

KYOGLE COUNCIL



2016/2017 ANNUAL REPORT

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Year at a glance

553

Kilometres of road
graded

52,405

Potholes patched

17

Timber bridges
replaced

16,405

Library resources
borrowed

13,904

Pool attendances

733

Kilometres of
roadside slashing

25,040

Visitor information
centre visitors

4,747

Tonnes of waste
received - 2,033
tonnes recycled

14

Days average time to
process Development
Application

24.5

Kilometres of sealed
roads reconstructed and
resealed

Summary of Achievements

This year saw Council elections held following the extended period of uncertainty associated with the NSW Government's Fit for the Future Reform process. These elections delivered a diverse group of Councillors, with four out of nine elected for their first term at Kyogle Council. The new Council returned Cr Danielle Mulholland to the role of Mayor, and confirmed its commitment to the Community Strategic Plan 2016-2026 and Council's Long Term Financial Plan.

This year Council was faced with one of the worst natural disasters in living memory as the impacts of tropical cyclone Debbie were felt across the Northern Rivers region in March 2017. Council's road network was severely impacted, losing four bridges and with a total restoration bill of just under \$10 million. The disaster impacted heavily on the community with evacuations in Wiangaree, Kyogle and Woodenbong areas and many people left isolated due to damaged roads and bridges. The resilience and community spirit shown across the Council area was truly amazing, as everyone worked together to return a sense of normality so soon after the event. The understanding and co-operation shown by the community towards Council and its contractors during this time, and as we continue with the restoration works, is very much appreciated.

Other achievements during 2016/2017 include:

- Adoption of a new Workforce Management Strategy and Disability Inclusion Action Plan by Council
- Initial sealing of the access road to Toonumbar Dam
- Replacement of 17 timber bridges – 5 with new bridges, and 12 with culverts
- Reconstruction of 8.7km of sealed roads
- Reconstruction of 31.1km of unsealed roads
- Resealing of 15.7km of sealed roads
- Construction of the Tabulam skate park
- Repainting of pool and replacement lights at Kyogle pool, new tables, chairs and shade sail at Bonalbo pool, new inflatable purchased for use at all three pools.
- Upgrades to the SES buildings at Tabulam and Kyogle
- The installation of the Bonalbo Working Dog statue
- Distribution of free asbestos testing kits & removal kits
- Community partnerships to decorate waste skip bins and power poles
- Partnership with the Australian Defence Force in timber bridge maintenance and repairs
- Roof replacement and refurbishment of the Geneva water reservoir
- Completion of the award winning fish way over the Kyogle water supply weir
- Installation of free public Wi-Fi in Kyogle as part of the NSW Governments Future Towns project
- Completion of BBQs and shelters at Norman Johnson Park, Bonalbo and at the Kyogle and Bonalbo Caravan Parks
- Purchase and first use for the Kyogle Christmas tree and lighting at Mallanganee
- Extension of the sewerage system along Carey Street Bonalbo
- Construction of the next stage of the new landfill cell in Kyogle

Financial Result

One of the most significant achievements during the year was the improvement in Council's financial position, and the focus on achieving the benchmarks set by the NSW Government as part of its Fit For The Future Reforms and as projected in Council's Long Term Financial Plan. Council was issued with a clean audit opinion from the NSW Audit Office, and achieved six out of the seven financial benchmarks, with only the Own Source Revenue Ratio below target, which was attributed to an increase in external grant funding and is not cause for concern.

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

Council's surplus from all activities for the year ended 30 June 2017 totalled \$6,384,000. This compares to a surplus in 2016 of \$4,903,000. The 2017 result can be summarized as follows:-

	2016 \$'000	2017 \$'000
Result from continuing operations	7,685	11,628
Less Depreciation	(6,928)	(6,934)
Results from continuing operations before capital amounts	757	4,694
Capital grants and contributions	6,786	5,684
Gain/(loss) on disposal of assets	(2,640)	(3,994)
Surplus/(Deficit) from all activities	4,903	6,384

Kyogle Council Profile

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

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

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

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



Vision, Mission, & Values

COMMUNITY VISION

Working together to balance Environment, Lifestyle, and Opportunity.

OUR MISSION

To meet the challenges of our unique and diverse region

OUR VALUES

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



Elected Representatives

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

Councillors for the 2016-2020 term are:

A Ward

Cr Hayden Doolan
Cr Kylie Thomas
Cr Janet Wilson

B Ward

Cr John Burley (Deputy Mayor)
Cr Robert Dwyer
Cr Maggie May

C Ward

Cr Danielle Mulholland (Mayor)
Cr Earle Grundy
Cr Lindsay Passfield



Attendance at Council Meetings

During the year the following meetings were conducted.

The attendance from Councillors 1 July 2016 to 30 June 2017 is summarized in the table below:

Note: there were 10 ordinary meetings held, but only eight after the September 2016 election.

