



**KYOGL
COUNCIL**

**END OF
TERM
REPORT**

2012 - 2016

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EXECUTIVE SUMMARY

The last four years have been quite challenging for NSW Local Governments with the Fit for the Future process and subsequent amalgamations. Kyogle Council, however, has demonstrated that it has a clear way forward, with a long term vision and Long Term Financial Plan (LTFP). The LTFP enabled Council to meet the financial sustainability criteria under Fit for the Future, which was integral to remaining a stand-alone, independent Council.

Council also undertook a comprehensive review of its Community Strategic Plan which culminated in the adoption of the Kyogle Council Community Strategic Plan 2016-2026 in May 2016. This plan is a practical response to the State's growth management needs for the region while simultaneously addressing key community social needs and ensuring the environment, culture and character of the area are preserved and enhanced. This plan is intended to help recognise Kyogle for its opportunities as an established agricultural and lifestyle locale, ready and capable of offering value investment and growth opportunities as well as being a great place to come for a day, or stay for a lifetime.

The plan addresses priority themes to enhance the liveability and sustainability of the area, identified through community consultation and developed with input from a community focus group. It is a contemporary plan that looks to future growth and emerging opportunities in other regions.

Following a facilitated workshop, Kyogle Council formed five key focus groups:

- Village Life
- Governance
- Visitor Attraction
- Agriculture
- Ageing in Place and Disability Services

These five focus groups consisted of Councillors, Council staff and interested members of the community from across the local government area (LGA). The collaboration fostered relationships between the community and Council and delivered the Community Strategic Plan.

Over this term Kyogle Council has demonstrated a commitment to engage with the community and break down barriers in communication to ensure that residents have a say in their long term futures. Through the involvement of the community in decision-making, Kyogle Council has successfully built community capacity to undertake projects and either partner with Council in delivering them or utilise Kyogle Council in an advisory capacity. There has also been a focus on building relationships across the LGA and State borders, enabling better collaboration on strategies to attract funding for a range of goods and services. This has resulted in the delivery of better outcomes across the LGA.

Council is the custodian of more than \$450m worth of public assets. Funding to maintain and renew this infrastructure has been reduced by both State and Federal Governments over the years, relative to the costs associated with the upkeep of the assets. This progressive reduction in funding,

in combination with cost shifting by both levels of government, has resulted in a budget shortfall. This has caused a backlog of infrastructure renewals peaking at \$48m in 2014, leading to the deterioration of assets, increased costs of maintenance and reduced levels of service. During the term of the current Council the organisation, as a whole, worked hard to address this funding shortfall.

Commencing in 2013, after the release of the NSW Treasury Corp Financial Sustainability Report and the Independent Local Government Review Panel's report, Councillors and staff began working on options and initiated a project called *"The Road to Financial Sustainability – Bridging the Gaps"*. The adoption of a 20-year LTFP in February 2015 was the combination of a number of converging strategies that resulted in Council committing to a plan for the future that addressed its growing infrastructure backlog and the continuing lack of available financial resources to tackle this problem.

Through recommendations of IPART as part of the Fit for the Future process, Kyogle Council has been encouraged to find efficiencies where possible. An organisational restructure has been implemented, to improve the efficiencies and effectiveness of Council's service delivery.

Economic development, at a regional and local level, is a priority for Kyogle Council. While the beef industry remains the primary industry for the area, agri-business, value-adding, boutique market goods and niche market products are fast emerging as viable businesses throughout the LGA. Given Kyogle's proximity to Brisbane, there are a number of opportunities that have been identified and strategies around these opportunities are currently being developed.

The diversity and vibrancy of the villages and Kyogle township are also a point of focus. There is much to offer to attract new residents and tourists. Master plans are being developed to manage growth and enhance existing infrastructure to better service these communities.

The proactive approach that has been taken during the term of the current Council places Kyogle Council and its communities on a road to financial sustainability that will benefit residents into the future, and provide the balance of environment, lifestyle and opportunity that we all aspire to.



Cr Danielle Mulholland
Mayor



David Tuxford
General Manager

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 and cultural attributes, including the renowned Border Ranges National Park. Within two hours drive of Brisbane and one hour of the Gold Coast and NSW coastal communities of Byron Bay, Ballina and Tweed Heads, the Kyogle area has a superb climate and close proximity to all services making it an ideal place to live and work.

