

Kyogle Council Annual Report 2007/2008

KYOGLE COUNCIL

2007/2008 ANNUAL REPORT

Kyogle Council
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Message from the Mayors & General Manager

It is a pleasure to present Council's Annual Report for 2007/08.

This report outlines in detail Council's performance for the year. It also provides other information to our community, some of which is required by the Local Government Act 1993, we hope you will find it informative.

The 2007/2008 year was a successful, rewarding and challenging year for Council. Council has undertaken a range of projects to meet the growing needs of our community not only in the traditional local government functional areas but also in community ventures.

Council has endeavoured to work in partnership not only with neighbouring local authorities, State and Federal agencies but also sought involvement from community and industry groups in projects that would provide long-term benefits to the Council area.

Council has been busy on numerous capital works projects including:

- Kyogle Main Street Redevelopment
- Seniors Centre
- Regional Road Bridges

The Department of Local Government conducted a "Local Government Reform Program – Promoting Better Practice" review on Council during the year. The Executive Summary in the report prepared as a result of this review included the following comments:

"Kyogle Council is a council that is going through significant change following the Department's section 430 investigation, as well as experiencing a change of senior officers. It has looked proactively at its operations to facilitate change and has critically analysed areas of the Council needing attention.

Council's deficiencies in strategic planning and a lack of policy development are now being actively addressed and the Council is on track to strategically manage its resources."

During the year, Council formed a relationship with Coffs Harbour City Council, looking to develop links and share resources and ideas for better community outcomes.

Financially, Council continues to be in a sound position, but faces the challenges of most local governments in renewing and maintaining our existing community assets as well as providing for increased demand.

On a sad note, Council lost one of its long serving Councillors, Bryan Hannigan in August 2008. Councillor Hannigan was elected to Council in 1995 and served Council and the community as a Council staff member (1962 to 1993) and as a Councillor (1995 to 2008) for a combined total of 44 years.

Local government elections were held in September 2008, resulting in significant changes to the elected representatives on Council.

After two Ordinary Council Meetings, a number of workshops and other meetings its apparent that all Councillors are working extremely hard to ensure that they keep the interests of the community in mind when making important decisions. All Councillors are ensuring they are fully informed before making those decisions and aren't reticent in voicing their point of view.

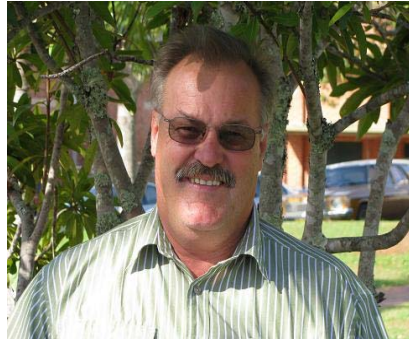
One of the upcoming tasks for new Councillors will be to review the existing Community strategic plan. The plan sets the focus for Council for the next 10 years, and ensures Council will continue to meet the needs of residents, business and visitors.

We would like to thank the Councillors, staff, many community volunteers, and all those who contribute in so many ways to make the Kyogle Local Government Area the unique and special place that it is.

Ernie Bennett
Mayor to
September 2008



Ross Brown
Mayor from September 2008



Arthur Piggott
General Manager

Summary of Achievements

Achievements

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

Ongoing maintenance and upgrading of local roads and bridges

Extensive damage was experienced to the local road network due to the major flooding in January 2008. This resulted in some of the works planned for 2007/08 being deferred to 2008/09 whilst flood damage repairs were carried out. Natural disaster funding of \$1.46 million was spent on local roads in the year with additional funding approved for 2008/09.

In addition to flood damage repairs, \$1.98 million of general fund revenue was spent on local rural and urban roads maintenance and improvements, including \$224,000 on gravel resheeting, \$131,000 on bitumen resealing and \$400,000 on continuation of the Kyogle Main Street redevelopment project .

Regional Roads Upgrading

Upgrading of Regional roads has continued this financial year with a total expenditure of \$2.167 million which, in addition to the ongoing maintenance program, included widening and rehabilitation of a further 1 km of the Clarence Way and safety improvements on the Clarence Way, Mt Lindesay road and Bentley Road involving shoulder widening and the provision of guardrail and signage. The Bean Creek No 1 bridge on the Clarence way was completed and work commenced on replacement of 5 bridges on the Clarence Way being funded under the regional roads Timber Bridge Partnership.

Blackspot Program

Council was again successful in obtaining Federal Blackspot funding in 2007/08 with a total of \$835,000 being received for 5 projects. Three of these projects were on Regional Roads and the remaining two were on the Lions road and on Gradys Creek Road. All projects involved pavement repairs, resealing and installation of guardrail and signage at identified accident spots on the roads.

Bridges

Bridge expenditure on local roads was in excess of \$1.8 million in 2007/08.

This includes about \$550,000 for maintenance and \$1.25 million in replacements.

Many bridges were damaged in major flooding in January 2008 and flood damage funding of \$160,000 is included in the maintenance expenditure. Much of the capital expenditure was for manufacture of components and purchase of materials for bridges to be completed on 2008/09.

Seven timber bridges were replaced in the year. Five of these were replaced with concrete pipe culverts and two were replaced with new steel and concrete bridges. Preliminary works including site investigations and manufacture of precast components was carried out for an additional 5 bridges, which will be completed in 2008/09.

Roads to Recovery Program

The Auslink Roads to Recovery Program has continued, with a total expenditure of \$448,000 in the year. This has funded replacement of five of the timber bridges completed in the year. Work also commenced on construction of the replacement bridge at Websters Creek on Stony Chute Road funded through the Auslink Strategic Regional program.

Water Supplies

The Kyogle Integrated Water Cycle Management Strategy continues to be the guiding strategy for the Kyogle Water Supply and Sewerage Services, as well as the financial planning for the water supplies, sewerage services, and stormwater and flood mitigation for each of the serviced villages.

Major activities during the course of the 2007/08 financial year include;

- o Purchase of the preferred site for the Kyogle off stream storage.
- o Obtaining approval of the Department of Water and Energy for the engagement of the contractor to design and construct the Bonalbo Water Treatment Plant and commencement of the design of the new works.
- o Continued liaison with Tenterfield Council and officers of the Department of Water and Energy to obtain ministerial approval to engage the contractor for the design and construction of the treatment plan to provide potable water to the communities of Urbenville (Tenterfield Shire), Woodenbong and Muli Muli.

Sewerage Systems

During the course of the 2007/08 financial year construction has commenced on the upgrading works at the Kyogle Sewerage treatment Plant.

Stormwater Network

Investigation of stormwater issues in Kyogle and all other villages as part of the strategic planning process for the stormwater network has continued during the year. A gross pollutant trap was installed on a major drainage line at Geneva street and other minor improvements were carried out on the Kyogle urban area

The preparation of the Kyogle Floodplain Risk Management Study and Plan has continued with the flooding in January providing an opportunity to review the assumptions made when developing the flood model and to update the model as required. The study is now expected to be finalised early in 2009 to enable Council to pursue funding for flood mitigation strategies identified for the area.

Asset Services

Council has continued to upgrade the quality of the information recorded in our systems to enable comprehensive strategic planning to be undertaken.

The major emphasis over the next year will be completion of extensive detailed inspections of the road network to identify all road and road related assets to meet the deadline for revaluation of these assets by the end of the 2008/09 financial year.

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 surplus from all activities for the year ended 30th June 2008 totalled \$4,893,000. This compares to a surplus in 2007 of \$3,562,000. The 2008 result can be summarized as follows:-

	2007	2008
	\$'000	\$'000
Revenues from continuing operations	14,627	17,590
Expenses from continuing operations	(9,925)	(11,901)
Result from continuing operations	4,702	5,689
Less Depreciation	(3,703)	(3,828)
Results from continuing operations before capital amounts	999	1,861
Capital grants and contributions	3,835	3,165
Gain/(loss) on disposal of assets	(1,272)	(133)
Surplus/(Deficit) from all activities	3,562	4,893

Performance Indicators

Unrestricted Current Ratio- The unrestricted current ratio represents Councils capacity to meet its commitments from current assets net of externally restricted cash, investments and receivables. Councils unrestricted current ratio of 6.01:1 means that Council has \$6.03 in liquid current assets for every \$1 of current liabilities.

Debt Service Ratio- This indicator assesses the degree to which revenues from ordinary activities are committed to the repayment of debt. The 2008 ratio is 3.57%. During the year Council repaid all general fund loans and a new loan of \$1 million was taken up by the Sewer fund.

Rates and Annual Charges Outstanding Ratio - This indicator assesses the effectiveness of Council's revenue collection. Council's rates and annual charges outstanding percentage has decreased from 9.06% in 2007 to 8.71% for 2008. Whilst this ratio is above benchmark levels the impact of drought and other economic events has influenced the Council's ability to collect rates and annual charges.

Kyogle Council Profile

Kyogle Council services an area of 3,589 square kilometres and adjoins the Beaudesert Shire 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.

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.

Good accommodation is available in farmstays, bed & breakfasts, rainforest retreats, pubs, motels and caravan parks.

Vision, Mission, & Values

COMMUNITY VISION

Working together to balance Environment, Lifestyle, and Opportunity.

OUR MISSION

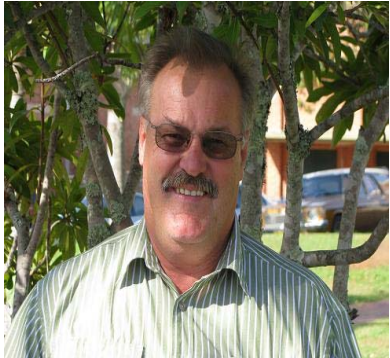







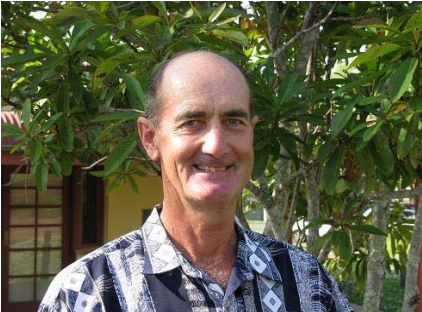
To meet the challenges of our unique and diverse region

OUR VALUES

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

Elected Representatives

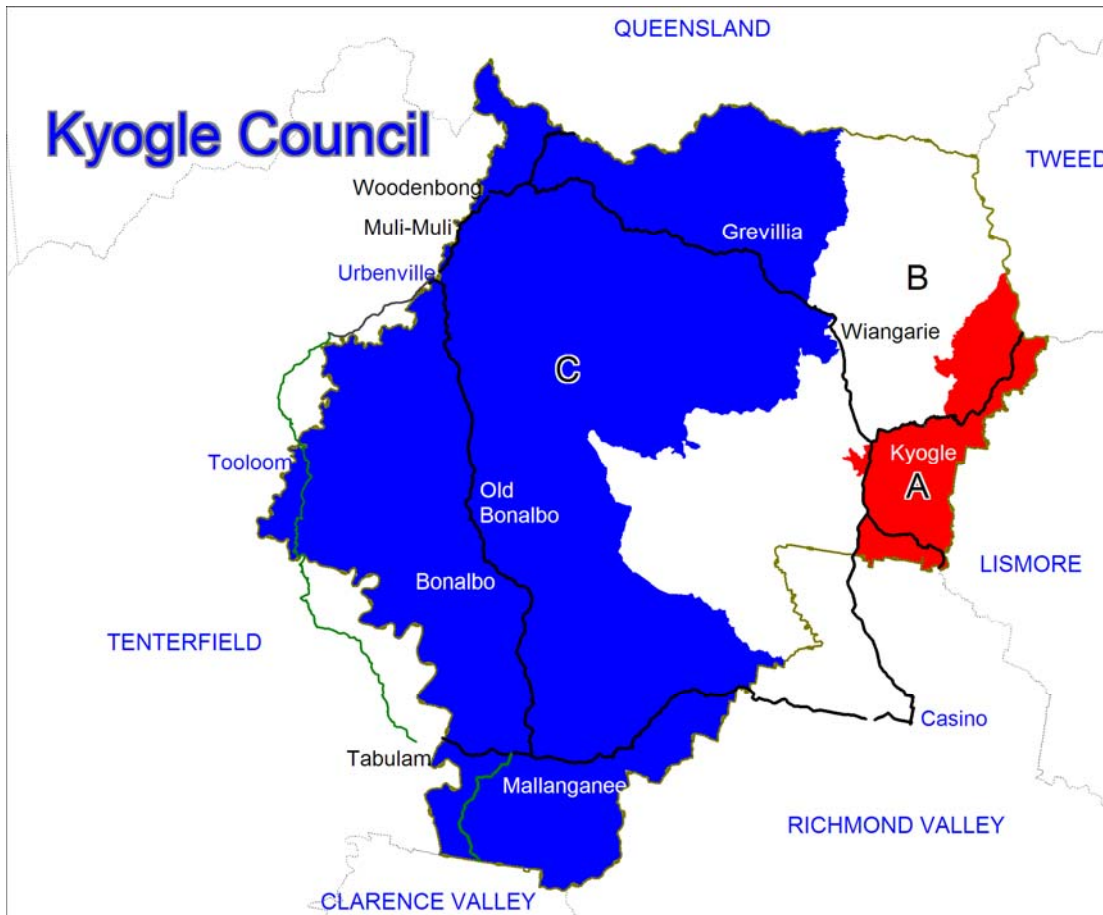
Nine Councillors represent three wards of the council area and are responsible for the direction and control of Council's affairs in accordance with the Local Government Act and associated legislation. Our current Councillors were elected on September 13, 2008 and will hold office until September 2012.

