressed and managed.</p>
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	Ongoing

### **Village Life – *strong and vibrant villages***

Long Term Goals	Delivery Program (Strategies) and Operational Plan Actions	Indicator/Measure	Responsibility	Report for period to 30.06.15
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	Urban and Assets	Village Maintenance Agreements in place and active in Wiangaree, Woodenbong, Old Bonalbo, Bonalbo and Tabulam.  Village Life Focus Group Established in September 2014 with three formal meetings held up to the end of the reporting period.
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	Funding identified and services/facilities provided. Education activities conducted. Usage of facilities	Admin and Community Services	Advocacy role actively pursued by all Councillors and Executive Staff.  North Coast Area Health Service announced the construction of a new multi-purpose facility to replace the existing Bonalbo Hospital and aged care units.  Upgrades to telecommunications towers servicing Rural Fire Services and others at Woodenbong, Homeleigh and Haystack all completed during the reporting period.  Land secured for the new Rural Fire Service Building at Tabulam, and the sewerage system in Bonalbo extended to allow connection of the existing Rural Fire Service building.  Support for the emergency services provided through the Local Emergency Management Committee.
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.	Assistance provided by CDO	Admin and Community Services	Ongoing assistance through financial assistance grants.  Kyogle Memorial Institute Hall Master Plan drafted and on public display, and development application lodged for the relocation of the Art Gallery to the first floor area of the KMI Hall.

	Ensuring the needs of older people and people with a disability are monitored to ensure services and facilities are available			<p>External Grant Funding obtained for projects including;</p> <ul style="list-style-type: none"> <li>-Improvements to Facilities at Don Gulley Oval, Kyogle (construction commenced)</li> <li>-New skate park at Woodenbong (design in progress)</li> <li>-Outdoor gym equipment Woodenbong (construction commenced)</li> <li>-Improvements to the Kyogle Seniors Centre, Kyogle (construction to start early 2015)</li> </ul>
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	<p>Two LEP amendments were finalised during the reporting period; LEP Amendment No.2 (rural boundary adjustments) and LEP Amendment No. 3 (Secondary dwellings/Dual occupancies). Kyogle DCP 2014 commenced 1 June 2014.</p>
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 culture.	<p>Assistance provided by CDO NAIDOC week attendance</p> <p>Aboriginal heritage is included on heritage map.</p>	Admin and Community Services	<p>Financial support provided to Kyogle NAIDOC celebrations and the Bonalbo Multicultural Day. Staff attended both events.</p> <p>Ongoing</p>

## Appendix 1

### Kyogle Council Financial Statements

The adopted Financial Statements and long form audit report separately distributed to Councillors and available on Councils' website.

---