

KYOGLE COUNCIL

Draft Delivery Program 2012/2016 and
Operational Plan 2012/2013



Kyogle Council

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Introduction

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

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

The Operational Plan covers the 2012/2013 financial year. This plan contains a high level detail of Council's budget, actions and projects for each financial year.

These two documents are combined and presented as the KYOGLE COUNCIL- DRAFT DELIVERY PROGRAM 2012/2016 and OPERATIONAL PLAN 2012/2013

Integrated Planning and Reporting Framework

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



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

The Local Government Act requires the plan to:

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

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

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

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

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

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

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

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

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

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

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

Vision, Mission, & Values

COMMUNITY VISION

Working together to balance Environment, Lifestyle, and Opportunity.

OUR MISSION

To meet the challenges of our unique and diverse region

OUR VALUES

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

The Kyogle Council Area

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

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



Councillors

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

A Ward	B Ward	C Ward
<p data-bbox="282 512 412 596">Ross Brown Mayor Ph: 66321349</p> 	<p data-bbox="721 512 867 564">Robert Dwyer Ph: 6632 3352</p> 	<p data-bbox="1187 512 1333 564">Ernie Bennett Ph: 6664 7291</p> 
<p data-bbox="241 974 444 1058">Robert Leadbeatter Deputy Mayor Ph: 66321353</p> 	<p data-bbox="704 974 883 1026">Lynette Zito Ph: 0429 922 169</p> 	<p data-bbox="1187 974 1333 1026">Tom Cooper Ph: 66651286</p> 
<p data-bbox="261 1457 428 1509">Janet Wilson Ph: 0419600848</p> 	<p data-bbox="716 1457 867 1509">John O'Reilly Ph: 0419155101</p> 	<p data-bbox="1170 1457 1354 1509">Lindsay Passfield Ph: 6635 1429</p> 

Organisational Structure

The General Manager, Arthur Piggott

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

Director Corporate & Community Services, Carol O'Neill

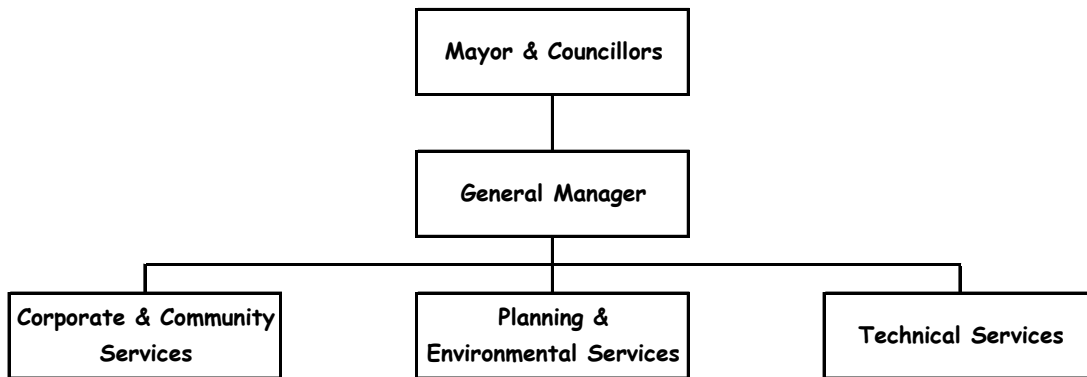
Responsible for administration, finances, customer service, information technology, human resources, plant, purchasing, community and cultural services.

Director Planning & Environmental Services, John Hession

Responsible for land use planning, environmental, health and building services, crown reserves, parks and gardens, swimming pools and waste facilities.

Director Technical Services, Graham Kennett (Acting Director)

Responsible for roads and bridges (state, regional and local) footpaths, drainage, quarries, emergency services and water and sewerage supply.



Principal Activities

FUNCTION	ACTIVITY
GOVERNANCE AND COMMUNITY	Governance Administration Human Resources Finance
ROADS & INFRASTRUCTURE	Regional Roads Urban Local Roads Rural Local Roads Engineering Works & Administration Bridges State Highways Quarries Plant & Depots
ECONOMIC DEVELOPMENT	Economic Development Tourism
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
ENVIRONMENT & PLANNING	Parks & Gardens Crown Reserves Town Planning Environmental Health Building Control Fire Protection Animal Control Emergency Management

Revenue Policy/ Pricing Methodology

Ordinary Rates

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

Council's ability to raise revenue through levying rates is restricted by Government "rate pegging" by which the Minister for Local Government announces the maximum permissible increase in rates each year (as determined by IPART). For the 2012/13 year, the maximum increase permissible is to be 3.6%.

