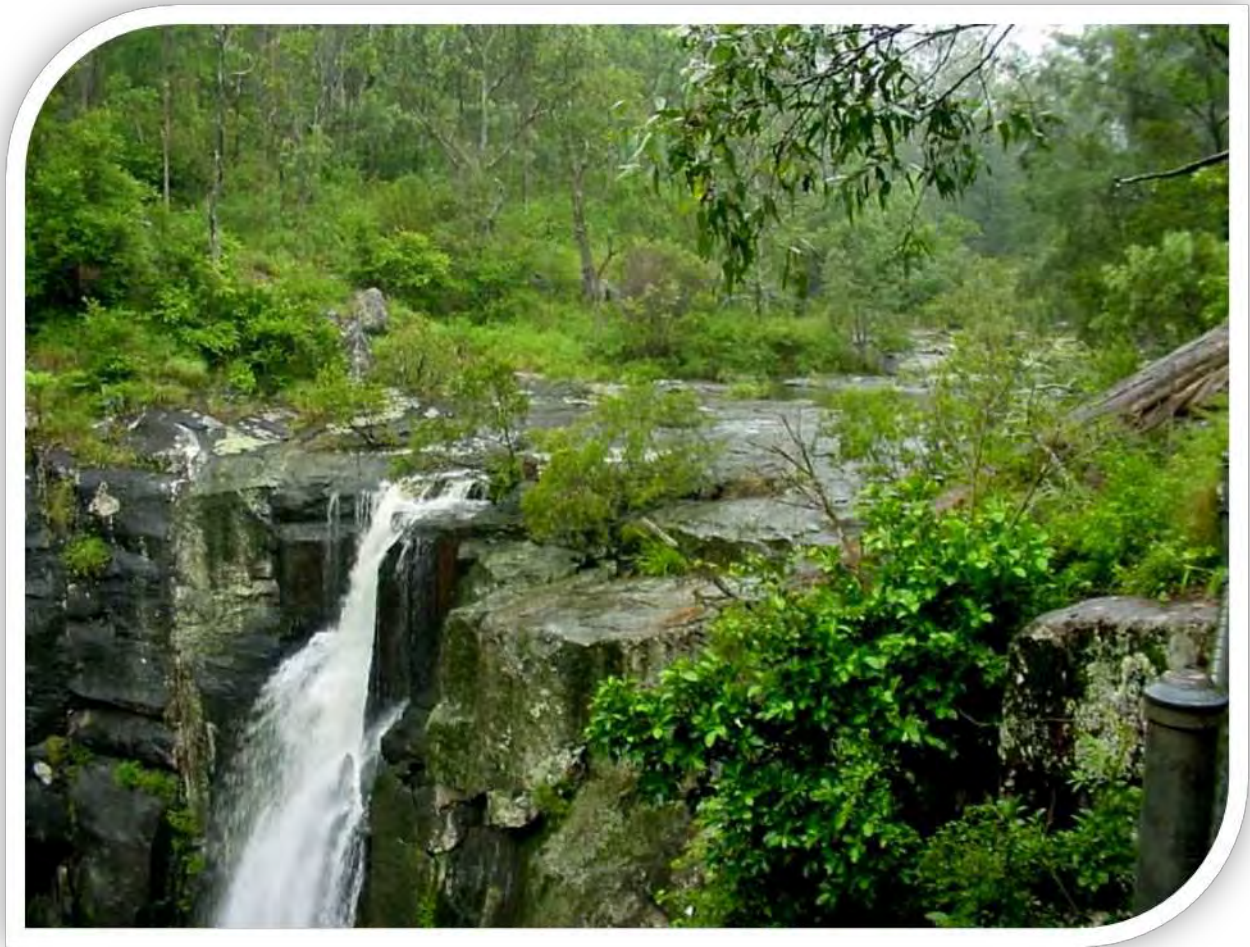




KYOGLE COUNCIL DELIVERY PROGRAM 2015/2019 OPERATIONAL PLAN 2015/2016





Kyogle Council

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Executive Summary

Rate Increase for 2015/2016

The Independent Pricing and Regulatory Tribunal (IPART) has approved Council's application for a Special Rate Variation for general income over the next five years. A new Stormwater and Flood Special Rate, based on a minimum charge and an ad valorem rate in the dollar, was also approved as part of the increase in general revenue. The details of IPART's determination are provided in the following tables.

IPART's decision on Kyogle Council's application for a special variation in 2015-16

	2015-16	2016-17	2017-18	2018-19	2019-20
Percentage increase approved	12.43 ^a	5.43	5.43	5.44	5.44

^a This amount includes 0.01% for a crown land adjustment and 1.98% for the Stormwater and Flood special rate. The council's original application did not include the crown land adjustment and was for a special variation increase of 12.42% in 2015-16.

Note: The rate peg in 2015-16 is 2.4%.

Source: Kyogle Council, *Application Part A*, Worksheet 1 and IPART calculations.

IPART's decision on Kyogle Council's application to set and increase the minimum amount of the Stormwater and Flood special rate from 2015-16 to 2019-20

	2015-16	2016-17	2017-18	2018-19	2019-20
Amount approved (\$)	86	88	91	93	96

Source: Kyogle Council, *Application Part A*, Worksheet 5a.

Council's increase in general income for 2015/2016 is 12.43%. This increase is made up of the annual rate pegging increase of 2.4%, an increase in Ordinary Rates of 8.04%, an increase of 1.98% for the Stormwater and Flood Special Rate, and a 0.01% crown land adjustment, as approved by IPART. Revenue from Ordinary Rates for the 2014/15 year is estimated at \$5.67M, and from the Stormwater and Flood Special Rate at \$157k.

Other Fees and Charges

Increases in other fees and charges are as follows:

- Water Charges 5%
- Sewerage Charges 3%
- Domestic Waste Charges 0%
- Other Waste Charges 3%
- On Site Sewerage Management Charges 3%
- General Fees and Charges 3% (some minor variations)

Some of Council's Major Achievements over the past 12 months

- Installation of a weighbridge, recycling shed and associated infrastructure at the Kyogle Waste Management Facility
- Commencement of a new comprehensive Development Control Plan
- Amendments to the Kyogle Local Environmental Plan to allow boundary adjustments in rural areas below the minimum lot size and dual occupancy and secondary dwellings in rural zones
- Twelve timber bridges replaced in total, and one refurbishment
 - Clarence Way - Salty Creek Bridge to box culvert (361-B2566)
 - Yabbra Road - bridge to culvert (152-2542)
 - Bingeebebra Road - bridge to culvert (19-7559)
 - Duck Creek Road - bridge to culvert (138-10920)
 - Duck Creek Road - bridge to culvert (138-12837)
 - Terrace Creek Road - bridge to culvert (124-4457)
 - Hillyards Road - bridge to culvert (14-7442)
 - Sextonville Road - Campbells Bridge bridge to ADF steel bridge (38-19702)
 - Connells Road - Bagshaws Bridge bridge to concrete bridge (32-2265)
 - Sandy Creek Road - bridge to culvert (122-1490)
 - Sandy Creek Road - bridge to culvert (122-3266)
 - Baraimal Lane - bridge to culvert (7-4636)
 - Gradys Creek Road - Heards Bridge refurbishment timber piers to steel (59-5604)
- Significant resurfacing and heavy patching of the northern end of Kyogle Road
- Resurfacing of targeted corners on Kyogle Road and Bentley Road
- Installation of new guardrail on Lions Road with NSW Government grant
- Clarence Way Black Spot project near Mulli Mulli completed
- Kerb and guttering in Wyangarie Street Kyogle completed
- Footpath replacement Sandilands Street Bonalbo and Clarence Street Tabulam
- Sextonville Road reconstruction from Campbells Bridge north (stage 1)
- Rural local road reseals completed on Homeleigh, Fawcetts Plain, Lions Road, Horseshoe Creek and Green Pigeon Roads
- Pre-construction activities for the Kyogle water supply augmentation and flood modification works completed and tenders called for the civil works construction.
- Refurbishment works at the Kyogle sewerage treatment works to address issues with operational performance of gaining components, including provision of a new inlet screen and grit removal system
- Completion of Stage 1 of the Junction/Curtois Street drainage system upgrade
- Completion of the restoration of flood damage and drainage system improvements behind Des Watson Ford Kyogle
- Completion of the four villages sewerage feasibility study covering Wiangaree, Old Bonalbo, Tabulam and Mallanganee
- Installation of outdoor gym equipment and skate park at Woodenbong in partnership with the Woodenbong Progress Association and NSW Government Sport and Recreation grant
- Improvements at Aboody Park Wiangaree in partnership with the Woodenbong Progress Association
- Improvements to the Kyogle Seniors Centre in partnership with the Kyogle RSL Sub-branch and NSW Government Community Partnerships Grant
- Improvements to Don Gully Oval in Kyogle in partnership with the Kyogle Rugby Union Club and Junior Cricket with a contribution from Brown and Hurley and NSW Government Sport and Recreation grant

- Improvements to the facilities at the Kyogle Amphitheatre park in partnership with Forests NSW and the Kyogle Lions Club
- Development and display of a draft Master Plan for the Kyogle Memorial Institute Hall
- Installation of new bus shelters in Woodenbong and Wiangaree
- Initial Sealing of part Tooloom Street Mallangane
- Kerb and gutter and drainage works in May Street Kyogle
- Completion of remaining flood damage restoration from 2013 Natural Disasters

Significant Council Initiatives and Projects for 2015/16 to 2018/19

- Construction of the Kyogle Water Supply augmentation works involving a new 200ML off-stream storage, modifications to the existing weir to provide fish passage, diversion of waste water to sewer and upgrade of the existing water treatment plant.
- Construction of the Kyogle Flood modification works involving a levee bank along McDougal Street and a flood breakout channel at the entrance to the water supply off-stream storage
- Implementation of energy efficiency program that will see solar power generation systems installed at the Kyogle, Bonalbo and Woodenbong Pool Complexes, the Council Chambers and Library as well as other modifications to reduce energy consumption at these high energy use sites
- Disposal of excess and underutilised community buildings being Horseshoe Creek Hall, Cedar Point Hall and Grove House
- Closure of the Woodenbong Landfill and construction of a new Transfer Station
- Improvements to the Kyogle Memorial Institute Hall to allow the relocation of the Roxy Gallery into a fit-for-purpose space on the first floor
- Continuation of timber bridge replacement program with increased funding anticipated through the Federal Governments Timber Bridge Replacement Program
- Initial seals to gravel roads with high traffic numbers and high maintenance costs such as the Afterlee Road/Dam Access Road to Toonumbar Dam, Collins Creek Road from Tims Lane to Killaloe Road, and Hillyards Road from Bentley Road to Boorabee Creek Road, subject to 50% funding through external grants such as the National Stronger Regions Fund
- Significant expansion of funding for reconstruction of regional and local roads with external funding expected through programs such as Black Spots Program, Fixing Country Roads and National Stronger Regions Fund
- Implementation of projects identified in Councils Pedestrian Access and Mobility Plan
- Initial sealing of the remaining unsealed urban streets across Kyogle and the villages
- Strengthening the linkage between economic development and the level of service provided by infrastructure such as roads and bridges.
- Improvements to the delivery of Customer Services in the main administration building
- Drainage system upgrades in Chauvel Street and adjoining Don Gully Oval in Kyogle

Further information on projects and activities for 2015/16 through to 2018/19 is available in the Capital Works/Asset Replacement program contained in this document.

