



Kyogle Council Annual Report 2012/2013



KYOGLE COUNCIL



2012/2013 ANNUAL REPORT

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Summary of Achievements

Achievements

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

\$4.3 million was spent on the maintenance of roads, streets and bridges during the year. This was split between Regional Roads (\$979 thousand) Urban Streets (\$520 thousand), Rural Local Roads (\$2.15 million) and Bridges (\$655 thousand). In addition to this, flood damage restoration works were completed to the value of \$2.1 million.

There were \$5.1 million of capital works completed across the road network during the year. The capital works completed consisted of \$2.9 million of road rehabilitation and upgrades, \$1.7 million in Bridge replacements, \$325 thousand of reseals, and \$157 thousand in gravel resheeting. A total of eleven bridges were replaced during the year, with seven of these being replaced with new concrete and steel bridges, and four being replaced with concrete piped culverts. Sealed road rehabilitation works were completed on Horseshoe Creek Road, and Wiangaree Back Road, and improvements to existing sealed roads were completed on Bentley Road, Kyogle Road, Lions Road, Tabulam Road, Sandilands Street and the Clarence Way. Initial sealing of unsealed roads were completed on Oxbow Road and Runnymede Road.

Other capital works completed during the year included the replacement of a playground at Woodenbong, \$184 thousand of stormwater improvements across the villages of Tabulam, Bonalbo, Woodenbong and Kyogle, \$265 thousand in sewerage system renewals, \$123 thousand in water main construction, and commissioning of a new emergency water supply bore in Kyogle.

Community Services

The Community Development Officer has continued to engage with various groups within the Kyogle LGA and supported various interagency groups.

Membership at both the Kyogle branch and the mobile library has continued to grow, and grant funding has been received to undertake several small projects.

A ratepayer survey has been prepared and distributed and a report analysing the results will be used to assist in setting the future direction of Council through the strategic plan.

Financial Result

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

Council's surplus from all activities for the year ended 30th June 2013 totalled \$435,000. This compares to a deficit in 2012 of \$397,000. The 2013 result can be summarized as follows:-

	2013	2012
	\$'000	\$'000
Revenues from continuing operations	22,713	22,546
Expenses from continuing operations	(18,035)	(16,644)
Result from continuing operations	4,678	5,902
Less Depreciation	(7,589)	(7,658)
Results from continuing operations before capital amounts	(2,911)	(1,756)
Capital grants and contributions	4,839	4,582
Gain/(loss) on disposal of assets	(1,493)	(3,223)
Surplus/(Deficit) from all activities	435	(397)

Kyogle Council Profile

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

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

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

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



Vision, Mission, & Values

COMMUNITY VISION

Working together to balance Environment, Lifestyle, and Opportunity.

OUR MISSION

To meet the challenges of our unique and diverse region

OUR VALUES

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

Elected Representatives

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

Councillors for the 2012-2016 term are:

A Ward

Clr Ross Brown (Mayor Sept 2012 to Sept 2013)

Clr Chris Simpson

Clr Janet Wilson (Deputy Mayor Sept 2012 to Sept 2013)

B Ward

Clr John Burley

Clr Maggie Creedy (Elected Deputy Mayor Sept 2013)

Clr Robert Dwyer

C Ward

Clr Danielle Mulholland (Elected Mayor from Sept 2013)

Clr Lindsay Passfield

Clr Michael Reardon



Attendance at Council Meetings

During the year the following meetings/workshops were conducted.

The attendance from Councillors July 1, 2012 to September 8, 2012 is summarized in the table below.

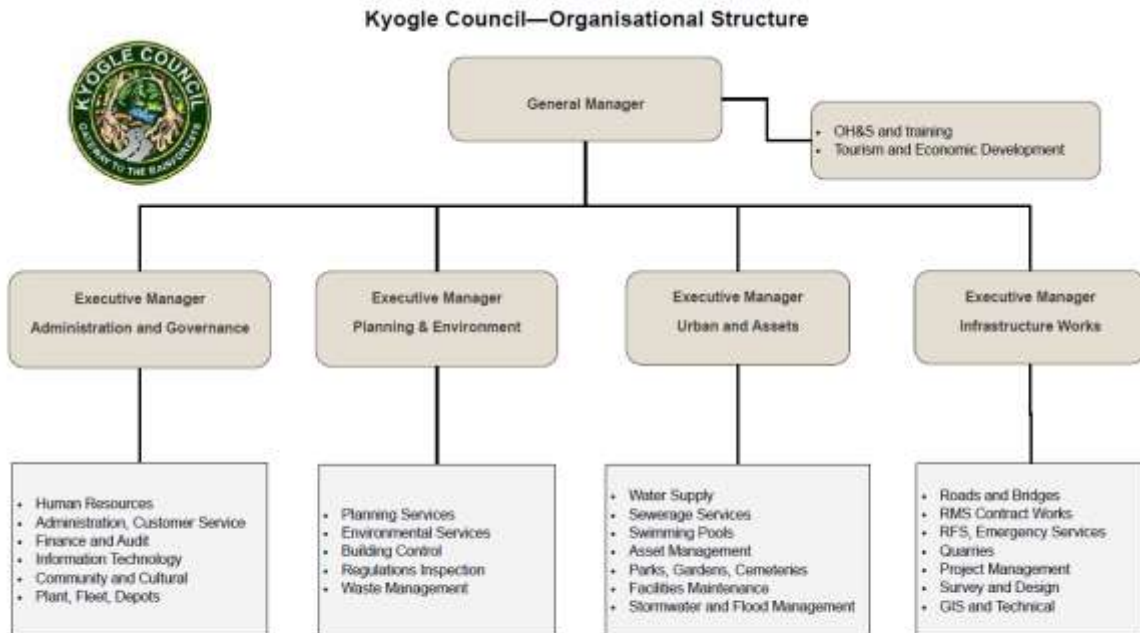
Councillor Name	Ordinary Meetings attended 2 held	Extraordinary Meetings attended 1 held	Workshops attended 1 held
Clr Bennett	2	1	1
Clr Brown	2	1	1
Clr Cooper	2	1	1
Clr Dwyer	2	1	1
Clr Leadbeatter	2	1	0
Clr O'Reilly	2	1	0
Clr Passfield	2	1	1
Clr Wilson	2	1	1
Clr Zito	2	1	1

The attendance from Councillors September 8, 2012 to June 30, 2013 is summarized in the table below.