A Ward	B Ward	C Ward
<p>Ross Brown Mayor Ph: 66321349</p> 	<p>Robert Dwyer Deputy Mayor Ph: 6632 3352</p> 	<p>Ernie Bennett Ph: 6664 7291</p> 
<p>Robert Leadbeatter Ph: 66321353</p> 	<p>Lynette Zito Ph: 66671235</p> 	<p>Tom Cooper Ph: 66651286</p> 
<p>Janet Wilson Ph: 0419600848</p> 	<p>John O'Reilly Ph: 0419155101</p> 	<p>Lindsay Passfield Ph: 6635 1429</p> 

The Council was also well served during the period of this report by Councillors David Liska, Jeff Marriott, Jim O'Neill, Ian Kirkpatrick, Peter Lewis, Patsy Nagas, and the late Councillor Bryan Hannigan.

Ward Boundaries

Council last changed its Ward boundaries during the 1997/98 year in preparation for the September, 1999 general elections. A map depicting the ward boundaries is shown below. A more detailed map is available at the Administrative Office of Council in Kyogle. A further review of these boundaries is required before September 2009.



Organisational Structure

GENERAL MANAGER (Arthur Piggott)

Managing Council Relationships	Organisation and Operations Management	Tourism And Promotion	Economic Affairs	Governance	Risk Management and OH & S	Human Resources Management	Public Relations Management
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DEPARTMENT OF TECHNICAL SERVICES (Director: Frank Winter)

Project Services	Asset and Design Services	Water and Sewerage Services	Quarries	Maintenance and Construction Services	Emergency Services Coordination Rural Fire Services
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DEPARTMENT OF PLANNING & ENVIRONMENTAL SERVICES (Director: John Hession)

Planning Services	Environmental, Health and Building Services	Crown Reserves	Parks and Gardens	Facilities Maintenance Services
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DEPARTMENT OF CORPORATE & COMMUNITY SERVICES (Director: Carol O'Neill)

Financial and Audit Services	Information Technology Services	Human Resource Services	Plant and Purchasing Services	Community And Cultural Services	Administration and Customer Services
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The Organisational structure was last presented to Council in July 2008

Principal Activities

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

In November 2007 Council adopted a ten year Community Strategic Plan. Copies of this document are available at Councils office or on the Kyogle Council website.

The Plan was formulated with the input, ideas, and views of key stakeholders in the community, Kyogle Council's elected representatives and Council's senior management through a series of workshops during June, July and August 2007.

The major key strategic priority areas identified in the plan are:

- 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 community survey that identified improving water and sewer infrastructure as the third priority after improving roads and promoting local employment with improving waste management also ranking highly in the responses received.

In recent years concern for the natural environment has driven many changes in the way water resource and waste products are managed and with the current concern over global warming, climate change and dwindling non renewable resources, this trend will continue and will influence our 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 centerpiece of any public organization is its ability to provide service to its constituents. Kyogle Local Government Area residents have a right to expect the best possible customer 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 consultation 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 Council's operations in which respondents are least satisfied.

- o **Economic Development**

Throughout the process of establishing the strategic plan 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 services levels. With strong foundations in place, economic development, tourism and job-creating investments should flourish.

Audited Financial Reports

Section 428(2)(a)

A complete set of Kyogle Councils 2008 Financial Statements and the audit report from Thomas Noble and Russell are attached to this document as Appendix 1. This document also appears on Councils website at www.kyogle.nsw.gov.au .

Compliance with Special Variation Approval Conditions

There was no above pegging rate increase in the 2007/08 Financial year

Performance of Principal Activities

Section 428(2)(b)

Governance

STRATEGIES	PERFORMANCE TARGETS	MEANS	PERFORMANCE ASSESSMENT
Ensure Council's organisation structure is effective in meeting the objectives of Council	Organisation structure reviewed annually.	Organisation Structure review to be carried out in consultation with the General Manager, Council and Directors	Structure presented to July 2007 Ordinary meeting
Ensure Council's policies are relevant and meet the objectives of Council.	All policies reviewed annually	Review all policies annually to ensure that they are not contrary to Council's stated objectives	Report to August Ordinary Meeting regarding policy reviews ongoing.
Ensure the objectives and targets identified in the Management Plan are met.	Management Plan reviewed quarterly	Undertake quarterly reviews of Management Plan, identifying any areas of concern and adjusting targets as necessary.	Reviews to be completed by August, 2007, November, 2007, February, 2008 and May, 2008 and presented to Council.
Identify community opinion on a range of issues	Report community opinions	Conduct a community survey	Community Strategic Plan adopted.
Manage conflicts of interest	Effective conflict of interest policy	Develop and implement an effective conflicts of interest policy	Provide education and advice on managing conflicts of interest.
Improve the level of customer service across all aspects of Council operations	Minimise number of customer complaints	Provide prompt response to phone calls, correspondence and customer complaints	1,030 customer requests were registered in Dataworks during the year.
			5,300 items of correspondence were registered during the year. 152 items were outstanding as at 30/06/08.

Administration

STRATEGIES	PERFORMANCE TARGETS	MEANS	PERFORMANCE ASSESSMENT
Administration			
Ensure information technology is effectively utilised as a means of enhancing the effectiveness of work groups and the efficiency of the organisation.	Subject to availability of funds, all information technology needs are met.	Undertake a study to identify business needs and solutions which ensure appropriate technology is made available.	Information Technology Strategy Plan reviewed by 31 December each year.
Provide efficient management of Council records	Effective registration, storage and follow ups for all documents and e-mail.	Ensure ready access to centralised system of current and archival information by all staff	Continual improvements being made to records storage and archiving facilities in accordance with the State Records Act. Bloore Street storage area set up and improved.
Ensure public is aware of services, relevant events, meetings etc.	Full public knowledge of services, events, meetings etc.	Co-ordinate, produce and distribute monthly newsletters.	Newsletters to be prepared and distributed by end of each month.
Efficient running and recording of meetings	All meetings and minutes accurate	Relevant staff training and procedures in place to ensure accuracy	On the job training completed.
Compile and prepare Business papers for distribution to Councillors, staff, press and public	Business papers prepared accurately and distributed within sufficient time to allow review prior to meetings.	Business paper reports collated, printed, copied and distributed	Business papers produced for distribution to members and public at least 5 days before each meeting
Personnel			
Employ recruitment and selection procedures to attract the best possible applicants	High quality staff employed.	Positions to be filled according to recruitment procedures and policies	Number of resignations and appointments reported to Council
Ensure all staff, contractors and volunteers are aware of policies, safety issues and conditions of engagement.	Policies, safety procedures and conditions of engagement fully known and applied.	Induct staff, contractors and volunteers prior to their commencing duties.	Induction carried out.
Ensure all staff training needs are addressed and training budget spent effectively	All necessary training completed within budget.	Training plan to be developed for all staff	Prepare structured training plan by 31 March each year

STRATEGIES	PERFORMANCE TARGETS	MEANS	PERFORMANCE ASSESSMENT
Monitor progress and performance of staff	All staff reviewed at least once a year. Staff reviews completed on time.	Conduct regular reviews and reward positive achievement	Salary Structure adopted August 07. Salary system policy presented October 2007. Consultant engaged to conduct assessments and finalise salary system. All staff placed on new salary structure and backpaid to May 1, 2008 where appropriate.
Minimise complaints in relation to personnel practices	Minimal number of complaints received.	Ensure all personnel practices satisfy EEO and anti-discrimination requirements	Reviewed EEO Plan and presented to Council Oct 07
		Prepare Harassment Prevention Policy	Policy has been reviewed and is currently being considered by Consultative Committee prior to presentation to Council.
Minimise exposure to insurance risk	Adequate insurance coverage, minimise claims.	Ensure adequate insurance coverage and regularly inspect all facilities in accordance with developed risk management program	Report on number of claims received/lodged Reported to Council.
Minimise workers compensation claims/costs	Minimise premiums. Minimise numbers and amounts of claims.	Provide OH&S training for all employees, Interview all employees making accident claims and review work practices	Report on number of accidents/incidents kept and reported to Manex and Council.
Finance			
Minimise debt service costs	Low debt service ratio.	Evaluate the use of loan funding for capital works projects as required	Report on debt service ratio to be included in adopted Financial Statements.
Ensure budgeted results/objectives are obtained	Minimise variances.	Oversee budgets to ensure budget objectives are attained.	Report on percentage variances from budget included with quarterly budget review.
Ensure taxation requirements are met	Taxation minimised. Nil fines or penalties.	Implement systems and train staff to comply with requirements of legislation	All returns lodged on time.

STRATEGIES	PERFORMANCE TARGETS	MEANS	PERFORMANCE ASSESSMENT
Improve revenue collection methods	Minimise level of outstanding debts.	Enforce debt collection methods to reduce levels of outstanding debt	Report on levels of outstanding rates is provided to each Ordinary Council meeting.
Manage cashflows to maximise investments	Investment return forecast in adopted budget.	Prepare monthly cash flow statements and investment return	Forecast investment return exceeded.
Ensure internal controls are in place to minimise risk of error and opportunity for fraud	Internal controls are effective.	Document systems, train staff and implement auditors recommendations	No major problems identified by Auditors. Points noted in Management letter from auditors addressed where possible. Unqualified audit report issued.

Public Order & Safety

STRATEGIES	PERFORMANCE TARGETS	MEANS	PERFORMANCE ASSESSMENT
Fire Protection			
Management Plan programs have been replaced with the Rural Fire Service – Service Level Agreement.			
Animal Control			
Provide efficient and effective animal control in accordance with statutory obligations.	Monitor incidence of straying dogs and stock.	Carry out regular patrols of public streets and roads	Patrols carried out on a regular and systematic basis.
	Reduce the risk of vehicle accidents due to straying animals.		
	Administer relevant legislation.	Formulation and review of policies and supply of information to the community	Staff training identified and provided.
		Available staff has current knowledge of legislation and investigation procedures.	
Educate community on responsible animal ownership	Public consultation, education and meetings for Companion Animals Management Plan.	Implementation of a Companion Animals Management Plan.	
Provide prompt response to community needs regarding animal control.	Enquiries and complaints are actioned promptly.	Control nuisances relating to barking dogs and dangerous dogs.	Complaints and enquiries acted on within 7 days.

Health

STRATEGIES	PERFORMANCE TARGETS	MEANS	PERFORMANCE ASSESSMENT
Public Health			
Provide effective disease control within Council jurisdiction.	Monitor and inspect skin penetration activities and equipment, which has the potential to harbour legionella bacteria.	Registration and periodic inspection of premises conducting skin penetration activities or containing water-cooled air conditioning units.	Registers and premises files maintained including records of all inspections. Annual Inspections of all premises.
	Promote and support immunisation programs to increase immunisation rates within the Council area.	Periodic promotional activities for immunisation associated with immunisation week and through Council venues.	Information kits given to local preschools / kindergartens.
	Provide staff training specific to disease control activities.	Staff training on current disease prevention and control methods.	Training Programs are accessed.
To ensure public health standards are maintained in accordance with statutory obligations.	Timely response to community requests and complaints.	Response to complaints and the procedures for issue of Orders is monitored and regularly reviewed.	Complaints are responded to within 21 days or less depending on health issues concerned.
Greenhouse Emission	To enable Council to monitor and respond to changing processes concerning Greenhouse emissions.	Ongoing monitoring and evaluation of Council activities in respect of Greenhouse emissions. This includes liaising with Kyogle Climate Action Network and participating in meetings of the Northern Rivers Group on Energy (NRGe).	Stabilise and/or reduce Councils Greenhouse emissions footprint.