The Road to Financial Sustainability – Bridging the Gaps

Council has turned a corner in addressing its future financial sustainability with the adoption of a twenty-year Long Term Financial Plan (LTFP), receiving an approval for a five-year Special Rate Variation, and the completion of the Rural Template for our Fit for the Future (FFTF) submission. We have arrived at this point through recognising the issues facing our community, such as our small population in a large diverse local government area (LGA), deteriorating public assets and increased costs of maintenance, and a large non-rateable area within the LGA, by talking to the community and adopting some bold and far-reaching measures that will assist in Kyogle Council becoming sustainable over time. We now have a plan for the future, which is incorporated into this document through the Delivery Program and Operational Plan, and this is how we have arrived at this point.

Following the NSW Treasury Corp Financial Sustainability Report and the work of the Independent Local Government Review Panel in 2013, Council mapped out a path forward and has taken every opportunity to engage the community through Councillors, surveys, newsletters and information sheets, press releases, listening posts and through constant updates on the website under the banner "Road to Financial Sustainability - Bridging the Gaps". As part of this process, Council initiated a significant review of its Integrated Planning and Reporting (IP&R) documentation and formally adopted a new twenty-year Long Term Financial Plan (LTFP) in February 2015. The key aspects and strategies of the LTFP are:

- Special Rate Variation (SRV) to increase rates over five years from 2015/16 to 2019/20
- Additional General Fund borrowings
- Productivity improvements in the way Council conducts business
- Disposing of under-utilised assets
- Reduction of levels of service in some areas
- Improved levels of service in key areas identified by the community

The process also included a review of the Community Strategic Plan (CSP), which forms the basis of Council's IP&R, by utilising five focus groups in key areas of the Plan. These focus groups are comprised of both community and council representatives. The CSP is expected to be finalised after the initial outcomes of the NSW Governments Fit for the Future (FFTF) process are completed in October 2015.

Council's application for a Special Rates Variation has now been approved by IPART so that general income will increase above the rate-pegging percentage for the next five years as detailed in the attached Revenue Statement. This is a key aspect of the LTFP and moves Council on to a more sustainable footing for the years ahead. IPART's approval for this SRV comes with conditions that include:

- The additional income from the SRV is used to improve Council's financial sustainability and fund the expenditure program outlined in the application.
- Council's Annual Reports for 2015/16 to 2024/25 detail the progress against the adopted LTFP and reports any significant variations from the Plan.
- Council reports its compliance with SRV in its annual financial statements from 2015/16 to 2024/25.

The new 20 year LTFP is also Council's starting point in addressing the FFTF questions of scale and capacity and long term sustainability. The process around the development of the new LTFP has been a powerful exercise in determining Council's future directions and setting a course for financial sustainability. In developing its LTFP, Council has carefully considered the NSW Government's response to the recommendations of the ILGRP and incorporated the key actions identified into the adopted LTFP. Council is now looking forward to implementing the strategic

approach to the future it has developed, alongside of the NSW Governments FFTF reforms, for the long term benefit of its residents and local communities.

In terms of possible amalgamations, Kyogle applied to the Office of Local Government (OLG) for a facilitator to discuss merger options with Lismore and Richmond Valley councils. KJA Engaging Solutions were employed and conducted five workshops, three with each individual council and two with the possible merged councils. Some of the key challenges identified as being a barrier to a mergers included: low levels of interest in merging; still recovering from a previous amalgamation; lack of representation; differing communities of interest; maintenance of local identity; differing financial positions and objectives; large geographical areas; Kyogle's infrastructure backlog and timber bridges.

The results of these facilitated discussions were a consensus by all three councils not to pursue either merger option, nor proceed to a business case study for any potential merger options as part of the FFTF process. Lismore City and Richmond Valley councils subsequently advised Council of their decision to lodge their FFTF templates on the basis that they would each stand alone. Kyogle Council then resolved to support the preparation of a merger business case and sought support from both Lismore and Richmond Valley councils which was not forthcoming, particularly for the merger option that involved both Councils. This ended the discussion regarding mergers and Council concentrated on being considered Fit for the Future through the submission of its Rural Council Template for IPART to consider.

With over \$450 million worth of public assets to maintain and renew, the funding challenge has been quantified in a \$48 million backlog of infrastructure renewals. Due to a lack of appropriate funding, this has led to a deterioration of assets, increased costs of maintenance and reduced levels of service, with an identified annual shortfall of around \$4 million. Our challenge is to turn this backlog around, work smarter and look to a sustainable future. We look forward to 2015/16 as the beginning of a new sustainable future for all the communities of the Kyogle Local Government Area.

Graham Kennett
Acting General Manager

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 hour's 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 Council's affairs in accordance with the Local Government Act and associated legislation. Our current Councillors were elected in September, 2012 and will hold office until September 2016.



Back Row: Councillors Michael Reardon (C Ward), Ross Brown (A Ward), Lindsay Passfield (C Ward), Chris Simpson (A Ward)

Front Row: Councillors Danielle Mulholland (Mayor, C Ward), Robert Dwyer (B Ward), Maggie Creedy (B Ward), John Burley (Deputy Mayor, B Ward), Janet Wilson (A Ward).

Organisational Structure

Kyogle Council has a four Department Structure

The Acting General Manager, Graham Kennett

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

Executive Manager Administration & Community Services, Carol O'Neill

Responsible for human resources, customer service, finance and audit, information technology, community and cultural services, plant, fleet, depots and crown reserve administration.

Executive Manager Planning & Environmental Services, Manfred Boldy

Responsible for land use planning, environmental, health and building services, regulation inspections and waste facilities.

Executive Manager Urban and Assets, Graham Kennett

Responsible for water and sewerage supply, parks and gardens, swimming pools, asset management, cemeteries, facilities maintenance and stormwater and flood management.

Executive Manager Infrastructure Works, Jeff Breen

Responsible for roads and bridges (state, regional and local), RMS contract works, quarries, emergency services and project design and 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 rateable land and 96,105 Ha of non-rateable land. Of this non-rateable 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 usually 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). However, for the next five years, commencing with the 2015/16 financial year, Council has applied to IPART for a Special Rate Variation (SRV), and been granted the increases in general income requested.

For 2015/16, the approved increase for Ordinary Rates is 8.04% above the rate pegging limit of 2.4% with an additional crown land adjustment of 0.01%, making a total increase of 10.45% above the 2014/15 notional income after adjustments.

Ordinary Rates applying for the financial period 2015/2016 are:

CATEGORY	VALUATION (\$)	NUMBER OF PROPERTIES	BASE CHARGE (\$)	AD VALOREM RATE IN \$	ANTICIPATED YIELD (\$)
FARMLAND	796,077,670	2,004	220.00	0.315092	2,949,257
RESIDENTIAL	33,113,100	803	220.00	0.603587	394,634
RESIDENTIAL-KYOGLE	117,073,060	1,255	235.00	0.853564	1,294,218
RURAL RESIDENTIAL	143,766,440	846	220.00	0.442007	821,578
BUSINESS	6,801,100	100	220.00	0.438648	51,833
BUSINESS-KYOGLE	21,627,230	134	235.00	0.816068	207,983
TOTALS	1,121,458,600	5,142			5,719,503

Stormwater and Flood Special Rate:

Council is implementing a change to the way it generates revenue for Stormwater and Flood Management. In 2014/15 a fixed \$25 charge applied to eligible properties. For 2015/16 IPART has approved a new charging regime, with the introduction of a Stormwater and Flood Special Rate that is made up of an Ad Valorem rate with a Minimum Rate.

The Stormwater and Flood Special Rate will apply to developed property within the villages of Kyogle, Woodenbong, Wiangaree, Old Grevillia, Old Bonalbo, Bonalbo, Tabulam and Mallanganee, and will apply from 2015/16 onwards.

The Stormwater and Flood Special Rate applying for the financial period 2015/2016 are:

CATEGORY	VALUATION (\$)	NUMBER OF PROPERTIES	MINIMUM CHARGE (\$)	AD VALOREM RATE IN \$	ANTICIPATED YIELD (\$)
Stormwater and Flood Residential	127,245,989	1,659	86.00	0.0344	142,674
Stormwater and Flood Business	23,201,280	164	86.00	0.0344	14,842
Total	150,447,269	1,823			157,516

Domestic Waste Management Charges:

By law a Domestic Waste Management basic charge must apply to every residential property in the collection area whether occupied or vacant. There is no increase in these charges for 2015/16. The Domestic Waste Management Charges for 2015/2016 are:

CHARGE	NUMBER OF SERVICES	RATE PER SERVICE (\$)	ANTICIPATED YIELD (\$)
Waste Management Service Availability Charge (Annual). All rateable properties within Kyogle LGA garbage collection service area.	499	50.00	24,950
Domestic Waste Service Charge	1,919	450.00	863,550
Additional Domestic Waste Service	61	400.00	24,400
Total	2,290		912,900

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

Commercial Waste and Landfill Management Charges

A Commercial Waste charge may apply to commercial properties whether occupied or vacant, and the Landfill Management Charge applies to all properties not subject to other Waste Charges. The increase in these charges for 2015/16 is 3%. The charges for 2015/2016 are:

CHARGE	NUMBER OF SERVICES	RATE PER SERVICE (\$)	ANTICIPATED YIELD (\$)
Commercial Waste Service Charge	204	464.00	94,656
Additional Commercial Waste Service	165	414.00	68,310
Landfill Management Charge (Annual). All rateable properties outside the garbage collection area *	2,782	38.00	105,716
Total	3,149		268,682

* This charge includes the provision of one voucher per charge levied for the disposal of up to 300kg of Industrial/Commercial/Domestic Waste in a single visit at any one of Councils Waste Management Facilities

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. The increase in these charges for 2015/16 is 3%. The charges for 2015/2016 are:

CHARGE	NUMBER OF SERVICES	RATE PER SERVICE (\$)	ANTICIPATED YIELD (\$)
OSMS Annual License Fee	2,966	39.00	115,674

Swimming Pool Inspection Fees

Fees for the inspection of Swimming Pools under the Swimming Pools Act 1998 and Regulations 2008 are set by Statute with no increase in these charges for 2015/16. The Charges for 2015/2016 are:

CHARGE	NUMBER OF SERVICES	RATE PER SERVICE (\$)	ANTICIPATED YIELD (\$)
Initial Inspection Fee	100	150.00	15,000
Re-inspection Fee	50	100.00	5,000
Total	150		20,000

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 2015/2016 is 5%.