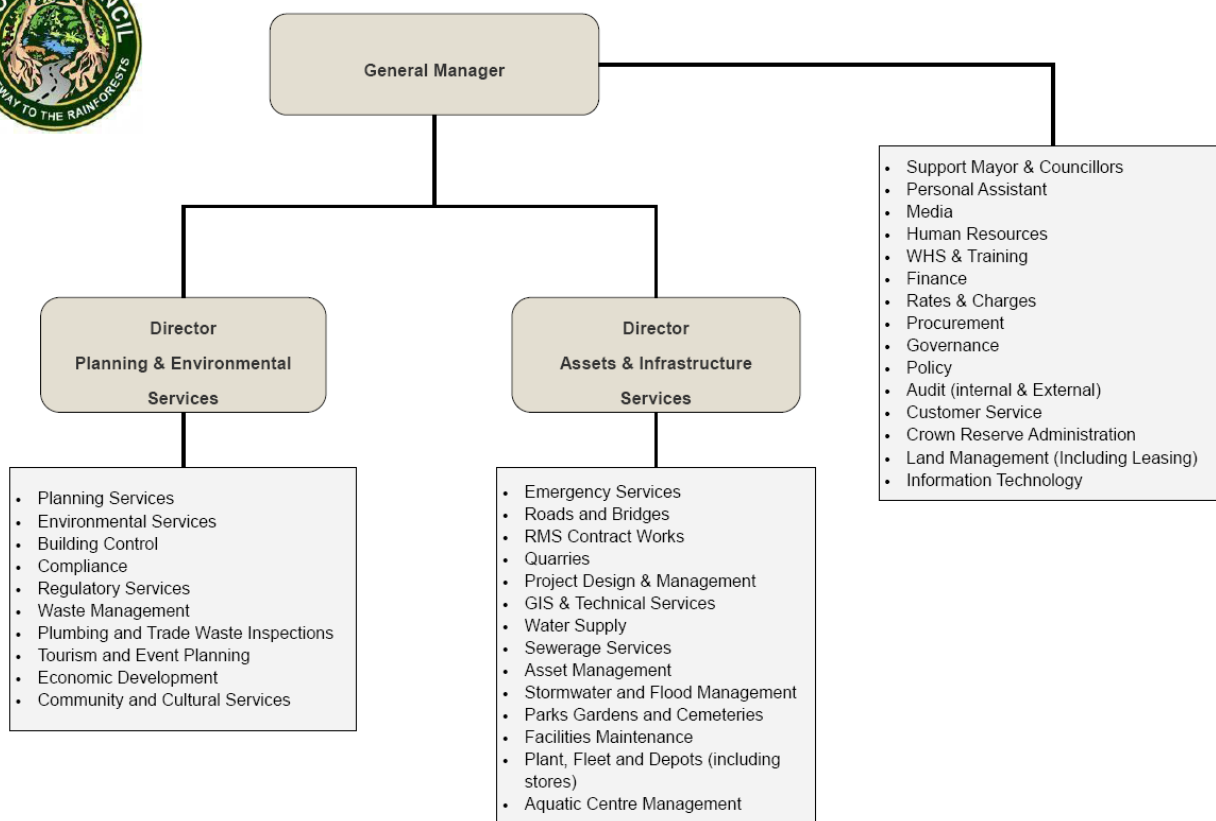
* Denotes Councillors who did not seek or were not re-elected at the September 2016 Local Government elections.

Councillor Name	Ordinary Meetings attended (10 held)	Extraordinary Meetings attended (4 held)
Cr Hayden Doolan	8	4
Cr John Burley	10	4
Cr Maggie May	7	4
Cr Robert Dwyer	10	4
Cr Danielle Mulholland	10	2
Cr Lindsay Passfield	10	3
Cr Kylie Thomas	8	4
Cr Earle Grundy	8	4
Cr Janet Wilson	10	4
Cr Ross Brown*	2	
Cr Maggie Creedy*	2	
Cr Chris Simpson*	2	
Cr Michael Reardon*	2	