STRATEGIES	PERFORMANCE TARGETS	MEANS	PERFORMANCE ASSESSMENT
Environmental Health			
To respond promptly and effectively to community concerns and needs regarding environmental health issues.	Staff is conversant with current legislation.	Staff is provided with relevant training in respect to environmental and general health legislation. Staff to attend regional workshops sponsored by Government agencies.	Staff training is appropriate to needs.
Food Control			
To protect public health related to the sale of food.	Carry out periodic surveillance of food preparation, handling and sale procedures.	Inspection of food handling premises and food handling methods, including development of upgrading programs for individual premises.	Annual inspection of all food premises.
	To enforce provisions of the Food Act where necessary.	Knowledge of the Food Act is continually updated, including enforcement procedures sampling and preparation of evidence.	Staff training is appropriate to needs Risk Assessment Audit of all premises conducted Inspections conducted in accordance with Risk Assessment.

Community Services & Education

STRATEGIES	PERFORMANCE TARGETS	MEANS	PERFORMANCE ASSESSMENT
Child Care			
To co-ordinate and support services and facilities, which cater for, needs in the areas of childcare.	Continue the autonomy of Council owned preschools.	Lease arrangements for Preschools for next 3 years.	Lease arrangements for preschools finalised in a timely manner.
Youth Services			
To co-ordinate and support services and facilities, which cater for, needs in the areas of youth services.	Determine youth needs through Management Plan process.	To promote more understanding and awareness of youth issues within the Council area.	Assist Council in developing youth focus and programs. - Youth week activities supported. - Supported Kyogle Youth Ventures.
Aged Services			
To provide a facility for Aged Services to be carried out.	Building provided for Aged Services	Fund and Construct a Kyogle Seniors Centre.	Construction progressing well on Seniors Centre.

Housing & Community Amenities

STRATEGIES	PERFORMANCE TARGETS	MEANS	PERFORMANCE ASSESSMENT
Town Planning			
To ensure a high level of assessment is carried out in respect of all development in accordance with the requirements of Section 79C, Council's policies and Council's objectives for the development of the area.	Mean turn around time in working days for determination of applications, excluding delays caused by applicants (including insufficient details with an application) to be less than 40 working days	All development applications are assessed in accordance with the provisions of the Environmental Planning and Assessment Act, Council Policies and codes. All applications are referred to Council's Development Management Panel on a weekly basis for assessment.	Mean turn around time in working days for determination of development applications to be less than 40 days. 61 applications processed at an average of 33 days.
To ensure all development applications are processed within an acceptable time period without compromising the standard of assessment.	No "legitimate" complaints received regarding the level of application assessment.	Processing of applications is coordinated to ensure determination at the earliest practical opportunity, and where possible within 40 working days.	Number of "legitimate" complaints received per development application.

STRATEGIES	PERFORMANCE TARGETS	MEANS	PERFORMANCE ASSESSMENT
To enforce Council's planning statutes as required.	All identified non-compliance activities are satisfactorily dealt with, resulting in the cessation or legalisation of the use.	Identified incidences of non-compliance are dealt with to ensure compliance, through inspection, mediation or where required litigation	Number of illegal activities controlled as a percentage of illegal activities identified.
To process Section 149 Certificates efficiently.	Mean processing time for Section 149 Certificates to be less than 5 working days.	Section 149 Certificates processed on a PC based system.	To ensure the processing time of Section 149 Certificates be less than 5 working days. 92 applications processed at an average of 1.5 days.
Strategic Planning			
Strategic Planning Programme maintained to enable assessment and introduction of new techniques and approaches to Council's land use planning functions.	All policies, strategies and plans as required by Council are prepared based upon priorities as contained in the strategic planning program	Documents are produced utilising external consultants and "in house" expertise.	All policies, strategies and plans as required by Council are prepared based upon priorities as contained in the strategic planning program.
To prepare new Local Environmental Plans, Development Control Plans, and strategies to guide the future development of the Council area.	All documents produced are of a high standard.	Support is obtained from a variety of agencies in the preparation of documents.	All consultants utilised work to an adopted project brief, with no unnecessary delays in finalisation. Review Agricultural Lands Study to conform with Department of Primary Industries and Department of Planning suggestions
Community Resource Planning and Services			
To research and constantly monitor the human services needs of the Council area.	Undertake a detailed human needs assessment	Actions for this activity are undertaken "in house" using existing resources and expertise.	All publications are relevant and provide an up to date database.

STRATEGIES	PERFORMANCE TARGETS	MEANS	PERFORMANCE ASSESSMENT
To facilitate and promote co-ordinated and consistent community resource provision by Council and the government, and non-government providers.	To provide Council with an up to date land use and demographic database.	Some assistance is available through the regional community projects officer for AAS.	Annual update of Council Community Directory and Profile
To become actively involved in community service provision including Area Assistance Scheme (AAS).	Seek additional government funding and support, through grants etc.	Council has appointed a part time Community Projects Officer to undertake Area Assistance Scheme, social planning, Aboriginal Affairs and other related activities.	Area Assistance Scheme requirements are met.
Waste Management			
Efficiently manage collection and disposal of waste, and promote waste minimisation initiatives.	Landfill sites are managed and operated in accordance with relevant environmental standards guidelines and reporting provisions.	Day labour and contract works are monitored and reviewed for appropriate and timely procedures and cost effective operations.	Operational costs and income meet budgeted levels License conditions/reporting obligations are complied with, as Council allocated resources permit.
	Contract collection services are supervised and reviewed under terms of contract, including consideration of new contract needs.	Supervision of contractor and review of collection contract review carried out by Council staff	Annual review of Collection contract
	Landfill and waste transfer sites monitored for leachates	Landfill and waste transfer sites are periodically inspected.	Leachates are monitored within acceptable parameters
Management of the Kyogle Landfill site.	Maximise the life of the current Kyogle landfill facility	Ongoing enhancement of current capacity in Kyogle landfill refuse cells and the monitoring of recycling activities.	Maximise lifespan of current landfill site.

STRATEGIES	PERFORMANCE TARGETS	MEANS	PERFORMANCE ASSESSMENT
Investigation and Development of a new landfill site to service the Kyogle area	Undertake a strategic business plan process with Council to determine feasibility of a new landfill site	Consultants to prepare a Strategic Business Plan for a new landfill	Landfill Strategic Business Plan to be completed.
Management of the Woodenbong Landfill site.	Maximise the life of the current Woodenbong landfill facility	Ongoing enhancement of landfill capacity	Construction of new waste trench as required
Management of the Bonalbo and Mallanganee Waste Transfer sites.	Ensure activities at the waste transfer sites are carried out in accordance with community expectation	Staff are trained in all facets of waste transfer facility operation.	Facilities maintained in an acceptable condition and waste transferred in a timely manner
Public Cemeteries			
To preserve an essential community facility and to cater for future community needs.	To develop an appropriate funding base to ensure local cemeteries are maintained and improved including expansion needs.	Cemetery income to support essential maintenance and works activities to seek a stand-alone capacity.	Cemeteries maintained within available budget.
To provide an efficient, compassionate community service.	To ensure staff are suitably trained to compassionately deal with burial arrangements and enquiries.	Annual training programmes for staff.	Number of complaints received from dissatisfied persons

Water Supplies

STRATEGIES	PERFORMANCE TARGETS	MEANS	PERFORMANCE ASSESSMENT
To maintain the levels of service in the provision of water supply and to implement a capital works program to progressively upgrade the water supply assets in the Council area to meet development demands and current safety, health and environmental standards	Maintain and update the Strategic Business Plan for the Council's Water Supply Schemes	Identify changes in strategies from operational experience and investigation reports.	Steering Committee established to assist in review of Strategic Plan. Full review to be carried out in 2008/09.
	Develop a forward capital works program for the upgrading of the water supply schemes.	Liaise with field staff, Department of Commerce and DEUS to coordinate works proposals and subsidies.	Land acquisition and approvals for Kyogle Off-Stream storage finalised. Off-stream storage to proceed in 2008/09.
	Completion of the Woodenbong / Muli Muli potable water supply scheme.	Liaise with Tenterfield shire to progress the treatment plant construction and reservoir upgrades	Stage 3 Ministerial approval obtained. Contractor engaged. Estimated completion by December 2008.
	Ensure compliance with the Australian Drinking Water Guidelines for all water supplies.	Monitor water quality results and usage figures to identify any failures in water quality.	Financial requirements of capital works program included in forward management plan proposals
	Maintain high standard of response to customer requests	Maintain Council's Customer Action Request system and document inspection and response procedures to ensure prompt, efficient response to requests.	Concurrence with levels of service outlined in Council's Strategic Business Plan, and implementation of field recommendations into the development of the capital works program.

Sewerage Services

STRATEGIES	PERFORMANCE TARGETS	MEANS	PERFORMANCE ASSESSMENT
To maintain the level of service in the provision of Sewerage services and to implement a capital works program to progressively upgrade the sewerage assets in the Council area to meet development demands and current safety, health and environmental standards.	Maintain and update the Strategic business Plan for the Council's Sewerage Schemes.	Identify changes in strategies from operational experience and investigation reports.	Steering Committee established to assist in review of the Strategic Plan. Full review to be carried out in 2008/09.
	Develop a forward capital works program for the upgrading of the sewerage schemes	Liaise with field staff, Department of Commerce and DEUS to coordinate works proposals and subsidies.	Woodenbong and Bonalbo effluent reuse schemes completed. Kyogle Sewerage Plant upgrade in progress.
	Ensure compliance with Environmental Protection Agency conditions and guidelines.	Liaise with DEC to coordinate environmental requirements	DEC conditions are met for all operations.
	Maintain high standard of response to customer requests	Maintain Council's Customer Action Request system and document inspection and response procedures to ensure prompt, efficient response to requests.	Concurrence with levels of service outlined in Council's Strategic Business Plan, and implementation of field recommendations into the development of the capital works program.

Recreation & Culture

STRATEGIES	PERFORMANCE TARGETS	MEANS	PERFORMANCE ASSESSMENT
Public Libraries			
To provide accessible reference reading and recreational reading for the community and associated services associated with Regional Library Management.	Monitor Performance of the Richmond Upper-Clarence Regional Library.	Liaison with regional library regarding community needs.	Ongoing evaluation of effectiveness of the Richmond Upper-Clarence Regional Library.

STRATEGIES	PERFORMANCE TARGETS	MEANS	PERFORMANCE ASSESSMENT
	To maintain the community asset.	Council is informed of library and activities including Regional programs. Inclusion of the asset within Council's facilities maintenance program.	Building asset included in maintenance program. Council informed of funding efforts for library activities.
Community Buildings			
To maintain community assets.	Structures are maintained to prolong physical life of the asset as well as reducing long-term maintenance costs.	Maintenance scheduled within facilities maintenance program.	Maintenance works within budget limits.
To provide appropriate facilities for community needs.	Facilities cater for specific needs of community groups, facility hirers and visitors to the area.	Consultation with community groups taken place periodically and through Management Plan process, and Access Action Plan, mobility reference guide.	Actions within budgetary allocation.
Provide safe, accessible and secure community facilities.	Safety, access and security issues addressed with improvements implemented where necessary.	Regularly monitor and review safety access and security needs.	Actions within budgetary allocation.
Swimming Pools			
To provide safe and enjoyable swimming facilities for recreational and competitive needs.	Safety issues addressed with improvements implemented where necessary.	Regularly monitoring and review of safety issues and contract management.	Safety and Capital works carried out within budgetary allocations.
To ensure maintenance and upgrading of the community asset.	Structures are maintained to prolong physical life of the asset as well as reducing annual maintenance budget in the long term.	Maintenance works scheduled within facilities maintenance program.	Maintenance work carried out in a timely manner within budgetary allocations. Pools ready for opening at commencement of swimming season
Parks and Gardens			
To provide a safe and pleasant atmosphere in Council's parks, gardens and recreation areas and to pursue their steady improvement.	Minimise the potential for liability claims.	Undertake regular risk audits	Ongoing Risk Assessment carried out and documented.