The district has 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.

There is also an abundance of well-maintained facilities, picnic spots, camping sites, lookouts and walking trails.

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



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.

ELECTED REPRESENTATIVES

Councillors for the 2012-2016 term:

WARD A



Cr Ross Brown



Cr Chris Simpson



Cr Janet Wilson

WARD B



Cr John Burley



Cr Maggie Creedy



Cr Robert Dwyer

WARD C



Cr Danielle
Mulholland



Cr Lindsay Passfield



Cr Michael Reardon

COMMUNITY STRATEGIC PLAN 2012-2025

The 2012-2025 *Kyogle Council Community Strategic Plan* represented a new approach to planning for the Kyogle Local Government Area (LGA). The plan is a strategic document reflecting the community's priorities and aspirations and outlined what our communities told us was most important to them.

Requiring the cooperation of the New South Wales Government, Federal Government, community groups, non-government organisations, businesses and individuals, the plan formed the basis of partnerships to deliver outcomes for the benefit of all in our community.

As a '*big picture plan*' the Community Strategic Plan set about mapping a sustainable future for our area, underpinned by a community desire to consider sustainability and those who will live in our Council area long after us. As a Council working closely with the community, the plan looked to our needs now, without compromising the ability of future generations to be able to meet their needs.

The plan signified a change in the way planning by Council and the community is developed and implemented and has resulted in positive outcomes for our community.

The plan addressed the following six key principles:

- Governance and Community Service
- Roads and Infrastructure
- Economic Development
- Waste and Water
- Village Life
- Environmental and Planning

This plan has now been replaced by the Community Strategic Plan 2016-2026, which was adopted by Council in May 2016. The new plan was a result of a comprehensive review of the old plan in response to the state's growth management needs for the region.



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

Council encourages public participation and provides access opportunities, with an emphasis on open and clear lines of communication to ensure that the public is kept well informed and has a voice in the decision making process. We aim for management practices that foster trust, encourage and reward excellence and support Council's goals and policies.

GOVERNANCE AND COMMUNITY SERVICE

COUNCIL POLICIES

All council policies were reviewed during the term and made accessible at Council and on the website.

INTERNAL AUDIT PROGRAM

Council established an Internal Audit Committee to ensure good governance, accurate and robust reporting and expert risk and assurance advice.

INTEGRATED PLANNING AND REPORTING

During the term Council complied with the State Government's integrated planning and reporting framework, including a 10-year Community Strategic Plan, a four-year Delivery Program, annual Operational Plans and Annual Reports. In June 2016, Council adopted a new Community Strategic Plan to guide activity over the next decade.

COMMUNITY SERVICES

Council has a role in providing for or assisting a broad range of community services, including those through the support of other organisations. Key services provided include:

- Library – borrowing of books and electronic media through the central library at Kyogle or mobile library services
- Arts – support for exhibition of local and regional arts through the Roxy Art Gallery in Kyogle
- Community transport -- support and advocacy for community transport forums
- Youth – assistance with youth activities grants and coordination
- Aged care and accommodation – strategic planning support for service provider coordination
- Family support – provision of subsidised premises for service providers; advocacy and assistance with service awareness

Council participates on a number of forums to promote the delivery of a range of specialised services including mental health, domestic violence support and aboriginal services support both at the local and regional levels.

Other specific services that have been supported include:

- Anzac Day March and Dawn Ceremony
- Kyogle Youth Ventures
- Australia Day Committees
- Public Halls
- Citizens Band
- Show Societies
- Learn to Swim/Life Education
- Kyogle Cinema

The promotion of local artists continued via support of the Roxy Gallery. This includes provision of exhibition space and coordination of regional and local artists' works. Apart from promoting the arts within the local area, the Roxy Gallery also represents a significant drawcard for visitors to and through the area as well as a cultural meeting place for a number of different local community and business stakeholder groups.

COMMUNITY AWARENESS AND PROMOTION OF COUNCIL ACTIVITIES

Council continued to keep people informed and involved through publications and consultations, particularly in the development of its new Community Strategic Plan. Council continued the publication of the Kyogle Council Community Newsletter, keeping its community up to date with important local information such as:

- Official openings
- Bridge safety
- Major works
- Local art shows
- Library news
- Service awards

COMMITTEES

Council continued to convene and support committees such as the:

- Community Funding Support Committee
- Local Emergency Management Committee
- Kyogle Tidy Towns Committee
- Australia Day Committees
- Youth Advisory Committee



Roads and associated infrastructure have by far the highest impact on the community as a whole and previous community surveys consistently rate this area as the one needing most attention by Council and the area of Council's operations in which respondents are least satisfied.