Councillor Name	Ordinary Meetings attended 9 held	Extraordinary Meetings attended 4 held	Workshops attended 8 held
Clr Brown	9	4	6
Clr Burley	8	3	8
Clr Creedy	9	4	7
Clr Dwyer	9	4	8
Clr Mulholland	9	3	7
Clr Passfield	9	4	7
Clr Reardon	9	3	6
Clr Simpson	9	4	7
Clr Wilson	9	3	7

Organisational Structure

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



Principal Activities

The principal activities identified in the Community Strategic Plan are:

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

Key Strategic Priority Areas

- **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.

- **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.

- **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.

- **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 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(4)(a)

A complete set of Kyogle Councils 2012/13 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

Compliance with Special Variation Approval Conditions

There was no above pegging rate increase in the 2012/13 Financial year

State of Environment Report

Section 428(A)

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 is now part of the Northern Rivers Regional State of the Environment Report. The Regional SoE 2012 reports on environmental conditions at a regional level covering the NRCMA region, and at a local level, covering the local government areas (LGA) from Port Macquarie-Hastings in the south to Tweed in the north, and including Lismore and Kyogle LGAs. The report is a result of a collaboration between 12 general councils, three county councils and NSW government agencies including Northern Rivers CMA, Office of the Environment and Heritage (OEH), Department of Primary Industries (DPI), Office of Water (NOW), Department of Premier and Cabinet (DPC), Division of Local Government, Local Government and Shires Association, NSW Food Authority and the North Coast Area Health Service

A copy of the 2012 Regional State of the Environment Report is available on the Kyogle Council website or from Council's Administrative Office.

The 2012 Regional State of the Environment report 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. During the 2012/2013 year Asset Management Plans were developed for all classes of assets.

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.

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 \$2,096,000.

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 \$123,000 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 \$117,000 .

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

Council maintains a total road length of 1,200 km of local and regional roads, which include a total of 230 timber bridges and 130 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(urban/rural/regional) – Cost to bring to satisfactory condition of \$15,880,000.
- Unsealed roads(rural/regional) - Cost to bring to satisfactory standard of \$5,400,000.

Bridges

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

The total estimated cost to bring these facilities to a satisfactory condition is \$5,400,000.

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.

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 \$6,160,000 annually to maintain that standard.

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

The amount provided for maintenance of roads and associated infrastructure is made up of Council funds, Commonwealth Financial Assistance Grant funds and Roads to Recovery program funds, and the Regional Roads Block Grant. The total amount available was \$3,287,000.

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 \$2,195,000

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 \$11,204,000.

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 \$390,000 per year to maintain that condition.

Current value of the annual water & sewerage maintenance program.

The current program to maintain and operate the water and sewerage systems is \$297,000.



Cost of Legal Proceedings

CI 217(1)(a3)

Legal Costs - Outstanding rates and charges/seeking legal opinions legal action
Council conducted the recovery of overdue rates and outstanding debts. In 2012/2013 These costs are added to the outstanding balance and recovered.

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 and animal control.

The total cost of the above legal proceedings is \$98,160

Summary of Legal Proceedings

Council is involved in legal activity relating to stormwater issues. This matter relating to stormwater issues remained ongoing as at June 30, 2013.

Legal Assistance – Other Councils

In June 2013 Council resolved to provide \$2,816.36 to the Mid Western Regional Council as a contribution to costs of a matter before the Land and Environment Court challenging Council's categorisation of land for rating purposes.

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

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

Fees and Expenses relating to the Mayor and Councillors

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

Expense/Allowance	2012/2013
Mayoral Allowance	20,450
Councillors fees	84,330
Travel allowance	7,971
Provision of office equipment	301
Telephone expenses	5,629
Conference and Seminar expenses	5,263
Councillor sustenance	3,835
Interstate visits	1,060
Expenses of spouses	Nil
Overseas visits	Nil
Childcare expenses	Nil
TOTAL	128,839

Councillor Expenses and Facilities

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

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

Senior Staff Contracts

There was one senior staff member as designated in the Local Government Act during the financial year ended June 30, 2013. The General Manager is employed under a four-year performance based contract (2009-2013). Total Remuneration package for the General Manager was \$174,171 (includes salary, superannuation, and reportable fringe benefits tax).

There was no overseas travel undertaken by any Councillors or senior staff representing Council during the 2012/2013 financial year.

Major Contracts Awarded

Section cl 217(1)(a2))

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.

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

Contractor	Details of Contract	Value \$ ex GST
Hitachi Construction Equipment	Motor Grader	213,370
State Asphalt Services	Annual Tender for Sealing	720,027
Solo Waste	Contract for waste collection	327,698
Kembla Water Tech	Mains Relining	163,931
FE Marsh	Stabilisation Bowling Club	399,409
Tenterfield Council	Water Treatment Plan Urbenville	517,089
Crosana P/L	Annual Tender Gabion Rock work	545,520
Enviroscope P/L	Annual Tender Gabions plant and labour	1,072,692

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

Contractor	Details of Contract	Value \$
Boral Construction Materials	Quarry Product	197,615
Clovass Quarry	Quarry product	218,848
Country Energy	Electricity supply	439,749
H J Standfield	Plant Hire	160,023
MJ Smith Ground Preparation	Plant hire and quarry product	651,757
North Coast Petroleum	Fuel	263,128
O + H Holden	Vehicles	205,394
Redistaff	Contract labour hire	351,989
Richmond Valley Council	Bridge Decks	535,297
Smith Plant(Lismore) P/L	Plant hire and quarry product	376,453
Statewide Mutual	Insurance	402,806
State Cover Mutual	Insurance	164,383
Traffic Control Service Pty Ltd	Traffic Management	877,311
Days Machinery	Tractor	202,271

Santin Earthmoving	Plant hire and quarry product	217,516
Reliance Petroleum	Fuel	225,582
Richmond Valley Council	Regional Library/RFS/Quarry product	535,297
Norther Rivers Isuzu	Trucks (5)	340,687

Bushfire Hazard Reduction Programs,

Section 428(2)(I1)

Bushfire Hazard Reduction

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

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

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

During 2012/2013 hazard reduction carried out by Kyogle Council was confined to roadside slashing operations throughout the road network.