STRATEGIES	PERFORMANCE TARGETS	MEANS	PERFORMANCE ASSESSMENT
	Pursue means to reduce costs of recreation facility maintenance	Ensure rectification of identified hazards is given high priority in the routine maintenance program.	Review maintenance budget to incorporate cost savings where applicable for inclusion in Management Plan proposals. Upgrade park equipment in disrepair or at the end of its functionality
		Encourage community participation in maintaining parks and gardens and footpaths in the urban areas. Encourage sporting bodies to assist in preparation and maintenance of their sports grounds	Receive community input into the maintenance and development of parks and gardens
		Review the grass-mowing contract to determine comparative costs to day labour.	Council to provide mowing services from July 2008.
	Ensure land correctly classified	Conduct a thorough review of land classifications to ensure operational and community land correctly classified Review Land register to ensure up to date and correct	Some land reclassified to community land, register updated.
	Efficient running of reserves	Continue actions in relation to returning as trust manager for crown reserves in Kyogle Council area. Investigate ways to assist with community run reserves	All approvals received by 31 December 2007
	Ensure community lands plans of management are in accordance with current legislative requirements	Conduct a review to ensure community lands plans of management are in accordance with current legislative requirements	Review conducted by December 2007

Mining, Manufacturing & Construction

STRATEGIES	PERFORMANCE TARGETS	MEANS	PERFORMANCE ASSESSMENT
Construction			
Building Control			
Ensure building activities within the Council area are carried out in accordance with relevant legislation.	Building appraisal procedures are performed in accordance with relevant legislation and statutory time frames.	Application appraisal procedures are regularly reviewed.	Building certificates processed within statutory timeframes.
	Illegal construction is investigated and dealt with in accordance with current legislation.	Staff have appropriate knowledge of building control legislation and industry methods/materials.	Appropriate staff training made available and attended.
	Policies developed and reviewed to provide relevant criteria for building activities, as Council allocated resources permit.	The majority of the work is undertaken "in house".	Policies referred to Council and community as necessary.
Ensure building related enquiries are dealt with efficiently and professionally.	Prompt and correct response to enquiries.	Inspections carried out in a timely and professional manner, as Council allocated resources permit.	Level of customer satisfaction/complaint monitored through complaints register.
Mining			
Quarries			
To provide economical quarry products and to operate within all relevant legislation.	Investigate new raw material sites.	Identify potential sources and carry out preliminary investigations to determine quantity and quality of material available.	Review of quarry options ongoing.
	Develop a quarry business plan.	Review the draft plan and adapt it to current operations and future proposals.	Investigation into most economical method of operating quarries continuing.
	Develop quarry operations plans	Carry out site surveys of quarries. Prepare operations plans to comply with relevant legislation	Site surveys undertaken operations and plans under continuous review.
	Maintain and update Quarry Safety Management Plan to DPI requirements	Provide relevant staff training and conduct safety meetings and site inspections in accordance with the Plan.	Mines safety management plan implemented. Quarry Safety Committee Meetings held.
Ensure quarries operations are run within budgetary limits	Performance within budget	Monitor budgets regularly	Results within budget

Transport & Communication

STRATEGIES	PERFORMANCE TARGETS	MEANS	PERFORMANCE ASSESSMENT
State Highways and Regional Roads			
To identify and address the need for improvement of the State Highway and Regional road network	Develop forward capital works and maintenance programs for Regional Roads.	Regular assessment of road condition by visual inspection and analysis of maintenance expenditure.	Regional Road Repair Program has been confirmed for the years 2007/08 to 2010/11. 10 projects approved over this period with estimated cost of \$2.632 million.
	Liaise with RTA in the development of five year capital works and maintenance programs for State Roads	Participate in annual inspections of State Roads with RTA to determine needs.	2007/08 inspections undertaken in August 2007
		Continually monitor defects to identify areas where additional works to routine maintenance are required.	Rehabilitation work on Mallanganee Range completed. Major heavy patching on Summerland Way completed.
		Prepare designs and carry out preconstruction activities for future works	Preconstruction works to be undertaken promptly to ensure programmed funds are used to best advantage.
	Regional road network appropriate for current and anticipated transport needs.	Negotiate with RTA for appropriate changes e.g. inclusion of Gradys Ck Rd in the network.	Still awaiting results of review from State Government.
	Pursue a commitment for a heavy vehicle alternative route for the Summerland Way through Kyogle	Liaise with the RTA and other government departments.	No firm commitment obtained in 2007/08 to be pursued in 2008/09.
To undertake maintenance and construction works on the State Highways and Regional Roads.	Maintain State Roads to the requirements of the Single Invitation Contract	Negotiate realistic prices related to standards specified	Consultation on new contract has commenced.
		Comply with quality, safety and environmental management plans	Non conformance reports minimized.
	Construct capital projects on State Roads to RTA requirements	Submit competitive tenders for works	No State road works offered for the tender in 2007/08.

STRATEGIES	PERFORMANCE TARGETS	MEANS	PERFORMANCE ASSESSMENT
	Replace timber bridges on the Regional roads	Update bridge replacement program	13 bridge replacements approved under the Regional Bridge partnership over 2 years with an estimated cost of \$6.7 million. - Tenders for 8 bridges awarded March 2008.
		Pursue funding assistance	50% subsidy on approved works.
		Manage design and construction works in most economical manner.	Approved projects completed on time and within budget.
Urban Local Roads			
To identify and address the needs for the improvement or the expansion of the Urban Local road network and to improve the level of service to residents in the village area.	Review the classification hierarchy for Urban Local Roads	Review the urban road classifications to ensure they are appropriate for current development and usage.	Classifications reviewed no change from previous advised classification.
	Develop construction and maintenance standards for urban local roads	Review appropriate standards for local conditions	Standards documented as per Northern Rivers Development Manual.
	Develop construction and maintenance standards for urban local roads	Review appropriate standards for local conditions	Standards documented as per Northern Rivers Development Manual.
	Develop a forward rehabilitation and upgrading Program to address the backlog of works required.	Regular assessment of road condition by visual inspection and analysis of maintenance expenditure	Forward program developed and annual requirement included in Management Plan.
	Eliminate all unsealed urban streets and lanes	Review the program to achieve this objective in five years	Annual Program included in management plan proposals
	Reduce risk exposure due to trips and falls in the urban areas.	Implement programs for reconstruction or repair to footpaths, kerb and gutter and street tree management where hazards have been identified.	Kyogle Main street redevelopment progress. Pedestrian access, mobility plan completed.

STRATEGIES	PERFORMANCE TARGETS	MEANS	PERFORMANCE ASSESSMENT
	Pursue systematic maintenance programs for urban streets	Identify maintenance needs by regular inspections and reference to complaints received.	Inspection records maintained and reviewed on a monthly basis.
	Construct and maintain all roads to standard outlined in the Road Network Management Plan	Review the gap between actual funding and funds required for the various maintenance activities	Gap between desirable and achievable standards identified and reported.
	Maintain high standard of response to customer requests	Maintain Council's Customer Action Request system and document inspection and response procedures to ensure prompt, efficient response to requests.	Concurrence with levels of service outlined in Strategic Plan, and implementation of field recommendations into the development of the capital works program.
Finalise strategy for the Kyogle mainstreet beautification.	Completion of stage 1 by 30 June 2008.	Liaise with Council, the community, Kyogle businesses and Government Departments.	1 st stage 60% completed. Expected completion December 2008.
Rural Local Roads			
To identify and address the needs for the improvement of the rural local road network and to improve the level of service to the general public and residents of the Council area.	Review the Road Network Classification annually	Review traffic usage and development trends to identify any changes in classifications warranted	Rural Road classifications reviewed no changes from previously adopted classifications.
	Develop construction and maintenance standards for each classification of road	Review appropriate standards for local traffic conditions and topography	Standards documented as per Northern Rivers Development manual.
	Develop a forward rehabilitation and upgrading program for sealed roads.	Carry out a condition survey and traffic projections for sealed roads to identify priorities for resealing, reconstruction or realignments to achieve the minimum standards adopted for the road classification.	Forward Program incorporated into Management Plan.

STRATEGIES	PERFORMANCE TARGETS	MEANS	PERFORMANCE ASSESSMENT
	Develop a forward rehabilitation and upgrading program for unsealed roads, including a gravel resheeting program and an initial sealing program.	Carry out annual condition survey and traffic projections for unsealed roads to identify priorities for gravel resheeting, realignments or sealing to achieve the minimum standards adopted for the road classification	Forward Program incorporated into Management Plan.
	Construct and maintain all roads to the relevant standard adopted for the road network	Review the gap between actual funding and funds required to meet the target standards.	Gap between desirable and achievable standards reported to Council. Boorabee Creek Road, Fawcetts Plain Road & Apple Gum Road upgraded to required standard.
	Maintain high standard of response to customer requests	Maintain Council's Customer Action Request system and document inspection and response procedures to ensure prompt, efficient response to requests.	Concurrence with levels of service outlined in Strategic Plan, and implementation of field recommendations into the development of the capital works program.
	Pursue the establishment of an East-West road connection	Determine preferred route, preliminary design and estimate	Strategy reported to Council's November 2007 meeting - ongoing investigation.
		Pursue funding to commence construction	Detailed requirements to be identified in 2008/09.
Promote responsible management of the roadside environment	Implement Roadside Vegetation Management plan	Train all operators in the identification and preservation of roadside vegetation	Protection and enhancement of roadside environment incorporated into works program.
Promote road safety	Prepare a Road Safety Strategic Plan for the whole Council area	Pursue grant funding for the preparation of a plan	No funding obtained for Road Safety Plan.
		Pursue funding for specific road safety projects as appropriate	5 blackspot projects costing \$835,000 approved for 2007/08. Additional projects submitted for funding in following years.
Bridges			

STRATEGIES	PERFORMANCE TARGETS	MEANS	PERFORMANCE ASSESSMENT
To identify and address the needs for the improvement of the Kyogle Council Bridge Network.	Implement the adopted Bridge System Improvement Strategy	Continue systematic inspection and testing program	Bridges in the network re-assessed as per Road Management Strategy.
	Update the bridge asset register	Record data from ongoing bridge survey and add details of new works as they occur.	Bridge register updated on a continuous basis
	Develop construction and maintenance standards for bridge network	Review appropriate standards for local conditions	Standards documented and incorporated into Bridge Management Plan
	Develop a long term rehabilitation and upgrading Program	Regular assessment of bridge condition by visual inspection and analysis of maintenance expenditure	Bridge Management Plan to be reviewed in 2008/09.
	Develop systematic bridge maintenance programs	Identify maintenance needs by regular inspections and reference to complaints received.	Inspection records maintained and reviewed on a monthly basis.
To work towards the upgrading of bridges to provide a higher level of service to the public and lower annual maintenance costs	Develop annual bridge replacement program.	Prioritise bridges for replacement and determine appropriate replacement structure	Replacement program incorporated in Management Plan each year 9 bridges identified for replacement in 2007/08, 3 replace with bridges and 6 replace with culverts. 7 replacements completed by June 2008, remainder deferred to 2008/09.
		Review new and existing technologies to replace bridges with economical low cost structures.	Ongoing program.
	Maintain serviceability of existing bridges	Undertake regular appropriate preventative maintenance as identified in bridge inspections.	Reduction in incidence of emergency repairs not achieved due to major damage incurred.
		Upgrade warning signage on bridges and approaches.	Install signage as each bridge undergoes maintenance works

STRATEGIES	PERFORMANCE TARGETS	MEANS	PERFORMANCE ASSESSMENT
		Continue termite control program	Reduction in evidence of recurring termite damage to bridges
Ancillary Services			
To control private structures on roads and road openings and to ensure that all works are carried out to adopted standards.	Ensure compliance with Council's adopted grid policy.	Carry out an inspection of all grids and update records of owners and serve the required notices when grids need upgrading	All grids recorded in the register and maintained to the required standard. Correspondence has been sent to all properties with grids to identify ownership.
	Ensure compliance with Council's adopted Property access and Addressing Policy and Management Plan	Inspect existing property accesses and advise owners of the requirements as adopted. Approvals for new property accesses to be in compliance with the policy and management plan.	All property accesses and rural addresses to comply with the required standard.
	Ensure compliance with Council's adopted Road Reserve Policy and Management Plan	Monitor road openings, subdivisional roadworks and other private works within road reserves	All works to Council standards.
Drainage			
To work towards the upgrading of stormwater drainage systems in the urban areas to provide a higher level of service to the public.	Maintain and update the Stormwater Management Plan for the Kyogle town area.	Identify changes required to the plan as objectives are refined.	Strategic Plan for Kyogle town area updated annually.
	Identify stormwater drainage needs in the villages.	Site inspections and discussion with local residents.	Stormwater Management Plan for Villages under development.
	Develop a forward capital works program for stormwater drainage improvements.	Reference to the Kyogle Stormwater Management Plan and Village needs report	Projects identified and included in forward plan.
		Preliminary surveys and designs to determine cost estimates.	Detailed designs completed for each years program