CHARGE	NUMBER OF CONNECTIONS	RATE PER UNIT OR ANNUAL CHARGE (\$)	ANTICIPATED YIELD (\$)
Vacant Property Charge	86	107.00	9,202
20mm connection	1,845	344.00	634,680
25mm connection	26	538.00	13,975
32mm connection	20	881.00	17,613
40mm connection	17	1,376.00	23,392
50mm connection	14	2,150.00	30,100
80mm connection	0	5,504.00	0
100mm connection	0	8,600.00	0
Fire Service Connection (all sizes)	8	344.00	2,752
Non-Rateable Connections	30	0.00	0
Total	2,046		731,714

CHARGE	RATE PER UNIT OR ANNUAL CHARGE	ANTICIPATED YIELD (\$)
Consumption up to 200kL per connection per year	\$1.50 per 1,000 litres	210,000
Consumption above 200kL per connection per year	\$1.90 per 1,000 litres	266,000
Home Dialysis allocation first 100kL	\$0.00 per 1,000 litres	0
Total		476,000

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 Council's 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 2015/2016 is 3.0%.

CHARGE	NUMBER OF CHARGES	ANNUAL CHARGE (\$)	ANTICIPATED YIELD (\$)
Residential Sewerage Annual Charge per dwelling and/or individual unit	1,516	662.00	1,003,592
Non rateable properties	34	0.00	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 Councils Liquid Trade Waste Policy for details.

CHARGE	NUMBER OF CONNECTIONS	RATE PER UNIT OR ANNUAL CHARGE (\$)	ANTICIPATED YIELD (\$)
Availability/Access Charges			
Vacant Property Charge	85	107.00	9,095
20 mm connection	212	261.00	55,332
25 mm connection	15	407.00	6,107
32 mm connection	14	668.00	9,354
40mm connection	14	1,044.00	14,616
50mm connection	10	1,631.00	16,313
80mm connection	0	4,176.00	0
100mm connection	0	6,525.00	0
Total	350		110,817
Sewer Usage Charge		\$1.03 per kL	

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.

(3) 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 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 Councils Liquid Trade Waste Policy for details.

I Liquid trade waste charges 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 (\$) (Refer Councils Fees and Charges for details.)

(d) Liquid trade waste charges 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	118	84.00	9,912
Prescribed pre treatment	0	84.00	0
Major discharger	0	480.00	0
Sewer Dump Point	1	588.00	588
Re-inspection fee	0	68.00	0
Totals	119		10,500
Trade Waste Usage (with pre-treatment) per kL		\$1.03	14,450
Trade Waste Usage (without pre-treatment) per kL		*\$3.00	3,000
Totals			17,450

* 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 pre-treatment devices installed, before they are charged heavily for not having pre-treatment.

Fees and Charges

Council has draft Fees and Charges for the 2015/2016 financial year, details of which are contained in the 2015/2016 Schedule of Fees and Charges (separate document).

Interest Charges

Interest charges are to be 6% as advised by the OLG and is calculated on the outstanding component of all rates and charges.

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. Developer contributions are indexed using the Brisbane All Groups CPI figures published by the Australian Bureau of Statistics on a quarterly basis.

Borrowings:

A \$10,000,000 General Fund loan has been approved in 2015/2016 with the borrowings assumed to be taken out under a NSW Treasury finance scheme proposed by the NSW Government under the Fit for the Future local Government Reform Package. Projected loan movements are set out below:

	2015/2016 (\$)	2016/2017 (\$)	2017/2018 (\$)	2018/2019 (\$)
Water Fund				
Opening Balance	2,093,163	1,920,427	1,736,720	1,541,338
New Loans	0	0	0	0
Interest (net of subsidy)	76,309	70,201	63,692	56,754
Principal Reduction	172,736	183,707	195,381	207,803
Closing Balance	1,920,427	1,736,720	1,541,338	1,333,535
Sewer Fund				
Opening Balance	907,199	890,707	873,168	853,756
New Loans	0	0	0	0
Interest	66,745	65,698	63,826	62,373
Principal Reduction	16,492	17,529	19,411	20,864
Closing Balance	890,707	873,168	853,757	832,892
Waste Services				
Opening Balance	290,437	270,001	247,684	223,314
New Loans	0	0	0	0
Interest	25,690	23,809	21,755	19,513
Principal Reduction	20,436	22,317	24,370	26,613
Closing Balance	270,001	247,684	223,314	196,701
General fund				
Opening Balance	0	9,247,785	8,449,098	7,602,290
New Loans	10,000,000	0	0	0
Interest	304,229	280,579	255,440	228,826
Principal Reduction	752,215	798,687	846,808	897,975
Closing Balance	9,247,785	8,449,098	7,602,290	6,704,315

Investments:

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

Integrated Planning and Reporting

Local councils in NSW are required to undertake their planning and reporting activities in accordance with the Local Government Act 1993 and the Local Government (General) Regulation 2005. The Act provides that the Deputy Director General (Local Government), Department of Premier and Cabinet can issue Guidelines that must be followed by local councils when undertaking their planning and reporting activities. To this end, the NSW Government has developed an Integrated Planning and Reporting (IP&R) Manual that provides councils with the framework to work within for the development of its strategic planning documents and reporting requirements. The diagram below is taken from this manual and outlines the IP&R framework.



Local Government Planning and Reporting framework

The overarching strategic document is the Community Strategic Plan. Council adopted its current Community Strategic Plan in June 2012 and we are currently reviewing this plan with the assistance of five focus groups in key areas. The review of the CSP is expected to be completed in October 2015.

The Resourcing Strategy that must be developed by Council under the IP&R framework consists of three separate components;

1. Workforce Management Strategy (Current strategy adopted in June 2012)
2. Asset Management Plans, Strategy and Policy (current documents adopted in May 2012)
3. Long Term Financial Plan (reviewed in 2014/15 and adopted February 2015)

The LTFP adopted by Council covers a twenty year period, and will be reviewed and updated annually as part of the development of the Operational Plan and Delivery Program (this document). The LTFP must be used by the Council to inform its decision-making during the finalization of the Community Strategic Plan.

The Workforce Management Strategy and Asset Management documents are programmed for review in the period 2016 to 2017.

Capital Works Projects/Asset Replacement

Project / Item	2015/16	2016/17	2017/18	2018/19
Regional Roads				
Kyogle Road (MR141) - Renewals	268,636	142,520	517,895	531,120
Kyogle Road (MR141) - Repair Program	355,364	362,480		
Clarence Way (MR361) - Renewals	126,500	567,000	581,445	596,259
Clarence Way (MR361) - Black Spot Projects	399,500			
Clarence Way - (MR150) Renewals	20,000	20,512	21,037	21,576
Bentley Road (MR544) - Renewals	165,000	232,000	237,905	243,961
Mount Lindsay Highway (MR622) - Renewals	60,000	60,000	61,530	63,099
Total	1,395,000	1,384,512	1,419,812	1,456,015
Repair Program Funding	177,682	181,240	184,863	188,554
Fixing Country Roads Funding	200,000	206,000	212,180	218,545
Black Spot Funding	399,500	154,500	159,135	163,909
National Stronger Regions Funding	100,000	100,000	100,000	36,360
Total External Grants	877,182	641,740	656,178	607,368
Rural Local Roads				
Rural Roads - Reseals	458,000	469,582	481,457	493,633
Sextonville Road - reconstruct from bridge 38-19702 nth		170,000		
Wiangaree Back Road	388,500	200,126		
Ettrick Road - reconstruct from 2km from Afterlee Rd sth			200,000	
Findon Creek Road - reconstruct Summerland Way north			226,831	
Sealed Roads Rehabilitation	614,000	660,260	638,095	1,091,494
Sealed Roads Reconstruction (subject to Fixing Country Roads funding)	200,000	200,000	200,000	200,000
Unsealed Roads Rehabilitation	660,000	676,740	693,905	711,506
Rural Roads - Guardrail	20,000	20,000	20,000	20,506
Rural Roads - drainage improvements	37,784	40,000	40,000	41,036
Section 94 Expenditure	56,604	58,058	59,550	61,080
Rural Roads - self-help improvements	30,000			
Black Spots (Projects subject to 100% funding)	150,000	154,500	159,135	163,909
Initial Seals (Subject to 50% funding from NSRF)	1,060,000	1,086,440	1,113,538	389,091
Total	3,674,888	3,735,706	3,832,511	3,172,255
Roads To Recovery Funding	1,049,360	524,680	524,680	540,420
Self Help Program	15,000			
Black Spot Funding	150,000	154,500	159,135	163,909
National Stronger Regions Fund	550,000	550,000	550,000	199,980
Fixing Country Roads Funding	150,000	154,500	159,135	163,909
Total external Grants	1,914,360	1,383,680	1,392,950	1,068,218

Project / Item	2015/16	2016/17	2017/18	2018/19
Urban Streets				
Footpaths	65,000	66,661	68,365	70,112
Kerb and Guttering	70,000	71,795	73,636	75,525
Kyogle streets - reconstructions and resurface	87,000	33,060	104,275	255,650
Kyogle - reconstruct May Street from Irwin to Campbell		100,000		
Kyogle - reconstruct Geneva Street to Irwin Street			100,000	
Kyogle - reconstruct Wyndham St from Short St east		65,000		
Kyogle - reconstruct Junction Street	45,000			
Kyogle - reconstruct Anzac Drive west of Geneva Bridge	105,000	45,000		
Kyogle - reconstruct Donald Street			45,000	
Bonalbo - reconstructions and resurface	50,000	51,286	52,605	53,958
Woodenbong - reconstructions and resurface	50,000	51,286	52,605	53,958
Other Villages - reconstructions and resurface	50,000	51,286	52,605	53,958
Initial Sealing	20,622	10,000	10,000	0
Total	542,622	545,374	559,091	563,161
Bridges				
Gradys Creek - Boyles Bridge 59-13985	310,000	0	0	0
Causeway Replacements and Improvements	55,000	0	0	0
Duck Creek Road - timber bridge to concrete 138-16506	190,000	0	0	0
Ettrick Road - widen concrete box culvert 45-1634	125,000	0	0	0
Duck Creek Road - timber bridge to pipes 138-14117	80,000	0	0	0
Lions Road - timber bridge to concrete 179-586 (subject to Federal Timber Bridge Program Funding)	500,000	0	0	0
Lynches Creek Box Culvert Replacement	140,000	0	0	0
Bingebeebebra Road - timber bridge to pipes 19-4652	0	60,000	0	0
Mills Road - Causeway 178-335	0	90,000	0	0
Sawpit Creek - timber bridge to concrete 120-20	0	250,000	0	0
Gradys Creek - Murrays Bridge 59-10535	0	360,000	0	0
Hayes Road 163-48	0	120,000	0	0
Afterlee Road - timber bridge to pipes 2-20386	0	0	70,000	0
Gradys Creek Davis Bridge 59-6565	0	0	420,000	0
Gradys Creek 59-5604	0	0	310,000	0
Old Dyraaba Road - timber bridge to concrete 87-11949	0	0	150,000	0
Campbells Bridge Sextonville Road 38-19702	0	0	0	0
Bagshaws Bridge Connells Road 32-2265	0	0	0	0
Bridge Replacement Unallocated (no external funding)	0	0	0	978,240
Bridge Replacements Unallocated (subject to Federal Timber Bridge Replacement Program funding)	2,180,000	555,330	521,552	530,450
Total	3,580,000	1,435,330	1,471,552	1,508,690
Federal Timber Bridge Program Funding	1,340,000	250,000	257,500	265,225
Roads To Recovery Funding	670,902	335,451	335,451	345,515
Total External Grants	2,010,902	585,451	592,951	610,740
Stormwater and Flood Management				
Junction/Curtois - drainage upgrades			68,338	71,109
Anzac/Chauvel - drainage upgrades	25,000			
Don Gully Oval - drainage upgrade	78,000			
Wyndham Street Groom to Short Street - drainage		55,635		
Groom St from Rous to Roseberry - drainage upgrades			40,000	40,000
Dalmorton Street Woodenbong - drainage upgrades		50,000		
Kyogle Flood Measures - construction	887,000			
Kyogle Floodplain Voluntary House Purchases				200,000
Flood Studies Tabulam/Bonalbo		50,000		
Total	990,000	155,635	108,338	311,109
Flood Management Funding	709,600	40,000		