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

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

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

Multicultural Services

Section 428(2)(j)

The total population in the census was 9,228. Male 4,642, Female 4,586 median age 45. In the 2011 census, 5.3% of the Kyogle Council population was identified as being of Indigenous origin. The Council area has few ethnic groups of any significant numbers. Its main ethnic groups are set out in the table below. The non-English speaking population is negligible.

Birthplace

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

Language spoken at home

Language	Number	Proportion of total population
English	8,575	92.9%
German	47	0.5%
Italian	19	0.2%
French	18	0.2%
Swedish	18	0.2%
Telgu	13	0.1%

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

Council Subsidised Private Works

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

All private works undertaken by Council were carried out in accordance with the approved fees and charges and also the works estimating and costing procedures as fixed by Council 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 Works jobs are documented by way of an "Private Works and Services Request" which details job description, location, application name, estimated cost, payment details and other relevant job information.

Financial Assistance Provided

Cl 217(1)(a5)

Grants Provided by Council under Section 356 on the Local Government Act 1993 during the 2012/2013 Year, total \$76,433

The 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 Councils website on www.kyogle.nsw.gov.au

Appropriate advertisements are placed in Councils Newsletter and local media seeking applications from local groups and individuals.

Council granted the following donations during the 2012/13 year:

ORGANISATION	VALUE
Quarterly Determinations- determined by Council under Financial Assistance Policy	13,275
Australia Day Committee (Kyogle)	3,000
Australia Day Committee (Woodenbong)	3,000
Australia Day Committee (West)	4,000
Various Halls	5,308
Life Education Van/Pools	9,570
North Coast Academy of Sport	1,100
Kyogle Citizens Band	950
Kyogle NAIDOC celebrations	380

Bonalbo Multi cultural day	380
Kyogle Youth Ventures	2,500
Bonalbo Show	1,500
Woodenbong Show	1,500
Kyogle Show	1,500
Tidy Towns Finals	10,120
Futures Funding	18,350
TOTAL	76,433

Activities to Implement Equal Employment Opportunity Management Plan

CI 217(1)(a9)

Kyogle Council is wholly committed to the principles of Equal Employment Opportunity and providing a workplace in which people are treated with fairness, dignity and respect.

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

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

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

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

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

Communication and Awareness

Council ensures that all employees are aware of:

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

This has been achieved through appropriate training for supervisors and staff; communicating Councils' commitment to achieving EEO as part of Councils induction program; and, ensuring EEO awareness is a performance standard contained in all position descriptions which require all employees to observe and implement the principles and intent of EEO.

Recruitment Process

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

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

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

Appointment, Promotion and Transfer Processes

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

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

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

Training and Development Procedures

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

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

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

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

Organisations having Delegated Authority

CI 217(1)(a6)

County Councils

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

Regional Library

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

Other Groups

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

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



Controlling Interest in Companies & Joint Ventures

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

Companies in Which Council Has a Controlling Interest

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

Joint Ventures in Which Council Has an Interest

- ❑ Richmond/ Upper Clarence Regional Library - Kyogle Council is involved in a jointly funded arrangement with Richmond Valley Council to provide library services through the management of the Richmond/ Upper Clarence Regional Library.

- ❑ North-East Weight of Loads Group (NEWLOG) - Council is also a member of the North-East Weight of Loads Group. The constitution of the group specifies the Council as having a one tenth "ownership" of the groups net assets. The stated objectives of the group include to generally promote the aims of reducing damage to Council and classified roads by policing vehicle weight limits.

- ❑ Statewide Mutual - pooling arrangement with various NSW local government authorities to acquire insurance coverage and best practice systems for risk management.

Rates and Charges Written Off

Clause 132

During 2012-2013, Council wrote off the following rates and charges.

Pension Write Offs- includes one quarter water + sewer (55% recovered from State Government \$198,640)	361,164
Properties becoming exempt, terminated leases and licenses, valuation objections, re-ascertainments and changes in category.	2,498
TOTAL	363,662

Activities for Children

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.

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

Seven playgrounds and four sports fields are also maintained or managed by Council, some with the assistance of community groups. The playground areas in Anzac, Cenotaph and Apex Parks, Kyogle have been the subject of upgrading resulting in substantial use by the children of the area. New 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 park in Mallanganee. The portable shade shelters continue to be well used and are available free of charge to community and sporting groups.

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

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

Within the 2012/2013 year, Council resolved to establish a Youth Advisory Committee that will give Youth an avenue to inform Council about the needs of young people. Members for this committee are currently being recruited.

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

Access and Equity Activities

CI 217(1)(d)(i)

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

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

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

Children

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

- Identifying funding opportunities and providing data to assist with applications for children's services provided through the Community Development Officer
- Providing for improved ramp access in the main street upgrade
- Continuing to implement work and projects identified in the Pedestrian Access and Mobility Plan.
- Conducting monthly safety audits of Children's play areas and equipment
- Providing donations for Preschools and playgroups, after school care, learn to swim and Life Education
- Promoting services available to children through sponsoring the Community Directory and posting on the council website
- Planning and organising events that promote safe communities for children
- 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 for Youth Week
- 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
- Participation in Kyogle Youth Forum.
- Signed a Memorandum of Understanding with the TAFE to promote additional classes for youth in both Kyogle and surrounding villages.
- Reconnect program provides a case manager to outreach at youth centre, providing education on, harm minimisation strategies, resources, counselling, referral
- CDO has assisted Kyogle, Woodenbong, Bonalbo High Schools with the running of the Love Bites program and will be running Rock & Water program to address bullying in schools

Older People

Activities undertaken to improve services to aged people include:

- Continued support of the Seniors Centre for use by seniors organisations and the community
- 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
- CDO involved with Care Connections who have outreach service to address the needs of remote and rural older people. Currently compiling a vulnerable persons list.
- Supported Seniors Week activities.
- Provided assistance through the Financial Assistance Policy for programs relating to older residents.

