



# Kyogle Council Annual Report 2008/2009



# KYOGLE COUNCIL



## 2008/2009 ANNUAL REPORT

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# Message from the Mayor & General Manager

On behalf of Kyogle Council, we have pleasure in presenting Council's Annual Report for the 2008/2009 financial year.

The Annual Report provides an overview of Council's highlights over the past year, as well as providing the Department of Local Government with its annual statutory reporting requirements.

As the community would be aware, local government elections were held in September 2008. The elections resulted in significant changes to the elected representatives, with only two Councillors remaining from the previous Council.

The new Council has worked hard to improve our community relations, structure, programmes/services and policies.

The audited Financial Statements for the year indicate that Council has obtained an excellent overall financial result (\$7.7 million surplus) and improved its cash position (by \$0.7 million) whilst expending significant funding on infrastructure, property, plant and equipment (\$12.8 million). The recent global economic conditions have created funding pressures on all organisations, including Council. As a consequence of these circumstances, Council has had to take a more conservative approach to its 2009/2010 budget to ensure that we maintain a sound financial position as a basis for the provision of future programs and services for the community.

Highlights for the year include:

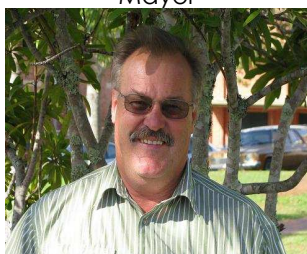
- The confirmation of the staging of the Repco Rally Australia event during September 2009
- Completion of the Kyogle Seniors Centre
- The purchase and fit-out of the new Community Centre
- Replacement of 9 Timber bridges on Regional Roads
- Further progress on the Kyogle Main Street footpath replacement project
- Commencement of construction of new water treatment plants to service Bondalbo, Woodenbong and Muli Muli residents
- Completion of Kyogle sewerage effluent re-use works.

All of these programs have been made possible through careful planning and negotiation as well as an ability to work with the community and State and Federal Governments in order to find a workable solution.

While we can be pleased with our achievements in 2008/2009, we need acknowledge that there is always more to do – and never enough resources to get everything done.

We would like to extend our appreciation to Councillors and staff for their commitment over what has been a challenging year, and importantly, thank the community for their interest and input.

Ross Brown  
Mayor



Arthur Piggott  
General Manager



# Summary of Achievements

## **Achievements**

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

### Community Services

During the year extensive renovation was done on the former ambulance station (now known as Grove House) to prepare the building to be occupied as the Community Technology Centre.

A Cultural Working Party has been established and has finalized the development of a Cultural Strategy for the Local Government Area.

### Ongoing maintenance and upgrading of local roads and bridges

As in the previous year the routine maintenance program was disrupted by the need to restore damage from the January 2008 flood and then to do the emergency work resulting for the flood in May 2009. \$2.27million was spent on restoration of damage incurred to roads and bridges in the January 2008 flood and \$443,000 was spent on emergency works and restoration following the May 2009 flood.

An additional \$1.6 million of general fund revenue was spent on local urban and rural roads maintenance, including \$113,000 on bitumen resealing and \$219,000 on gravel resheeting.

The Kyogle Main Street rehabilitation project continued during the year with an additional \$391,000 on replacing the concrete footpath on the eastern side of the Summerland Way.

The ongoing program of rehabilitation of urban streets continues during the year with \$188,000 being spent on this program.

### Regional Roads Upgrading

The main achievement on Regional Roads this year has been the completion of replacement of 7 of the timber bridges on the Clarence Way with new concrete bridges and commencement of replacement of the third Bean Creek Bridge on the Clarence Way and the Tooloom Creek Bridge at Woodenbong on Mt Lindesay Road. Total expenditure on this program in the year was \$3.358 million with 50% of the funds being provided by the State Government under the Timber bridge Partnership.

Rehabilitation of approximately 2km of the Clarence Way south of Bonalbo and a 500 metre section of Kyogle Road east of Cawongla was completed in the year at a cost of \$877,000. These projects were carried out under the Regional Roads Repair Program with 50% of the funds being provided by the State Government.

### Bridges

Nine timber bridge replacements were completed in the year at a cost of \$1.258 million. Seven of the bridges were replaced with new concrete bridges and two with concrete culverts.

Three other bridge replacements were commenced, with completion programmed for early in the next financial year.

Maintenance expenditure of \$770,000 included flood damage restoration works of \$341,000.

### Roads to Recovery Program

2008/09 was the last year of the second round of Roads to Recovery funding, with a third round to commence in 2009/10. Expenditure from this program in 2008/09 of \$802,000 included replacement of 5 of the 9 bridge replacements completed in the year, rehabilitation of 2.5km of rural road and initial sealing of 1.1km of rural road. A further \$273,000 provided to Council under the Supplementary Roads to Recovery program in 2006 was spent on rehabilitation of sections of Afterlee Road

### 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 2008/09 financial year include;

- o Commencement of construction of the Bonalbo Water Treatment Plant.
- o Commencement of construction of the treatment plant at Urbenville for the joint water supply of Urbenville, Muli Muli and Woodenbong.
- o Continued upgrading of the Kyogle Water Treatment Plant.

### Sewerage Systems

During the 2008/09 financial year construction of upgrading works including modification of the treatment process, provision of a septage disposal facility and provision of the hydroponic wetland for reuse of effluent has been completed.

### 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. Major drainage works completed in the year in Kyogle were upgrading of trunk drainage in Irwin Street and Merrigan Street. Other minor improvements have also been carried out in the Kyogle urban area to address some of the problems identified in the January 2008 and May 2009 flooding.

The Kyogle Floodplain Risk Management Study and Plan was completed and adopted by Council during the year and applications made for funding in the

2009/10 year for implementation of the strategies for flood mitigation identified in the study.