Project / Item	2015/16	2016/17	2017/18	2018/19
Water Supplies				
Water supply - renewals	70,000	71,810	73,667	75,572
Kyogle Augmentation - WTP Upgrade	1,305,000			
Kyogle Augmentation - Weir and Pump Station	440,000			
Kyogle Augmentation - Off Stream Storage	3,070,000			
Total	4,885,000	71,810	73,667	75,572
External Funding	5,532,771			
Sewerage Systems				
Sewerage systems - upgrades	11,544	11,844	12,152	12,468
Sewerage systems - renewals	236,491	242,529	248,721	255,071
Total	248,035	254,373	260,873	267,539
Quarries				
Rehabilitation - Millers				
Rehabilitation - Clarkes				10,797
Rehabilitation - Lloyds			10,525	
Rehabilitation - Griffiths	10,000			
Rehabilitation - Medhursts		10,259		
Total	10,000	10,259	10,525	10,797
Plant and Depots				
Plant Purchases	1,420,545	1,463,161	1,507,056	1,552,268
Depot Improvements	50,000	51,265	52,562	53,892
Total	1,470,545	1,514,426	1,559,618	1,606,160
Waste Management				
Transfer Station improvements	100,000	40,000		
New cell construction				28,942
Rehabilitation Works	500,000			
Total	600,000	40,000	0	28,942
EPA Grants (received in 2014/15)	325,000			
Buildings and Community Facilities				
Parks and Gardens Renewals	40,000	41,024	42,074	43,151
Council Chambers Energy Efficiency Improvements	35,000			
Community Buildings Renewals	40,000	41,024	42,074	43,151
Libraries Building Renewals	5,000	5,128	5,259	5,394
Libraries Energy Efficiency Improvements	22,000			
Preschools	15,000	15,384	15,778	16,182
Public Cemeteries	5,000	5,131	5,265	5,403
Swimming Pools Energy Efficiency Improvements	60,000			
Swimming Pools Renewals	40,000	41,024	42,074	43,151
Emergency Services				
Total	240,000	148,715	152,524	
Administration				
Office Equipment and Furniture	69,472	71,209	72,990	74,814
Total	69,472	71,209	72,990	74,814

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 2015/2016 financial year, Council has budgeted for donations as follows.

ORGANISATION	SUPPORT	VALUE (\$)
One-off Donations	Various	20,000
Special Events	Traffic Control and Establishment	10,000
Kyogle Youth Ventures	Cash Donation	2,500
Australia Day Committees	Cash Donation	10,876
Kyogle Reconciliation Group - NAIDOC week	Cash Donation	500
Public Halls	Cash Donation - Rates & Charges	6,524
Learn to Swim/Life Education	Cash Donation/Staff and Plant	12,505
North Coast Academy of Sport	Cash Donation	1,196
Citizens Band	Cash Donation	1,033
NSW Cancer Council	Cash Donation	1,260
Kyogle Show Society	Cash Donation	1,584
Bonalbo Show Society	Cash Donation	1,584
Woodenbong Show Society	Cash Donation	1,584
TOTAL		\$71,146

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.
How are the recipients of help selected?	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. 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). 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. 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.
Where do these funds come from?	Contributions received from Council and the general public.
How is the relief fund operated?	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.
What happens to any surplus assets?	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.

Funds remaining in the Kyogle Emergency Disaster Relief Fund at 30 June, 2015 will be carried over to the 2015/16 financial year for use in accordance with the above criteria. The current funds remaining are **\$37,387**.

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; e.g. pools and library

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. State Highways 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

Governance and Community Service

- well managed and responsive to community needs

Long Term Goals	Delivery Program (Strategies) and Operational Plan Actions	Indicator/Measure	Responsibility
<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 year.</p> <p>Number of meetings and figures on attendance numbers.</p>	<p>General Manger Administration and Community Services</p>
<p>Community leaders are connected and improving leadership capacity across the community</p>	<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>	<p>General Manger</p>
<p>Encourage public participation and provide access opportunities.</p> <p>Develop appropriate lines of communication to ensure that the public is kept well informed as to Council activities.</p>	<p>Appropriate models of community engagement will be explored and utilised.</p> <p>Council's communication with the community will aim to ensure that residents have awareness and understanding of the role council plays in everyday life.</p> <p>Involve different groups of people in the development of plans and programs.</p>	<p>Annually review Community Engagement strategy and report to Council on effectiveness.</p> <p>Co-ordinate, produce and distribute monthly newsletters.</p> <p>Continuing Improvements/enhancements to Council website.</p>	<p>Administration and Community Services</p>
<p>Set the example in Local Government through efficient and effective management practices and provide an environment that fosters trust, encourages and rewards excellence in performance and which supports the implementation of Council's goals and policies.</p>	<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 on number and type of customer service complaints.</p> <p>Report on 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>	<p>Administration and Community Services</p>

Long Term Goals	Delivery Program (Strategies) and Operational Plan Actions	Indicator/Measure	Responsibility
<p>Employ unbiased recruitment and selection procedures to attract the best possible applicants.</p>	<p>Develop a workforce that supports our corporate values and meets the organisations present and future skills needs.</p> <p>Be widely known as a respected and reputable employer.</p>	<p>Staff turnover rates and complaint statistics.</p> <p>Number of inductions carried out.</p> <p>Structured training plan prepared and implemented for all staff members.</p> <p>Report on absence rates.</p> <p>Report on staff reviews.</p> <p>Statistics on incidents and accidents.</p>	<p>EM Administration and Community Services</p>
<p>Local Government will be recognised in the Australian Constitution</p>	<p>Work towards the constitutional recognition of local government.</p>	<p>Work with Australian Local Government Association (ALGA) and Local Government NSW (LGNSW).</p>	<p>Councillors and General Manager</p>

GOVERNANCE - BUDGET INFORMATION

GOVERNANCE	2015/2016	2016/2017	2017/2018	2018/2019
OPERATING EXPENDITURE				
EMPLOYMENT	238,254	244,879	251,688	258,686
COUNCILLOR SERVICES	181,818	186,363	191,022	195,798
LEGALS	15,000	15,375	15,759	16,153
ADVERTISING, NOROC, LGSA	60,095	61,597	63,137	64,715
ELECTIONS	0	76,007	0	0
PAYABLE BY OTHER FUNDS	(66,295)	(67,952)	(69,651)	(71,392)
TOTAL OPERATING EXPENDITURE	428,872	516,269	451,955	463,960
NET COST OF ACTIVITY	(428,872)	(516,269)	(451,955)	(463,960)

ADMINISTRATION - BUDGET INFORMATION

ADMINISTRATION	2015/2016	2016/2017	2017/2018	2018/2019
OPERATING EXPENDITURE				
EMPLOYMENT	924,692	950,514	977,058	1,004,343
OFFICE EXPENSES	303,710	311,302	319,085	327,062
DONATIONS	71,146	72,925	74,748	76,617
SECURITY, SUBSCRIPTIONS ETC.	37,239	38,170	39,125	40,103
PAYABLE FROM OTHER FUNDS	(146,370)	(150,029)	(153,780)	(157,624)
TOTAL OPERATING EXPENDITURE	1,190,417	1,222,882	1,256,236	1,290,501
CAPITAL EXPENDITURE				
OFFICE EQUIPMENT & FURNITURE	69,472	71,209	72,990	74,814
TOTAL CAPITAL EXPENDITURE	69,472	71,209	72,990	74,814
NET COST OF ACTIVITY	(1,259,889)	(1,294,091)	(1,329,226)	(1,365,315)

PERSONNEL - BUDGET INFORMATION

PERSONNEL	2015/2016	2016/2017	2017/2018	2018/2019
OPERATING REVENUE	66,506	68,501	70,556	72,673
OPERATING EXPENDITURE				
EMPLOYMENT SALARIES	249,990	256,977	264,159	271,542
EMPLOYMENT WAGES STAFF	200,000	205,600	211,357	217,275
INSURANCE & RISK MANAGEMENT	352,896	361,719	370,762	380,031
RECRUITMENT AND OTHER STAFF COSTS	106,419	109,079	111,806	114,601
TOOLS, CLOTHING, SIGNAGE	63,225	64,806	66,426	68,086
PAYABLES BY OTHER FUNDS	(124,739)	(127,858)	(131,054)	(134,331)
TOTAL OPERATING EXPENDITURE	847,791	870,323	893,456	917,204
NET COST OF ACTIVITY	(781,285)	(801,822)	(822,900)	(844,531)

FINANCE - BUDGET INFORMATION

FINANCE	2015/2016	2016/2017	2017/2018	2018/2019
OPERATING REVENUE				
GENERAL RATES	5,673,969	5,986,037	6,315,269	6,662,609
INTEREST AND SUNDRY INCOME	427,430	673,624	604,636	556,411
RECOVERIES	37,385	38,319	39,277	40,259
REVENUE SHARING (FAG) GRANT	2,327,029	2,327,029	2,482,940	2,557,428
STORES	130,632	133,898	137,245	140,677
BORROWING PROCEEDS	10,000,000	0	0	0
TOTAL OPERATING REVENUE	18,596,445	9,158,907	9,579,367	9,957,384
OPERATING EXPENDITURE				
EMPLOYMENT	94,215	96,853	99,565	102,353
STORES EMPLOYMENT	199,207	205,161	211,295	217,610
STORES OTHER	14,051	14,402	14,762	15,131
VALUATION & AUDITOR FEES	126,129	105,398	107,983	128,633
BORROWING COSTS	752,215	798,687	846,808	897,975
OTHER/INTEREST COSTS	326,973	303,891	279,335	253,319
TOTAL OPERATING COSTS	1,512,790	1,524,392	1,559,748	1,615,021
NET COST OF ACTIVITY	17,083,655	7,634,515	8,019,619	8,342,363