Ordinary Rates applying for the financial period are:

CATEGORY	VALUATION (\$)	NUMBER OF PROPERTIES	BASE CHARGE	AD VALOREM RATE IN \$	ANTICIPATED YIELD (\$)
FARMLAND	915,836,265	2,000	184.00	0.23370	2,508,309
RESIDENTIAL	34,305,920	782	184.00	0.53940	328,934
RESIDENTIAL-KYOGLE	108,412,120	1,254	217.00	0.76220	1,098,435
RURAL RESIDENTIAL	154,906,720	830	184.00	0.34730	690,711
BUSINESS	5,752,450	94	184.00	0.39245	39,871
BUSINESS-KYOGLE	21,934,770	138	217.00	0.69740	182,919
TOTALS	1,241,148,245	5,098			4,849,179

MAP SHOWING LOCATION OF RATES TO BE INSERTED

Fees and Charges

Council has adopted Fees and Charges for the 2012/2013 financial year, details of which are contained in the 2012/2013 Schedule of Fees and Charges (separate document).

Water Charges

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

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

The overall increase in Water Charges (fixed plus variable) for 2012/2013 is 5%.

CHARGE	NUMBER OF CONNECTIONS	RATE PER UNIT OR ANNUAL CHARGE (\$)	ANTICIPATED YIELD (\$)
Vacant Property Charge	91	\$88.00	\$8,008
20 mm connection	1,797	\$280.00	\$503,160
25 mm connection	27	\$437.50	\$11,812
32 mm connection	21	\$716.80	\$15,053
40mm connection	17	\$1,120.00	\$19,040
50mm connection	15	\$1,750.00	\$26,250
80mm connection	0	\$4,480.00	\$0
100mm connection	0	\$7,000.00	\$0
Fire Service Connection (all sizes)	8	\$280.00	\$2,240
Non-Rateable Connections	37	0	0
Total	2,013		\$585,563.00

CHARGE	RATE PER UNIT OR ANNUAL CHARGE	ANTICIPATED YIELD (\$)
Consumption up to 200KL per connection per year	\$1.22 per 1,000 litres	\$183,000
Consumption above 200KL per connection per year	\$1.92 per 1,000 litres	\$288,000
Home Dialysis allocation first 100KL	\$0.00 per 1,000 litres	0
Total		\$471,000

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

Residential Sewerage Charges

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

The increase in Sewerage Charges for 2012/2013 is 3.5%.

CHARGE	NUMBER OF CHARGES	ANNUAL CHARGE	ANTICIPATED YIELD
Residential Sewerage Annual Charge per dwelling and/or individual unit	1,500	\$606.00	\$909,000
Non rateable properties	34	0	0

Non Residential Sewerage Charges

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

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

Where:

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

C = Customer's annual water consumption (kL)

UC = Sewerage Usage Charge (\$/kL)

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

CHARGE	NUMBER OF CONNECTIONS	RATE PER UNIT OR ANNUAL CHARGE	ANTICIPATED YIELD (\$)
<u>Availability/Access Charges</u>			
Vacant Property Charge	98	\$88.00	\$8,624
20 mm connection	165	\$236.00	\$38,940
25 mm connection	14	\$368.75	\$5,162
32 mm connection	13	\$604.16	\$7,854
40mm connection	11	\$944.00	\$10,384
50mm connection	8	\$1,475.00	\$11,800
80mm connection	0	\$3,776.00	\$0
100mm connection	0	\$5,900.00	\$0
Total	309		\$82,764.00
<u>Sewer Usage Charge</u>		\$0.96 per kL	\$86,400

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

Trade Waste Charges:

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

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

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

A + I

Where:

- A = Annual trade waste fee for minor or no pre-treatment (\$)
- I = Re-inspection fee (\$) (where required)

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

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

Where:

- A = Annual trade waste fee for prescribed pre-treatment (\$)
- I = Re-inspection fee (\$) (where required)
- C = Customer's annual water consumption (kL)
- UC = Trade Waste Usage Charge (\$/kL)
- TWDF = Trade Waste Discharge Factor (i.e. the ratio of a customer's estimated volume discharged in the sewerage system to the customer's total water consumption). Refer Appendix A.