#### 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 detailed inspections of the road network to identify and record the condition of all road and road related assets commenced during the year and will be completed in the coming year to meet the deadline for revaluation of these assets by the end of the 2009/10 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 30<sup>th</sup> June 2009 totalled \$7,659,000. This compares to a surplus in 2008 of \$4,893,000. The 2009 result can be summarized as follows:-

	<b>2009 \$'000</b>	<b>2008 \$'000</b>
Revenues from continuing operations	21,668	17,590
Expenses from continuing operations	(14,251)	(11,901)
Result from continuing operations	7,417	5,689
Less Depreciation	(4,130)	(3,828)
Results from continuing operations before capital amounts	3,287	1,861
Capital grants and contributions	5,498	3,165
Gain/(loss) on disposal of assets	(1,126)	(133)
Surplus/(Deficit) from all activities	7,659	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 4.68:1 means that Council has \$4.68 in liquid current assets for every \$1 of current liabilities.

*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 8.71% in 2008 to 6.42% in 2009. The auditors have comment that this improvement indicated an appropriate allocation of council resources in managing collections.

## Kyogle Council Profile

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

Kyogle Council comprises a large and diverse region with spectacular natural (including the renowned Border Ranges National Park and other world heritage listed areas) and cultural attributes, within two hours drive from Brisbane and one hour from 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.



# Vision, Mission, & Values

## COMMUNITY VISION

Working together to balance Environment, Lifestyle, and Opportunity.

## OUR MISSION

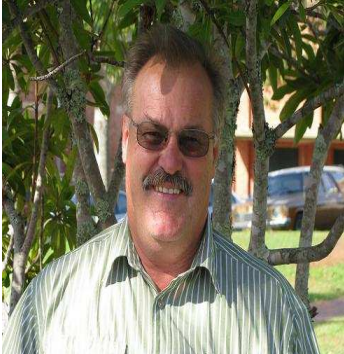


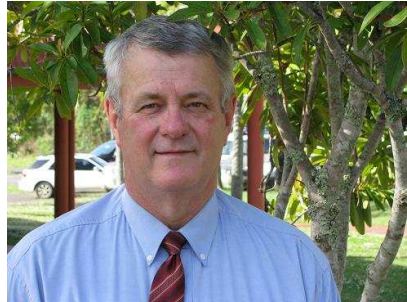



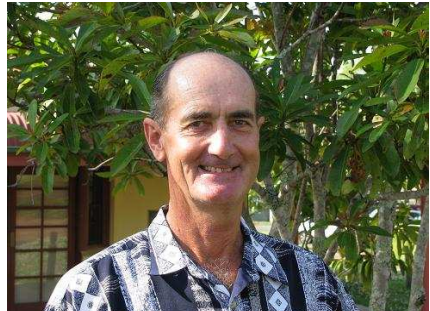
To meet the challenges of our unique and diverse region

## 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

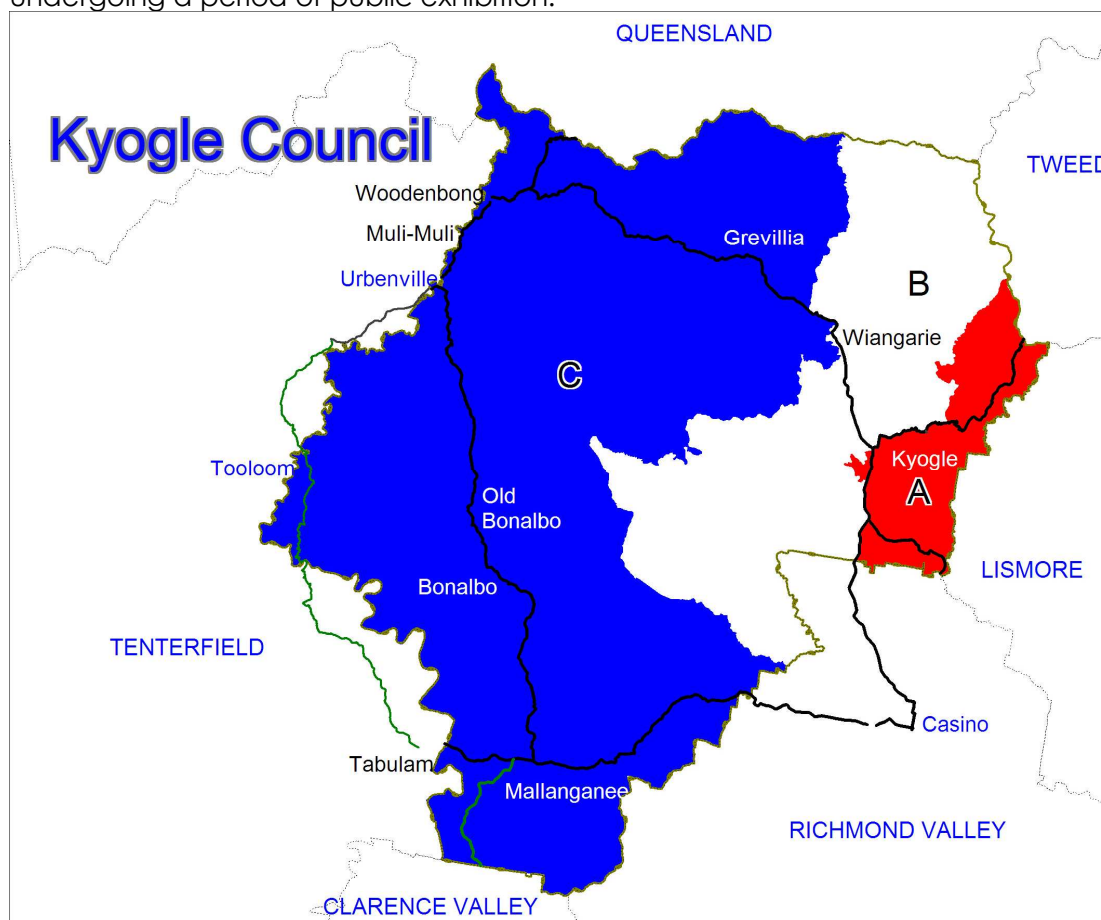
Nine Councillors represent three wards of the council area and are responsible for the direction and control of Council's affairs in accordance with the Local Government Act and associated legislation. Our current Councillors were elected on September 13, 2008 and will hold office until September 2012.