Roads and Infrastructure

- improving the quality of infrastructure for our residents

Long Term Goals	Delivery Program (Strategies) and Operational Plan Actions	Indicator/Measure	Responsibility
Maintain to a reasonable standard its network of 1,082km of local roads as well as 113km of regional roads and 113km of State Roads.	<p>Ensure roads and bridges are well designed, constructed and efficiently managed.</p> <p>Liaise with the Roads and Maritime Services (RMS) in the development of a five-year capital works and maintenance program.</p> <p>Develop forward programs for Rural Local Roads.</p> <p>Review traffic usage and development trends to identify any changes in classifications warranted.</p>	<p>Inspections conducted.</p> <p>Capital works program and maintenance established.</p> <p>Program established.</p> <p>Review conducted, Report on identified future requirements.</p>	Infrastructure Works
Work towards increased funding base and ensure responsible asset management including continual review of construction and maintenance activities.	<p>Lobby State and Federal Governments to commit to additional funding programs.</p> <p>Pursue funding for specific road safety projects.</p>	<p>Commitment to funding obtained.</p> <p>Report on successful funding applications.</p>	Infrastructure Works
Work towards the upgrading of bridges to provide a higher level of service to the public and lower annual maintenance costs.	<p>Continue systematic inspection and testing program.</p> <p>Review new and existing technologies to replace bridges with economical lower cost structures.</p> <p>Undertake regular appropriate preventative maintenance as identified in bridge inspections.</p>	<p>Level of works on bridges. Program updated annually.</p> <p>Report on % of bridges in the network to be re-assessed each year.</p> <p>Reduction in incidence of emergency repairs.</p>	Infrastructure Works
Ensure a balance is maintained between the most economical use of available funds and community expectations.	<p>Conduct appropriate awareness campaigns.</p> <p>Maintain a high standard of response to customer requests.</p>	Awareness campaigns conducted using a variety of different methods.	Infrastructure Works
Lobby for a Kyogle bypass and for an integrated regional transport strategy (including connectivity to the Darling Downs)	<p>Lobby State and Federal Governments to commit to additional funding programs.</p> <p>Support the Summerland Way Promotional Committee and the Downs to Rivers Action Committee (DTRAC).</p>	<p>Commitment to planning obtained.</p> <p>Attendance at meetings. Membership of committees continued.</p>	Infrastructure Works

STATE HIGHWAYS - BUDGET INFORMATION

STATE HIGHWAYS	2015/2016	2016/2017	2017/2018	2018/2019
OPERATING REVENUE				
WORKS ORDERS	2,000,000	2,060,000	2,121,800	2,185,454
MAINTENANCE	900,000	927,000	954,810	983,454
TOTAL OPERATING REVENUE	2,900,000	2,987,000	3,076,610	3,168,908
OPERATING EXPENDITURE				
MAINTENANCE SUMMERLAND WAY	512,854	528,239	544,087	560,410
MAINTENANCE BRUXNER HIGHWAY	275,619	283,888	292,404	301,177
WORKS ORDERS	1,670,531	1,720,647	1,772,266	1,825,434
MANAGEMENT COSTS	129,605	133,095	136,680	140,361
TOTAL OPERATING COSTS	2,588,609	2,665,869	2,745,437	2,827,382
OPERATING RESULT	311,391	321,131	331,173	341,526
CAPITAL EXPENDITURE				
RESERVE TRANSFERS*	870,000	322,000	331,660	341,610
TOTAL CAPITAL EXPENDITURE	870,000	322,000	331,660	341,610
NET COST OF ACTIVITY	(558,609)	(869)	(487)	(84)

* transferred to Regional Roads

REGIONAL ROADS - BUDGET INFORMATION

REGIONAL ROADS	2015/2016	2016/2017	2017/2018	2018/2019
OPERATING REVENUE				
BLOCK GRANT	824,000	848,720	874,182	900,407
TRAFFIC FACILITIES GRANT	54,590	56,228	57,915	59,652
EXTENDED 3X3	118,000	118,000	118,000	118,000
TOTAL OPERATING REVENUE	996,590	1,022,948	1,050,097	1,078,059
OPERATING COSTS				
MR 141 - KYOGLE ROAD	211,610	211,610	211,610	211,610
MR 150 - CLARENCE WAY	65,954	65,954	65,954	65,954
MR 361 - CLARENCE WAY	332,387	332,387	332,387	332,387
MR 544 - BENTLEY ROAD	86,000	86,000	86,000	86,000
MR 622 - MT LINDESAY HIGHWAY	48,391	48,391	48,391	48,391
TOTAL OPERATING COSTS	744,342	744,342	744,342	744,342
OPERATING RESULT	252,248	278,606	305,755	333,717
NON-CURRENT REVENUE				
REPAIR PROGRAMME	177,682	181,240	184,863	188,554
BLACK SPOT FUNDING	399,500	154,500	159,135	163,909
TRANSFER FROM TRANSPORT RESERVE*	870,000	322,000	331,660	341,610
FEDERAL BRIDGE PROGRAM	0	0	0	0
CONTRIBUTIONS	25,620	26,299	26,996	27,711
FIXING COUNTRY ROADS	200,000	206,000	212,180	218,545
NATIONAL STRONGER REGIONS FUND	100,000	100,000	100,000	36,360
TOTAL NON-CURRENT REVENUE	1,772,802	990,039	1,014,834	976,689
CAPITAL EXPENDITURE				
MR 141 - KYOGLE ROAD	624,000	505,000	517,895	531,120
MR 150 - CLARENCE WAY	20,000	20,512	21,037	21,576
MR 361 - CLARENCE WAY	526,000	567,000	581,445	596,259
MR 544 - BENTLEY ROAD	165,000	232,000	237,905	243,961
MR 622 - MT LINDESAY HIGHWAY	60,000	60,000	61,530	63,099
BRIDGES	0	0	0	0
TOTAL CAPITAL EXPENDITURE	1,395,000	1,384,512	1,419,812	1,456,015
NET COST OF ACTIVITY	630,050	(115,867)	(99,223)	(145,609)

*Transfer from State Highways budget

URBAN LOCAL ROADS - BUDGET INFORMATION

URBAN LOCAL ROADS	2015/2016	2016/2017	2017/2018	2018/2019
OPERATING REVENUE				
FINANCIAL ASSISTANCE GRANT	55,854	55,854	59,596	61,384
STREET LIGHTING SUBSIDY	32,000	32,000	32,000	32,000
TOTAL OPERATING REVENUE	87,854	87,854	91,596	93,384
OPERATING EXPENDITURE				
STREET LIGHTING	110,000	112,375	114,809	117,305
KYOGLE STREETS	273,183	280,406	287,821	295,432
BONALBO STREETS	38,246	39,257	40,295	41,361
WOODENBONG STREETS	32,782	33,649	34,539	35,452
MALLANGANEE STREETS	14,206	14,582	14,967	15,363
WIANGAREE STREETS	3,824	3,925	4,029	4,135
TABULAM STREETS	13,113	13,460	13,816	14,181
OLD BONALBO STREETS	5,464	5,608	5,757	5,909
GREVILLIA STREETS	1,093	1,122	1,152	1,182
TOTAL OPERATING EXPENDITURE	491,911	504,384	517,185	530,320
OPERATING RESULT	(404,057)	(416,530)	(425,589)	(436,936)
NON-CURRENT REVENUE				
CONTRIBUTIONS	9,377	9,625	9,881	10,142
OTHER GRANTS	0	0	0	0
TOTAL NON-CURRENT REVENUE	9,377	9,625	9,881	10,142
CAPITAL EXPENDITURE				
FOOTPATHS & FURNITURE	65,000	66,661	68,365	70,112
RENEWALS KYOGLE	237,000	243,060	249,275	255,650
RENEWALS BONALBO	50,000	51,286	52,605	53,958
RENEWALS WOODENBONG	50,000	51,286	52,605	53,958
RENEWALS VILLAGES	50,000	51,286	52,605	53,958
KERB & GUTTER CONSTRUCTION	70,000	71,795	73,636	75,525
INITIAL SEALS	20,622	10,000	10,000	0
TOTAL CAPITAL EXPENDITURE	542,622	545,374	559,091	563,161
NET COST OF ACTIVITY	(937,302)	(952,279)	(974,799)	(989,955)

RURAL LOCAL ROADS - BUDGET INFORMATION

RURAL LOCAL ROADS	2015/2016	2016/2017	2017/2018	2018/2019
OPERATING REVENUE				
FINANCIAL ASSISTANCE GRANT	1,061,238	1,061,238	1,132,341	1,166,311
HEAVY HAULAGE CONTRIBUTIONS	7,153	7,342	7,537	7,736
FLOOD GRANT	0	0	0	0
TOTAL OPERATING REVENUE	1,068,391	1,068,580	1,139,878	1,174,047
OPERATING EXPENDITURE				
SEALED ROADS MAINTENANCE	546,967	546,967	546,967	546,967
UNSEALED ROADS MAINTENANCE	1,500,000	1,500,000	1,500,000	1,500,000
OTHER	30,200	30,705	31,222	31,753
FLOOD DAMAGE	0	0	0	0
TOTAL OPERATING EXPENDITURE	2,077,167	2,077,672	2,078,189	2,078,720
OPERATING RESULT	(1,008,776)	(1,009,092)	(938,311)	(904,673)
NON-CURRENT REVENUE				
ROADS TO RECOVERY GRANT	1,049,360	524,680	524,680	540,420
BLACKSPOT FUNDING	150,000	154,500	159,135	163,909
CONTRIBUTIONS	53,173	54,582	56,028	57,513
RESERVE TRANSFER*	3,600,000	700,000	600,000	600,000
RESERVE TRANSER#	795,000	50,000	60,000	61,500
FIXING COUNTRY ROADS	150,000	154,500	159,135	163,909
SELF HELP - 50/50 WORKS	15,000	0	0	0
NATIONAL STRONGER REGIONS FUND	550,000	550,000	550,000	199,980
TOTAL NON-CURRENT INCOME	6,362,533	2,188,262	2,108,978	1,787,231
CAPITAL EXPENDITURE				
RESEALS	458,000	469,582	481,457	493,633
REHABILITATION	1,474,000	1,537,000	1,532,000	2,003,000
DRAINAGE RENEWALS	37,784	40,000	40,000	41,036
GUARDRAIL RENEWALS	20,000	20,000	20,000	20,506
SELF HELP 50/50	30,000	0	0	0
SECTION 94 ROADWORKS	56,604	58,058	59,550	61,080
BLACK SPOTS & INITIAL SEALS	1,598,500	1,611,066	1,699,504	553,000
TOTAL CAPITAL EXPENDITURE	3,674,888	3,735,706	3,832,511	3,172,255
NET COST OF ACTIVITY	1,678,869	(2,556,536)	(2,661,844)	(2,289,697)