Organisational Structure

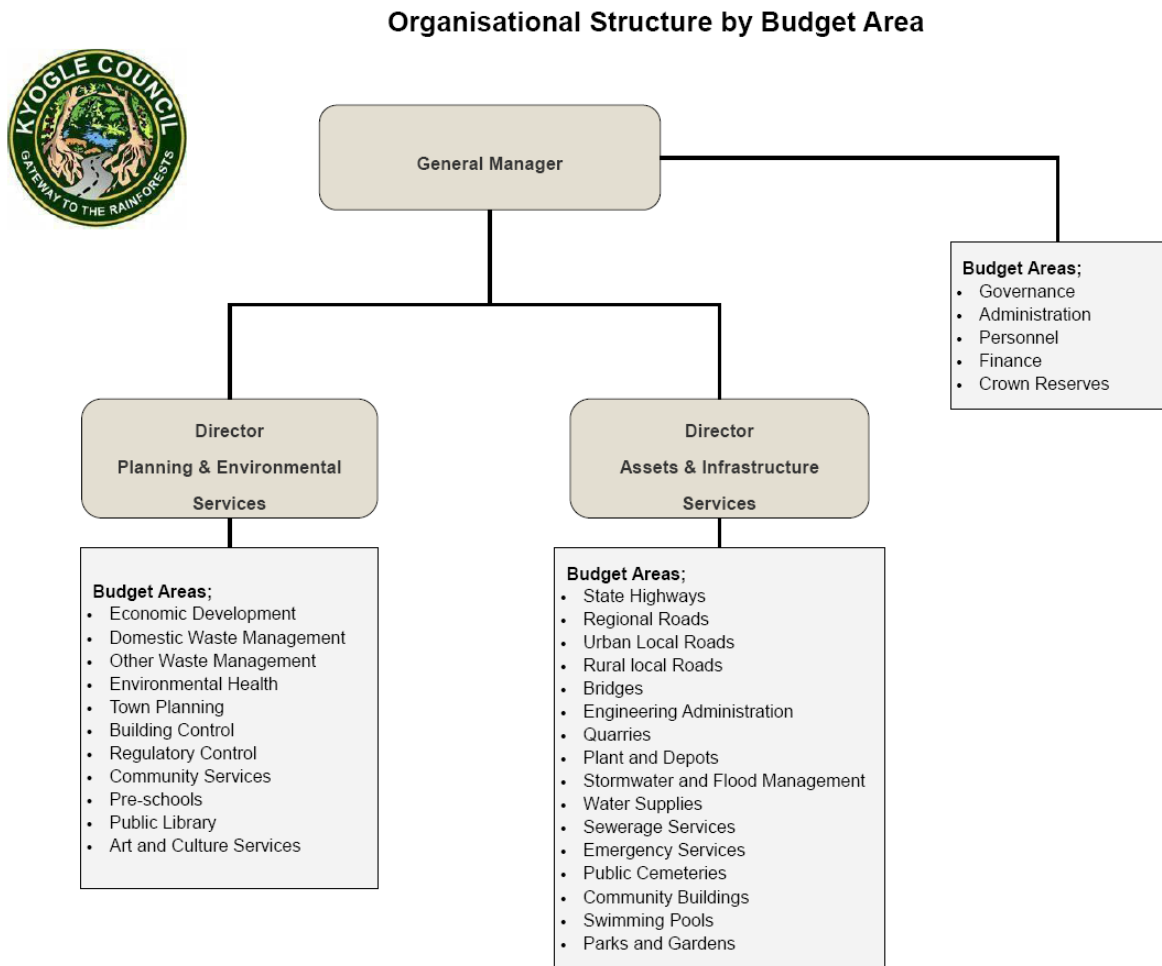
The Organisational Structure shown below was first adopted by Council on 30 June 2016, and was subsequently re-adopted in September 2016 within the first year of the newly elected Council.

Organisational Structure as Adopted by Council



Principal Activities

The principal activities and their respective budget areas identified in the Integrated Planning and Reporting Framework are outlined below;



Key Strategic Priority Areas

The following key strategic areas are identified in Council's Community Strategic Plan

Governance and Community;

- Kyogle Council recognised as innovative, pro-active and a leader in the field of local government
- The vision of Kyogle Council is being articulated, achieved and recognised on time and within budget
- A range of community services and cultural activities are developed and supported across the Local Government Area

Agriculture;

- A range of economically, environmentally and socially sustainable initiatives to enhance agricultural opportunities across the Kyogle LGA and further strengthen the region
- Effective integration of agriculture with other complimentary activities that may leverage improved social and economic advantage for the community and act as a driver for improved prosperity

Aging in Place, Disability Services and Respite Care;

- Financially sustainable, appropriate and accessible range of options of services and facilities for the maturing population, people with disabilities and their carers.
- Creation of locally based jobs and businesses to support the associated activities
- The Kyogle Council area is known as an age-friendly environment

Village Life;

- A series of well-connected villages that provide a range of services, activities and events while promoting a strong sense of community and inclusion
- Preservation of the natural and built environments which allow the lifestyle that makes the villages and surrounding areas the place where people come for a day and want to stay for a lifetime

Visitor Attraction;

- The Kyogle Council area is renowned as a great place to visit
- A series of well-coordinated events that attract a range of visitors and community members
- Access to expansive areas of world class natural beauty and heritage areas, national parks, visitor facilities and services
- A range of recreational and cultural activities, heritage areas and other places of interest



Audited Financial Reports

Section 428(4)(a)

A complete set of Kyogle Council's 2016/17 Financial Statements and the audit report from Thomas Noble and Russell are attached to this document as Appendix 1. The complete set of financial statements also appears on Kyogle Council's website at www.kyogle.nsw.gov.au

Compliance with Special Variation Approval Conditions

A special rate variation was approved by the Independent Pricing and Review Tribunal (IPART).

The Independent Pricing and Regulatory Tribunal (IPART) approved Council's application for a Special Rate Variation for general income over five years commencing in 2016/2017. Income for expenditure items from the Special Variation for 2016/2017 was \$320,000, with actual expenditure on those items totalling \$12,460,000.