<b>A Ward</b>	<b>B Ward</b>	<b>C Ward</b>
<p>Ross Brown Mayor Ph: 66321349</p> 	<p>Robert Dwyer Ph: 6632 3352</p> 	<p>Ernie Bennett Ph: 6664 7291</p> 
<p>Robert Leadbeatter Ph: 66321353</p> 	<p>Lynette Zito Deputy Mayor 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> 

# Ward Boundaries

A review of Ward Boundaries has been undertaken during the reporting year. The Local Government Act requires regular reviews to be undertaken and the population of electors in any one ward is not able to exceed the population in any other ward by more than 10%. As at June 30, 2009 the altered Ward Boundaries have not been finalised. A map depicting the ward boundaries as they existed on June 30, 2009 is shown below. A more detailed map is available at the Administrative Office of Council in Kyogle.

As at June 30, 2009 the matter had been considered by Council and was undergoing a period of public exhibition.



# 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 revised and 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 first community survey that identified improving water and sewer infrastructure as the third priority after improving roads and promoting local employment,

In recent years concern for the natural environment has driven many changes in the way water resource and waste products are managed with public concern over issues relating to climate change and dwindling non renewable resources. This important trend will continue and will influence Councils decisions relating to flood plain management, water supply and sewerage augmentations recycling and the management of landfills.

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

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

- o **Customer Service**

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

- o **Environmental and pastoral**

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

- **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.

- **Economic Development**

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

## Audited Financial Reports

### Section 428(2)(a)

A complete set of Kyogle Councils 2009 Financial Statements and the audit report from Thomas Noble and Russell are attached to this document as Appendix 1. The complete set of financial statements also appears on Kyogle Councils website at [www.kyogle.nsw.gov.au](http://www.kyogle.nsw.gov.au)

## Compliance with Special Variation Approval Conditions

There was no above pegging rate increase in the 2008/09 Financial year

# Performance of Principal Activities

## Section 428(2)(b)

STRATEGIC INITIATIVES	SPECIFIC TARGETS	ACTIONS	MEASURE OF SUCCESS
<b>WASTE MANAGEMENT</b>			
Manage solid wastes stream to maximise recycling and minimize quantities of wastes being returned to landfill.	Landfill sites and transfer stations 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 all appropriate environmental considerations.	Landfill and waste transfer sites are periodically inspected.	Leachates and other environmental considerations are monitored within acceptable parameters
Management of the Kyogle Landfill site.	Manage the current Kyogle landfill facility	Ongoing enhancement of current capacity in Kyogle landfill refuse cells and the monitoring of recycling activities.	Installation of a Waste Transfer Station Facility and staging of rehabilitation Currently in the design phase.
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 Currently in planning phase.
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



STRATEGIC INITIATIVES	SPECIFIC TARGETS	ACTIONS	MEASURE OF SUCCESS
<b>WATER SUPPLIES</b>			
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.	Strategic Plan to be reviewed following consideration of future directions by Water & Waste Committee.
	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.	Bonalbo Water Treatment Plant Construction commenced.
	Completion of the Woodenbong/Muli Muli potable water supply scheme.	Liaise with Tenterfield Shire to progress the treatment plant construction and reservoir upgrades.	Tenders let, design completed. Construction scheduled commenced August 2009.
	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.	No failures in water quality during the review period.

	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.
<b>SEWERAGE SERVICES</b>			
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.	Strategic Plan to be reviewed and updated following considerations by Waste and Water Committee.
	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.	Forward Capital works program incorporated into Strategic Business Plan when plan revised.
	Ensure compliance with Environmental Protection Agency conditions and guidelines.	Liaise with DEC (formerly EPA) to coordinate environmental requirements	Initial reports on a sewerage of villages considered by Water & Waste Committee.

	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.
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STRATEGIC INITIATIVES	SPECIFIC TARGETS	ACTIONS	MEASURE OF SUCCESS
<b>PUBLIC LIBRARIES</b>			
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.	Richmond Upper-Clarence Regional Library arrangements successful.
	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 maintenance programmed.  Council informed of funding efforts for library activities, through management plan.
<b>COMMUNITY BUILDINGS</b>			
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 programmed.
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. Reported in quarterly budget reviews. Community Enterprise Centre completed - lease signed.
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. Reported in quarterly budget reviews.
<b>SWIMMING POOLS</b>			

STRATEGIC INITIATIVES	SPECIFIC TARGETS	ACTIONS	MEASURE OF SUCCESS
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
<b>PARKS AND GARDENS</b>			
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.
1	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

STRATEGIC INITIATIVES	SPECIFIC TARGETS	ACTIONS	MEASURE OF SUCCESS
		Encourage community participation in maintaining parks and gardens and footpaths in the urban areas.	Receive community input into the maintenance and development of parks and gardens
		Encourage sporting bodies to assist in preparation and maintenance of their sports grounds	
		Review the grass-mowing contract to determine comparative costs to day labour.	Contract has been terminated and mowing being undertaken by Council staff.
	Ensure land correctly classified	<p>Conduct a thorough review of land classifications to ensure operational and community land correctly classified</p> <p>Review Land register to ensure up to date and correct</p>	Review commenced and ongoing.
	Efficient running of reserves	<p>Continue actions in relation to returning as trust manager for crown reserves in Kyogle Council area.</p> <p>Investigate ways to assist with community run reserves</p>	All approvals received
	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 ongoing.

STRATEGIC INITIATIVES	SPECIFIC TARGETS	ACTIONS	MEASURE OF SUCCESS
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.	Contribution made to additional capital works. Lease arrangements current.
YOUTH SERVICES			
To co-ordinate and support services and facilities and employment opportunities , for youth.	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 Financial contribution made to Youth Week.
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.	Seniors Centre operating.
Support social and recreational clubs and organisations throughout the area	Determine needs of aged through Management Plan process	To promote the need for recreational and service/care facilities throughout the Council area.	Centre operating successfully.
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 programs for staff.	Nil complaints received.