* Transfer from plant budget

#Transfer from quarry budget

BRIDGES - BUDGET INFORMATION

BRIDGES	2015/2016	2016/2017	2017/2018	2018/2019
OPERATING REVENUE				
FINANCIAL ASSISTANCE GRANT	430,763	430,763	459,624	473,413
TOTAL OPERATING REVENUE	430,763	430,763	459,624	473,413
OPERATING EXPENDITURE				
MAINTENANCE	622,886	585,513	550,382	517,359
TOTAL OPERATING EXPENDITURE	622,886	585,513	550,382	517,359
OPERATING RESULT	(192,123)	(154,750)	(90,758)	(43,946)
NON-CURRENT INCOME				
ROADS TO RECOVERY	670,902	335,451	335,451	345,515
FEDERAL TIMBER BRIDGE PROGRAM	1,340,000	250,000	257,500	265,225
TRANSFER FROM RESERVE*	3,350,000	600,000	600,000	600,000
CONTRIBUTIONS	7,639	7,830	8,026	8,226
FLOOD DAMAGE GRANT	0	0	0	0
TOTAL NON-CURRENT INCOME	5,368,541	1,193,281	1,200,977	1,218,966
CAPITAL EXPENDITURE				
CONSTRUCTION	3,580,000	1,435,330	1,471,552	1,508,690
TOTAL CAPITAL EXPENDITURE	3,580,000	1,435,330	1,471,552	1,508,690
NET COST OF ACTIVITY	1,596,418	(396,799)	(361,333)	(333,670)

* Transfer from Plant Budget

INFRASTRUCTURE - WORKS ADMINISTRATION - BUDGET INFORMATION

ENGINEERING ADMINISTRATION	2015/2016	2016/2017	2017/2018	2018/2019
OPERATING REVENUE				
CONTRIBUTIONS TO WORKS	6,807	7,011	7,222	7,438
PRIVATE WORKS	52,322	53,679	55,072	56,501
SUNDRY INCOME	596	614	633	652
TOTAL OPERATING REVENUE	59,725	61,304	62,927	64,591
OPERATING EXPENDITURE				
ROAD SURVEY, DESIGN, FEASIBILITY	25,000	25,000	25,625	26,266
EMPLOYMENT	651,454	669,581	688,213	707,363
PRIVATE WORKS	47,547	48,761	50,006	51,283
TOOLS, CLOTHING, SIGNAGE, OTHER	53,944	55,280	56,662	58,078
RECOVERIES	(354,479)	(362,675)	(371,117)	(379,814)
TOTAL OPERATING COSTS	423,466	435,947	449,389	463,176
NET COST OF ACTIVITY	(363,741)	(374,643)	(386,462)	(398,585)

QUARRIES - BUDGET INFORMATION

QUARRIES	2015/2016	2016/2017	2017/2018	2018/2019
OPERATING REVENUE				
INCOME	352,219	362,785	373,669	384,879
TOTAL OPERATING REVENUE	352,219	362,785	373,669	384,879
OPERATING COSTS				
QUARRY WORKING EXPENSES	295,004	303,797	312,855	322,180
TOTAL OPERATING COSTS	295,004	303,797	312,855	322,180
OPERATING RESULT	57,215	58,988	60,814	62,699
CAPITAL EXPENDITURE				
QUARRY DEVELOPMENT	0	0	0	0
QUARRY REHABILITATION	10,000	10,259	10,525	10,797
RESERVE TRANSFERS*	795,000	50,000	60,000	61,500
TOTAL CAPITAL EXPENDITURE	805,000	60,259	70,525	72,297
NET COST OF ACTIVITY	(747,785)	(1,271)	(9,711)	(9,598)

*Transfer to rural local roads budget

PLANT AND DEPOTS - BUDGET INFORMATION

PLANT AND DEPOTS	2015/2016	2016/2017	2017/2018	2018/2019
OPERATING REVENUE				
INCOME	4,215,179	4,054,214	4,107,912	4,045,627
PLANT SALES	526,206	541,992	558,252	575,000
OTHER	63,687	65,598	67,565	69,592
TOTAL OPERATING REVENUE	4,805,072	4,661,804	4,733,729	4,690,219
OPERATING EXPENDITURE				
PLANT MAINTENANCE	1,837,344	1,842,956	1,883,877	1,907,060
KYOGLE DEPOTS	67,386	69,152	70,965	72,825
BONALBO DEPOT	21,126	21,672	22,232	22,807
WOODENBONG DEPOT	13,663	14,028	14,403	14,788
TOTAL OPERATING COSTS	1,939,519	1,947,808	1,991,477	2,017,480
OPERATING RESULT	2,865,553	2,713,996	2,742,252	2,672,739
CAPITAL EXPENDITURE				
PLANT PURCHASES	1,420,545	1,463,161	1,507,056	1,552,268
TRANSFER TO GENERAL FUND*	6,950,000	1,300,000	1,200,000	1,200,000
DEPOT IMPROVEMENTS	50,000	51,265	52,562	53,892
TOTAL CAPITAL EXPENDITURE	8,420,545	2,814,426	2,759,618	2,806,160
NET COST OF ACTIVITY	(5,554,992)	(100,430)	(17,366)	(133,421)

*Transfer to rural local roads and bridges budget

Economic Development

- *fostering sustainable growth*

Long Term Goals	Delivery Program and Operational Plan (Strategies) Actions	Indicator/Measure	Responsibility
Assist and coordinate the ongoing development of the Kyogle Council area and enhance and market its capacity as a location for residential opportunities, primary production, industry, commerce, government services and tourism.	Implementation of the Kyogle Council Economic Development Policy.	Development and implementation of Economic Development strategy to support the policy.	Tourism/Economic Development Officer
Assist intending developers to identify sites and lodge applications for appropriate commercial, industrial and other employment generating activities and to appropriately determine such applications.	Making staff and information resources available.	Report on number of tourist development applications received. Report on number of enquiries responded to .	Tourism/Economic Development Officer
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.	Tourism/Economic Development Officer
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.	Tourism/Economic Development Officer
Pursue improvements to Broadband for the LGA to encourage new and support existing business, particularly home based business.	Work in partnership with government and industry groups.	Participation in NBN forums. Successfully establish working party to promote broadband.	Tourism/Economic Development Officer
Maximise use of National Parks/unique environment)	Promotional activities through the Visitor Information Centre.	Implementation of combined tourism brochures.	Tourism/Economic Development Officer
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 attracted investment.	Tourism/Economic Development Officer

Long Term Goals	Delivery Program and Operational Plan Actions	Indicator/Measure	Responsibility
Assist Small Business by participating in the Small Business Friendly Council (SBFC) Program	Prepare an Economic Development Strategy that includes support options for local business.	Develop and adopt a Local Business Economic Development Strategy.	Tourism/Economic Development Officer
	Develop Customer Service Charter to establish service standards for advising local small business about Council procedures, policies and processes to improve its customer "friendliness", e.g. advising changes to fees and approvals, etc.	Develop and adopt Small Business Customer Service Charter and implementation.	Tourism/Economic Development Officer
	Pay local business accounts within a 30 day time frame from receiving the invoice, unless otherwise specified. Payment runs, both via cheques and EFT, are issued every fortnight.	Payments to local business within specified payment terms. No outstanding local creditors.	Finance/Creditors

ECONOMIC DEVELOPMENT - BUDGET INFORMATION

	2015/2016	2016/2017	2017/2018	2018/2019
REVENUE				
GRANT INCOME/KIOSK RENTAL	7,939	8,177	8,423	8,675
TOTAL OPERATING REVENUE	7,939	8,177	8,423	8,675
OPERATING EXPENDITURE				
ECONOMIC DEVELOPMENT	10,000	10,000	10,000	10,000
EMPLOYMENT COSTS	82,509	84,819	87,194	89,635
TOURISM EXPENSES	53,324	59,657	56,023	57,424
TOTAL OPERATING EXPENDITURE	145,833	154,476	153,217	157,059
NET COST OF ACTIVITY	(137,894)	(146,299)	(144,794)	(148,384)

Waste and Water

- responsibly providing services

Long Term Goals	Delivery Program (Strategies) and Operational Plan Actions	Indicator/Measure	Responsibility
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. Capital works program for landfill implemented. Licence conditions complied with . Report on number of education programs.	Planning and Environmental Services
Provide the community with a high standard of living through the provision of quality water supply services	Implement water supplies that satisfy NSW Public Health Legislation.	Level of compliance with microbiological, physical and chemical standards outlined in the Public Health Act and Councils Drinking Water Quality Management Systems.	Urban and Assets
Ensure the principles of integrated water cycle management are used in the existing and future water supply and sewerage schemes	Implement the Kyogle Council Integrated Water Cycle Management Strategy.	Kyogle IWCMS outcomes and recommendations are incorporated into works programs and annual budgets and implemented. Usage statistics.	Urban and Assets
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
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

Long Term Goals	Delivery Program (Strategies) and Operational Plan Actions	Indicator/Measure	Responsibility
Provide the community with quality sewerage services	<p>Sewerage treatment and effluent disposal is managed in accordance with the principles of ecologically sustainable development.</p> <p>Ensure trade waste dischargers are charged in a way that reflects the costs of treatments and encourages the onsite treatment of trade waste.</p>	Kyogle IWCMS outcomes and recommendations are incorporated into works programs and annual budgets and implemented.	Urban and Assets
Investigate potential for expanding services to villages that are currently unsewered.	Undertake feasibility studies .	Consultant appointed, study undertaken.	Urban and Assets
Improve infrastructure/measures for dealing with stormwater and flooding.	<p>Drainage improvements are provided within villages.</p> <p>Education programmes to promote awareness of stormwater issues.</p> <p>Maintain and update the Stormwater Management Plan.</p> <p>Implement the Kyogle Floodplain Risk Management Plan initiatives</p>	<p>Number of service interruptions attended to in time frame specified in Strategic Business Plan.</p> <p>Training and education undertaken as determined.</p> <p>Capital works plan progress.</p> <p>Flood damage reduction.</p>	Urban and Assets

DOMESTIC WASTE MANAGEMENT - BUDGET INFORMATION

DOMESTIC WASTE MANAGEMENT	2015/2016	2016/2017	2017/2018	2018/2019
OPERATING REVENUE				
ANNUAL CHARGES (NET)	898,806	898,806	916,782	935,118
OPERATING EXPENDITURE				
ADMINISTRATION	109,501	112,238	115,044	117,920
CONTRACTORS	301,350	308,884	316,606	324,521
LANDFILL COSTS	557,213	447,845	436,190	459,228
TOTAL OPERATING EXPENDITURE	968,064	868,967	867,840	901,669
NET COST OF ACTIVITY	(69,258)	29,839	48,942	33,449