Expenditure items	Income from Special variation	Actual Expense 2016/2017	Comment
Regional Roads	Nil	1,514,000	Expenditure focused on renewals across the regional road network.
Urban Streets	100,000	446,000	Expenditure focused on renewals through rehabilitations, reseals and footpath replacements for improved mobility access.
Rural Roads	37,000	4,800,000	Expenditure focused on renewals through rehabilitations, reseals, gravel re-sheets and drainage improvements as well as initial sealing of highly trafficked priority roads.
Bridges	143,000	5,608,000	Expenditure focused on replacement of timber structures and improvements to causeways.
Stormwater and Flooding	40,000	92,000	Expenditure focused on improvements to drainage structures in Dalmorton Street Woodenbong.
Total Expenditure	320,000	12,460,000	

Condition of Public Works

Section 428(2)(d)

The information contained in Special Schedule No. 7 comprises accounting estimates formulated in accordance with the NSW Local Government Code of Accounting Practice and Financial Reporting. Nothing contained within this Schedule may be taken to be an admission of any liability to any person under any circumstance

Assets within all asset classes are reported by condition (1-5) as part of the annual asset accounting process. The condition numbers are defined as follows;

1. Excellent: Only planned maintenance is required
2. Good: Minor maintenance required plus planned maintenance
3. Average: Significant maintenance required
4. Poor: Significant renewal/upgrade required
5. Very Poor: Unserviceable

All assets with condition scores of less than 4 are deemed to be in a satisfactory standard. This leaves all assets in conditions 4 and 5 deemed to not be in a satisfactory standard.

The estimated cost to bring these assets to a satisfactory standard is also known as the “infrastructure backlog”. This is calculated as the accumulated depreciation of all assets deemed not to be in a satisfactory standard, ie conditions 4 and 5.

The total infrastructure backlog calculated at the end of the 2016/17 financial year was \$35.93M, which is down from the 2015/16 figure of \$37.98M

BUILDINGS and OTHER STRUCTURES

Estimate of cost (at current values) to bring these buildings/major facilities up to a satisfactory standard.

The total estimated cost to bring these facilities to a satisfactory condition is \$1,171,000, up from \$1,091,000 in 2015/2016.

Required Annual Maintenance.

The required annual maintenance for these buildings and other structures is \$206,000, with the 2016/2017 expenditure \$158,000.

ROADS

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

The total cost to bring these asset types to a satisfactory standard is:

- Sealed roads \$5,915,000 up from \$4,163,000 in 2015/2016

- Unsealed roads \$9,168,000 up from \$7,800,000 in 2015/2016
- Bridges \$17,808,000 down from \$20,957,000 in 2015/2016
- Footpaths \$25,000 down from \$29,000 in 2015/2016
- **Total \$32,916,000 down from \$32,949,000 in 2015/2016**
- **Note that these figures include the adjustment for the assets damaged during the March 2017 Natural Disaster event**

Required Annual Maintenance.

The required annual maintenance for the road assets is \$4,136,000, with the 2016/2017 expenditure \$3,924,000.

STORMWATER DRAINAGE

Estimate of cost (at current values) to bring these drainage facilities up to a satisfactory standard.

The estimated cost to bring drainage to a satisfactory standard is \$44,000, which is up from \$0 in 2015/2016

Required Annual Maintenance.

The required annual maintenance for these drainage systems is \$43,000, with the 2016/2017 expenditure \$40,000.

WATER & SEWERAGE

Council operates water and sewerage schemes in Kyogle, Bonalbo and Woodenbong.

Estimate of cost (at current values) to bring these water and sewerage facilities up to a satisfactory standard.

The total cost to bring these asset types to a satisfactory standard is;

- Water \$134,000 down from \$3,232,000 in 2015/2016
- Sewer \$1,660,000 up from \$713,000 in 2015/2016
- **Total \$1,796,000 down from \$3,944,000 in 2015/2016**

Required Annual Maintenance.

The required annual maintenance for these systems is \$459,000 with the 2016/2017 expenditure \$749,000.

SWIMMING POOLS

Council operates swimming pools in Kyogle, Bonalbo and Woodenbong.

Estimate of cost (at current values) to bring these swimming pool facilities up to a satisfactory standard.

The total cost to bring these asset types to a satisfactory standard was zero, as all existing assets were deemed to be of a satisfactory standard.

Required Annual Maintenance.

The required annual maintenance for these swimming pools is \$56,000 with the 2016/2017 expenditure \$65,000.

Cost of Legal Proceedings

CI 217(1)(a3)

Legal Costs - Outstanding rates and charges/seeking legal opinions legal action

Summary of Legal Proceedings

Council conducted the recovery of overdue rates and outstanding debts in 2016/2017. These costs are added to the outstanding balance and recovered. The amount expended on this activity was \$28,137.93.

Legal expenses were incurred for the purposes of representing Council in legal proceedings and in seeking legal opinions on various issues coming before Council, advice on contracts, property transfers, road realignments and investigation of illegal structures and animal control.

The total cost of the above legal proceedings was \$51,490.42.

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

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

Fees and Expenses relating to the Mayor and Councillors

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

Expense/Allowance	2016/2017
Mayoral Allowance	23,387.26
Councillors fees	99,830.88
Travel allowance	13,862.88
Provision of office equipment & supplies	280.23
Telephone expenses	5,346.07
Conference and Seminar expenses	7,800.00
Sundries and IT expenses	9,712.56
Councillor sustenance	4,989.91
Expenses of spouses	Nil
Overseas visits	Nil
Childcare expenses	Nil
TOTAL	165,209.29

Councillor Expenses and Facilities

Council has developed a Policy for the Payment of Expenses and Provision of Facilities for Councillors which is reviewed at least annually. This policy addresses the provision of expenses to be paid in relation to approved travel outside the Kyogle Council area, travel involving the use of private vehicle, reimbursement of the cost of Council related telephone

calls. The policy covers the provision, where appropriate, of secretarial support, access to meeting rooms, leased vehicle, computer, facsimile machine, mobile telephone, identification badges, and business cards.