STRATEGIC INITIATIVES	SPECIFIC TARGETS	ACTIONS	MEASURE OF SUCCESS
<b>HERITAGE</b>			
Liaise with DEC (National Parks and Wildlife Service) to collaborate on the development of an Aboriginal Archaeological Study to objectively and professionally document and identify the Aboriginal heritage of the local government area.	To coordinate and finalise the study for inclusion within the Local Environmental Plan review.	Develop a Heritage Map for the Council area as the basis for determining whether development will diminish the cultural significance, archaeological integrity or historic value of any identified site, object or feature.	Identified Aboriginal heritage is included in a Heritage Map and Schedule 5 of an endorsed LEP in an appropriately sensitive manner. Discussions are continuing with Department of Environmental and Climate Change.
That the comprehensive Local Environmental Plan for the Council area include the items of environmental heritage identified in the Kyogle Heritage study 1996.	To ensure that known places of heritage and cultural significance are preserved, enhanced or revealed.	Show the items of environmental heritage on a Heritage Map and describe the item, area or site in Schedule 5	That the endorsed LEP include environmental heritage items identified in the Kyogle Heritage Study 1996 which have been reviewed and determined for their suitability and relevance.
Council liaise with the NSW Heritage Council to explore funding to establish a heritage advisory service.	To obtain assistance with Council's heritage management responsibilities	Identify the possibilities for funding including the viability of engaging a Heritage Advisor on a part time basis under the NSW Heritage Assistance Program	That all avenues of funding to provide professional advice on heritage related issues are explored.
<b>VILLAGE LIFE</b>			
Address the decline in services in the villages	Determine the needs of residents through the Management Plan process	Identify potential sites for the establishment of Services	Assist in the promotion of Villages to Service Providers
Help create and develop a strong sense of community	Provide a teamwork approach and cooperation	Analyse the priorities of the respective communities	Provision of a range of services in a culture of safety and cooperation
Support social and recreational clubs and organizations throughout the area	Work cooperatively with the organisations	Identify the priorities of the various clubs and organisations	Provision for quality and shared facilities



STRATEGIC INITIATIVES	SPECIFIC TARGETS	ACTIONS	MEASURE OF SUCCESS
Prepare new Local Environmental Plans, Development Control Plans, and strategies to guide the future development of the Council area which will enhance village life.	Provide new opportunities where possible for a range of new projects	Undertake an audit of under-utilised land within the Villages	Currently being prepared for the initial approval of Department of Planning.
<b>COMMUNITY RESOURCE PLANNING AND SERVICES</b>			
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.
To facilitate and promote coordinated 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. Community Website launched through CTC.
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. 2 successful applications announced.
<b>GOVERNANCE</b>			
Better Manage community expectations	Report community opinions	Conduct a community survey	Conduct follow up community survey and implement review the Community Strategic Plan with new Council.
Understand and meet the needs of the community	Engage the community in Council processes	Conduct public meetings and engage in appropriate consultation	Three (3) public meetings held regarding Draft Management Plan.
Set the example in Local Government through efficient and effective management practices and provide and environment	Organisation structure reviewed annually	Organisation Structure review to be carried out in consultation with the General Manager, Council and Directors	Structure to be reviewed annually and reported to Council

STRATEGIC INITIATIVES	SPECIFIC TARGETS	ACTIONS	MEASURE OF SUCCESS
that fosters trust, encourages and rewards excellence in performance and which supports the implementation of Councils goals and policies	All policies reviewed annually	Review all policies annually to ensure that they are not contrary to Council's stated objectives	Review to be completed by 31 December, each year. Report to Council regarding status of review
	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, 2008, November, 2009, February, 2009 and May, 2009 and presented to Council
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	Customer service requests were reported during the year.
			<b>1314 items of correspondence received for quarter at 30/06/09 with 207 being outstanding.</b>

STRATEGIC INITIATIVES	SPECIFIC TARGETS	ACTIONS	MEASURE OF SUCCESS
<b>ADMINISTRATION</b>			
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 under development.
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	Continue to develop Councils records storage and archiving facilities in accordance with the State Records Act, Investigate imaging of documents
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	No training attended in relation to Minutes..
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
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	Public liability claims were received were reported each quarter.
<b>PERSONNEL</b>			
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	Resignation numbers are reported to Council each quarter..

STRATEGIC INITIATIVES	SPECIFIC TARGETS	ACTIONS	MEASURE OF SUCCESS
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 numbers are reported to Council each quarter.
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	Preparation of structured training was commenced.
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	Reports provided to the Consultative Committee each month on recruitment issues.
Minimise complaints in relation to personnel practices	Minimal number of complaints received.	Ensure all personnel practices satisfy EEO and anti-discrimination requirements	EEO Plan reviewed. During the year
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	Incidents/ accidents/hazards recorded for the quarter relating to staff, public, plant and buildings are reported to Council.
<b>FINANCE</b>			
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 included in audit report.
Ensure budgeted results/objectives are obtained	Minimise variances.	Oversee budgets to ensure budget objectives are attained.	Report on percentage variances from budget as part of 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	Returns lodged on time - reported to July & October Meeting.
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 and debtors provided to ordinary monthly meetings of Council
Manage cashflows to maximise investments	Investment return forecast in adopted budget.	Prepare monthly cash flow statements and investment return	Investment summary reported to Council each month.

STRATEGIC INITIATIVES	SPECIFIC TARGETS	ACTIONS	MEASURE OF SUCCESS
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	Nil matters identified by Auditors. Points noted in Management letter from auditors acted upon.
<b>ANIMAL CONTROL</b>			
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.
<b>PUBLIC HEALTH</b>			
Protect and promote the health and well being of the public of the Kyogle Council area Community by developing and applying environmental health and public safety	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.

STRATEGIC INITIATIVES	SPECIFIC TARGETS	ACTIONS	MEASURE OF SUCCESS
measures	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.
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.