STRATEGIES	PERFORMANCE TARGETS	MEANS	PERFORMANCE ASSESSMENT
	Develop systematic maintenance programs for urban drainage	Assess the condition and effectiveness of the existing drainage networks	Schedule of maintenance standards for urban drainage to be established and incorporated into Strategic Plans
		Identify maintenance needs	Maintenance program to be developed and incorporated into Strategic Plans
Raise public awareness of stormwater issues.	Pursue community awareness programs on stormwater management issues	Participate in stormwater education initiatives jointly with adjacent councils, DEUS or other organisations	Training and education undertaken as appropriate.
		Promote public awareness programs such as "Waterwise"	Promotions supported where appropriate.
Plant & Depots			
Replace/acquire plant as and when necessary.	Plant fleet is adequate to meet needs.	Regular review of plant conditions and use.	Consistent within budget
Ensure plant has high levels of utilisation	Rationalise under utilised plant.	Review works program and plant income reports regularly.	Consistent within budget
Ensure plant operations are run within budgetary limits	Performance within budget	Monitor budgets regularly	Consistent within budget

Economic Affairs

STRATEGIES	PERFORMANCE TARGETS	MEANS	PERFORMANCE ASSESSMENT
Economic Development			
To assist intending developers to identify sites and lodge applications for appropriate commercial, industrial and other employment generating activities and to appropriately determine such applications.	To follow the charter for Best Practice Planning and development for the NSW North Coast in assessing and determining development applications for appropriate commercial, industrial and other employment generating activities.	All activities in this category are to be undertaken "in house" utilising existing staff and resources as available. Outside agencies may be called on to assist as required.	Number of new commercial and industrial developments approved.
To action items identified in the "Sense of Place Project" Economic Development Plan.	Continue the strategic planning process with Council and key community stakeholders	Consult broadly on the actions and content of the plan	Futures Committee established.
Actively pursue opportunities for the development of Value Adding industries for forest plantation products	Identify opportunities for development.	Liaise with government and industry groups	Progress report presented to Council October 2007.
Finalise strategy for the Kyogle mainstreet beautification.	Completion of stage 1 by 30 June 2008.	Liaise with Council, the community, Kyogle businesses and Government Departments.	Works in progress.
Tourism			
To foster the development of the tourism industry, within the Council area in order to promote economic growth and improved facilities.	Prepare promotional material for the area as required, aimed at achieving maximum target audiences.	Council has an adopted tourism strategy, which sets out the strategic direction for tourism within the Council area, including resource requirements.	Number of tourist development applications received.

STRATEGIES	PERFORMANCE TARGETS	MEANS	PERFORMANCE ASSESSMENT
	Actively assist in the regional promotion and development of the tourism industry.	Given the limited level of resources available for this activity, the majority of the work is undertaken "in house".	<p>Annual Implementation of a combined tourism brochure with Richmond Valley Council</p> <p>Establish a Tourism Marketing Plan.</p> <p>Continue the association between Kyogle Council and the Regional Tourism Organisation</p>

State of Environment Report

Section 428(2)I, cl 217(2), cl 218-226

All Councils are required under the Local Government Act and the Local Government (General) Regulation to produce a comprehensive State of the Environment (SoE) reports every four (4) years. This document effectively provides a report card on the condition of our environment and natural resources. Kyogle Council developed a comprehensive report in 2004. Council is also required to produce annual supplementary reports between comprehensive reports.

It has been confirmed that supplementary reports only are required for this year while the review being conducted by the Department Local Government continues. A comprehensive State of the Environment Report will be required next year.

A copy of the 2004 comprehensive State of the Environment Report is available from Council's Administrative Office.

The State of the Environment Supplementary Report for 2008 is included in this report as Appendix 2.

Condition of Public Works

Section 428(2)(d)

The information contained in this Schedule 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

Council recognises that the standard that it considers to be "satisfactory" may be different from that adopted by other Councils.

BUILDINGS and other MAJOR FACILITIES

Council manages and/or maintains 85 public buildings and facilities within the Kyogle Council Area. 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.

All building assets were revalued by an external valuer during 2007/2008 in accordance with the Department of Local Government requirements. The recorded in Council's Assets Register. Maintenance programs are developed to reflect the condition of the facilities.

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 necessary maintenance required to achieve a satisfactory standard identified and costed. A condition code has been applied to each facility and then a representative rating applied to each class of facility. These codes are included in the financial statements. The total estimated cost to bring these facilities to a satisfactory condition is \$2,894,000.

Estimate of cost (at current value) to maintain the building / major facilities at a satisfactory standard.

If all the facilities were at a satisfactory standard it is estimated to cost \$105,000 each year to maintain that condition.

Current value of the annual building / major facility maintenance program.

The current value of the annual building/major facility maintenance program is \$130,000.

ROADS and ASSOCIATED STRUCTURES (Bridges, Kerb & Gutter, Footpath)

Council maintains a total road length of 1,210 km of local and regional roads, which include a total of 270 timber bridges and 83 concrete bridges.

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

Roads

An assessment has been made of the condition of the road network using Council's Asset Management database, based on ongoing inspection information. For a road to be considered to be in a satisfactory condition the following requirements should be satisfied:

- The road is trafficable in both wet and dry weather conditions and provides a safe environment for vehicles.
- Indicators of road pavement condition (seal cracking, surface rutting and the extent of surface defects) are less than 5% of the pavement area
- Bitumen seals on sealed roads have been in place for less than 10 years since resealing
- Depth of gravel on unsealed roads is greater than 200mm (for sub-arterial roads), 150mm (for collector roads) and 100mm (for other local roads).

To estimate the cost to bring the road network to a satisfactory standard the condition of those roads that do not achieve the above requirements was identified. The type of repair that would be appropriate for these various roads was determined, and the unit rate cost applied to carry out those repairs. The treatment techniques ranged from resealing to full pavement rehabilitation and addition of gravel to unsealed roads. The total amount to carry out the appropriate treatments across the entire road network is the figure reported as follows:

- Sealed roads surface – Cost to bring to satisfactory condition of \$5,900,000.
- Pavement – Cost to bring to satisfactory condition of \$5,000,000.
- Unsealed roads - Cost to bring to satisfactory standard of \$12,250,000.

Bridges

The condition of bridges is based on routine inspections conducted using the VicRoads model. Timber bridges are inspected every two years and concrete bridges at three year intervals. Information from these inspections is entered into Councils bridge management software, BridgeAssyst. To be assessed as satisfactory the structure is structurally sound without the requirement for replacement of major components. The cost to bring these assets to a satisfactory condition is the amount required to carry out major maintenance on each structure, based on information from the most recent inspections.

The total estimated cost to bring these facilities to a satisfactory condition is \$6,300,000.

Footpaths & Carparks

Footpaths are required to be trafficable and safe, with trip hazards being the primary indicator of safety. In addition to regular visual inspections, detailed footpath surveys are undertaken every three to five years to identify and quantify all existing defects. Different treatment techniques have been proposed (with corresponding unit cost rates) to determine the cost to bring those defective areas to a satisfactory standard. These techniques ranged from step grinding to full replacement.

The total estimated cost for the various treatment techniques is \$812,000.

Estimate of cost (at current value) to maintain the roads, bridges & footpaths at a satisfactory standard.

If the roads and associated infrastructure were at a satisfactory standard it is estimated that it would require \$4,622,000 annually to maintain that standard.

Current value of the annual roads, bridges and footpaths maintenance program.

The amount provided for maintenance of roads and associated infrastructure is made up of Council funds, Commonwealth Financial Assistance Grant funds and Roads to Recovery program funds, and the Regional Roads Block Grant. The total amount available was \$3,460,000.

STORMWATER DRAINAGE

Details of the extent of Council's urban stormwater drainage network are kept in Council's assets database. The total length of the network is 86 km of drains, and 29km 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 \$2,300,000

Estimate of cost (at current value) to maintain the drainage facilities at a satisfactory standard.

If the drainage facilities were upgraded and were functioning satisfactorily it is estimated to cost a total of \$60,000 per year to maintain that condition.

Current value of the annual drainage maintenance program.

The current program to maintain and upgrade urban drainage facilities is \$40,000.

WATER & SEWERAGE

Council operates water and sewerage schemes in the villages of 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 the water and sewerage facilities to a satisfactory condition is \$11.02 million.

Estimate of cost (at current value) to maintain the water & sewerage facilities at a satisfactory standard.

If the water & sewerage facilities were upgraded and were functioning satisfactorily it is estimated to cost a total of \$864,000 per year to maintain that condition.

Current value of the annual water & sewerage maintenance program.

The current program to maintain and operate the sewerage systems is \$672,000.

WATER & SEWERAGE

Council operates water and sewerage schemes in the villages of 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 the water and sewerage facilities to a satisfactory condition is \$12 million.

Estimate of cost (at current value) to maintain the water & sewerage facilities at a satisfactory standard.

If the water & sewerage facilities were upgraded and were functioning satisfactorily it is estimated to cost a total of \$864,000 per year to maintain that condition.

Current value of the annual water & sewerage maintenance program.

The current program to maintain and operate the sewerage systems is \$672,000.

Cost of Legal Proceedings

Section 428(2)(e)

Legal Costs - Outstanding rates and charges

Council increased its activity in the recovery of overdue rates and outstanding debts. In 2007/2008, \$46,936 was spent in recovery action. These costs are added to the ratepayer's outstanding balance and recovered.

Seeking legal opinions

Legal expenses were incurred for the purposes of representing Council in legal proceedings and in seeking legal opinions on various issues coming before council, advice on contracts, property transfers, road realignments and investigation of illegal structures. Total costs for these expenses in 2007/2008 amounted to \$21,921.

Summary of Legal Proceedings

During the 2007/2008 Council was involved in legal proceedings regarding

- Defending workers compensation claim- \$36,582. Matter completed

Legal Assistance – Other Councils

Council has contributed towards legal costs of Gosford Council \$2,759.04 and Bankstown Council \$7,733.83 during the year.

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

Section 428(2)(f) (g), cl 217(1)

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.

Expense/Allowance	2007/2008
Mayoral Allowance	19,130
Councillors fees	77,020
Travel allowance	19,917
Provision of office equipment	355
Telephone expenses	956
Conference and Seminar expenses	9,833
Councillor sustenance	3,156
Interstate visits	1,980
Expenses of spouses	Nil
Overseas visits	Nil
Childcare expenses	Nil
TOTAL	132,347

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 Councillor's 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 Council's website at 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, 2008. The General Manager is employed under a three-year performance based contract. Total Remuneration package for the General Manager was \$147,864.16 (Includes salary, superannuation, and fringe benefits tax incurred).

There was no overseas travel undertaken by any Councillors or senior staff representing Council during the 2007/2008 financial year.

Major Contracts Awarded

Section 428(2)(h)

Contracts Greater than \$150,000.

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

For the 2007/2008 year, Council awarded four (4) contracts in excess of \$150,000 (other than employment contracts) as shown in the following table.

Contractor	Details of Contract	Value \$
Boral Asphalt	Bitumen Sealing	1,361,387
Stabilised Pavements	Cement Stablisation	504,671
J W &MA Passfield	Construction of Senior Centre	595,788
Grelie Waste	Garbage collection	156,142
Bridge Solutions	Bridge construction	1,105,027

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.

Contractor	Details of Contract	Value \$
Hitachi Construction Machinery	Plant Purchases	504,526
Humes P/L	Concrete products	192,000
Country Energy	Electricity Supply	360,188
Northern Marketing	Supply of Fuel	590,135
Brown & Hurley	Plant purchase and service	707,965
Smith Plant	Plant hire	303,130
Richmond Valley Council	Gravel/Plant hire/domestic waste transfer	164,398
Redi staff	Supply labour	330,206
Onesteel Metaland	Steel girders	207,692
City Toyota	Supply vehicles and service	337,638
HJ Standfield	Plant hire	249,152
Terragon mobile crusher	Quarry services	208,210
Hayes Toyota	Supply vehicles and service	380,071
Metalcorp	Steel girders	151,291
Saferoads	Supply & install guardrail & signs	287,894
Westrac	Plant purchase and service	777,191

Bushfire Hazard Reduction Programs

Section 428(2)(11)

Bushfire Hazard Reduction

The review of the Bushfire Risk Management Plan following the combination of Bushfire Management Districts of Kyogle, Richmond Valley and Lismore into the Northern Rivers Bushfire District has continued.