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

Senior Staff Contracts

There were three senior staff members as designated in the Local Government Act during the financial year ended 30 June 2017. The General Manager is employed under a performance-based contract. The General Manager resigned during the reporting period and the position was filled in February 2017. Two additional senior staff positions were created as a result of the organisational structure adopted by Council on 30 June 2016, and these are the positions of Director Assets and Infrastructure Services and Director Planning and Environmental Services.

Total remuneration package for the General Manager was \$256,314.00 (includes salary, untaken leave paid at termination, superannuation, and fringe benefits tax).

There was no overseas travel undertaken by any Councillors or senior staff representing Council during the 2016/2017 financial year.

Major Contracts Awarded

Section cl 217(1)(a2))

Contracts Greater than \$150,000.

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

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

Contractor	Details of Contract	Value \$ ex GST
Solo Waste	Contract for Waste Collection	412,321
Maslen Contractors	Annual Tender Plant Hire	175,378
Farragher & Whitehead	Annual Tender Plant Hire	181,194
Rodney Davis Bobcat Hire	Annual Tender Plant Hire	184,496
H.J. (Murphy) Standfield Pty Ltd	Annual Tender Plant Hire	313,595
Humes	Contract LGP908-3 Supply Concrete pipes	205,787
TnW Construction	Contract 2016/2017-004 Concrete Works	220,977
Fulton Hogan Industries	Contract RVC/KC324.16 Supply and lay Asphalt	236,503
Kyogle Earthworx	Annual Tender Plant Hire	278,283
Stabilised Pavements	Contract RVC/KC323.16 Pavement Stabilisation	345,482
Clovass Quarry	Contract 2016/17-002 Quarry Product Supply and Delivery	433,274
Smith Plant	Annual Tender Plant Hire	446,989
Wagners CFT Manufacturing	Contract LGP308-2 Supply of Bridge Components	638,498
Wagstaff Piling	Contract 2016/17-003 Pile Installation	723,274
Ellis Stabilising	Contract RVC/KC323.16 Pavement Stabilisation	881,346
MJ Smith Ground Preparation	Annual Tender Plant Hire	1,248,663
Boral Construction Materials	Contract RVC/KC322.16 Bitumen Surfacing	1,557,317
Abergeldie Watertech	NOROC Tender T2015/33 Sewer Main Replacement Panel – Pipe Relining Work	173,711
CNF & Associates	Contract 1400438 Kyogle Water Supply Augmentation – Mechanical and Electrical	1,804,719

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

Supplier	Details of goods and/or services	Value \$
Wychitella Holdings	Timber Products	165,497
Coffey Geotechnics	Geotechnical Investigations and Material Testing	171,787
Roadverge	Supply and Installation of Guardrail	179,179
Statecover Mutual	Insurance	195,291
Civica	IT Services & Products	202,350
Grahams Concrete	Supply of Ready Mix Concrete	237,283
North Coast Petroleum	Fuel	246,730
Glenmar Fuels	Fuel	305,387
Des Watson Ford	Vehicles	274,769
O & H Holden	Vehicles	318,540
Origin Energy	Electricity supply	358,960
Statewide Mutual	Insurance	548,623
Richmond Valley Council	Includes Contributions to Regional Library and RFS	655,498
Nortec	Contract Labour Hire	676,371
Days Machinery Centre	Tractor	181,933
ATS Civil	Provision of Engineering Services	232,298

Bushfire Hazard Reduction Programs

Section 428(2)(I1)

Bushfire Hazard Reduction

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

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

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

During 2016/2017 hazard reduction carried out by Kyogle Council was confined to roadside slashing operations throughout the road network.

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

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

Through its Local Emergency Management Committee, Council continues to support and encourage the development of evacuation and emergency plans.

Council has maintained, and in some cases upgraded, its public roads, which form the only Strategic Fire Advantage Zones in the Council area.

Multicultural Services

Section 428(2)(j)

The Council area has few ethnic groups of any significant numbers. Its main ethnic groups, and languages spoken as per the 2016 Census are set out in the tables below. The non-English speaking population is negligible.

Birthplace

Place of birth	Number	Proportion of total population
Australia	7,144	80.2%
England	256	2.9%
New Zealand	136	1.5%
Germany	55	0.6%
Scotland	33	0.4%
Phillipines	29	0.3%

Language spoken at home

Language	Number	Proportion of total population
English	7,878	88.1%
German	39	0.4%
Italian	15	0.2%
Japanese	15	0.2%
Telugu	14	0.2%

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

Council Subsidised Private Works

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

All private works undertaken by Council were carried out in accordance with the approved fees and charges and the works estimating and costing procedures as fixed by Council.

The scope of other private works carried out by Council included plant hire, supply and delivery of road materials, and minor sewer, drainage and water jobs and other general works. Forty private works jobs were undertaken to a value of \$44,428.

Private Works jobs are documented by way of an "Private Works and Services Request" which details job description, location, application name, estimated cost, payment details and other relevant job information.