Our goal is, to an achievable standard, maintain our network of 1,082km of local roads as well as 113km of regional roads and 113km of State roads. We are continually working towards an increased funding base as we seek to ensure responsible asset management, including continual review of construction and maintenance activities. We are working hard to upgrade our network of bridges and lower our maintenance costs to ensure a balance between the most economical use of available funds and community expectations.

At the start of the term of the current Council, there was an infrastructure backlog of \$43m, which peaked at \$48m June 2014. This backlog had been reduced to \$40m in June 2015. Reducing this backlog is a major focus for the ongoing management of Council's roads and infrastructure.

ROADS AND INFRASTRUCTURE

At the start of the term of the current Council there were 357 bridges across the network, with 223 of these constructed of timber. At June 2016 this has been reduced to 336 bridges across the network, with 187 of these constructed of timber. There are currently 39 load limited bridges and three closed bridges across the network. The timber bridge network remains the greatest concern for Council in managing its infrastructure assets. The adopted Long Term Financial Plan sets in place the strategy for addressing this issue, however the need for risk management strategies such as bridge load limits and closures is likely to be required for some years to come.

12/13 ACHIEVEMENTS

- \$4.3m was spent on the maintenance of roads, streets and bridges during the year. This was split between Regional Roads (\$.979m) Urban Streets (\$.520m), Rural Local Roads (\$2.15 million) and Bridges (\$.655m).
- Flood damage restoration works were completed to the value of \$2.1m.
- \$5.1m of capital works completed across the road network during the year. The capital works completed consisted of
- \$2.9m of road rehabilitation and upgrades, \$1.7m in bridge replacements, \$.325m of reseals, and \$.157m in gravel resheeting.
- A total of 11 bridges were replaced during the year, with seven of these being replaced with new concrete and steel bridges, and four being replaced with concrete piped culverts.
- Sealed road rehabilitation works were completed on Horseshoe Creek Road, and Wiangaree Back Road, and improvements to existing sealed roads were completed on Bentley Road, Kyogle Road, Lions Road, Tabulam Road, Sandilands Street and the Clarence Way.
- Initial sealing of unsealed roads were completed on Oxbow Road and Runnymede Road.

13/14 ACHIEVEMENTS

- A detailed inspection of all 208 timber bridges was undertaken involving visual and mechanical processes. The information obtained has been used to produce a prioritised, bridge-by-bridge treatment program and associated costings.
- Six timber bridges were replaced with concrete pipe culverts
- Five timber bridges were replaced with concrete bridges
- Minneys Bridge on the Clarence Way was closed because of concerns for its structural integrity. The timber truss bridge was built in 1936 and was the State Government's responsibility until the 1990s when it was handed over to Council. Safety of the travelling public is of paramount importance to Kyogle Council and the risk was too great to allow the bridge to remain open. A bypass was constructed pending the replacement of the bridge.

- Clarence Way from Boomi Creek to Urbenville was reconstructed and widened.
- Two kilometres of Ettrick Road was reconstructed and widened.
- More than \$1m of flood damage funding was spent on reinstating flood affected roads.
- More than \$3m of work undertaken on State Government roads on behalf of RMS

14/15 ACHIEVEMENTS

- Eleven timber bridges replaced in total, and one refurbishment, with nine bridges to pipes and two new concrete and steel bridges
- 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
- Initial sealing of part Tooloom Street Mallanganee
- Kerb and gutter and drainage works in May Street Kyogle
- Completion of remaining flood damage restoration from 2013 Natural Disasters