The Bushfire Risk Management Plan identifies the different land tenure, vegetation types and land management practices and provides objectives and strategies for 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 Council's Annual Report.

During 2007/2008 hazard reduction carried out by Kyogle Council was confined to roadside slashing operations throughout the road network.

Bushfire Management Strategies Implementation by Council

Council through its development assessment process has been able 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.

Council has not conducted a proactive strategy in the past twelve months for community education and awareness, or encouraged the development of evacuation and emergency plans for areas where a development application for development was not received.

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)

In the 2006 census, 5.8% of the Kyogle Council population was identified as being of Indigenous origin. The Council area has few ethnic groups of any significant numbers. Its main ethnic groups are set out in the table below. The non-English speaking population is negligible.

Birthplace

Place of birth	Number	Proportion of total population
Australia	7,998	86.4%
United Kingdom	259	2.8%
New Zealand	128	1.4%
Germany	75	0.8%
Unites States of America	36	0.4%

Language spoken at home

Language	Number	Proportion of total population
English	8,726	94.3%
German	56	0.6%
Italian	26	0.3%
Bundgalung	11	0.1%
French	11	0.1%
Swedish	10	0.1%

No special services were offered to cater for people with diverse cultural or linguistic backgrounds.

Council Subsidised Private Works

Section 428(2)(k)

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 in conjunction with the adoption of the Management Plan.

During the period of this report there was a resolutions made by Council under section 67 of the Local Government Act to undertake work on private land for an amount less than the fixed or estimated cost in accordance with adopted fees and charges and/or works estimating and costing procedures.

This work related to the installation of a grey water system at the Kyogle Caravan Park. Council resolved at the Ordinary meeting held September 17, 2007 that:

“Council agrees to conduct grey water works at the Kyogle Caravan Park in return for a contribution of \$8,500 from the current park operators.”

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 Work's 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

Section 428(2)(l)

Grants Provided by Council under Section 356 on the Local Government Act 1993 during the 2007/2008 Year, total \$52,281

Council's policy for the Financial Assistance to Organisations and Individuals was reviewed and presented to the March 2008 Ordinary meeting. This policy can be viewed on Council's website on www.kyogle.nsw.gov.au

Appropriate advertisements are placed in Council's Newsletter seeking applications from local groups and individuals.

Council granted the following donations during the 2007/08 year:

ORGANISATION	VALUE
Quarterly Determinations- determined by Council under Financial Assistance Policy	18,415
Australia Day Committee (East)	3,477
Australia Day Committee (West)	3,477
Various Halls	5,140
Life Education Van	3,271
North Coast Academy of Sport	963
Bonalbo Show Society	328
Woodenbong Show	328
Kyogle Citizens Band	1,126
Kyogle SES	7,878
Tabulam SES	7,878
TOTAL	52,281

Human Resource Activities

Section 428(2)(m)

Organisational Structure

During the reporting period, Council reviewed its current organisational structure and changes were adopted at the July 2008 Ordinary Meeting.

Training and Development

Council is in the process of collating all identified training (from reviews, OH&S Audit, management Plan requirements and individual staff survey) to form a Corporate Training Plan. Work is being undertaken to formalize and document an individual training plan for each staff member that lists the individuals' identified training and a priority has been placed against each training item e.g. essential, high, medium & low.

Consultative Committee Activities

The Consultative Committee has undertaken an extensive review of the constitution during the reporting period. This updated document is to be presented to Council for adoption before the end of 2008.

Some activities undertaken by the Consultative Committee during the reporting period include:

Training for all members, Directors and alternate delegates.

Ongoing update on status of positions vacant/filled.

Provided input into the new 10 grade salary system adopted by Council.

Review of position descriptions.

Review of EEO Management Plan.

Attendance of representatives at meetings.

Review of employee related policies and the development of the Employee Benefits Policy, which combined nine of Councils existing policies into one comprehensive document.

Salary System

Council has progressed the implementation of the new salary structure. A 10 grade structure has been adopted by Council. Assessments have undertaken for all staff. Staff have been transferred onto the adopted Salary Structure and have been backpaid to May 1, 2008.

Occupational Health & Safety

The employment of a new Occupational Health Safety and Training officer has occurred and a major emphasis has been on reviewing safe work procedures and systems of work, providing training and instruction, developing and reviewing associated documentation and developing means of recording these activities and the development of Corporate Occupational Health & Safety Management System.

Risk Management

During the reporting period, Council's property, public liability, motor vehicle and other insurances insurance premiums are starting to stabilise after large increases in previous years.

Activities to Implement Equal Employment Opportunity Management Plan

Section 428(2)(n)

Council's Equal Employment Opportunity Management Plan was reviewed with input from the Consultative Committee during the 2007/2008 financial year.

Management, Council and the Consultative Committee during the year, reviewed council's Equal Employment Opportunity Management Plan. The reviewed plan was presented to Council for adoption in October 2007.

Equal Employment Opportunity at Kyogle Council is about:

- Fair practices in the workplace
- Management decisions made without bias
- Recognition and respect for the social and cultural backgrounds of all staff and customers
- Employment practices which produce staff satisfaction, commitment to the job and delivery of quality services to ratepayers and residents
- Improved productivity by guaranteeing:
 - The person with the most merit is recruited or promoted
 - Skilled staff are retained
 - Training and development are linked to employee and Council needs
 - An efficient workplace free of discrimination and harassment
 - Reduced staff turnover and stress

The Equal Employment Opportunity Management Policy and Management Plan has been reviewed and expanded. It is now a combined document with a policy area and a Management Plan with objectives, actions, target and performance indicators. The reviewed document also makes reference to the National Framework for Women in Local Government.

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

- Communication and raising awareness
- Recruitment
- Appointment, promotion and transfer
- Training and development procedures

A full copy of the policy is available on Council's website at www.kyogle.nsw.gov.au.

Organisations having Delegated Authority

Section 428(2)(o)

County Councils

During the year Kyogle Council was a constituent member of the Far North County Council that exercised functions in relation to Noxious Weeds Control on its behalf.

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. A list of these committees appears below.

Organisation	Comments
Bonalbo & District Development Association	Village Mowing and Maintenance
East of Range 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

Controlling Interest in Companies & Joint Ventures

Section 428(2)(p)(q)

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.
- ❑ Area Assistance Scheme - Council also contributes to the operating costs of the Area Assistance Scheme run jointly for the Richmond Valley and Kyogle Councils.
- ❑ 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 group's 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 2007/2008, Council wrote off the following rates and charges.

Pension Write Offs	345,383
Properties becoming exempt	5,318
Changes in Category	160
TOTAL	339,494

Note: Council receives a subsidy equivalent to 55% of the amount of Pensioner write-offs.

Activities for Children

CI 217(1) (c)

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. Major work has been done at the Bonalbo Pres

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 playground equipment has been installed at Harrison Park Geneva. Further equipment has been purchased for installation at Mallanganee and Highfield Park Kyogle.

A program for updating playground equipment has been established, with items being purchased as finances permit. A shade structure has been erected at the skate park in Kyogle and six portable structures have been purchased for community use. The portable shade shelters have been well used by a variety of community and sporting groups.

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 2005-2009, the Kyogle Council Access Policy and Action Plan 2000 and Access Audit 2005. Council also facilitates Access Committee meetings and 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 peoples 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
- Providing for improved ramp access in the main street upgrade
- Undertaken a Pedestrian Access and Mobility Plan
- Conducting monthly 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 nine youth projects
- Providing donations for five young people to develop skills in their areas of expertise
- 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
- Partnered with training agency to provide environmental training programs in local government area
- Sponsorship of two youth events
- Liaison, information sharing and supporting youth workers in the LGA
- Promoting services available to young people through sponsoring the Community Directory and posting on the council website

Older People

Activities undertaken to improve services to aged people include:

- Provision of a new Seniors Centre for use by seniors organisations and the community
- Undertaken a Pedestrian Access and Mobility Plan
- 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

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
- Undertaken a Pedestrian Access and Mobility Plan
- Provided for improved parking for people with disability in conjunction with mainstreet upgrade
- Promoting accessible public facilities through facilitation of Access of Kyogle Committee
- Encouraging the provision of affordable transport of through facilitation of public transport working group

Women

Activities undertaken to improve services for women include:

- Provision of funding and coordination of International Women's Day event
- Participation at regular meetings of the Kyogle Interagency Against Domestic Violence
- Planning and organising events that promote safe communities for women

Community

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

- Facilitating two series of community workshops in five locations to determine community needs and obtain feedback on level and quality of service provision
- Distribution of a monthly newsletter to inform the public about council activities and community news
- Regularly updating Kyogle Council website to inform residents of Council news and promote Kyogle Local Government Area to people outside the shire
- Provision of a Community Projects Officer and Economic Development 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
- Establishment of a community fund to assist individuals and families facing extreme hardship brought about by unforeseen disaster
- Facilitation of cultural activities through provision of an art gallery and director that promote the work of local artists
- Provision of \$20,000 funding to community groups to assist them to undertake worthwhile community projects
- Providing timely information and community organisations with funding enquiries
- Accessing funding to purchase and fit out a community services centre and provide for a centre coordinator
- Convening a Public Transport Working Group to assist with the provision of public transport for transport disadvantaged people

National Competition Policy

CI 217(1)(d)

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 2008 for the Category 1 business activity is:

Revenue	(\$,000)	2,811
Expenses	(\$,000)	2,066
Assets	(\$,000)	1,646

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

Council's 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 2007/08.

Council has placed an article in the monthly newsletter which is distributed to all residents advising of the procedures that should be used to lodge a complaint.

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 and has incorporated these into the Kyogle Integrated Water Cycle Management Strategy study. The issues identified in the Kyogle studies also apply to the major villages and are being addressed in those areas.

During 2007/08 the following progress was made on the issues identified:

1. Identification of priority capital works in the village of Kyogle, and completion of various projects concentrating on piping of open drains in areas subject to frequent surcharges
2. Installation of a gross pollutant trap for the pedestrian underpass in Geneva Street, Kyogle.
3. Increased use of mechanical street sweeping to prevent debris from roads and footpaths from entering the stormwater systems including purchase of a footpath sweeper to improve cleaning and debris removal in the Main street area of Kyogle.
4. Improvements to stormwater inlets and extensions of underground drainage to improve interception of stormwater and reduce surcharging in the Kyogle urban area.
5. Continued promotion of grassed table drains in urban street rehabilitation on steeper streets in Kyogle in preference to kerb and gutter to reduce the speed and quantity of stormwater runoff.

Privacy and Personal Information Protection Act 1998

Council adopted its Privacy Management Plan in June, 2000. This Plan was reviewed and a reviewed plan adopted by Council in March 2008. 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.

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 – One
Results of any ADT matters finalised (determined or settled) during the year –
Matter withdrawn.