Financial Assistance Provided

CI 217(1)(a5)

Grants provided by Council under Section 356 on the Local Government Act 1993 during the 2016/2017 Year are shown below.

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

Council granted the following donations during the 2016/2017 year:

ORGANISATION	VALUE
Quarterly Determinations- determined by Council under Financial Assistance Policy	\$16,158
Australia Day Committee (Kyogle)	\$3,250
Australia Day Committee (Woodenbong)	\$3,250
Australia Day Committee (West)	\$4,250
Various Halls	\$1,661
North Coast Academy of Sport	\$1,190
Kyogle Citizens Band	\$1,000
Kyogle NAIDOC celebrations	\$500
Kyogle Youth Ventures	\$2,500
Bonalbo Show	\$1,580
Woodenbong Show	\$1,580
Kyogle Show	\$1,580
Tabulam Preschool	\$1,500
Kyogle Preschool	\$1,500
Bundgeam Preschool	\$1,500
Life Education (Koori Kids)	\$450
TOTAL	\$43,449

Activities to Implement Equal Employment Opportunity Management Plan

CI 217(1)(a9)

Kyogle Council is wholly committed to the principles of Equal Employment Opportunity and providing a workplace in which people are treated with fairness, dignity and respect. During the year the EEO Policy has been reviewed in consultation with the Consultative Committee and adopted by Council.

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

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

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

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

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

Communication and Awareness

Council ensures that all employees are aware of:

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

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

There is a performance measure in all staff reviews relating to awareness of EEO and compliance with EEO principals.

Recruitment Process

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

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

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

Appointment, Promotion and Transfer Processes

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

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

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

Training and Development Procedures

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

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

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

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

Organisations Having Delegated Authority

CI 217(1)(a6)

County Councils

Kyogle Council was previously a member of the Far North Coast County Council that exercised functions in relation to noxious weeds control on its behalf. This County Council has now been merged into the ROUS County Council and Kyogle Council has a Service Level Agreement with ROUS for the delivery of noxious weed control services. Kyogle Council is no longer formally a member of any County Council.

Regional Library

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

Other Groups

Council has formal arrangements with several local management groups that have authority for care control and management of parks and reserves and for the organization of Australia Day events. A list appears below.

Organisation	Comments
Bonalbo & District Development Association	Village Mowing and Maintenance
Kyogle Australia Day Committee	Organises Australia Day Activities
Woodenbong Australia Day Committee	Organises Australia Day Activities
Mallanganee & District Progress Association	Village Mowing and Maintenance

Old Bonalbo & District Progress Association	Village Mowing and Maintenance
West of Range Australia Day Committee	Organises Australia Day Activities
Woodenbong Progress Association	Village Mowing and Maintenance
Jubulam Local Aboriginal Land Council Inc.	Village Mowing and Maintenance
Bonalbo RSL sub-branch	Village Mowing and Maintenance
Fairymount Festival Committee	Organises Fairymount Festival

Controlling Interest in Companies & Joint Ventures

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

Companies in Which Council Has a Controlling Interest

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

Joint Ventures in Which Council Has an Interest

- Richmond/Upper Clarence Regional Library - Kyogle Council is involved in a jointly funded arrangement with Richmond Valley Council to provide library services through the management of the Richmond/Upper Clarence Regional Library.
- North-East Weight of Loads Group (NEWLOG) - Council is also a member of the North-East Weight of Loads Group. The constitution of the group specifies the Council as having a one tenth "ownership" of the group's net assets. The stated objectives of the group include generally promoting the aims of reducing damage to Council and classified roads by policing vehicle weight limits.
- Statewide Mutual - pooling arrangement with various NSW local government authorities to acquire insurance coverage and best practice systems for risk management.

Rates and Charges Written Off

Clause 132

During 2016-2017, Council wrote off the following rates and charges.

Pension Write Offs- Includes one quarter water + sewer (55% recovered from State Government \$197,029.12)	\$ 358,234.76
Properties becoming exempt, terminated leases and licenses, valuation objections, re-ascerainments and changes in category.	\$ 15,822.11
TOTAL	\$ 374,056.87

Activities for Young People

Council controls three buildings that are used as pre-schools within the Council area. These buildings are included in Council's maintenance schedule, and have funding allocated to them on an annual basis for maintenance and upgrading. Council also provides assistance to other pre-schools run within the Council area in privately owned/licenced facilities.

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

Seven playgrounds and four sports fields are also maintained or managed by Council, some with the assistance of community groups. The playground areas in Anzac, Cenotaph and Apex Parks, Kyogle have been the subject of upgrading resulting in substantial use by the children of the area.

Tabulam skate park was completed, giving the youth from West of the Range and the Aboriginal Community Jubullam sport and recreation activities.

A program for updating playground equipment has been established, with items being purchased as finances permit. The portable shade shelters continue to be well used and are available free of charge to community and sporting groups.

Council supported Youth Week activities that were held in Kyogle for the LGA and co-ordinated by Kyogle Youth Action. This event is funded on a dollar-for-dollar basis in conjunction with the State Government. The Youth Week event at Anzac Park was well attended with lots of families and all ages, the event showcased hip hop, MC, breakdancing, and music beats, youth services, jumping castle, sport and youth activities.