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. Pedestrian access projects undertaken in villages.
- 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:

- Participation at regular meetings of the Kyogle Interagency Against Domestic Violence
- Planning and organising events that promote safe communities for women
- Sponsored an exhibition at the Roxy Gallery with a theme of mothers and children.

Community

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

- Distribution of a monthly newsletter to inform the public about council activities and community news
- Regularly updating Kyogle Council website to inform residents of Council news and promote Kyogle Local Government Area to people outside the area
- Provision of a Community Projects Officer to undertake projects identified in Social and Community Plans
- Facilitation of community and industry forums to inform council decision making and planning
- Develop and implement a program of upgrades for local roads and footpaths
- Promotion of recycling and waste management services through monthly newsletter
- 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
- Providing timely information and community organisations with funding enquiries
- Convening a Public Transport Working Group to assist with the provision of public transport for transport disadvantaged people
- Cultural Strategy updated. Regular meetings of the Kyogle LGA Cultural Group.
- Funding writing seminars held to assist with applications through the Community Builders Fund.
- Continued support of Kyogle Together and the activities carried out from Grove House.

National Competition Policy

Council has declared that the following are business activities:

Category 1 Business Activities

- Transport

Category 2 Business Activities

- Water
- Sewer
- Quarries
- Domestic Waste

Expenses, Revenues and Assets for Category 1 Business Activities

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

Applying the full impact of competitive neutrality principles noted above, the revenues, expenses and assets at 30 June 2013 for the Category 1 business activity is:

Revenue	(\$,000)	5,140
Expenses	(\$,000)	4,598
Assets	(\$,000)	2,805

Implementation of Competitive Neutrality Principles

Summary of progress to implement principles of Competitive Neutrality:

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

Competitive Neutrality Pricing Requirements in Relation to Category 1 Business Activities

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

Complaints Handling Mechanism for Competitive Neutrality Complaints

Council has adopted a Complaint Handling Policy in February 2006. This policy covers all formal complaints including Competitive Neutrality Complaints. Councils Electronic Complaints System records, tracks and reports on all verbal and written requests and complaints. No such complaints were received during 2012/13.

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. Council has also commenced the implementation of the Kyogle Floodplain Risk Management Plan.

During 2012/13 the following progress was made on the issues identified:

- 1 Construction of levee/diversion drain in Woodenbong along Bonalbo Lane.
- 2 Improvements to the stormwater system at Tabulam including new kerb and guttering in Barnes Street, reforming open drains in Grafton Street, new pipelines in Lawrence Street and Court Street.
- 3 Improvements to the stormwater system at Bonalbo including new pipeline along Dyraaba Street
- 4 Improvements to the stormwater system in Kyogle including piping of the open drain adjacent to the pedestrian underpass in Geneva Street/Anzac Drive
- 5 Completion of flood damage restoration works associated with the January 2012 natural disaster event.
- 6 Continuation of the pre-construction activities associated with the flood modification works (levee bank and flood breakout channel) in Kyogle.
- 7 Completion of restoration of river bank slip in Kyogle at the rear of the Bowling Club.
- 8 Survey and preliminary design work completed for the Junction/Curtois Street drainage upgrade project, with construction planned to commence in the 2013/2014 financial year.

- 9 Application for natural disaster restoration funding for damage to stormwater assets during the January and February 2013 natural disaster events.

Council collected revenue of \$44,650 from the Stormwater Management Charge.

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

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

Council has completed the following statistical Reviews:

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

Council also has in place a an Internal Reporting Policy – Protected Disclosures. There were no public interest disclosures made during 2012-2013.

Code of Conduct Complaints

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

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

Government Information (Public Access) Act 2009

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

Kyogle Council has reviewed the type of information held by Council that should be made publicly available and is satisfied that all such information is currently available to the public. During the year no formal access applications have been received by Council. This appears to indicate that the public has access to all the information held by Council that is in the public interest to be made available.

Number of Applications Received During 2012/13

One formal access applications were received during the 2012/13 reporting period.

Number of Applications Received During 2012/13 and Refused

None were refused during the 2012/13 reporting period, either wholly or partly, because the application was for the disclosure of information referred to in Schedule 1 to the Act.

Completed Annual Report Tables for the 2012/13 Reporting Period

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

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

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

TABLE D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 to Act	
	Number of times consideration used
Overriding secrecy laws	Nil
Cabinet information	Nil
Executive Council information	Nil
Contempt	Nil
Legal professional privilege	Nil
Excluded information	Nil
Documents affecting law enforcement and public safety	Nil
Transport safety	Nil
Adoption	Nil
Care and protection of children	Nil
Ministerial code of conduct	Nil
Aboriginal and environmental heritage	Nil

TABLE E: Other public interest considerations against disclosure: matters listed in table to section 14 of Act	
	Number of occasions when application not successful
Responsible and effective government	Nil
Law enforcement and security	Nil
Individual rights, judicial process and natural justice	Nil
Business interests of agencies and other persons	Nil

Environment, culture, economy and general matters	Nil
Secrecy provisions	Nil
Exempt documents under interstate Freedom of Information legislation	Nil

TABLE F: Timelines	
	Number of applications
Decided within the statutory timeframe (20 days plus any extension)	1
Decided after 35 days (by agreement with applicant)	Nil
Not decided within time (deemed refusal)	Nil
Total	Nil

TABLE G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)			
	Decision varied	Decision upheld	Total
Internal review	Nil	Nil	Nil
Review by Information Commissioner	Nil	1	Nil
Internal review following recommendations under section 93 of Act	Nil	Nil	Nil
Review by ADT	Nil	Nil	Nil
Total	Nil	Nil	Nil

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

Environmental Planning and Assessment Act

Kyogle Council has not entered into any planning agreements during the 2012/2013 year.