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

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

$A + I + EMC$

Where:

- A = Annual trade waste fee for Major Discharger (\$)
- I = Re-inspection fee (\$) (where required)
- EMC = Total Excess Mass Charges (\$) (as per appendix B)

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

A + I

Where:

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

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

Anticipated Yield from Trade Waste charges:

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

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

Domestic Waste Management Charges:

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

The increase in Domestic Waste Charges for 2012/2013 is to cover the NSW EPA Waste Levy, increased operating costs of providing a split bin for recycling purposes., increased operating costs and the provision for future services/rehabilitation works.

CHARGE	NUMBER OF SERVICES	RATE PER SERVICE	ANTICIPATED YIELD
Occupied	1,946	416.50	\$810,509
Unoccupied	137	32.00	\$4,384

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

Commercial Waste Charge

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

The increase in Domestic Waste Charges for 2012/2013 is to cover the NSW EPA Waste Levy, increased operating costs of providing a split bin for recycling purposes., increased operating costs and the provision for future services/rehabilitation works.

CHARGE	NUMBER OF SERVICES	RATE PER SERVICE	ANTICIPATED YIELD
Commercial Properties	367	\$416.50	\$138,060

On Site Sewerage Management Annual License Fees:

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

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

CHARGE	NUMBER OF SERVICES	RATE PER SERVICE	ANTICIPATED YIELD
OSMS Annual License Fee	2,788	36.00	\$100,368

Stormwater Management Charge:

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

The Stormwater and Flood Mitigation Charge for 2012/2013 (if applicable) is:

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

Interest Charges

Interest charges are currently 10% and are calculated on the outstanding component of all rates and charges. The interest rate for the 2012/2013 year is yet be advised by DLG.

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

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

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

A planning levy is applied to all contributions paid.

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

Borrowings:

Loan borrowings proposed for 2012/2013 are \$300,000 for Waste Services.

Projected loan movements are set out below:

	2012/2013	2013/2014	2014/2015	2015/2016
Water Fund				
Opening Balance	277,275	266,996	255,588	2,165,234
New Loans	0	0	2,000,000	0
Interest	22,968	21,839	71,188	114,267
Principal Reduction	10,279	11,409	90,353	175,569
Closing Balance	266,996	255,588	2,165,234	1,989,665
Sewer Fund				
Opening Balance	964,139	942,844	922,709	907,199
New Loans	0	0	0	0
Interest	70,308	69,027	67,727	65,698
Principal Reduction	21,295	20,135	15,510	17,529
Closing Balance	942,844	922,709	907,199	873,168
Waste Services				
Opening Balance	0	290,437	270,001	247,684
New Loans	300,000	0	0	0
Interest	13,500	25,690	23,809	19,513
Principal Reduction	9,563	20,436	22,317	26,613
Closing Balance	290,437	270,001	247,684	196,701

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

Financial Management

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

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

The budget deficits relate mainly to the following:

- Expenditure of funds not spent in prior years and currently held in reserve
- Use of prior year Transport fund profits
- Up front feasibility costs to be recouped over subsequent years

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

Capital Works Projects/Asset Replacement

A summary of the major capital works and asset replacement programmes planned by Council for 2012/2013 is set out below.