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

Kyogle Youth Action has been successful with funding to install an industrial kitchen for youth meals, cooking and nutrition classes, skill building in hospitality, breakfast club, and health promotion.

A Youth Advisory Committee has continued to meet and provides Youth an avenue to inform Council about the needs of young people. Members for this committee were recruited from the Kyogle, Tabulam, Woodenbong and Bonalbo areas.

Council has provided financial support to the Koori Kids Award as part of NAIDOC activities. Support was also given to reconciliation celebrations in Kyogle.

Access and Equity Activities

CI 217(1)(d)(i)

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

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

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

Children

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

- Identifying funding opportunities and providing data to assist with applications for children's services provided through the Community Development Officer
- Continuing to implement work and projects identified in the Pedestrian Access and Mobility Plan.
- Conducting safety audits of children's play areas and equipment
- Providing donations for pre-schools and playgroups, after school care, learn to swim and Life Education
- Promoting services available to children through sponsoring the Community Directory and posting on the council website
- Planning and organising events that promote safe communities for children

Youth

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

- Working with the Bonalbo community to identify community projects for young people
- Providing funding for Youth Week activities
- Providing donations for young people to develop skills in their areas of expertise through the Financial Assistance Policy
- Assisting the community develop youth activities and assisting with funding applications
- Convened meetings of transport working group project to facilitate affordable transport for young people
- Sponsorship of events for Youth Week
- Liaison, information sharing and supporting youth workers in the LGA

- CDO has assisted Kyogle, Woodenbong, Bonalbo High Schools with the running of the Love Bites program and the Rock & Water program to address bullying in schools

Older People

Activities undertaken to improve services to aged people include:

- Continued support of the Seniors Centre for use by seniors organisations and the community
- Encouraging the provision of affordable transport of through facilitation of public transport working group
- Promoting services available to older people through sponsoring the Community Directory and posting on the council website
- Liaison, information sharing and supporting aged care workers in the LGA
- CDO involved with Care Connections who have outreach service to address the needs of remote and rural older people. Currently compiling a vulnerable persons list.
- Supported Seniors Week activities.
- Provided assistance through the Financial Assistance Policy for programs relating to older residents.
- Successful in obtaining funding for the Community Transport program.

People with Disabilities

Activities undertaken to improve services for people with disabilities include:

- Implementation of a number of improvements identified in Mobility Access Management Audit and Implementation Plan
- Promoting accessible public facilities through participation by the CDO in Casino/Kyogle Disability Access Committee.
- Encouraging the provision of affordable transport of through facilitation of public transport working group
- CDO involved in planning workshops regarding Accessible Access for buildings and public spaces
- Development of the Disability Inclusion Action Plan which is a joint regional project involving CDO's from all NOROC Councils plus Clarence Valley.
- Disability working group was established during the preparation and implementation of the Disability Inclusion Action Plan to advocate for service provision, carers and people with Disabilities.

Women

Activities undertaken to improve services for women include:

- Participation at regular meetings of the Kyogle Interagency Against Domestic Violence
- Planning and organising events that promote safe communities for women
- Successful in obtaining Foundation for Rural and Regional Renewal funding to conduct seminars to promote leadership.

Community

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

- Distribution of a monthly newsletter to inform the public about council activities and community news

- Regularly updating Kyogle Council website and Facebook page to inform residents of Council news and promote Kyogle Local Government Area to people outside the area
- Provision of a Community Projects Officer to undertake projects identified in Social and Community Plans
- Facilitation of community and industry forums to inform council decision making and planning
- Develop and implement a program of upgrades for local roads and footpaths
- Promotion of recycling and waste management services through monthly newsletter
- Facilitation of cultural activities through provision of an art gallery and director that promote the work of local artists
- Providing timely information and community organisations with funding enquiries
- Convening a Public Transport Working Group to assist with the provision of public transport for transport disadvantaged people
- Continued support of Kyogle Family Support Services and Abilitylinks with activities and programs.

National Competition Policy

Council has declared that the following are business activities:

Category 1 Business Activities

- Transport

Category 2 Business Activities

- Water
- Sewer
- Quarries
- Domestic Waste

Expenses, Revenues and Assets for Category 1 Business Activities

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

Applying the full impact of competitive neutrality principles noted above, the revenues, expenses and assets at 30 June 2017 for the Category 1 business activity is:

Revenue	(\$,000)	3,700
Expenses	(\$,000)	3,544
Assets	(\$,000)	2,287

Implementation of Competitive Neutrality Principles

Summary of progress to implement principles of Competitive Neutrality:

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

Competitive Neutrality Pricing Requirements in Relation to Category 1 Business Activities

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

Complaints Handling Mechanism for Competitive Neutrality Complaints

Council adopted a Complaint Handling Policy in February 2006. This policy covers all formal complaints including Competitive Neutrality Complaints. Council's Electronic Complaints System records, tracks and reports on all verbal and written requests and complaints.

Actual vs. Projected Performance for Category 1 Activities

Council has maintained a breakeven budget for its Category 1 Activity

Stormwater Management Services

CI 217(1)(e)

Council has continued to implement strategies identified in the Urban Stormwater Strategy for Kyogle, the Kyogle Integrated Water Cycle Management Strategy and the Kyogle Floodplain Risk Management Plan.