Freedom of Information Act 1989 and Regulation

FOI Requests Received

FOI Requests	Personal		Other		Total	
	2008	2007	2008	2007	2008	2007
New	Nil	1	Nil	4	Nil	5
Pending	Nil	Nil	Nil	Nil	Nil	Nil
Total	Nil	1	Nil	4	Nil	5
Completed	Nil	1	Nil	4	Nil	5
Transferred out	Nil	Nil	Nil	Nil	Nil	Nil
Withdrawn	Nil	Nil	Nil	Nil	Nil	Nil
Total Processed	Nil	5	Nil	3	Nil	5
Unfinished	Nil	Nil	Nil	Nil	Nil	Nil

What Happened To Completed Requests

Results	Personal		Other		Total	
	2008	2007	2008	2007	2008	2007
Granted in Full	Nil	1	Nil	2	Nil	3
Granted in part	Nil	Nil	Nil	1	Nil	1
Refused	Nil	Nil	Nil	1	Nil	1
Deferred	Nil	Nil	Nil	Nil	Nil	Nil
Documents not held by Council	Nil	Nil	Nil	Nil	Nil	Nil

Ministerial Certificates

No Ministerial Certificates were issued during 2007/08

Formal consultation

No requests required formal consultation during 2007/08

Amendment of Personal Records

Result of Amendment Request	2008	2007
Agreed	Nil	Nil
Refused	Nil	Nil

Notation of personal records

No requests for notation were received

FOI Requests Granted In Part Or Refused

Basis of Disallowing or Restricting Access	Personal		Other		Total	
	2008	2007	2008	2007	2008	2007
Application incomplete	Nil	Nil	Nil	Nil	Nil	Nil
Deposit not paid	Nil	Nil	Nil	Nil	Nil	Nil
Unreasonable diversion of resources	Nil	Nil	Nil	Nil	Nil	Nil
Exempt	Nil	2	Nil	Nil	Nil	2
Otherwise available	Nil	Nil	Nil	Nil	Nil	Nil
Documents more than 5 years old	Nil	Nil	Nil	Nil	Nil	Nil
Deemed Refusal	Nil	Nil	Nil	Nil	Nil	Nil
Total	Nil	Nil	Nil	Nil	Nil	2

Costs and fees of requests processed

FOI Fees Received		Assessed Costs	
2008	2007	2008	2007
Nil	150	Nil	Nil

Discounts Allowed

Type of Discount Allowed	Personal		Other		Total	
	2008	2007	2008	2007	2008	2007
Public Interest	Nil	Nil	Nil	Nil	Nil	Nil
Personal Hardship – pensioner/child	Nil	Nil	Nil	Nil	Nil	Nil
Financial hardship – non-profit organisation	Nil	Nil	Nil	Nil	Nil	Nil

Days to Process

Elapsed Time	Personal		Other		Total	
	2008	2007	2008	2007	2008	2007
0-21 days or <35 days where consultation involved	Nil	1	Nil	5	Nil	5
Over 21 days	Nil	Nil	Nil	Nil	Nil	Nil

Processing Time

	Personal		Other		Total	
	2008	2007	2008	2007	2008	2007
0-10 hours	Nil	1	Nil	4	Nil	5
10-20 hours	Nil	Nil	Nil	Nil	Nil	Nil
Over 20 hours	Nil	Nil	Nil	Nil	Nil	Nil

Reviews and Appeals

	Personal		Other		Total	
	2008	2007	2008	2007	2008	2007
Number of Internal Reviews finalised	Nil	Nil	Nil	Nil	Nil	Nil
Number of Ombudsman Reviews finalised	Nil	Nil	Nil	Nil	Nil	Nil
Number of District Court appeals finalised	Nil	Nil	Nil	Nil	Nil	Nil

Details of Internal Review Results

Basis of Review	Personal 2008		Other 2008		Personal 2007		Other 2007	
	Upheld	Varied	Upheld	Varied	Upheld	Varied	Upheld	Varied
Grounds on which internal review requested	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil
Access Refused	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil
Deferred	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil
Exempt material	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil
Unreasonable charges	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil
Charges incurred unreasonably	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil
Amendment refused	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil
Total	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil

Impact of the FOI legislation on Council's activities and policies.

During 2007/2008, F.O.I. requirements have not had a significant impact on Council's activities, policies and procedures. However, there is increased awareness by staff and Council of the need to be more aware of the requirements. In this regard Council's Public Officer is responsible for the co-ordination of F.O.I. matters.

Environmental Planning and Assessment Act

Kyogle Council has not entered into any planning agreements during the 2007/2008 year.

Accountability for Area Assistance Scheme

The NSW Department of Community Services provides a subsidy through the Area Assistance Scheme towards the employment of a Community Project Officer as part of a partnership arrangement with the State Government to administer AAS at the local level. From July 1st, 2004, the newly established Communities Division in the Department of Community Services administers the Area Assistance Scheme.

Kyogle Council has endorsed the Terms of Agreement "Subsidy Arrangements with Local Councils on the Administration of the Area Assistance Scheme". This document details Council responsibilities regarding the administration of the Area Assistance Scheme. An amount of \$11,100 has been received as a subsidy towards the employment of Councils Community Projects Officer.

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

Summary of Pound Data for 2007/2008	Cats	Dogs	Total
Seized & transferred to Council's Facility	0	40	40
Returned to Owner	0	3	3
Dumped	0	34	34
Surrendered by Owners	0	0	0
Released to Owners	0	6	6
Euthanased	0	28	28
Sold	0	3	3
Released for rehoming	0	0	0
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
25	10	42	34

Animal management/activities expenditure

Expenditure for animal management for the 2007/08 financial year was \$85,630

Companion animals community educations 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.

The Ranger gives presentations to local schools regarding companion animal care and safety under the SPOT (Safe Pets Out There) programme. The volunteer programme is funded by the DLG and five other key stakeholders. 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 not currently have any strategies 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 \$5,540 from the Companion Animals Fund for the 2007/2008 year which was used towards the wages of a full-time Ranger and general companion animal compliance.

Appendix 1

Kyogle Council Financial Statements

This document appears separately on Councils website



KYOGLE COUNCIL

STATE

OF

THE

ENVIRONMENT

ANNUAL

SUPPLEMENTARY

REPORT

2008

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1.0 INTRODUCTION

1.1 Purpose of the Supplementary Report

New South Wales Councils are required by the Local Government Act 1993 and the Local Government (General) Regulation to produce comprehensive State of the Environment (SoE) reports every four (4) years. Kyogle Council developed its last comprehensive report in 2004. Councils are also required to produce annual supplementary reports between comprehensive reports. This report has been prepared to fulfill that requirement and also to pull together all the activities undertaken by Kyogle Council over the last twelve months.

1.2 State of the Environment Reporting

SoE reports are produced to record environmental trends and conditions at National, State, Regional and Local levels and to guide decision making and management of activities across all community sectors so that adverse environmental impacts can be avoided or addressed.

The reports achieve this through establishing indicators for the eight agreed sectors of the environment (listed in Table 1) and using these indicators to build and record environmental trends and conditions from which recommendations for action can be determined.

Subsequent reporting can consist of two components, firstly the updating of the indicators to further demonstrate trends, and secondly, reporting action to date in addressing recommendations.

Updating of indicators is dependant on the development and dissemination of information by a variety of organisations such as the Australian Bureau of Statistics, the Premiers Department, the Bureau of Meteorology, Department of Land and Water Conservation, and National Parks and Wildlife, as well as Kyogle Council. In the twelve month period since the completion of the 2004 comprehensive report some of the information required has been obtained from the relevant parties such as the Department of Natural Resources and Department of Environment and Climate Change, but other information required has yet to be updated or released. This, coupled with the slow rate of change of many of the indicators in a rural community, limits the usefulness of an indicator update at this point in time. It is more suitable, therefore, to focus in this reporting period on action taken to date in addressing the 38 recommendations contained in the 2004 Comprehensive SoE Report.

(i)
(ii)

Table 1: 2008 SoE Report Indicators for Environmental Sectors

ENVIRONMENTAL SECTOR / ISSUE	INDICATOR/S
BACKGROUND	changes in landuse and population
	population growth rates
	daily and extreme rainfall
	average max. and min. temperatures
	planning provisions to protect sensitive areas and areas in environmental protection zones
LAND	number of Development Consents
	changes in rural landuse
	noxious weed cover
	number of identified contaminated sites number of remediated sites
AIR	number of premises with DECC(EPA) licenses
	number of complaints to Council
WATER Drinking water	compliance of water with NHMRC guidelines and recording variation volume and consumption
WATER Freshwater and estuarine	number of existing septic systems and new approvals per year
	length of riparian vegetation
	number of point source discharges to creeks and watercourses
WATER Groundwater	location and types of groundwater bores, wells etc.
BIO-DIVERSITY	extent and degree of change to native vegetation
	Threatened species, populations and ecological communities listed under the Threatened Species Conservation Act
	control of noxious animals and weeds
WASTE	total waste disposed
	total waste to landfill
	waste recycling
	components of domestic waste
	capacity and projected life of landfill sites
NOISE	number of EPA licensed premises
	number of noise complaints to Council
HERITAGE Aboriginal	heritage listings (items and sites)
	heritage studies
HERITAGE Non-aboriginal	heritage listings (items and areas)
	heritage studies

2.0 RECOMMENDATIONS AND ACTIONS CONTAINED IN THE 2004 COMPREHENSIVE STATE OF THE ENVIRONMENT REPORT

2.1 Introduction

The 2004 comprehensive SoE Report was able to establish baseline information on environmental sector indicators and in many cases use information from previous years to show trends. This information was used to produce a series of recommendations for Council to act upon. These recommendations were either direct environmental action, or progress towards systems or data gathering that will help the SoE and environmental management process.

2.2 Outcomes

The following chart describes the recommendations, responsibilities, time frame, and priorities as well as summarising action to date.

Table 2 provides a key to the abbreviations used.

Table 2: Outcomes chart abbreviations

	(b) Description	Meaning
1	Reference	Reference code to corresponding action in 2000 comprehensive SoE Report
	<i>Recommended Action</i>	What the action is
	<i>Responsibility</i>	Who is to undertake action
	(a) Code	Responsibility
	<i>Clrs</i>	Councillors
	<i>Council</i>	Whole of Council
	<i>CS</i>	Corporate Services
	<i>P&ES</i>	Planning and Environmental Services
	<i>TS</i>	Technical Services
		1 Time Frame
2	S	Short (0-2 years);
	<i>M</i>	Medium (3-5 years);
	<i>L</i>	Long (6+ years)
	<i>O</i>	Ongoing.
		3 Priority
4	H	High priority
	<i>M</i>	Medium priority
	<i>L</i>	Low priority

ACTIONS SUMMARY CHART

Ref	Recommended Action	Responsibility	Timing		Outcomes
			Time frame	Priority	
	Background sector				
2.5.1	<p>Changes in landuse and population and population growth rates</p> <p>That Council continues to review population growth rates through Community Profiles and Social Plans after each Population and Housing Census.</p>	P & ES	M / O	H	A comprehensive review of Community Profiles and Social Plan was completed in 2004. Current SoE report has incorporated Census Data.
2.5.2	<p>Climate</p> <p>Council liaise with NSW Agriculture and Bureau of Meteorology to develop a monitoring regime to ensure consistent measurement of climatic parameters for rainfall and temperature.</p>	P & ES	M	L	Implementation has not commenced.
2.5.3	<p>Planning</p> <p>That in the preparation of the draft Local Environmental Plan consideration be given to identifying environmentally sensitive lands and providing protection by providing appropriate environmental protection zoning and provisions.</p>	<p>P & ES</p> <p>Clrs</p>		H	Three platform documents for the Local Environment Plan, the Heritage Study, Agland Study and Settlement Strategy have been prepared and adopted by Council. A fourth document, Draft Kyogle Local Growth Management Strategy has been completed for the review of Department of Planning. Preparation of the Kyogle Local Environmental Plan has commenced.

2.5.4	Council liaise with local Landcare and Rivercare groups, NSW Agriculture and Dept of Land and Water Conservation to encourage responsible land management on privately owned lands by identifying areas requiring environmental improvement and management and assist landowners where possible to adopt effective management practices that minimises potential soil erosion and water pollution.	P & ES Cirs	L / O	L	Council has been an active participant of the Catchment Management process and continues to liaise with these groups to ensure that co-ordination of activities and initiatives is implemented.
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Ref	1.1	Recommended Action	Responsibility	Timing		
	1.2			Time frame	Priority	
	1.3	Land sector				
3.6.1		<p>Number of development consents Council continue to review type and number of development consents through the Consents Register and show the location of the consents, particularly land subdivisions on a map.</p>	P & ES	O	H	Council continues to maintain the Consents Register. There has been a steady increase in the number of development applications in comparison to the previous reporting period. Council has also produced quarterly reports on Development Consents for the purpose of periodic Management Plan Reviews.
3.6.2		<p>Changes in rural landuse, noxious weed cover, number of identified contaminated and remediated sites Council liaise with NSW Agriculture, PP Board, Far North Coast County Council and Dept of Land & Water Conservation to develop a spatial land Geographic Information System that is able to monitor changes in rural landuse to provide consistent measurement of changes.</p>	P & ES	L	M	Council continues to develop and maintain a GIS system that monitors changes in rural land use through the utilization of information supplied by the Department of Natural Resources (multi-attribute mapping program). Significant mapping has been prepared as part of the Kyogle Rural Settlement and Urban Expansion Strategy.
3.6.3		<p>The a spatial land Geographic Information System to be capable of recognising the following information layers:</p> <ul style="list-style-type: none"> • locational of the range of rural agricultural land uses including grazing, dairying, cropping, horticulture, intensive animal establishments (cattle feed lots, piggeries, poultry farms), cattle tick dip sites, location of significant noxious weed infestation, and • location of rural holdings – 40+ ha, 5 – 40 ha, < 5 ha, rural residential developments and rural landsharing communities. 	P & ES	L	M	<p>Council continues to develop and maintain a GIS system. At present many of the recommended features have been included as information layers such as:</p> <ul style="list-style-type: none"> • Multi-attribute mapping • Intensive animal establishments • Contaminated Sites • Rural Settlement <p>Which have contributed significantly to Council's land use planning activities.</p>

Ref.	Recommended Action	Responsibility	Timing		
			Time frame	Priority	
3.6.4	Council in conjunction with the NSW EPA and NSW Agriculture determine the number and status of cattle tick dip sites in the Kyogle Council area.	P & ES	M / L	H	In partnership with NSW Agriculture and its DIPMAC program, Council has identified and the number and status of dip sites in the Kyogle Council area. Since 2001 the number of cattle dip sites in use has decreased with an increase in the number of decommissioned sites.
3.6.5	Council investigate and implement the use of weed control methods that will minimise the use of chemicals, especially in areas adjacent stormwater drains and/or local waterways.	TS	M	M	Council conducts weed control through an eight Council partnership, the Far North Coast County Council. Non-chemical controls methods are always investigated as an option.
3.6.6	Land – 1994 report data gaps Council liaise with NSW Fire Brigade to establish a common inventory of compounds and chemical contained on commercial and industrial sites.	P & ES	M / O	M	Implementation has commenced through Council's involvement in the Stormwater Education & Assessment Program that enabled environmental auditing (initial information/education) of all commercial and industrial premises. This has provided the foundation for a formal audit program following the implementation of Council's Trade Waste Policy this year.
3.6.7	Council in liaison with the NSW Environment Protection Authority commence a program which identifies contaminated (eg dip sites, former banana lands etc) and unhealthy building lands on Council and private properties and establish a data base and show the location of these lands on a map.	P & ES	M / O	M	Council has developed a Development Control Plan for Contaminated Lands. Council has produced a property listing of contaminated lands the information being communicated through formal 149 Certificates.