Project / Item	2012/13	2013/14	2014/15	2015/16
Regional Roads				
Bentley Road - Reseals	\$25,000	\$25,000	\$25,000	\$25,000
Clarence Way - Reseals	\$30,000	\$30,000		\$50,000
Clarence Way - drainage improvements	\$20,000	\$20,000		
Clarence Way - Reconstruct Boomi Creek to Connells	\$131,000			
Clarence Way - Reconstruct Connells Road to Urbenville	\$360,000			
Clarence Way - Reconstruct Medhursts South		\$259,000		
Clarence Way - Replace Timber Bridge B2566			\$350,000	
Clarence Way - Future RMS Approved Repair Program				\$343,000
Kyogle Road - Reseals	\$50,000	\$50,000	\$60,748	\$50,000
Kyogle Road - Reconstruct Cawongla West	\$209,000	\$147,000		
Kyogle Road - Reconstruct Oxbow to Lehmans		\$272,000		
Kyogle Road - Black Spot Taveners east	\$400,000	\$274,000		
Kyogle Road - Future RMS Approved Repair Program				\$450,000
Mount Lindsay Highway - Reseals	\$10,000	\$10,000		\$10,000
Mount Lindsay Highway - Reconstruct Woodenbong Landfill			\$426,000	
Rural Local Roads				
Lions Road - Black Spot border loop lookout	\$522,500			
Tabulam Road - reconstruct 1.4-2.4km from Bruxner	\$200,000			
Horseshoe Creek Road - reconstruct Fawcetts Plain east	\$115,000			
Wiangaree Back Road - reconstruct Applegum south	\$115,000	\$120,000		
Ettrick Road - reconstruct from 2km from Afterlee south		\$171,400		\$200,000
Collins Creek Road - initial seal Chisolm Court north		\$153,000		\$180,000
Green Pigeon Road - initial seal north end of seal			\$150,000	
Lynches Creek Road - initial seal north end of seal				\$108,500
Hillyard Road - initial seal from Bentley Road			\$150,000	
Rural Roads - Guardrail	\$20,000	\$20,000	\$20,000	\$20,000
Rural Roads - drainage improvements	\$30,000	\$30,000	\$30,000	\$30,000
Rural Roads - Reseals	\$125,000	\$128,750	\$130,439	\$134,163
Rural Roads - self help improvements	\$100,000	\$103,000	\$106,090	\$109,273
Section 94 Expenditure	\$51,800	\$53,354	\$54,955	\$56,604

Project / Item	2012/13	2013/14	2014/15	2015/16
Urban Streets				
Footpaths	\$30,000	\$30,900	\$31,827	\$32,782
Kerb and Guttering	\$40,000	\$41,200	\$42,436	\$43,709
Kyogle streets - resurfacing	\$40,000	\$37,850	\$35,786	\$43,810
Kyogle - reconstruct Geneva Street to Irwin Street	\$55,000	\$60,000		
Kyogle - reconstruct Wyndham Street from Short Street east			\$65,000	
Kyogle - reconstruct Donald Street				\$30,000
Kyogle - reconstruct Junction Street				\$30,000
Bonalbo - reconstructions and resurface	\$15,000	\$15,450	\$15,914	\$16,391
Woodenbong - reconstructions and resurface	\$15,000	\$15,450	\$15,914	\$16,391
Other Villages - reconstructions and resurface	\$10,000	\$10,300	\$10,609	\$10,927
Villages - Initial Sealing	\$30,000	\$30,000	\$25,000	\$0
Bridges				
Blackwoods Lane - timber bridge to concrete 21-164	\$170,000			
Old-cob-o-corn Road - replace timber girders 103-1952	\$30,000			
Hootens Road - timber bridge to pipes 247-11650	\$155,000			
Tunglebung Creek Road - timber bridge to pipes 131-225	\$50,000			
Tunglebung Creek Road - timber bridge to pipes 131-10315	\$50,000			
Theresa Creek Road - upgrade causeways	\$60,000			
Dyraaba Road - timber bridge to pipes 43-71	\$70,000			
Hootens Road - timber bridge to concrete 247-12836	\$215,000			
Joyces Road - timber bridge to pipes 160-490	\$80,000			
Larsson Road - timber bridge to pipes 140-667		\$90,000		
Tunglebung Creek Road - timber bridge to concrete 131-11096		\$180,000		
Williams Road - timber bridge to concrete 199-9521		\$300,000		
Sextonville Road - timber bridge to pipes 38-16593		\$180,000		
Collins Creek Road - timber bridge to pipes 27-12353		\$70,000		
Yabbra Road - timber bridge to concrete 152-2542			\$160,000	
Afterlee Road - timber bridge to pipes 2-20386			\$70,000	
Eden Creek Road - timber bridge to concrete 137-1690			\$170,000	
Duck Creek Road - timber bridge to pipes 138-12837			\$70,000	
Duck Creek Road - timber bridge to pipes 138-10920			\$70,000	
Goanna Creek Road - timber bridge to concrete 319-582			\$180,000	
Old Dyraaba Road - timber bridge to concrete 87-11949			\$160,000	
Williams Road - timber bridge to concrete 199-4694				\$250,000
Brumby Plains Road - timber bridge to concrete 18-3442				\$165,000
Walsh Road - timber bridge to concrete 77-185				\$210,000
Dyraaba Road - timber bridge to concrete 43-8789				\$190,000
Causeway Replacements and improvements		\$60,000		\$65,000