During 2016/17 the following progress was made on the issues identified:

- Council implemented 110 metres of storm water pipes and grated pits in Dalmorton Street in Woodenbong, which has reduced the impact of water sheeting and sediment movement in the area affecting the immediate dwellings.

Council collected revenue of \$163,270.73 from the Stormwater Special Rate in 2016/17.

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

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

Council has completed the following statistical reviews:

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

Council also has in place an Internal Reporting Policy – Protected Disclosures. There were no public interest disclosures made during 2016-2017.

Code of Conduct Complaints

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

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

Government Information (Public Access) Act 2009

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

Kyogle Council has reviewed the type of information held by Council that should be made publicly available and is satisfied that all such information is currently available to the public. During the year six formal access applications have been received by Council. This appears to indicate that, in most instances the public has access to all the information held by Council that is in the public interest to be made available.

Number of Applications Received During 2016/17

Six formal access applications were received during the 2016/17 reporting period.

Number of Applications Received During 2016/17 and Refused

One application was refused.

Completed Annual Report Tables for the 2016/17 Reporting Period

TABLE A: Number of Applications by Type of Applicant and Outcome								
	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm / deny whether information is held	Application withdrawn
Media	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil
Members of Parliament	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil
Private sector business	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil
Not for profit organisations or community groups	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil
Members of the public (application by legal representative)	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil
Members of the public (other)	4	Nil	1	Nil	3	Nil	Nil	1

TABLE B: Number of Applications by Type of Applicant and Outcome								
	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm / deny whether information is held	Application withdrawn
Personal information applications	4	Nil	1	Nil	Nil	Nil	Nil	1
Access applications (other than personal information applications)	3	Nil	Nil	Nil	Nil	Nil	Nil	Nil
Access applications that are partly personal information & partly other	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil

TABLE C: Invalid applications	
Reason for invalidity	No of applications
Application does not comply with formal requirements (section 41 of the Act)	Nil
Application is for excluded information of the agency (section 43 of the Act)	Nil

Application contravenes restraint order (section 110 of the Act)	Nil
Total number of invalid applications received	Nil
Invalid applications that subsequently became valid applications	Nil

TABLE D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 to Act

	Number of times consideration used
Overriding secrecy laws	Nil
Cabinet information	Nil
Executive Council information	Nil
Contempt	Nil
Legal professional privilege	Nil
Excluded information	Nil
Documents affecting law enforcement and public safety	Nil
Transport safety	Nil
Adoption	Nil
Care and protection of children	Nil
Ministerial code of conduct	Nil
Aboriginal and environmental heritage	Nil

TABLE E: Other public interest considerations against disclosure: matters listed in table to section 14 of Act

	Number of occasions when application not successful
Responsible and effective government	1
Law enforcement and security	Nil
Individual rights, judicial process and natural justice	1
Business interests of agencies and other persons	Nil
Environment, culture, economy and general matters	Nil
Secrecy provisions	Nil

Exempt documents under interstate Freedom of Information legislation	Nil
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TABLE F: Timelines	
	Number of applications
Decided within the statutory timeframe (20 days plus any extension)	8
Decided after 35 days (by agreement with applicant)	Nil
Not decided within time (deemed refusal)	Nil
Total	8

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

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

Environmental Planning and Assessment Act

Kyogle Council has not entered into any planning agreements during the 2016/2017 year.

Carers Recognition Act 2010

S8(2)

Kyogle Council does not provide services directed at carers and/or people being cared for by carers.

Enforcement & Compliance with Companion Animals Act

Reg cl217(1)(f) & Companion Animals Act 1998

Lodgement of pound collection data with the Department of Local Government

Summary of Pound Data for 2016/2017	Cats	Dogs	Total
Seized & transferred to Council's Facility	2	21	23
Returned to Owner	0	8	8
Dumped	2	0	2
Surrendered by Owners	0	0	0
Released to Owners	0	2	2
Euthanased	0	4	4
Sold	0	0	0
Released for rehoming	2	7	9
Died at Council's Facility	0	0	0
Stolen or Escaped from Council's facility	0	0	0

Lodgement of data relating to dog attacks with the DLG

Council has a procedure in place to notify the Department when council officers have investigated complaints of dog attacks.

Statistics relating to dog complaints appear below:

Complaints received

Dogs barking	Dogs aggressive	Dogs - General	Warning Notices issued
10	9	50	28

Animal management/activities expenditure

Expenditure for animal management for the 2016/2017 financial year was \$111,099.

Companion animals community educations programs

Council is a member of a regional companion animal compliance committee, and in conjunction with this committee has released an educational DVD and brochures.

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

Strategies to promote and assist with desexing of dogs and cats

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

Strategies to seek alternatives to euthanasia for unclaimed animals

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

Off leash areas provided in the Council area

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

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

Use of the Companion Animals Fund money

Council received \$10,724 from the Companion Animals Fund for the 2016/2017 year which was used towards the wages of a full-time Ranger and general companion animal compliance.

Appendix 1

Kyogle Council Financial Statements

The adopted Financial Statements and long form audit report separately distributed to Councillors and available on Council's website at

<https://www.kyogle.nsw.gov.au/wp-content/uploads/2017/05/Kyogle-Council-2016-2017-Financial-Statements-2.pdf>