STRATEGIC INITIATIVES	SPECIFIC TARGETS	ACTIONS	MEASURE OF SUCCESS
<b>ENVIRONMENTAL HEALTH</b>			
Monitor and reduce 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.
Continue to enforce and police air pollution legislation	Air pollution incidents are investigated and appropriate education and or regulatory action is implemented.	Staff remain aware of legislation and guidelines as apply to air pollution. Community awareness is raised.	Staff training. Incident investigation. Incident response.
Establish a formal register of air pollution and noise pollution complaints	Register is developed and maintained.	Register is developed. Causes are investigated. Register is maintained.	Register is established and maintained. Register is made available to community.
Investigate the outcomes from the Cities for Climate Protection Program	Council becomes and active partner in the CCP Program.	Council formally joins the CCP Program Council is actively involved in the Northern Rivers Group on Energy. Council provides resources to facilitate local CCP initiatives.	CCP membership is agreed by Council Resolution. Local CCP Program projects are designed, resourced and implemented.
Research the establishment of an Environmental Consultative Committee comprising Council staff and community representatives	Broad community consultation is conducted to discuss formation of Kyogle Council Environmental Consultative Committee (KCECC).	Formal and well promoted public consultation is conducted. Terms of Reference for the KCECC are defined and adopted by Resolution of Council. Council resources the ongoing activities of KCECC.	Consultation conducted. Kyogle Council Environmental Consultative Committee is formed.

STRATEGIC INITIATIVES	SPECIFIC TARGETS	ACTIONS	MEASURE OF SUCCESS
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.
To provide community education on health and environmental issues.	Develop and maintain reference material.	Display units and reference material, maintained and displayed.	Topical and current material stocked and displayed.  Community awareness programs conducted where appropriate
To provide environmental management through the development, and implementation of strategies	Fulfill the State of the Environment reporting commitments	Comprehensive review of SOE to be completed by consultants by October 2004. Annual review of the SOE Report carried out in house	Accomplishment of recommendations from SOE Report as outlined under "Environmental Activities" in Management Plan.
<b>NATURAL ENVIRONMENT</b>			
Achieve acceptable planning, development and building standards; to protect the environment in accordance with community expectations	Statutory reporting and monitoring functions are performed, as Council allocated resources permit.	Statutory functions attended to as priority actions.	Statutory functions actioned and completed within prescribed time frames, as Council allocated resources permit.



STRATEGIC INITIATIVES	SPECIFIC TARGETS	ACTIONS	MEASURE OF SUCCESS
Sustainable management of privately owned natural resources.	Greatest possible achievement of long-term sustainable management of privately owned land and water based natural resources.	Liaison with local Landcare, Rivercare, National Farmers Federation and other community groups and NSW Government Departments including NSW Department of Primary Industries, Department of Natural Resources and Department of Environment and Climate Change. Management guidance services and information resources are developed by or provided by Council to private natural resource owners. Council wide audit of natural resources to identify areas requiring remedial attention. Within the resources of Council provide resources and assistance to private natural resource owners to better manage and maintain natural resources.	<p>Feedback from natural resource owners is positive.</p> <p>Liaison with other groups and agencies is active and effective.</p> <p>Privately owned natural resources are managed in ways that lead to long term improvement in sustainability.</p>
<b>NOXIOUS WEEDS</b>			
Noxious weed control within statutory obligations	Monitor weed control activities of Far North Coast County Council (Far North Coast Weeds) within Council area.	Staff are conversant with functions of the County Council.	Ongoing evaluation of effectiveness of Far North Coast County Council

STRATEGIC INITIATIVES	SPECIFIC TARGETS	ACTIONS	MEASURE OF SUCCESS
	Review annual contribution expenditure.	Review Council's quarterly financial reports and annual Management Report of the County Council.	Financial contributions are within budgetary limits.
Weed control methodology	Weed control methodologies utilised are best environmental practise.	Investigate current methods, implementation of, and success arising from current methods of weed control. By referral to expert agencies such as Far North Coast Weeds, EnviTE and NR Catchment Management Authority develop Kyogle Council Weed Management Manual with special emphasis on minimising use of herbicides and critical attention to minimising adverse habitat impact. Train staff and provide resources to ensure adherence to Kyogle Council Weed Management Manual.	Weed control methods are investigated.  Kyogle Council Weed Management Manual is developed, adopted, resourced implemented and monitored.  Incidents of adverse habitat impact are identified and remedial action is taken.

STRATEGIC INITIATIVES	SPECIFIC TARGETS	ACTIONS	MEASURE OF SUCCESS
<b>TOWN PLANNING</b>			
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.	24 development applications turnaround reported.
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.
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.	Applications received and average turnaround reported.

STRATEGIC INITIATIVES	SPECIFIC TARGETS	ACTIONS	MEASURE OF SUCCESS
As part of the preparation of the draft Local Environmental Plan , consider the identification of environmentally sensitive lands and provide protection through appropriate environmental protection zonings and provisions	To preserve known environmentally sensitive areas through specific zoning and objectives under the Standard Instrument	Assign land use zones through a consideration of parks, reserves and private land in context with state policy, the regional strategy and local strategic planning documents (including the NPWS key habitats and corridors database)	Identified environmentally sensitive lands are protected in the LEP under the Environmental Protection, RU6, R5 and RE1 zones as appropriate.
<b>STRATEGIC PLANNING</b>			
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
<b>BUILDING CONTROL</b>			
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.

STRATEGIC INITIATIVES	SPECIFIC TARGETS	ACTIONS	MEASURE OF SUCCESS
	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.
<b>QUARRIES</b>			
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.	No new sites identified however some private operations have expressed interest in establishing new quarries.
	Develop a quarry business plan.	Review the draft plan and adapt it to current operations and future proposals.	Quarry Business Plan to be developed.
	Develop quarry operations plans	Carry out site surveys of quarries.  Prepare operations plans to comply with relevant legislation	Quarry operations plans to be reviewed
	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.	Meetings of Quarry Safety Committee held regularly.