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 2012/2013	Cats	Dogs	Total
Seized & transferred to Council's Facility	0	47	47
Returned to Owner	0	1	1
Dumped	0	12	12
Surrendered by Owners	0	0	0
Released to Owners	0	8	8
Euthanased	0	6	6
Sold	0	0	0
Released for rehoming	0	17	17
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
			21

Animal management/activities expenditure

Expenditure for animal management for the 2012/13 financial year was \$120,290

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.

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

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

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

Strategies to seek alternatives to euthanasia for unclaimed animals

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

Off leash areas provided in the Council area.

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

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

Use of the Companion Animals Fund money

Council received \$9,084 from the Companion Animals Fund for the 2012/13 year which was used towards the wages of a full-time Ranger and general companion animal compliance.

Performance of Principal Activities

Section 428(1)

Shown below is the June Quarter Management Plan Review as presented to Council

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

Long Term Goals	Delivery Program (Strategies) and Operational Plan Actions	Indicator/Measure	Responsibility	Report for six monthly period 01.01.13 to 30.06.13
<p>Kyogle Council efficient and effective in its operations, actively listening to the community and anticipating and responding to community needs</p>	<p>Council will regularly review the services that are being provided</p> <p>Recommendations from Community Survey implemented</p> <p>Council's decision making is accountable, accessible and transparent.</p>	<p>Report and monitor satisfaction levels</p> <p>Conduct community survey every 3 years</p> <p>Number of meetings and figures on attendance numbers</p>	<p>General Manger Admin and Community Services</p>	<p>Report being prepared for August 2013 Extraordinary Meeting including draft survey.</p> <p>5 ordinary Council Meetings held 2 Extra ordinary Council Meetings held 8 Committee Meetings held 5 Workshops held</p>

Long Term Goals	Delivery Program (Strategies) and Operational Plan Actions	Indicator/Measure	Responsibility	Report for six monthly period 01.01.13 to 30.06.13
Community leaders are connected and improving leadership capacity across the community	<p>Programs to increase awareness of Councillors with a range of ways for community to talk to them.</p> <p>Leadership and decision-making by the Councillors will reflect the diversity of the community</p>	<p>Satisfaction levels reflect how engaged residents are with Council activities</p> <p>Levels of both positive and negative feedback</p>	General Manger	Report being prepared for August 2013 Extraordinary Meeting including daft survey.
Set the example in Local Government through efficient and effective management practices and provide an environment that fosters trust, encourages and rewards excellence in performance and which supports the implementation of Council's goals and policies.	<p>Prompt response to all customer contact with an emphasis on quality customer service.</p> <p>Council is well managed, cost effective and operationally efficient and all statutory requirements are met.</p>	<p>Report in level of unanswered correspondence</p> <p>Quarterly budget review reports to Council</p> <p>All statutory returns /requirements are attended to by due dates</p>	Admin and Community Services	<p>During the period 3,122 items of correspondence were registered. At the end of the period there were 141 items outstanding.</p> <p>Reported to Council within statutory deadlines.</p> <p>All requirements met.</p>
Employ recruitment and selection procedures to attract the best possible applicants.	<p>Develop a workforce that supports our corporate values and meets the organisations present and future skills needs.</p> <p>Be widely known as a respected</p>	<p>Staff turnover rates and complaint statistics</p> <p>Number of inductions carried out</p>	Admin and Community Services	<p>1 resignation</p> <p>10 inductions</p>

Long Term Goals	Delivery Program (Strategies) and Operational Plan Actions	Indicator/Measure	Responsibility	Report for six monthly period 01.01.13 to 30.06.13
	and reputable employer.	Structured training plan prepared and implemented for all staff members Report on staff reviews Statistics on incidents and accidents		Improvements to Training being implemented. 66 performance reviews conducted during the quarter 10 injuries were reported. 2 incidents were reported
Local Government will be recognised in the Australian Constitution	Work towards the constitutional recognition of local government	Work with Australian Local Government Association (ALGA) and Local Government and Shires Association (LGSA)	Councillors and General Manager	Legislation for referendum went to parliament. Unfortunately, due to the calling of an early Federal election, the referendum will not proceed.

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

Long Term Goals	Delivery Program (Strategies) and Operational Plan Actions	Indicator/Measure	Responsibility	Report for six monthly period 01.01.13 to 30.06.13
<p>Maintain to an achievable standard its network of 1,082km of local roads as well as 113km of regional roads and 113km of State Roads.</p>	<p>Ensure roads and bridges are well designed, constructed and efficiently managed Liaise with the Roads and Maritime Services (RMS) in the development of a five year capital works and maintenance program Develop forward programs for Rural Local Roads Review traffic usage and development trends to identify any changes in classifications warranted</p>	<p>Inspections conducted Capital works program and maintenance established Program established Review conducted, Report on identified future requirements</p>	<p>Infrastructure Works</p>	<p>Inspections conducted and recorded in accordance with the Kyogle Council Road Network Management Plan. Capital Works and Maintenance Programs in place.</p>
<p>Work towards increased funding base and ensure responsible asset management including continual review of construction and maintenance activities.</p>	<p>Lobby State and Federal Governments to commit to additional funding programs. Pursue funding for specific road safety projects</p>	<p>Commitment to funding obtained. Report on successful funding applications</p>	<p>Infrastructure Works</p>	<p>Funding obtained for Blackspot Projects on Ettrick Road and the Clarence Way between Woodenbong and Urbenville.</p>
<p>Work towards the upgrading of bridges to provide a higher level of service to the public and lower annual</p>	<p>Continue systematic inspection and testing program Review new and existing technologies to replace bridges with economical lower cost</p>	<p>Level of works on bridges. Program updated annually Report on % of bridges in the network to be re-assessed each year.</p>	<p>Infrastructure Works</p>	<p>Timber bridges on Sawpit, Hootons and Goanna Ck replaced. Continued emphasis on replacing timber structures with concrete to lower maintenance costs.</p>