15/16 ACHIEVEMENTS

- Reconstruction of sealed roads on Kyogle Road, Clarence Way, Mount Lindesay Road, Wiangaree Back Road, Gradys Creek Road, Lions Road, Ettrick Road, Peacock Creek Road, Horseshoe Creek Road, Green Pigeon Road and Anzac Drive
- Replacement of three timber bridges
- Reconstruction of unsealed roads on Hootens Road, Culmaran Creek Road, Creegans Road, Dyraaba Road
- Black Spot projects on the Clarence Way at Hootens Road and Bonalbo
- Reseals on Kyogle Road, Bentley Road, Deep Creek Road, Cawongla Road, Peacock Creek Road, Lions Road, and various streets in the villages
- Footpath replacements and improvements in Kunghur Street, Highfield Road, and Summerland Way and Kyogle Road pram ramps.
- Rehabilitation works completed at Chadburns Quarry, and ongoing rehabilitation at Millers Quarry
- Speed zone implementation on Kyogle Road
- Drainage improvements on various rural roads
- Replacement of two concrete causeways
- Widening of major culvert on Ettrick Road
- Replacement of two concrete causeways

Economic development has been highlighted as a priority area – both in terms of building Kyogle Council's reputation as a place where business can thrive and ensuring growth is supported by adequate service levels. With strong foundations in place, economic development, tourism and job-creating investments should flourish.

ECONOMIC DEVELOPMENT

Council assisted the ongoing economic development of the LGA through tourism promotion, a modern information centre where its volunteers excel in customer service and recently through Council's decision to renew signage and identity branding across the LGA.

Council promotes a range of different economic development and tourism events as well as participating on a number of external regional and local forums, including:

- Kyogle Chamber of Commerce
- Kyogle Community Economic Development Committee
- Kyogle and Villages Future Food Producers Group
- Tourism Managers Group Northern Rivers
- Economic Development Officers Northern Rivers
- Australia's Green Cauldron Steering committee
- North Coast Destination Network
- Kyogle, Lismore, Richmond Valley and Tenterfield Council Tourism Alliance
- Cross Border Economic Development Alliance

Local and Regional Initiatives organised or significantly contributed to by Council have included:

- Two Mountain Bike Track and Trail Development Seminar/workshops (LGA & Region);
- Two Agribusiness (Multifunctional Farming) Seminar/workshops (LGA & Region);
- Two Back to Basics Business Plan workshops (LGA);
- Presentation on Kyogle tourism initiatives at the LGNSW Tourism Conference run in Byron Bay (State);
- Attended the Queensland Caravan and Camping Expo in Brisbane marketing the Northern Rivers Region;
- Production of Regional Visitor Guide for distribution at trade shows, expos and other VICs

Council's Financial Assistance Policy provides for assistance to individuals and organisations within the Council area. This support is provided via ongoing/regular donations to selected organisations and one-off donations to individuals and organisations, including to organisations that have an emphasis on economic development for the local area.

Council further supports tourism through the operation of a Visitor Information Centre (VIC) in Kyogle. The VIC provides a location for local and regional tourism information and is an outlet for a number of locally produced products. The VIC is augmented by an adjoining cafe leased to a private operator.

‘ With strong foundations in place, economic development, tourism and job-creating investments should flourish. ’



Waste and water are key business functions of many rural Councils. The Community Survey identified improving water, sewer and drainage infrastructure and improving waste management as priorities for the community.

In recent years, concern for the natural environment, including global warming and climate change, has driven many changes in the way water resources and waste products are managed. These trends will influence decisions relating to stormwater and floodplain management, water supply, sewerage augmentations, recycling and the management of landfills.

WASTE AND WATER

Council provides the community with quality water supplies and sewerage services, ensuring the principles of integrated water cycle management are used in existing and future water supply and sewerage schemes.

Progress and achievements over the term included:

12/13 ACHIEVEMENTS

- \$.184m of stormwater improvements across the villages of Tabulam, Bonalbo, Woodenbong and Kyogle
- \$.265m in sewerage system renewal
- \$.123m in water main construction
- Commissioning of a new emergency water supply bore in Kyogle.