STRATEGIC INITIATIVES	SPECIFIC TARGETS	ACTIONS	MEASURE OF SUCCESS
Ensure quarries operations are run within budgetary limits	Performance within budget	Monitor budgets regularly	Results within budget
<b>STATE HIGHWAYS AND REGIONAL ROADS</b>			
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.	Forward programs developed for inclusion in management plan proposals.
	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.	Annual inspection completed July 2008.
		Continually monitor defects to identify areas where additional works to routine maintenance are required.	Timely reports submitted to RTA on identified needs for rehabilitation or reconstruction
		Prepare designs and carry out preconstruction activities for future works	Scope of ordered work discussed and agreed with RTA as required.
	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.	Review report released in May. No charges approved to Regional or State Roads in Kyogle Council.
	Lobby for action on MR 622 specifically between the Qld State border and the Summerland Way Intersection.	Support the Summerland Way Promotional Committee and (SWPC) and Downs to Rivers Action Committee (DTRAC)>	Summerland Way Committee meeting attended. Ongoing lobbying to State & Federal Government.

STRATEGIC INITIATIVES	SPECIFIC TARGETS	ACTIONS	MEASURE OF SUCCESS
	Pursue a commitment for a heavy vehicle alternative route for the Summerland Way through Kyogle and Wiangaree.	Liaise with the RTA and other government departments.	Ongoing through Summerland Way Committee and Infrastructure funds application.
	Pursue further investigation of the East of Mount Lindsay deviation for the Summerland Way	Liaise with the RTA and other government departments	Ongoing through Summerland Way Committee and infrastructure funds application.
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	New Contract in operation since October 2008.
		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 tenders invited in review period - 3 projects completed as ordered works under RMCC.
	Replace timber bridges on the Regional roads	Update bridge replacement program	Nine (9) replacement bridges completed.
		Pursue funding assistance	Funding ongoing through Regional Road Timber Bridge Partnership.
		Manage design and construction works in most economical manner.	Due to rapidly increasing costs scope of works reviewed to achieve best results.

STRATEGIC INITIATIVES	SPECIFIC TARGETS	ACTIONS	MEASURE OF SUCCESS
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.	Urban Road classifications to be reviewed and Road Network Management Plan amended as required.
	Develop construction and maintenance standards for urban local roads	Review appropriate standards for local conditions	Standards documented and incorporated into Road network management plans
	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	Amended 5 year program to be prepared for next management plan. Works programmed in Gaston's Lane, Bonalbo Street, and Couchman's Lane completed.
	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.	1 <sup>st</sup> Stage of Kyogle Mainstreet project completed. Footpath replacement in Clarence Street, Tabulam completed. Other PAMP projects in Bonalbo and Woodenbong constructed.
	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.



STRATEGIC INITIATIVES	SPECIFIC TARGETS	ACTIONS	MEASURE OF SUCCESS
	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 reported to Council.
	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 October 2007.	Liaise with Council, the community, Kyogle businesses and Government Departments.	Included in application for Infrastructure Improvement Funding.
<b>RURAL LOCAL ROADS</b>			
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 to be reviewed and Road Network Management Plan amended as required.
	Develop construction and maintenance standards for each classification of road	Review appropriate standards for local traffic conditions and topography	Standards documented and incorporated into Road Network Management Plan

STRATEGIC INITIATIVES	SPECIFIC TARGETS	ACTIONS	MEASURE OF SUCCESS
	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.	Rehabilitation works programmed for Findon Creek Road, Homeleigh Road and Green Pigeon Road have been completed.
	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	Program of resheeting and initial sealing included in 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
	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	Negotiations and preliminary planning in progress.
		Pursue funding to commence construction	Dependent upon finalization and preliminary plans.

STRATEGIC INITIATIVES	SPECIFIC TARGETS	ACTIONS	MEASURE OF SUCCESS
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 in 2008/09.
		Pursue funding for specific road safety projects as appropriate	Specific projects implemented - proposals for five Black Spot projects approved for 2009/10 program.
<b>BRIDGES</b>			
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	Inspection and condition review continuing.
	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 reviewed annually
	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.

STRATEGIC INITIATIVES	SPECIFIC TARGETS	ACTIONS	MEASURE OF SUCCESS
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 ongoing.
		Review new and existing technologies to replace bridges with economical low cost structures.	New options trialed include laminated timber decking and girders and circular hollow steel girders.
	Maintain serviceability of existing bridges	Undertake regular appropriate preventative maintenance as identified in bridge inspections.	Reduction in incidence of emergency repairs
		Upgrade warning signage on bridges and approaches.	Install signage as each bridge undergoes maintenance works
		Continue termite control program	Reduction in evidence of recurring termite damage to bridges
<b>ANCILLARY SERVICES</b>			
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	Action continuing to ensure all grids recorded in the register and maintained to the required standard - Action to reduce number of unregistered grids is ongoing.

STRATEGIC INITIATIVES	SPECIFIC TARGETS	ACTIONS	MEASURE OF SUCCESS
	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 new property accesses and rural addresses comply with the required standard. Where possible owners being encouraged to upgrade existing accesses.
	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 - Section 138 agreements being completed as required.
<b>DRAINAGE</b>			
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 to be finalised.
	Identify stormwater drainage needs in the villages.	Site inspections and discussion with local residents.	Stormwater Management Plan for Villages developed progressively.
	Develop a forward capital works program for stormwater drainage improvements.	Reference to the Kyogle Stormwater Management Plan and Village needs report	Strategic Plan reviewed and updated annually and Management Plan updated.
		Preliminary surveys and designs to determine cost estimates.	Detailed designs completed for each years program
	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

STRATEGIC INITIATIVES	SPECIFIC TARGETS	ACTIONS	MEASURE OF SUCCESS
		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, DECL or other organisations	Training and education undertaken as appropriate.
		Promote public awareness programs such as "Waterwise"	Promotions supported at Kyogle Show.
<b>PLANT &amp; DEPOTS</b>			
Replace/acquire plant as and when necessary.	Plant fleet is adequate to meet needs.	Regular review of plant conditions and use.	Purchases program commenced and on budget.
Ensure plant has high levels of utilisation	Rationalise under utilized plant.	Review works program and plant income reports regularly.	Plant income reported monthly to Works committee.
Ensure plant operations are run within budgetary limits	Performance within budget	Monitor budgets regularly	Reported monthly to Works Committee.