Long Term Goals	Delivery Program (Strategies) and Operational Plan Actions	Indicator/Measure	Responsibility	Report for six monthly period 01.01.13 to 30.06.13
maintenance costs.	structures Undertake regular appropriate preventative maintenance as identified in bridge inspections.	Reduction in incidence of emergency repairs		
Ensure a balance is maintained between the most economical use of available funds and community expectations.	Conduct appropriate awareness campaigns Maintain a high standard of response to customer requests	Awareness campaigns conducted using a variety of different methods	Infrastructure Works	Works program communicated with the community through the newsletter. Customer requests reported to Council meetings each month.
Lobby for a Kyogle bypass and for an integrated regional transport strategy (including connectivity to the Darling Downs)	Lobby State and Federal Governments to commit to additional funding programs Support the Summerland Way Promotional Committee and the Downs to Rivers Action Committee (DTRAC)	Commitment to planning obtained Attendance at meetings. Membership of committees continued	Infrastructure Works	No commitment obtained. Continued lobbying through the Summerland Way Promotional Committee and DTRAC

Economic Development - *fostering sustainable growth*

Long Term Goals	Delivery Program (Strategies) and Operational Plan Actions	Indicator/Measure	Responsibility	Report for six monthly period 01.01.13 to 30.06.13
<p>Assist and coordinate the ongoing development of the Kyogle Council area and enhance and market its capacity as a location for residential opportunities, primary production, industry, commerce, government services and tourism.</p>	<p>Implementation of the Kyogle Council Economic Development Policy</p>	<p>Development and implementation of Economic Development strategy to support the policy.</p>	<p>General Manager/ Tourism/Economic Development Officer</p>	<ul style="list-style-type: none"> Engaged Lawrence Consulting to produce Kyogle Council's Economic Profile; Seeking funding to conduct an intensive study into the economic opportunities surrounding Toonumbar Dam for industry investment, agribusiness diversity and development, road infrastructure improvements, value adding the visitor economy by encouraging increased activities and use of Toonumbar Dam; Presented the Brisbane to Northern Rivers Commuter Rail Service proposal to the Transport for NSW Long Term Master Plan committee in Tamworth in February; Actively seeking funding through the 'Country Passenger Transport Infrastructure Grants Scheme' to develop Kyogle Railway Station into a Transit Centre for rail and bus services. Develop a business plan for same; Actively developing a proposal to seek funding for improvements to Kyogle Visitor Information Centre incorporating 'Cultural/Heritage Trails' using PAMP networks.
<p>Assist intending developers to identify</p>	<p>Making staff and information resources available</p>	<p>Report on number of tourist development</p>	<p>General Manager/ Tourism/Economic</p>	<p>Designed and published the Kyogle Council New Residents and Investors Guide.</p>

Long Term Goals	Delivery Program (Strategies) and Operational Plan Actions	Indicator/Measure	Responsibility	Report for six monthly period 01.01.13 to 30.06.13
sites and lodge applications for appropriate commercial, industrial and other employment generating activities and to appropriately determine such applications.		applications received Report on number of enquiries responded to	Development Officer	Including Economic Profiles, planning requirements, DA application assistance, pre-lodgement meeting recommendation and reference to 'Living and Working in Rural Areas'.
Actively pursue opportunities for the development of Value Adding industries for forest plantation products.	Liaise with government and industry groups	Report to Council on progress	General Manager/ Tourism/Economic Development Officer	Value adding Primary Industries will be the next seminar developed mainly focused on diversification, cropping, share farming/leasing, all with direct connection to Toonumbar Dam and the opportunities arising from this water reservoir.
Foster the development of the tourism industry, within the Council area in order to promote economic growth and improved facilities.	Work in partnership to actively market our LGA and our capabilities to existing and potential residents, businesses, visitors and investors.	Report on visitation numbers to Kyogle VIC Seek feedback from tourism operators	General Manager/ Tourism/Economic Development Officer	<ul style="list-style-type: none"> • Inducted SCU, TURSA and Nortec work experience participants to undertake tasks such as: • Participated in and encouraged participation in the North Coast Destination Networks Destination Management workshops; • Designing and developing an Events management Guide and policy; • Conduct an audit of tourism operators and facilities and enter data onto Destination NSW 'visit NSW' website; • Undertake cooperative marketing campaign with the Tourism Managers Group Northern Rivers into South East

Long Term Goals	Delivery Program (Strategies) and Operational Plan Actions	Indicator/Measure	Responsibility	Report for six monthly period 01.01.13 to 30.06.13
				<p>Queensland and follow up trade shows;</p> <ul style="list-style-type: none"> • Develop the 'Adopt a Business' project; • Partnered with Kyogle Chamber of Commerce to develop NBN TV advertising campaign; • Assisted Gold Coast Tweed Motor Sports Club to conduct and market the 'Border Ranges Rally'.
<p>Pursue improvements to Broadband for the LGA to encourage new and support existing business, particularly home based business.</p>	<p>Work in partnership with government and industry groups</p>	<p>Participation in NBN forums Successfully establish working party to promote broadband</p>	<p>General Manager/ Tourism/Economic Development Officer</p>	<p>NBN Wireless Broad Band predicted for 2015. Developed a partnership project with Kyogle High School - 'Adopt a Business' where students assist local small business to develop Social Media sites and Social How to Media train both Business and Student how to develop marketing skills for added prosperity of the business.</p>
<p>Maximise use of National Parks/unique environment)</p>	<p>Promotional activities through the Tourist Information Centre</p>	<p>Implementation of combined tourism brochures</p>	<p>General Manager/ Tourism/Economic Development Officer</p>	<p>Engaged University of Technology Sydney student to assist in conducting a study of the Northern Richmond Range group of national parks for suitable Mountain Bike Track & Trail development. As a result of that study the opportunity to develop and conduct the "Bush to Beach and Back of Beyond" Track & Trail development seminar. This seminar explored opportunities for track & trail development locally, regionally and cross border opportunities encompassed within the National Landscapes 'Australia's Green Cauldron' project. Seminar delegates came from Northern Tablelands to</p>