OTHER WASTE MANAGEMENT - BUDGET INFORMATION

OTHER WASTE MANAGEMENT	2015/2016	2016/2017	2017/2018	2018/2019
OPERATING REVENUE				
ANNUAL CHARGES (NET)	278,491	286,846	295,452	304,315
GATE FEES	272,342	280,513	288,928	297,595
HIRE AND HAULAGE FEES	9,682	9,972	10,272	10,580
RECYCLING INCOME	62,202	64,068	65,990	67,969
EPA GRANT INCOME	65,701	65,701	65,701	65,701
DOMESTIC WASTE SHARE OF COSTS	557,213	447,845	436,190	459,228
TOTAL OPERATING REVENUE	1,245,631	1,154,945	1,162,533	1,205,388
OPERATING EXPENDITURE				
EPA LEVY/LICENSES	260,587	261,102	261,629	262,170
LANDFILL COSTS	460,339	472,491	484,965	497,768
TRANSFER STATION COSTS	326,657	335,154	282,817	290,188
NORTH EAST WASTE FORUM	10,250	10,506	10,769	11,038
RECYCLING COSTS	50,791	52,061	53,362	54,696
INTEREST EXPENSE	25,690	23,809	21,755	19,513
TOTAL OPERATING COSTS	1,134,314	1,155,123	1,115,297	1,135,373
OPERATING RESULT	111,317	(178)	47,236	70,015
NON-CURRENT INCOME				
CAPITAL GRANT INCOME	0	0	0	0
LOAN PROCEEDS	0	0	0	0
TOTAL NON-CURRENT INCOME	0	0	0	0
CAPITAL EXPENDITURE				
LOAN REPAYMENTS	20,436	22,317	24,370	26,613
IMPROVEMENTS	100,000	40,000	0	0
NEW CELLS CONSTRUCTION	0	0	0	28,942
REHABILITATION WORKS	500,000	0	0	0
TOTAL CAPITAL EXPENDITURE	620,436	62,317	24,370	55,555
NET COST OF ACTIVITY	(509,119)	(62,495)	22,866	14,460

STORMWATER - BUDGET INFORMATION

STORMWATER	2015/2016	2016/2017	2017/2018	2018/2019
OPERATING REVENUE				
INCOME	157,500	162,225	167,092	172,105
FLOOD DAMAGE GRANT	0	0	0	0
TOTAL OPERATING REVENUE	157,500	162,225	167,092	172,105
OPERATING EXPENDITURE				
MAINTENANCE	40,411	41,467	42,552	43,664
FLOOS DAMAGE RESTORATION	0	0	0	0
TOTAL OPERATING COSTS	40,411	41,467	42,552	43,664
OPERATING RESULT	117,089	120,758	124,540	128,441
NON-CURRENT INCOME				
DEVELOPER CONTRIBUTIONS	3,433	3,524	3,617	3,713
GRANTS	709,600	40,000	0	160,000
TOTAL NON-CURRENT INCOME	713,033	43,524	3,617	163,713
CAPITAL EXPENDITURE				
STORMWATER WORKS	103,000	105,635	108,338	111,109
FLOOD MEASURES	887,000	50,000	0	200,000
TOTAL CAPITAL EXPENDITURE	990,000	155,635	108,338	311,109
NET COST OF ACTIVITY	(159,878)	8,647	19,819	(18,955)

URBAN AND ASSETS ADMINISTRATION

ENGINEERING ADMINISTRATION	2015/2016	2016/2017	2017/2018	2018/2019
OPERATING EXPENDITURE				
EMPLOYMENT	259,179	266,384	273,789	281,401
OTHER	9,869	10,115	10,368	10,628
RECOVERIES	(204,503)	(209,615)	(214,856)	(220,227)
TOTAL OPERATING COSTS	64,545	66,884	69,301	71,802
NET COST OF ACTIVITY	64,545	66,884	69,301	71,802

WATER SUPPLIES - BUDGET INFORMATION

WATER SUPPLIES	2015/2016	2016/2017	2017/2018	2018/2019
OPERATING REVENUE				
RATES & USER CHARGES	1,257,107	1,319,962	1,385,961	1,455,259
SALE OF HOUSE	0	0	0	0
TOTAL OPERATING REVENUE	1,257,107	1,319,962	1,385,961	1,455,259
OPERATING EXPENDITURE				
MANAGEMENT	289,781	297,025	304,451	312,062
MAINS	142,569	146,313	150,156	154,100
RESERVOIRS	26,116	26,795	27,491	28,206
RAW WATER	158,283	212,600	218,065	223,671
TREATMENT	387,126	397,050	407,228	417,668
INTEREST	76,309	70,201	63,692	56,754
TOTAL OPERATING EXPENDITURE	1,080,184	1,149,984	1,171,083	1,192,461
OPERATING RESULT	176,923	169,978	214,878	262,798
NON-CURRENT INCOME				
DEVELOPER CONTRIBUTIONS	3,986	4,092	4,200	4,311
LOAN PROCEEDS	0	0	0	0
GRANT INCOME	5,532,771	0	0	0
TOTAL NON-CURRENT INCOME	5,536,757	4,092	4,200	4,311
CAPITAL EXPENDITURE				
UNSUBSIDISED WORKS/REPLACEMENTS	70,000	71,810	73,667	75,572
LOAN PAYMENTS	172,736	183,707	195,381	207,803
SUBSIDISED WORKS	4,815,000	0	0	0
TOTAL CAPITAL EXPENDITURE	5,057,736	255,517	269,048	283,375
NET COST OF ACTIVITY	655,944	(81,447)	(49,970)	(16,266)

SEWERAGE SUPPLIES BUDGET INFORMATION

SEWERAGE SUPPLIES	2015/2016	2016/2017	2017/2018	2018/2019
OPERATING REVENUE				
RATES & USER CHARGES	1,195,745	1,243,574	1,293,317	1,357,983
OTHER	6,399	6,591	6,789	6,993
TOTAL OPERATING REVENUE	1,202,144	1,250,165	1,300,106	1,364,976
OPERATING EXPENDITURE				
MANAGEMENT	298,030	295,309	296,158	293,312
MAINS	64,907	66,617	68,372	70,174
PUMPING STATIONS	190,259	195,271	200,415	205,695
TREATMENT	336,333	345,231	354,366	363,743
INTEREST (NET OF WATER LOAN)	66,745	65,698	63,826	62,373
TOTAL OPERATING EXPENDITURE	956,274	968,126	983,137	995,297
OPERATING RESULT	245,870	282,039	316,969	369,679
NON-CURRENT REVENUE				
DEVELOPER CONTRIBUTIONS	205,000	1,098	1,127	1,157
GRANTS	0	0	0	0
TOTAL NON-CURRENT INCOME	205,000	1,098	1,127	1,157
CAPITAL EXPENDITURE				
EXTENSIONS AND UPGRADES	11,544	11,844	12,152	12,468
UNSUBSIDISED WORKS/REPLACEMENTS	236,491	242,529	248,721	255,071
WATER LOAN	0	0	0	0
LOAN REPAYMENTS	16,492	17,539	19,411	20,864
TOTAL CAPITAL EXPENDITURE	264,527	271,912	280,284	288,403
NET COST OF ACTIVITY	186,343	11,225	37,812	82,433

Environmental and Planning

- *preserving our unique environment*

Long Term Goals	Delivery Program (Strategies) and Operational Plan Actions	Indicator/Measure	Responsibility
Protect and promote the health and well-being of the Kyogle Council area Community by developing and applying environmental health and public safety measures.	Reject 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
Achieve acceptable planning, development and building standards; to protect the environment in accordance with community expectations.	There is adequate land appropriately zoned and managed to promote the ongoing agricultural land use activities. The LEP ensures there are opportunities available to rural landholders to pursue alternative land uses to support the ongoing productivity of rural land. All development applications are assessed in accordance with the provisions of the Environmental Planning and Assessment Act, Council policies and codes. Appropriate Development applications are approved, and the needs of all parties are heard and considered.	All development applications are assessed in accordance with the provisions of the Environmental Planning and Assessment Act, Council Policies and codes. Mean turnaround time for determination of DAs to be less than 40 days Ensure 149 certificates are processed in less than 5 working days.	Planning and Environmental
Consider the identification of environmentally sensitive lands and provide protection through appropriate environmental protection zonings and provisions.	The LEP is implemented, monitored and reviewed on an ongoing basis. The environmental impact of development is always considered.	LEP implemented.	Planning and Environmental
Encourage responsible land management on privately owned lands. This will include the identification of areas requiring environmental improvement and management, and where possible Council will assist landowners to adopt effective management practices that minimise potential soil erosion and water pollution.	Educating the community so it displays a high level of understanding of and compliance with legislation.	Educational programs implemented.	Planning and Environmental
Reject 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

ENVIRONMENTAL HEALTH - BUDGET INFORMATION

ENVIRONMENTAL HEALTH	2015/2016	2016/2017	2017/2018	2018/2019
OPERATING REVENUE				
LICENCES & INSPECTIONS	5,307	5,466	5,630	5,799
ON SITE MANAGEMENT FEES	113,974	117,393	110,961	107,629
FEASIBILITY COST RECOUP	15,661	16,131	0	0
ABANDONED VEHICLES	708	726	744	763
TOTAL OPERATING REVENUE	135,650	139,716	117,335	114,191
OPERATING EXPENDITURE				
EMPLOYMENT	237,516	244,092	250,851	257,797
NOXIOUS WEEDS (FNCCC)	123,351	126,434	129,595	132,835
ON SITE MANAGEMENT SYSTEMS	101,097	103,624	106,215	108,870
SUNDRIES	10,739	11,007	11,283	11,565
RECOVERIES	(92,319)	(94,627)	(96,992)	(99,417)
TOTAL OPERATING EXPENDITURE	380,384	390,530	400,952	411,650
CAPITAL EXPENDITURE				
SEWER FEASIBILITY STUDY	0	0	0	0
TOTAL CAPITAL EXPENDITURE	0	0	0	0
NET COST OF ACTIVITY	(244,734)	(250,814)	(283,617)	(297,459)

TOWN PLANNING - BUDGET INFORMATION

TOWN PLANNING	2015/2016	2016/2017	2017/2018	2018/2019
OPERATING REVENUE				
FEES & CHARGES	101,829	104,884	108,030	111,271
TOTAL OPERATING REVENUE	101,829	104,884	108,030	111,271
OPERATING EXPENDITURE				
EMPLOYMENT	252,698	259,720	266,937	274,355
LEGALS & CONSULTANTS	18,000	18,125	18,253	5,384
OTHER	31,046	31,822	32,618	33,433
RECOVERIES	(44,254)	(45,361)	(46,495)	(47,657)
TOTAL OPERATING EXPENDITURE	257,490	264,306	271,313	265,515
NET COST OF ACTIVITY	(155,661)	(159,422)	(163,283)	(154,244)