STRATEGIC INITIATIVES	SPECIFIC TARGETS	ACTIONS	MEASURE OF SUCCESS
<b>ECONOMIC DEVELOPMENT</b>			
Assist and coordinate the ongoing development of Kyogle Council area and enhance and market its capacity as a location for residential opportunities, primary production, industry, commerce, government services and tourism.	Range of alternative funding/revenue sources identified	Applications submitted	Report on funding obtained
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.
Actively pursue opportunities for the development of Value Adding industries for forest plantation products	Identify opportunities for development.	Liaise with government and industry groups	Report to Council on progress
Prepare Economic Development Strategic Plan.	Completion of plan.	Liaise with Council, the community, Kyogle businesses and Government Departments.	Draft Plan/Policy being completed by KCEDC.

STRATEGIC INITIATIVES	SPECIFIC TARGETS	ACTIONS	MEASURE OF SUCCESS
<b>TOURISM</b>			
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.	<p>Number of tourist development applications received.</p> <p>Report on number of visitations to the Visitor Information Centre.</p> <p>Seeking feedback from tourism operators on level of assistance provided by Council.</p>
	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)l, 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 2009. Council is also required to produce annual supplementary reports between comprehensive reports.

A copy of the 2009 comprehensive State of the Environment Report is available on the Kyogle Council website or from Council's Administrative Office.

The Comprehensive State of the Environment Report for 2009 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 86 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 and 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 \$2,607,000.

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 \$121,000 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 \$145,000 .

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

Council maintains a total road length of 1,212 km of local and regional roads, which include a total of 253 timber bridges and 101 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 \$4,400,000.
- Pavement – Cost to bring to satisfactory condition of \$1,320,000.
- Unsealed roads - Cost to bring to satisfactory standard of \$9,600,000.

### **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 Council's 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 \$3,300,000.

### **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 \$712,000.

#### 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 \$3,848,000 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 \$5,005,000.

### **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 \$2,369,000

#### 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 \$61,000 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 \$11.949 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 \$889,000 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 \$794,000.

# 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 2008/2009, \$41,019 was spent in recovery action with external agents.. 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 2008/2009 amounted to \$22,007

### Summary of Legal Proceedings

During the 2008/2009 year Council was involved in action to appeal extended licensing hours – this matter was still proceeding at “June 30, 2009.

### Legal Assistance – Other Councils

There were no contributions to other Councils legal costs 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.

<b>Expense/Allowance</b>	<b>2008/2009</b>
Mayoral Allowance	19,788
Councillors fees	82,295
Travel allowance	17,429
Provision of office equipment	1,135
Telephone expenses	1,254
Conference and Seminar expenses	9,079
Councillor sustenance	4,673
Interstate visits	2,261
Expenses of spouses	Nil
Overseas visits	Nil
Childcare expenses	Nil
Assistance with Legal Costs in relation to proceedings before the Local Gov't Pecuniary Interest and Disciplinary Tribunal	16,409
<b>TOTAL</b>	<b>154,323</b>

#### Councillor Expenses and Facilities

Council has developed a Policy for the payment of expenses and provision of facilities for Councillors which is reviewed at least annually. This Policy addresses the provision of expenses to be paid in relation to approved travel outside the Kyogle Council area, travel involving the use of 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](http://www.kyogle.nsw.gov.au).

#### Senior Staff Contracts

There was one senior staff member as designated in the Local Government Act during the financial year ended June 30, 2009. The General Manager is employed under a three-year performance based contract. Total Remuneration package for the General Manager was \$154,606.31 (Includes salary, superannuation, and fringe benefits tax incurred).

There was no overseas travel undertaken by any Councillors or senior staff representing Council during the 2008/2009 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 2008/2009 year, Council awarded four (4) contracts in excess of \$150,000 (other than employment contracts) as shown in the following table.

<b>Contractor</b>	<b>Details of Contract</b>	<b>Value \$</b>
Boral Asphalt	Bitumen Sealing	889,691
Stabilised Pavements	Cement Stablisation	834,291
Grelie Waste	Garbage collection	165,747
Bridge Solutions Australia	Bridge construction	660,670
BJS constructions	Water plant	316,099
Civil Team Engineering	Bridge Construction	2,472,402
Nviroscope Pty Ltd	Bridge Construction	414,436

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

<b>Contractor</b>	<b>Details of Contract</b>	<b>Value \$</b>
Eden Creek Constructions	Concrete work/ products	288,728
Country Energy	Electricity Supply	358,460
Caltex Energy	Supply of Fuel	658,005
Brown & Hurley	Plant purchase and service	259,688
Smith Plant	Quarry produc/Plant hire	759,715
Richmond Valley Council	Gravel/Plant hire/domestic waste transfer/bridge components	1,513,128
Redi staff	Supply labour	513,808
Komatsu Australia	Backhoe, service + parts	182,629
City Toyota	Supply vehicles and service	256,435
HJ Standfield	Plant hire	295,969
Davis Earthmoving + Quarrying	Quarry services	187,412
J Watson + Son	Plant hire/concrete	180,287
Renolith	Road Product	169,268
Ron Southon Pty Ltd	Drill + Blast quarry product	227,459
Westrac	Plant purchase and service	623,878
J W &MA Passfield	Renovation Community Technology Centre	232,971
Clark Ashphalt	Bitumen Sealing	572,124



Maslen Contractors	Plant hire	407,895
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## 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 throughout the year.

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 2008/2009 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.

In undertaking an Emergency Risk Management study over the past twelve months, Council, through its Local Emergency Management Committee has identified the need for increasing community education and awareness, and encouraging the development of evacuation and emergency plans for areas where a development application for development was not received, and strategies for these have been developed.

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.

<b>Birthplace</b>		
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%

<b>Language spoken at home</b>		
Language	Number	Proportion of total population
English	8,726	94.3%
German	56	0.6%
Italian	26	0.3%
Bundjalung	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.