Long Term Goals	Delivery Program (Strategies) and Operational Plan Actions	Indicator/Measure	Responsibility	Report for six monthly period 01.01.13 to 30.06.13
				the Gold Coast representing State Governments, Local Government, business and industry groups.
Capitalise on close proximity to South East Queensland	Focus on geographic location and available infrastructure to generate business investment and growth	Report on promotional activities, attendance and	General Manager/ Tourism/Economic Development Officer	<ul style="list-style-type: none"> • Participated in developing the Cross Border Alliance for Economic Development with Western Downs, Southern Downs, Scenic Rim regional Councils in SEQ. Tenterfield Council in NSW; • Participated in the Regional Queensland Lifestyle Expo in Brisbane targeting industry investment and new residents; • Participated in Brisbane Caravan & Camping Show under the Summerland Way brand; • Cooperative APN Newspaper marketing campaign with TMGNR into South East Queensland; • Developed and conducted the 'Bush to Beach and Back of Beyond' track and trail seminar at Kyogle Cinema focused on cross border partnerships and opportunities for track and trail development particularly for the growing Mountain Bike market.

Waste and Water - responsibly providing services

Long Term Goals	Delivery Program (Strategies) and Operational Plan Actions	Indicator/Measure	Responsibility	Report for six monthly period 01.01.13 to 30.06.13
Manage solid wastes stream to maximise recycling and minimise the quantities of waste being returned to landfill and maximise landfill life spans.	Review the way current landfill sites are managed. Education programs that promotes the importance of recycling and waste avoidance	Figures on total waste collected Figures on total waste to landfill Figures on total waste to landfill Capital works program for landfill implemented Report on number of education programs Licence conditions complied with	Planning and Environmental Services	Total waste applied to ground = 2168.35 Tons. Kyogle waste 1910.27; Woodenbong 258.08 Total waste received = 3218 Tons Kyogle Waste 2883.37 Woodenbong 334.63 5 Educational days (trip to the Tip) which saw 400 plus students visit the Kyogle Waste and Recycling Facility. Council also conducted one chemical clearance day which saw 1.1ton of hazardous waste collected. EPA licence conditions = several instance occurred during the period where cover was not applied to waste. As a result Council received three complaints regarding excessive odour from decomposing waste.
Provide the community with a high standard of living through the provision of quality water supply services	Implement water supplies that satisfy Australian Drinking Water Guidelines	Level of compliance with microbiological, physical and chemical standards outlined in the Australian Drinking Water Guidelines	Urban and Assets	Water quality testing undertaken weekly, full compliance with microbiological water quality for all three supplies, but several instances of dirty water breakthrough in Kyogle due to poor water quality in the Richmond River.
Ensure the principles of integrated water cycle management are used in the existing and future water supply and sewerage schemes	Implement the Kyogle Council Integrated Water Cycle Management Strategy	Kyogle IWCMS outcomes and recommendations are incorporated into works programs and annual	Urban and Assets	The IWCMS outcomes are incorporated into the works program and annual budgets, implementation subject to appropriate resolutions of Council.

Long Term Goals	Delivery Program (Strategies) and Operational Plan Actions	Indicator/Measure	Responsibility	Report for six monthly period 01.01.13 to 30.06.13
.		budgets and implemented Usage statistics		
Develop education and incentive schemes to encourage residents to reduce their water consumption and wastage.	Education and promotional activities	Report on number and type of Education and promotional activities conducted	Urban and Assets	Rebate program ongoing, use of Catchment Action Model trailer by Landcare and others, need to extend the use of the CAM Trailer into the primary schools across the LGA.
Support saving initiatives such as appliances with good water conservation rating, rainwater tanks, water wise gardens, drip sprinklers, mulching etc.	Continue to offer rebates and incentives to residents Implement pricing policies that encourage conservation	Usage statistics	Urban and Assets	Rebate program in place and ongoing. Two tier water tariff pricing in place.
Provide the community with a high standard of living through the provision of quality sewerage services	Sewerage treatment and effluent disposal is managed in accordance with the principles of ecologically sustainable development Ensure trade waste dischargers are charged in a way that reflects the costs of treatments and encourages the onsite treatment of trade waste	Kyogle IWCMS outcomes and recommendations are incorporated into works programs and annual budgets and implemented	Urban and Assets	All three sewerage systems have treatment and disposal processes in place that reflect the principles of ecologically sustainable development. Trade Waste policies and procedures and pricing in place in accordance with State Government guidelines.
Investigate potential for expanding services to villages that are currently unsewered.	Undertake feasibility studies	Consultant appointed, study undertaken	Urban and Assets	Investigations underway for the villages of Wiangaree, Old Bonalbo, Tabulam and Mallanganee.
Improve infrastructure	Drainage improvements are	Number of service	Urban and	Implementation of the Floodplain Risk

Long Term Goals	Delivery Program (Strategies) and Operational Plan Actions	Indicator/Measure	Responsibility	Report for six monthly period 01.01.13 to 30.06.13
/measures for dealing with stormwater and flooding.	provided within villages Education programmes to promote awareness of stormwater issues. Maintain and update the Stormwater Management Plan Implement the Kyogle Floodplain Risk Management Plan initiatives	interruptions attended to in time frame specified in Strategic Business Plan. Training and education undertaken as appropriate. Capital works plan progress Flood damage reduction	Assets	Management Plan initiatives incorporated into the works program and budgets, but implementation subject to resolutions of Council. Development controls in place as per the Floodplain Risk Management Plan for Kyogle and Wiangaree. Stormwater capital works program priorities identified and incorporated into the works program and budgets based on the limited amount of funding available.