13/14 ACHIEVEMENTS

- Commencement of Waste Management Strategy and development of plan for improvements at the Kyogle Waste Management Facility
- Acquisition of the hook lift truck to save about \$.040m per annum in costs;
- Awarding the contract for a weighbridge at the Kyogle Landfill;
- Gaining EPA funding for an events-based Litter Reduction Campaign (\$.065m) and Community Recycling Centre for Kyogle landfill (\$.104m)
- Continuation of the pre-construction activities for the Kyogle Water Supply Augmentation. The augmentation will deliver improved drought security, water quality and system capacity to service growth for the next 30 years. The works consists of a new 200ML off-stream storage, upgrade and automation of the water treatment plant, modifications to waste water treatment and disposal to sewer, upgrade of raw water pump station and modification to the existing weir structure on the Richmond River to allow for fish passage. The project is the last major works identified in the Kyogle IWCMS that is yet to be completed.
- Continuation of the pre-construction activities associated with the flood modification works (levee bank and flood breakout channel) in Kyogle, with the detailed design and specifications now completed ready for calling tenders, and agreements in place for the creation of easements on affected private properties.
- Completion of the construction of the first stage of the Junction/Curtois Street drainage upgrade project.
- Successful application for natural disaster restoration funding for damage to stormwater assets during the January and February 2013 floods.
- Completion of the investigation into the feasibility of sewerage the villages of Wiangaree, Mallanganee, Tabulam, and Old Bonalbo

- Completion of the detailed design plans and specifications for the Kyogle Water Supply Augmentation
- Total of \$.190m of sewer mains rehabilitation using trenchless relining methods across Kyogle, Woodenbong and Bonalbo
- Installation of a new inlet flow meter at the Kyogle Sewage Treatment Works
- Replacement of the pumps in the golf course sewage pumping station in Kyogle
- Replacement of the effluent reuse distribution pipeline between the STW and golf course at Woodenbong

14/15 ACHIEVEMENTS

- Installation of a weighbridge, recycling shed and associated infrastructure at the Kyogle Waste Management Facility
- Construction of additional stage of the landfill cell at the Kyogle waste facility
- 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 solar PV system at the Urbenville Water Treatment Plant(50/50 with Tenterfield Shire Council)
- Replacement and upgrade of the water rising main near the extraction pumping station in Kyogle
- Refurbishment and improvements to the Kyogle Sewage Treatment Works
- Extension of the Bonalbo sewerage reticulation to service the Bonalbo Rural Fire Services brigade headquarters
- Replacement of the mechanical aerators at the Woodenbong and Bonalbo Sewage Treatment Works
- New flow meters at the Woodenbong Sewage Treatment Works

15/16 ACHIEVEMENTS

- Completion of the construction of the new off-stream storage dam and associated destratification system and inlet and outlet pipe lines as part of the Kyogle water supply augmentation
- Completion of the diversion of the Kyogle water treatment plant waste water to the sewerage system
- Completion of the Kyogle flood modification works levee and flood break out channel

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

VILLAGE LIFE

Council aims to promote a strong sense of community via coordinated and supported safe, accessible and secure services and facilities.

Council maintained services and facilities in the villages and the township of Kyogle for the wellbeing and enjoyment of our community including:

- Community buildings
- Tourism promotion facilities
- Cemeteries
- Swimming pool facilities
- Parks, gardens and buildings in recreational areas
- Public halls/community centre
- Libraries
- Museums
- Public toilets

Progress and achievements over the term included:

12/13 ACHIEVEMENTS

- Replacement of playground at Woodenbong,

13/14 ACHIEVEMENTS

- Removal and replacement of the asbestos flooring at the Kyogle Preschool in partnership with the community funded pre-school committee
- Installation of new curtains at the Kyogle Seniors Centre building as part of the energy efficiency measures identified in audits
- Installation of new solar hot water systems at the three swimming pool complexes, which previously only had cold showers. The works were funded by the Australian Government under their Local Government Energy Efficiency Program
- Engagement of Lyons Architects to prepare plans and specifications for modifications to the Kyogle Memorial Hall to accommodate Council's Art Gallery in the upstairs area and preparation of a master plan for the building for consideration by the community.
- Erection of a banner supporting structure and fabrication of banners for the Kyogle main street in partnership with Tidy Towns and the Kyogle and District Chamber of Commerce
- Completion of the construction of the new car park in Anzac Park adjacent to the skate park
- Installation of two water refill stations, one at Anzac Park and one at the Amphitheatre Park, in partnership with the Kyogle Lions Club, and QUOTA
- Grant approved through NSW Sport and Recreation for improvements to the facilities at Don Gully Oval, with works to be completed in the 2014/15 financial year
- Upgrades to the chemical dosing and storage systems at the Kyogle, Woodenbong and Bonalbo swimming pool complexes