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)(I)

Grants Provided by Council under Section 356 on the Local Government Act 1993 during the 2008/2009 Year, total \$65,703

Council's policy for the Financial Assistance to Organisations and Individuals was last reviewed and presented to the March 2008 Ordinary meeting. This policy can be viewed on Council's website on [www.kyogle.nsw.gov.au](http://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 2008/09 year:

ORGANISATION	VALUE
Quarterly Determinations- determined by Council under Financial Assistance Policy	28,248
Australia Day Committee (East)	3,581
Australia Day Committee (West)	3,581
Various Halls	4,649
Life Education Van/Pools	4,121
North Coast Academy of Sport	963
Bonalbo Show Society	338
Woodenbong Show	338
Kyogle Show Society	1,126
Kyogle Citizens Band	1,160
Kyogle SES	8,114
Tabulam SES	8,484
Cancer Council	1,000
<b>TOTAL</b>	<b>65,703</b>

# 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 performance 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 met eight times throughout the reporting period issues attended to during the year include:

- Ongoing update on status of positions vacant/filled.
- Provided input into the continuing implementation of the new 10 grade salary system adopted by Council.
- Review of position descriptions as required.
- Annual review of EEO Management Plan.
- Provided input into the development of the Drug & Alcohol Policy
- Provided input into the development of the Harassment and Bullying Policy
- Endorsed the practice of staff being given paid leave to donate to the Red Cross Blood Bank
- Conducted an extensive review of and amended the Consultative Committee Constitution.
- Conducted a survey of staff using questionnaire designed by the Consultative Committee

### 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.

### Occupational Health & Safety

The Occupational Health Safety and Training officer has progressed a major emphasis 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 reviewing the Corporate Occupational Health & Safety Management System.

### Risk Management

During the reporting period, Council's property, public liability, motor vehicle and other insurances insurance premiums have remained relatively stable.

# 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 last 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 and aims to achieve the objectives of this document.

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](http://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 2008/2009, Council wrote off the following rates and charges.

Pension Write Offs- includes one quarter water + sewer	264,979
Properties becoming exempt	3193
Changes in Category	876
<b>TOTAL</b>	<b>269,048</b>

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

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# 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 to the bathroom at Bonalbo Preschool. Funds from the Federal Government infrastructure grant have been used for improvements to the Kyogle and Bonalbo outdoor areas.

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 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
- Adopted a Pedestrian Access and Mobility Plan and undertaken some of the work identified in the 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
- Obtained funding for the installation of playground equipment.

### 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 youth projects
- Providing donations for 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 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
- Completed the fit out a community services centre and recruited a part time centre coordinator ( Area Assistance funding).
- Convening a Public Transport Working Group to assist with the provision of public transport for transport disadvantaged people
- Established a Cultural Working Party who are drafting a Cultural Strategy document with the assistance of Arts Northern Rivers.

# 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 2009 for the Category 1 business activity is:

Revenue	(\$,000)	3,720
Expenses	(\$,000)	2,885
Assets	(\$,000)	2,025

### 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 2008/09 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.

## 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](http://www.kyogle.nsw.gov.au).

Council has completed the following statistical Reviews:

Internal Review applications lodged during the year – Nil

Internal Review applications finalised during the year – Nil

Matters proceeded to the ADT during the year – Nil

Results of any ADT matters finalised (determined or settled) during the year – Nil



# Freedom of Information Act 1989 and Regulation

## FOI Requests Received

FOI Requests	Personal		Other		Total	
	2008	2009	2008	2009	2008	2009
New	Nil	Nil	Nil	4	Nil	4
Pending	Nil	Nil	Nil	Nil	Nil	Nil
Total	Nil	Nil	Nil	4	Nil	4
Completed	Nil	Nil	Nil	4	Nil	4
Transferred out	Nil	Nil	Nil	Nil	Nil	Nil
Withdrawn	Nil	Nil	Nil	Nil	Nil	Nil
Total Processed	Nil	Nil	Nil	4	Nil	4
Unfinished	Nil	Nil	Nil	Nil	Nil	Nil

## What Happened To Completed Requests

Results	Personal		Other		Total	
	2008	2009	2008	2009	2008	2009
Granted in Full	Nil	Nil	4	3	Nil	3
Granted in part	Nil	Nil	Nil	1	Nil	1
Refused	Nil	Nil	Nil	Nil	Nil	Nil
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 2008/09

## Formal consultation

No requests required formal consultation during 2008/09

## Amendment of Personal Records

Result of Amendment Request	2008	2009
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	2009	2008	2009	2008	2009
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	Nil	Nil	1	Nil	1
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	1	Nil	1

### Costs and fees of requests processed

FOI Fees Received		Assessed Costs	
2008	2009	2008	2009
Nil	120.00	Nil	120.00

### Discounts Allowed

Type of Discount Allowed	Personal		Other		Total	
	2008	2009	2008	2009	2008	2009
Public Interest	Nil	Nil	Nil	Nil	Nil	Nil
Personal Hardship – pensioner/child	Nil	Nil	Nil	1	Nil	1
Financial hardship – non-profit organisation	Nil	Nil	Nil	Nil	Nil	Nil

### Days to Process

Elapsed Time	Personal		Other		Total	
	2008	2009	2008	2009	2008	2009
0-21 days or <35 days where consultation involved	Nil	Nil	Nil	4	Nil	4
Over 21 days	Nil	Nil	Nil	Nil	Nil	Nil

### Processing Time

	Personal		Other		Total	
	2008	2009	2008	2009	2008	2009
0-10 hours	Nil	Nil	Nil	4	Nil	4
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	2009	2008	2009	2008	2009
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 2009		Other 2009	
	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 2008/2009, 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 2008/2009 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 1<sup>st</sup>, 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 2008/2009	Cats	Dogs	Total
Seized & transferred to Council's Facility	2	51	53
Returned to Owner	0	17	17
Dumped	0	1	1
Surrendered by Owners	0	0	0
Released to Owners	0	7	7
Euthanased	2	13	15
Sold	0	5	5
Released for rehoming	0	8	8
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
			31

## Animal management/activities expenditure

Expenditure for animal management for the 2008/09 financial year was \$82,508.34

### **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 \$9,376 from the Companion Animals Fund for the 2008/2009 year which was used towards the wages of a full-time Ranger and general companion animal compliance.

## Appendix 1

### Kyogle Council Financial Statements

## Appendix 2

### Kyogle Council State of the Environment Report