Project / Item	2012/13	2013/14	2014/15	2015/16
Stormwater and Flood Management				
Junction/Curtois - drainage upgrades	\$71,218	\$73,355	\$40,000	
Anzac/Chauvel - drainage upgrades			\$35,555	
Don Gully Oval - drainage upgrade				\$77,823
Kyogle Flood Measures - preconstruction	\$50,000			
Kyogle Flood Measures - construction		\$625,000	\$625,000	
Water Supplies				
Water supply - renewals	\$24,512	\$25,247	\$26,004	\$26,784
Water supply - upgrades	\$19,669	\$20,259	\$20,867	\$21,493
Kyogle Augmentation - WTP Upgrade	\$140,000	\$450,000	\$1,000,000	
Kyogle Augmentation - Weir and Pump Station			\$500,000	
Kyogle Augmentation - Off Stream Storage			\$3,000,000	
Sewerage Systems				
Sewerage systems - renewals	\$254,616	\$262,254	\$270,123	\$278,226
Sewerage systems - upgrades	\$10,609	\$10,927	\$11,255	\$11,593
Quarries				
Quarry establishment	\$220,000	\$100,000	\$100,000	
Goodings Pit - rehabilitation	\$100,000			
Chadburns Quarry - rehabilitation		\$50,000	\$31,557	
Millers Pit - rehabilitation	\$30,000			
Clarkes Pit - rehabilitation		\$13,633		
Plant and Depots				
Plant Purchases	\$1,124,000	\$1,157,720	\$1,192,452	\$1,228,226
Plant Sales	\$393,203	\$404,999	\$417,149	\$429,663
Depot Improvements	\$84,872	\$87,418	\$90,041	\$92,742
Waste Management				
Domestic waste - rehabilitation	\$27,500	\$27,500	\$10,000	\$55,000
Domestic Waste - new cell construction			\$10,000	\$20,000
Commercial Waste - rehabilitation	\$27,500	\$10,000	\$55,000	\$35,000
Commercial Waste - new cell construction		\$10,000	\$20,000	
Commercial Waste - Compactor/Baler	\$300,000			
Commercial Waste - Kyogle Landfill Improvements	\$175,000			
Buildings and Community Facilities				

Project / Item	2012/13	2013/14	2014/15	2015/16
Playground Replacement Woodenbong	\$15,000			
Playground Softfall to rubber	\$20,000	\$20,000	\$20,000	\$20,000
Playground Shade Covers		\$15,000	\$15,000	\$15,000
Parks Furniture	\$5,000	\$5,000	\$5,000	\$5,000
Libraries			\$20,000	\$5,000
Preschools	\$10,000			\$15,000
Swimming Pools	\$10,000	\$10,000	\$20,000	\$20,000
Administration				
Computer Equipment	\$50,858	\$65,484	\$67,449	\$69,472
Software	\$10,000			
Purchase Records House	\$275,000			

Financial Assistance/Donations

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

For the 2012/2013 financial year, Council has budgeted \$107,350 for donations as follows.

ORGANISATION	SUPPORT	VALUE
One-off Donations	Various	17,500
Kyogle Youth Ventures	Cash Donation	2,500
Australia Day Committees	Cash Donation	10,000
Kyogle Reconciliation Group - NAIDOC week	Cash Donation	380
Public Halls	Cash Donation - Rates & Charges	6,000
Learn to Swim/Life Education	Cash Donation/Staff and Plant	11,500
North Coast Academy of Sport	Cash Donation	1,100
Citizens Band	Cash Donation	950
NSW Cancer Council	Cash Donation	1,160
Tidy Towns Finals (see note)	Cash Donation	16,000
KMI Hall fees for selected groups	Cash Donation	260
Futures Funding	Cash Donation	40,000
TOTAL		107,350

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

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

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

Funds remaining in the Kyogle Emergency Disaster Relief Fund at 30 June, 2012 will be carried over to the 2012/13 financial year for use in accordance with the above criteria.

Business or Commercial Activities

Pricing Policy/Competitive Neutrality

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

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

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

Nil

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

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

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

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

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

Action Plans & Budgets