3.6.8	Land – outcomes of 1996 report recommendations Council liaise with Dept of Land & Water Conservation to develop a spatial land Geographic Information System that is able to monitor changes in riverbank condition in particular existence of native riparian vegetation.	P & ES	L	M	Spatial information (multi-attribute) is prepared by Department of Natural Resources.
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Ref.	Recommended Action	Responsibility	Timing		
			Time frame	Priority	
3.6.9	Council liaise with National Parks and Wildlife Service to develop a spatial land Geographic Information System that is able to show existing native and exotic flora characteristics of the Council area.	P & ES	L	M	DECC (National Parks and Wildlife Service) have provided the following information: <ul style="list-style-type: none"> • Area of land subject to and number of Conservation Agreements – (1-78.24 ha.) • Changes in status of protected lands – 0 ha. • Number of Endangered and Threatened Species – White Gum Moist Forest in NSW North Coast, due to loss of hollow- bearing trees.
3.6.10	Council liaise with NSW Rural Bushfire Services and Dept of Land & Water Conservation to develop a spatial land Geographic Information System that shows lands subject to high and medium bushfire risk and the location and type of bushfires.	P & ES TS	M	M	A spatial land Geographic Information System that shows lands subject to high and medium bushfire risk and the location and type of bushfires has been developed.
3.6.11	Council liaise with Dept of Land & Water Conservation to develop a spatial land Geographic Information System that is able to show steep lands and lands with medium to high potential for erosion.	P & ES	L	M	The multiattribute mapping component of Council's GIS has the ability to show steep lands and lands with medium to high potential for erosion.
	1.4 Air sector				
4.3.1	Number of air and noise complaints to Council Council continues to enforce and police air pollution legislation, such as banned incinerator use.	P & ES	O	M	Council continues to fulfill its statutory obligations under the Protection of the Environment Operations Act and its Regulations
4.3.2	Council establish a formal register of air and noise pollution complaints.	P & ES	S/O	M	Council has introduced additional components to its data management system that enables registration of all forms of complaints.

Ref.	Recommended Action	Responsibility	Timing		
			Time frame	Priority	
	Water sector				
5.6.1	<p>Drinking water - compliance of water with NHMRC guidelines and recording variations</p> <p>Council continue to monitor quality of drinking water in accordance with standards developed by NSW Health.</p>	<p>P & ES</p> <p>TS</p>	O	H	Kyogle Council continues to monitor reticulated water supplies in accordance with NHMRC Drinking Water Quality Guidelines and NSW Department of Health Program. Comparative water quality results are reported to NSW Health and the Department of Energy Utilities and Sustainability (DEUS).
5.6.2	<p>Drinking water - volume and consumption</p> <p>Council continue to monitor volume of water consumed from its reticulated water supplies.</p>	<p>P & ES</p> <p>TS</p>	O	M	Council continues to monitor the volume of potable water delivered and consumption rates as part of annual returns to DEUS. Water used at each residence, comparative results are included within the report.
5.6.3	<p>Council pursue water conservation within an Energy Efficiency DCP and develop a program to educate and encourage residents to reduce their water consumption and wastage, including promotion of costs benefits, appliances with good water conservation rating, installation of raintanks, indigenous gardens that need little watering, dip sprinklers instead of fixed and mulching and assist and encourage industrial and commercial businesses to undertake voluntary environmental water conservation audits.</p>	<p>P & ES</p>	M	M	<p>Council has continues to liaise with the Sustainable Energy Development Authority to initiate a program to incorporate energy efficient savings for the residents.</p> <p>The State – wide legislative BASIX energy and water efficiency program continues to be implemented and expanded within development approval types each year.</p>
5.6.4	<p>Council undertake a water conservation audit of all Council buildings, facilities, maintenance and water practices, including cleaning techniques, lawn watering practices and cleaning of machinery and vehicles aimed at reducing Council's use of water and water wastage.</p>	<p>P & ES</p> <p>TS</p>	S / O	M	Implementation commenced with auditing activities completed for council water and sewage activities.

Ref.	Recommended Action	Responsibility	Timing		
			Time frame	Priority	
5.6.5	<p>Freshwater - number of existing septic systems and new approvals per year Council record the number and location of approved new rural and unsewered village on-site sewage management systems and show this information on a map.</p>	P & ES	O	H	Council has developed and maintains a database of on-site sewage management systems and their approval status and performance following owner audit information or Council inspection. Properties serviced by on-site sewage management systems are mapped within the GIS.
5.6.6	<p>Council in liaison with Dept of Land & Water Conservation develop a river quality monitoring program that includes stations located on the Richmond, Tweed and Clarence Rivers.</p>	P & ES	L	M	Council participated in the monitoring program – 'Target Pesticides Monitoring Program' a project jointly funded by the NSW Department of Health, Kyogle Council and Richmond Valley Council. No significant pollution incidents recorded.
5.6.7	<p>Number of 'point' source discharges to creeks and watercourses Council implement the urban stormwater management plan to provide at least primary treatment of stormwater prior to discharge to rivers and streams.</p>	TS	M	M	Council's Urban Stormwater Management Strategy is completed and is being progressively implemented within Management Plan expectations.

Ref.	Recommended Action	Responsibility	Timing		
			Time frame	Priority	
5.6.8	<p>Council seek to raise awareness of practices that pollute waterways by encouraging and educating the community to:</p> <ul style="list-style-type: none"> dispose of rubbish responsibly, wash cars on lawns or at commercial “green” car washes instead of on the street, report pollution incidents such as illegal chemical, oil and waste dumping to EPA and Council and poor development site erosion control measures to Council, become involved in community Streamwatch, and develop an educational kit for developers and the broader community. 	P & ES	M	M	<p>Council involvement in the Stormwater Education Assessment Project (funded by the EPA’s Stage 4 Stormwater Trust Grant) has achieved the following outcomes:</p> <ul style="list-style-type: none"> voluntary stormwater audits for all industrial and commercial premises. Environmental training to Council operational staff. Implementation of internal environmental auditing activities. <p>Initiation of integrated environmental management system.</p>
5.6.9	<p>Council require new developments to indicate how stormwater will be managed on the site both during and after construction, addressing the concerns of minimising runoff, collecting rainwater for secondary use, and minimising the velocity of runoff.</p>	<p>P & ES</p> <p>TS</p>	S	H	<p>Council has a construction manual for development activities.</p> <p>Council continues to participate in the regional Water Sensitive Urban Design (WSUD) group who are currently undertaking the preparation of a DCP for WSUD.</p>
5.6.10	<p>That in the preparation of the draft Local Environmental Plan consideration be given to making provisions for riparian buffers of major rivers and creeks.</p>	P & ES	S	H	<p>Discussions with DECC and DPI concerning this element have been held and outcomes such as use of overlays are under consideration.</p>

5.6.1 1	Location and type of groundwater bores, wells etc. Council liaise with Dept of Land & Water Conservation to develop a spatial land Geographic Information System that is able to show the type and location of groundwater extraction points.	P & ES	L	M	<ul style="list-style-type: none">• Mapping is now incorporated into this report and groundwater and surface water extraction points are identified.
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Ref.	Recommended Action	Responsibility	Timing		
			Time frame	Priority	
	1.6				
	1.7 Biodiversity sector				
6.6.1	<p>Extent of protected areas (National Parks etc) within Council area & significant areas of remnant vegetation</p> <p>Council liaise with National Parks and Wildlife Service to develop a spatial land Geographic Information System that is able to show existing reserved forest ecosystems.</p>	P & ES	L	M	<p>DECC (National Parks and Wildlife Service) have provided the following information:</p> <ul style="list-style-type: none"> • Forest ecosystems and their conservation status • Number of introduced species in the National Park Estate • Number of threatened species, populations and ecological communities <p>To assist in the preparation of this report. Council has the following information in its GIS system:</p> <ul style="list-style-type: none"> • Regional vegetation mapping • LGA Flora and Fauna mapping • LGA Habitat Corridors
6.6.2	Council considers undertaking an area wide flora study to show significant areas of native vegetation and wildlife and habitat corridors.	<p>Cirs</p> <p>P & ES</p>	L	L	Council has completed its Roadside Vegetation Management Plan. DECC (NP&WS) has the primary role to action this recommendation.
	Council liaise with the Regional Vegetation Management Committee to determine funding possibilities to assist to undertake an area wide flora study.	<p>Cirs</p> <p>P & ES</p>	L	M	Council is continuing participation within the Catchment Management planning process.
	Waste				

7.3.1	<p>Total waste disposed, total waste to landfill, waste recycling components of domestic waste</p> <p>Council liaise with the NSW Environmental Protection Authority and undertake a waste characterisation study of existing landfill sites and prepare a waste minimisation strategy that seek to minimise and manage waste to landfill.</p>	P & ES	S	M	<p>Yearly report for non-licensed landfill sites completed in accordance with the POEO Act. The report identifies waste composition, disposal quantities and materials recovered. Volumetric data is generated by the EPA vehicle category classification.</p> <p>Landfill Environmental Management Plan developed for the Kyogle Runnymede Waste Facility as part of the licensing program is being finalized with DECC.</p>
7.3.2	<p>Landfill Environmental Management Plan (LEMP) be prepared for Kyogle, Woodenbong and Bonalbo landfills.</p>	P & ES	S/O	M	<p>Landfill Environmental Management Plan (LEMP) has been implemented for the Kyogle landfill site as part of the licensing program. Operational plans for other waste management sites have commenced.</p>

Ref.	Recommended Action	Responsibility	Timing		
			Time frame	Priority	
7.3.3	Develop a program to establish the category and composition of waste generated in Kyogle Council area.	P & ES	S	M	Council has implemented a monitoring program to categorize waste type and quantity entering landfill sites. Information and educational signage has been erected to improve overall site operations. It not the intention to undertake a comprehensive waste categorization studies, rather utilize information from comparable studies within the region to assist in the development of the Waste Minimisation and Management Strategy.
	1.8 Noise				
8.3	Refer to 4.3.1 & 4.3.2	P & ES			Refer to 4.3.1 & 4.3.2
	1.9 Heritage				
9.5.1	Aboriginal heritage - heritage listings (items and sites) Council liaise with NSW National Parks and Wildlife Service to undertake an Aboriginal Archaeological Study to objectively and professionally document and identify the Aboriginal heritage of the local government area.	P & ES	L	H	DECC(NPWS) have developed GIS information layers showing Indigenous sites of importance for the Kyogle region, which has been incorporated into broad mapping for community reporting purposes.
9.5.2	Non Aboriginal heritage - heritage listings (items and sites) That the comprehensive Local Environmental Plan for the Council area include the items of environmental heritage identified in the Kyogle Heritage study 1996.	P & ES	S	H	Heritage items in the Heritage Study have not been incorporated into the Local Environment Plan and/or DCP. Council has commenced a Heritage Study and Inventory preparation as part of the LEP process.
9.5.3	Council liaise with the NSW Heritage Council to explore funding to establish a heritage advisory service.	P & ES	M	M	This recommendation is under review and will be considered as part of the LEP development process.