- Implemented Community Transport Program

14/15 ACHIEVEMENTS

- 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 Wiangaree 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
- Acquisition of land at Tabulam for the construction of the new Rural Fire Services brigade headquarters
- New signage at the Amphitheatre Park, Kyogle near the Visitor Information Centre
- Memorial seating at Amphitheatre Park, Kyogle in memory of John Creighton in partnership with Forests NSW
- Improvements to the outdoor seating area at the Kyogle swimming pool complex
- Replacement of the fencing at the Woodenbong and Old Bonalbo cemeteries
- Improvements to the storage and landscaping at the Kyogle cemetery

15/16 ACHIEVEMENTS

- Installation of accessible outdoor gym equipment and pathways at Anzac Park, Kyogle in partnership with Ability Links and the Northern Rivers Social Development Council and the NSW Government through disability inclusion grant funding
- Installation of electric barbecue and shelter at Anzac Park, Kyogle
- Construction of a BMX track at Anzac Park, Kyogle by volunteers and in-kind contributions from local contractors
- Installation of grid-connected solar PV power generation systems at the Kyogle, Bonalbo and Woodenbong pool complexes, the Council Chambers and Library
- Installation of variable speed drive on the filtration system pump at the Kyogle pool complex to reduce energy consumption at the site
- Drainage system upgrades in Chauvel Street adjoining Don Gully Oval in Kyogle
- Replacement of the roofs on the amenities and club house buildings at the Woodenbong and Bonalbo pools

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

ENVIRONMENTAL AND PLANNING

Council protects and promotes the orderly development, prosperity and health of our area and community through careful strategic planning, application of sustainable development objectives and standards and rigorous health and public safety measures. Council's planning and environment initiatives have formed an integral part of broader community planning, with significant alignment of outcomes with social, economic and environmental objectives through the adoption of the 2016 Community Strategic Plan.

Over the term, Council has undertaken a number of amendments to its Kyogle Local Environmental Plan 2012 (KLEP) including to:

- Enable a greater variety of tourist accommodation in rural and village areas (including bed and breakfast, farmstay, camping and caravan accommodation)
- Streamline temporary event activity approvals through the use of 'complying development' provisions
- Promote additional complementary rural land uses to further support agribusiness and agri-tourism
- Rationalise rural zones and the removal of the deferred areas in the KLEP previously intended for E Zones
- Enable temporary rural workers' accommodation
- Streamline Council works approval requirements
- Promote small lot housing accommodation

Council has been a significant advocate for regional planning matters during the past year. This has included participating in a number of regional planning submissions advocating road transport network improvements along the Summerland Way into Bromelton/Beaudesert and to Toowoomba to support local and regional agribusiness potential as well as the long term flow of trade through Kyogle. Planning for aged services and accommodation also has been high on the Council's agenda through its preparation of an Aged Care, Disability Services and Respite Care in the Kyogle Council Local Government Area Report and participation on a working group for the review of the North Coast Ageing Strategy.

Council's public health focus has been on ensuring food premises compliance through regular inspections and awareness promotion of best practice principles for fixed and mobile premises and services

SOLID WASTE MANAGEMENT

The collection of domestic waste, recycling and management of landfill and transfer station services has formed an important part of the Council's Planning and Environmental Services. Over the term, this has included:

- Significant planning for, and change of, domestic rubbish collection services for new transfer station facilities at Woodenbong
- Closure of the Woodenbong landfill, including preparation of an Environmental Protection Agency-endorsed Closure Plan
- Streamlining operations and improving customer service and safety through more effective use of hooklift bins at the Council's facilities
- Provision of readily available waste bin facilities for public events, including subsidised support for some community events
- Preparation of waste management and recycling awareness material
- Collaboration with North East Waste to promote regional awareness and service delivery improvements

Significant improvements and initiatives for the Kyogle landfill facility have included:

- Detailed design for a new landfill cell
- Commencement of Landfill Master Plan to guide future capital works and operational requirements
- Commissioning of new weighbridge facilities
- Opening of the Community Recycling Centre
- Establishment of greenwaste pasteurization
- Promotion of recycling, including commercial recycling of metals

The Council has continued to support domestic waste recycling through the use of a split bin system as well as enabling most domestic quantities of recyclable materials to be deposited for free at the Kyogle landfill and transfer stations operated at Mallanganee, Old Bonalbo and Woodenbong.