Environmental and Planning – *preserving our unique environment*

Long Term Goals	Delivery Program (Strategies) and Operational Plan Actions	Indicator/Measure	Responsibility	Report for six monthly period 01.01.13 to 30.06.13
Protect and promote the health and well-being of the Kyogle Council area Community by developing and applying environmental health and public safety measures.	Not support Coal Seam Gas mining until all environmental concerns are satisfactorily addressed. Respond to complaints Implementation of a program of inspections	Successfully lobbying other levels of government Report on number of complaints Report on number of complaints	Councillors Planning and Environmental	Workshop held for Councillors and Staff from representative of NSW Trade and Investment - Mineral Resources - Industry Coordination Officer to outline the role of State Government under the revised State Government legislation and guidelines. With NSW Trade and Investment now the ARA, Council has no role in the inspection of CSG.
Achieve acceptable planning, development and building standards; to protect the	There is adequate land appropriately zoned and managed to promote the ongoing	All development applications are assessed in accordance	Planning and Environmental	Standard Checksheets and Assessment reports completed for all applications presented to Council for determination.

Long Term Goals	Delivery Program (Strategies) and Operational Plan Actions	Indicator/Measure	Responsibility	Report for six monthly period 01.01.13 to 30.06.13
environment in accordance with community expectations.	<p>agricultural land use activities</p> <p>The LEP ensures there are opportunities available to rural landholders to pursue alternative land uses to support the ongoing productivity of rural land</p> <p>All development applications are assessed in accordance with the provisions of the Environmental Planning and Assessment Act, Council policies and codes</p> <p>Appropriate Development applications are approved, and the needs of all parties are heard and considered</p>	<p>with the provisions of the Environmental Planning and Assessment Act, Council Policies and codes.</p> <p>Mean turnaround time for determination of Das to be less than 40 days</p> <p>Ensure 149 certificates are processed in less than 5 working days.</p>		<p>All submissions taken into account prior to final assessment.</p> <p>Mean turnaround times for DA's during the year have exceeded the targeted 40 days due to staff and resourcing issues. The average time for processing was 53.3 days.</p> <p>153 Section 149 Certificates processed, with an average turnaround of 5.1 days.</p>
Consider the identification of environmentally sensitive lands and provide protection through appropriate environmental protection zonings and provisions.	<p>The LEP is implemented, monitored and reviewed on an ongoing basis.</p> <p>The environmental impact of development is always considered</p>	LEP Implemented	Planning and Environmental	<p>The NSW Department of Planning and Infrastructure still progressing with the Environmental Zone review. Once the DoP have finalised their review Council will need to prepare a Gateway Planning Proposal to determine the deferred areas within the Kyogle Local Environmental Plan 2012.</p>
Encourage responsible land management on privately owned lands. This will include the identification of areas requiring environmental improvement and management, and where possible Council will assist landowners to adopt effective management	<p>Educating the community so it displays a high level of understanding of and compliance with legislation</p>	Educational programs implemented	Planning and Environmental	<p>Staff and resourcing has restricted any positive progress in this Strategic area.</p> <p>However, relevant conditions of consent being incorporated into all new development approvals relating to site management.</p>

Long Term Goals	Delivery Program (Strategies) and Operational Plan Actions	Indicator/Measure	Responsibility	Report for six monthly period 01.01.13 to 30.06.13
practices that minimise potential soil erosion and water pollution.				
Not support Coal Seam Gas mining until all environmental concerns are satisfactorily addressed	Lobby State government to ensure the community concerns are addressed	Successfully lobbying other levels of government	Councillors	Council moratorium in place.

Village Life - strong and vibrant villages

Long Term Goals	Delivery Program (Strategies) and Operational Plan Actions	Indicator/Measure	Responsibility	Report for six monthly period 01.01.13 to 30.06.13
Promote a strong sense of community.	Provide a safe and pleasant atmosphere in Council's parks, gardens and recreation areas and pursue their steady improvement	Level of assistance in the promotion of Villages to Service Providers Number of community meetings to be reported 6 monthly	Urban and Assets	Installation of new playground equipment at Woodenbong completed. Works in progress to construct car park and additional paths in Anzac Park Kyogle. Village maintenance agreements executed for all villages, with a new agreement executed for the village of Tabulam.
Coordinate and support safe, accessible and secure services and facilities.	Support the appropriate level of services for all villages Advocate for appropriate levels of Police, Ambulance, fire services, State Emergency Services exist	Funding identified and services/facilities provided. Education activities conducted. Usage of facilities	Admin and Community Services	The Community Development Officer actively liaises with communities.
The community's lifestyle and social needs are	Support social and recreational clubs and organisations throughout	Assistance provided by CDO	Admin and Community	The Community Development Officer actively liaises with communities. Runs Interagencies.,

supported	<p>the area.</p> <p>Assist recreation, sporting and leisure facilities to evolve and change to keep pace with community needs.</p> <p>Ensuring the needs of older people and people with a disability are monitored to ensure services and facilities are available</p>		Services	participates in public forums and meetings.
Ensure Local Environmental Plans, Development Control Plans, and strategies are in place to guide the future development of the Council area and enhance village life.	<p>There is adequate land appropriately zoned and managed</p> <p>Rural villages are provided with village services that support the rural community</p>	LEP Implemented	Planning and Environmental Services	<p>Each Town and Village has sufficient land zoned to accommodate any town or village growth.</p> <p>Feasibility into the provision of sewerage services currently in progress for unsewered villages.</p>
Provide for the protection of items of aboriginal and environmental heritage.	<p>Aboriginal culture is supported by the community by identifying ways to become better connected to Aboriginal people, their history and culture.</p>	<p>Assistance provided by CDO</p> <p>NAIDOC week attendance</p> <p>Aboriginal heritage is included on heritage map.</p>	Admin and Community Services	<p>Financial support provided to Kyogle NAIDOC celebrations and the Bonalbo Multicultural Day. Staff attended both events.</p> <p>Ongoing</p>

Appendix 1

Kyogle Council Financial Statements

Adopted Financial Statements and long form audit report separately distributed

Appendix 2

Kyogle Council State of the Environment Report

Separately distributed