BUILDING CONTROL - BUDGET INFORMATION

BUILDING CONTROL	2015/2016	2016/2017	2017/2018	2018/2019
OPERATING REVENUE	47,062	48,474	49,928	51,426
OPERATING EXPENDITURE				
BUILDING INSPECTIONS	79,675	81,667	83,709	85,802
TOTAL OPERATING EXPENDITURE	79,675	81,667	83,709	85,802
NET COST OF ACTIVITY	(32,613)	(33,193)	(33,781)	(34,376)

REGULATORY CONTROL - BUDGET INFORMATION

REGULATORY CONTROL	2015/2016	2016/2017	2017/2018	2018/2019
OPERATING REVENUE	41,764	43,017	44,308	45,637
OPERATING EXPENDITURE	129,956	133,490	137,120	140,849
CAPITAL EXPENDITURE	0	0	0	0
NET COST OF ACTIVITY	(88,192)	(90,473)	(92,812)	(95,212)

EMERGENCY SERVICES - BUDGET INFORMATION

EMERGENCY SERVICES	2015/2016	2016/2017	2017/2018	2018/2019
OPERATING EXPENDITURE				
RATES & CHARGES	5,438	5,574	5,713	5,856
RFS CONTRIBUTIONS	141,854	145,400	149,035	152,761
TOWN BRIGADE CONTRIBUTION	21,281	21,813	22,358	22,917
SES CONTRIBUTION	28,842	29,564	30,303	31,060
TOTAL OPERATING EXPENDITURE	197,415	202,351	207,409	212,594
CAPITAL EXPENDITURE	0	0	0	0
NET COST OF ACTIVITY	(197,415)	(202,351)	(207,409)	(212,594)

Village Life

- strong and vibrant villages

Long Term Goals	Delivery Program (Strategies) and Operational Plan Actions	Indicator/Measure	Responsibility
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
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, and State Emergency Services.	Juvenile Crime Statistics. Funding identified and services/facilities provided. Education activities conducted. Usage of facilities.	Administration and Community Services
The community's lifestyle and social needs are supported	Support social and recreational clubs and organisations throughout the area. Assist recreation, sporting and leisure facilities to evolve and change to keep pace with community needs. Ensuring the needs of older people and people with a disability are monitored to ensure services and facilities are available	Assistance provided by CDO.	Administration and Community Services
Ensure Local Environmental Plans, Development Control Plans, and strategies are in place to guide the future development of the Council area and enhance village life.	There is adequate land appropriately zoned and managed. Rural villages are provided with village services that support the rural community.	LEP implemented.	Planning and Environmental Services
Provide for the protection of items of aboriginal and environmental heritage.	Aboriginal culture is supported by the community by identifying ways to become better connected to Aboriginal people, their history and culture.	Assistance provided by CDO. NAIDOC week attendance. Aboriginal heritage is included on heritage map.	Administration and Community Services

COMMUNITY SERVICES BUDGET INFORMATION

COMMUNITY SERVICES	2015/2016	2016/2017	2017/2018	2018/2019
OPERATING REVENUE				
GOVERNMENT GRANTS	2,230	2,230	2,230	2,230
TOTAL OPERATING REVENUE	2,230	2,230	2,230	2,230
OPERATING COSTS				
EMPLOYMENT COSTS	60,764	62,457	64,197	65,985
OTHER	9,959	10,208	10,463	10,725
TOTAL OPERATING COSTS	70,723	72,665	74,660	76,710
NET COST OF ACTIVITY	(68,493)	(70,435)	(72,430)	(74,480)

PRE SCHOOLS - BUDGET INFORMATION

PRE SCHOOLS	2015/2016	2016/2017	2017/2018	2018/2019
OPERATING EXPENDITURE				
PRE SCHOOLS	24,655	25,272	25,904	26,551
TOTAL OPERATING EXPENDITURE	24,655	25,272	25,904	26,551
CAPITAL EXPENDITURE				
BUILDINGS	15,000	15,384	15,778	16,182
TOTAL CAPITAL EXPENDITURE	15,000	15,384	15,778	16,182
NET COST OF ACTIVITY	(39,655)	(40,656)	(41,682)	(42,733)

PUBLIC CEMETERIES BUDGET INFORMATION

PUBLIC CEMETERIES	2015/2016	2016/2017	2017/2018	2018/2019
OPERATING REVENUE	91,342	94,083	96,905	99,812
OPERATING EXPENDITURE				
KYOGLE CEMETERY	81,430	83,556	85,737	87,976
KYOGLE LAWN CEMETERY	51,907	53,273	54,675	56,115
CEMETERIES ON CROWN RESERVES	1,056	1,086	1,115	1,145
OTHER CEMETERIES	17,115	17,565	18,027	18,501
TOTAL OPERATING EXPENDITURE	151,508	155,480	159,554	163,737
CAPITAL EXPENDITURE				
IMPROVEMENTS/RENEWALS	5,000	5,131	5,265	5,403
NET COST OF ACTIVITY	(65,166)	(66,528)	(67,914)	(69,328)

PUBLIC LIBRARY - BUDGET INFORMATION

PUBLIC LIBRARY	2015/2016	2016/2017	2017/2018	2018/2019
OPERATING REVENUE	43,520	44,825	46,170	47,555
OPERATING COSTS				
REGIONAL LIBRARY CONTRIBUTIONS	318,000	325,950	334,099	342,451
KYOGLE LIBRARY EXPENSES,	44,396	41,360	42,394	43,453
TOTAL OPERATING COSTS	362,396	367,310	376,493	385,904
CAPITAL COSTS				
KYOGLE LIBRARY	27,000	5,128	5,259	5,394
TOTAL CAPITAL COSTS				
NET COST OF ACTIVITY	(345,876)	(327,613)	(335,582)	(343,743)

COMMUNITY BUILDINGS - BUDGET INFORMATION

COMMUNITY BUILDINGS	2015/2016	2016/2017	2017/2018	2018/2019
OPERATING REVENUE				
RENTAL INCOME	38,624	39,783	34,021	35,042
SALE OF GROVE HOUSE	0	0	210,000	0
TOTAL OPERATING REVENUE	38,624	39,783	244,021	35,042
OPERATING EXPENDITURE				
COUNCIL CHAMBERS	109,367	95,433	97,925	100,482
KMI HALL	83,769	85,981	88,250	90,580
GROVE HOUSE	6,866	7,043	0	0
VISITOR INFORMATION CENTRE	25,467	26,137	26,825	27,532
KYOGLE SENIORS CENTRE	7,924	8,131	8,343	8,561
BUILDINGS ON CROWN RESERVES	15,853	16,274	16,707	17,152
ADMIN CHARGES	15,261	15,643	16,034	16,435
TOTAL OPERATING COSTS	264,507	254,642	254,084	260,742
OPERATING RESULT	(225,883)	(214,859)	(10,063)	(225,700)
NON-CURRENT REVENUE				
DEVELOPER CONTRIBUTIONS	865	888	911	936
GRANTS	0	0	0	0
TOTAL NON-CURRENT INCOME	865	888	911	936
CAPITAL EXPENDITURE				
BUILDING IMPROVEMENTS	35,000	0	0	0
BUILDING RENEWALS	40,000	41,024	42,074	43,151
TOTAL CAPITAL EXPENDITURE	75,000	41,024	42,074	43,151
NET COST OF ACTIVITY	(300,018)	(254,995)	(51,226)	(267,915)

SWIMMING POOLS - BUDGET INFORMATION

SWIMMING POOLS	2015/2016	2016/2017	2017/2018	2018/2019
OPERATING REVENUE	101,498	104,543	107,680	110,910
OPERATING EXPENDITURE				
KYOGLE	342,828	342,427	351,539	360,894
BONALBO	91,230	90,528	92,959	95,456
WOODENBONG	84,990	84,563	86,846	89,189
TOTAL OPERATING COSTS	519,048	517,518	531,344	545,539
OPERATING RESULT	(417,550)	(412,975)	(423,664)	(434,629)
CAPITAL EXPENDITURE				
RENEWALS	40,000	41,024	42,074	43,151
IMPROVEMENTS	60,000	0	0	0
TOTAL CAPITAL EXPENDITURE	100,000	41,024	42,074	43,151
NET COST OF ACTIVITY	(517,550)	(453,999)	(465,738)	(477,780)

PARKS AND GARDENS - BUDGET INFORMATION

PARKS AND GARDENS	2015/2016	2016/2017	2017/2018	2018/2019
OPERATING REVENUE	933	961	990	1,020
OPERATING EXPENDITURE				
KYOGLE	201,635	206,994	212,497	218,145
VILLAGES	47,739	48,987	50,269	51,585
VILLAGE MAINTENANCE	28,598	29,312	30,045	30,796
ADMIN CHARGES	18,314	18,772	19,241	19,722
PUBLIC TOILETS	25,172	25,836	26,517	27,215
PARKS ON CROWN RESERVES	79,009	81,113	83,275	85,493
TOWN ENTRANCES	19,599	20,123	20,661	21,213
TOTAL OPERATING COSTS	420,066	431,137	442,505	454,169
OPERATING RESULT	(419,133)	(430,176)	(441,515)	(453,149)
CAPITAL INCOME				
DEVELOPER CONTRIBUTIONS	14,180	14,556	14,941	15,337
GRANTS	0	0	0	0
TOTAL CAPITAL INCOME	14,180	14,556	14,941	15,337
CAPITAL EXPENDITURE				
IMPROVEMENTS	0	0	0	0
RENEWALS	40,000	41,024	42,074	43,151
TOTAL CAPITAL EXPENDITURE	40,000	41,024	42,074	43,151
NET COST OF ACTIVITY	(444,953)	(456,644)	(468,648)	(480,963)

CROWN RESERVES - BUDGET INFORMATION

CROWN RESERVES	2015/2016	2016/2017	2017/2018	2018/2019
OPERATING INCOME	546	562	579	597
OPERATING EXPENDITURE	8,888	9,113	9,344	9,581
NET COST OF ACTIVITY	(8,342)	(8,551)	(8,765)	(8,984)

ART AND CULTURE SERVICES BUDGET INFORMATION

ART AND CULTURE SERVICES	2015/2016	2016/2017	2017/2018	2018/2019
OPERATING REVENUE	3,284	3,382	3,484	3,588
OPERATING EXPENDITURE				
EMPLOYMENT COSTS	44,409	45,652	46,931	48,245
OTHER COSTS	40,816	13,970	14,319	14,677
TOTAL OPERATING COSTS	85,225	59,622	61,250	62,922
NET COST OF ACTIVITY	(81,941)	(56,240)	(57,766)	(59,334)