WORKFORCE SUSTAINABILITY

Over the past four years there have been many changes in the Human Resources and Risk Department which have addressed issues regarding our workforce and its long-term sustainability.

RESTRUCTURES

A recent organisational restructure of Council has provided greater transparency, efficiency and productivity benefits.

WORKFORCE MANAGEMENT

Kyogle Council has an ageing workforce. The skills and experience of our staff is vital, and as such deserves recognition. Adjusting processes to suit this and allowing a sympathetic approach to diminishing physical capabilities without judgement is critical and valuable. Phased retirement plans have been discussed as we continue to plan for the future.

TRAINING OF STAFF

We continue to grow the skill sets of our most important asset, our people, through strategic training. We ensure most workers in the field are trained in a broader range of skills than those requisite for their positions. This gives greater satisfaction and sense of accomplishment, helping retain the people and opening career opportunities for them. We are currently undertaking more ambitious training for succession by conducting in-house training with a range of identified workers in a broader scope of plant and machinery operations in an effort to multi-skill our people.

We have held sessions to help develop many of our employees to reach their full potential so that they can be future leaders within Council. We do this by offering individual continuous development and team building programs, supporting extra-curricular training and education, and by providing financial and leave support for those pursuing tertiary education and professional qualifications.

SAFETY

The safety of our employees is paramount. Each employee is trained in safety, applicable to position and responsibility. For higher risk outdoor staff we conduct high quality targeted training and education over a much broader range of activities. We believe we have been vindicated in this logical "do it right and do it well" approach by having one of the lowest rates of injury or incident in the civil or commercial construction business in Australia and in the top percentile within NSW Local Government.

All our safety and related activities are fully communicated through our consultative processes which includes fully trained and qualified employee nominated Health and Safety Representatives, our very active Work Health & Safety Committee, and the well credentialed Consultative Committee.

“ The skills and experience of our staff is vital, and as such deserves recognition. ”



Workforce Sustainability

The adoption of a 20-year Long Term Financial Plan in February 2015 was the combination of a number of converging strategies that resulted in Council committing to a plan for the future that addressed our growing infrastructure backlog and the continuing lack of available financial resources to tackle this problem.

SOUND FINANCIAL MANAGEMENT

The major impact on Kyogle Council ratepayers, as a result of the adoption of these strategies, is the approval of a special rate variation by IPART that came into effect in 2015/2016 and will continue until 2019/2020. As has been validated through the NSW Government's Fit for the Future process, without these measured financial decisions having been made, Council would have had no strategy to address the Government's local council reform agenda.

RATE VARIATION

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.

Rates & Charges	2012 / 2013	2013 / 2014	2014 / 2015	2015 / 2016
Average residential rate per annum (\$)	739	783	784	865
Average farmland rate per annum (\$)	1,254	1,324	1,326	1,471
Average business rate per annum (\$)	960	991	993	1,101
Domestic waste management charge (\$)	416	439	450	450
Annual water access charge (20 mm service) (\$)	283	321	340	344
Water consumption charge per Kilolitre (\$)				
first 200 kl	1.20	1.20	1.30	1.50
over 200 kl	1.80	1.80	1.80	1.90
Annual sewer charge (\$)	606	625	643	662

Operating Income & Expenses	2012 / 2013	2013 / 2014	2014 / 2015	2015 / 2016
Operating income (\$)	27,552,000	19,983,000	24,312,000	30,365,000
Operating expenses (excl depreciation) (\$)	19,528,000	16,951,000	17,209,000	18,534,000
Operating result (\$)	8,024,000	3,032,000	7,103,000	11,831,000

Capital Expenditure	2012 / 2013	2013 / 2014	2014 / 2015	2015 / 2016
Roads	3,978,000	2,799,000	1,344,000	4,640,000
Bridges	1,765,000	1,023,000	795,000	864,000
Water Supply Network	174,000	22,000	39,000	3,836,000
Sewerage Network	41,000	388,000	417,000	15,000
Stormwater Drainage	184,000	14,000	505,000	1,893,000
Buildings	1,013,000	253,000	70,000	71,000
Other Structures	331,000	259,000	716,000	208,000
Other Assets	2,179,000	2,646,000	2,244,000	2,531,000
TOTAL	9,665,000	7,404,000	6,130,000	14,058,000

* Audited figures to be included with the annual report