

KYOGLE COUNCIL



2024/2025 ANNUAL REPORT

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Acknowledgment of Country

Kyogle Council acknowledges the Traditional Custodians of the land in which we work and live. We pay our respects to Elder's past, present, and emerging and recognise their continuing connection to the land, waters, and community.

We will work together for a united Council that respects this land and values the contribution to our community of the Aboriginal and Torres Strait Islander peoples, their culture, and heritage.

2024/2025 at a glance

441.7

*Kilometres of road
re-sheeted/graded*

26,470

Potholes patched

43

*Landslips on the road
network remediated*

2922.16

*Tonnes of waste
landfilled*

680km

*Of roadside slashing
completed*

37.8

*Days to process a
development
application (average)*

\$24.4M

*Value of development
throughout the LGA*

3986

*Visits to Council's
Roxy Gallery*

Summary of Achievements

The 2024/2025 financial year saw the beginning of a new council term, with a new mayor and four new councillors among our nine elected representatives, and we got to work straight away.

We consulted our community and adopted a:

- Community Strategic Plan
- Long Term Financial Plan
- Operational Plan and Delivery Program

We also consulted our community on a:

- Draft Local Growth Management Strategy
- Draft Climate Change Adaption Strategy
- Event Sponsorship Policy

With the assistance of the Kyogle Chamber of Commerce and cooperation of our local businesses and residents, Kyogle Council facilitated the filming of another major television commercial by Supercheap Auto. Kyogle was repaid with an advertisement of our own featuring Mayor Danielle Mulholland and actor Grant Denyer, *pictured*, that has received more than 60,000 views on our Facebook page alone.



Although it was another challenging year with Cyclone Alfred impacting our infrastructure, and in some instances compounding our 2022 flood recovery efforts, we continued to improve and repair our essential infrastructure.

More roads were graded, resheeted, resealed and rehabilitated, more bridges were built by the greatest bridge building council in the country, with more than 100 bridges built in the last four years, and more essential services were delivered to our community.

Our area's bridge infrastructure backlog improved by \$1.7 million and our road network backlog improved by almost \$5 million.

We saw more visits to our library, and art gallery, and council staff attended more than 50 meetings with artists, and art community organisations.

Council continued to support important community events across our local government area, including the West of the Range, Woodenbong and Kyogle Australia Day events.

Council proudly supported the annual Pumpkin and Watermelon Festival, seeing thousands of visitors come to Kyogle to celebrate and enjoy our town. Almost 700 people visited the festival's art show at the Roxy Gallery.

The Kyogle Readers and Writers festival also drew big crowds and helped put our arts and culture front and centre.

We waged war on illegal dumping with almost 100 illegal dumping incidents reported, and we recycled 1.458 tonnes of materials.

Our area continues to grow and the value of development for the year hit a record high of \$24.4 million.

Community service projects with partnerships/and or funding commitments included:

- Mallanganee Sports Ground improvements (Mallanganee Progress, Mallanganee Rugby Union Club)
- Bonalbo Caravan Park improvements (Bonalbo Progress Association)
- Mallanganee Lookout/Observatory – funding via Regional Tourism Activation Fund.

Our local pools saw record numbers with around 30,000 attendances and we made it easier to pay for entry to Bonalbo and Woodenbong pools with the rollout of EFTPOS facilities.

Council also rolled out an online community map that provides information ranging from identified heritage sites to planning and information about individual properties.

Importantly, we also went to work on preparing for the 2025/2026 financial year, adopting a \$61.3 million budget that provides:

- \$2.68 million for regional road projects
- \$4.1 million for rural local roads
- \$5.4 million for bridges, and
- \$17 million (over two years) to build a new sewerage treatment plant for Kyogle
- \$783,674 for urban streets,
- \$141,500 for the Roxy Gallery
- \$614,490 for the library and mobile library
- \$725,213 on Council's three public swimming pools

- \$1.48 million on parks, gardens and village maintenance
- \$166,620 in financial assistance and community donations

The Councillors and staff of Kyogle Council are proud to serve our community and our Council continues to punch above its weight.



Work on the Clarence Way upgrade project continued throughout 2024-2025 and included flood immunity projects at Culmaran Creek, pictured, and Tunglebung.

Achievements include:

Roads and Bridges

- A total of nine timber bridges were replaced with concrete or steel structures.
- 33.7km of roads rehabilitated.
- 95km of gravel roads were re-sheeted.
- 313km of gravel roads were graded.
- More than 26,000 potholes patched.
- Lamonds Bridge, on Gradys Creek Road, was replaced with a structure designed to offer enhanced flood immunity, reducing the risk of isolation during heavy rainfall events.
- Completion of a further 11.6km of the Clarence Way Upgrade project.
- A total of 43 landslips that occurred during the 2022 February floods were repaired.



The new Lamonds Bridge on Gradys Creek Road was designed to offer enhanced flood immunity, reducing the risk of isolation during weather events.

Utilities and Services

- Continued implementation of our new three-bin waste collection service for general waste, recyclables and food and organic waste which resulted in diversion of almost 1,458 tonnes of recycling and 706 tonnes of food and garden organic waste.
- Continued roll-out of new public waste and recycling bins in parks.
- Developed new 'how to sort your waste' information packs for rural residents.
- Completed stormwater upgrades along Anzac Drive.
- Commenced concept design for new Kyogle Sewerage Treatment Plant.



Council continued the roll out of its three bin waste collection service, diverting almost 1,458 tonne of recycling and 706 tonnes of food and organic waste from landfill.



Council undertook repairs and upgrades at Bonalbo Preschool including replacement of the soft fall and new turf

- chip with rubber softfall.
- Completed repairs and upgrades at Bonalbo Preschool.
- Achieved 29,298 combined attendances at Council's three swimming pools.
- Implemented new pool opening hours for Kyogle (off the back of previous year's trial and feedback).

Community Facilities

- Major upgrades to Tabulam Racecourse and Campground completed.
- Completed new changerooms and amenities building at Mallanganee Sports Ground, as well new roads and drainage at adjacent Mallanganee Campground.
- Completed upgrades and improvements at Tabulam, Bonalbo and Woodenbong cemeteries.
- Completed flood improvements to five key playgrounds, replacing bark

Planning and Heritage

- 80 development applications approved with a total value of \$24.40 million.
- Continued development of a new Local Growth Management Strategy to guide the development of land to support growth and local business.
- Commenced implementation of the Kyogle Civic Heart and Main Street Redevelopment plans.
- Completed two projects under the Local Heritage Grant Program.

Economic Development and Tourism

- Continued marketing of Kyogle local government area through the 'Kyogle Up for It' campaign.
- Developed Event Sponsorship Program to encourage events to be held in the Kyogle local government area.
- Works commenced to upgrade the Kyogle Caravan Park.
- Continued development of 'Visit Kyogle' website page to promote local events, markets and businesses across the local government area.
- Commenced preliminary studies for the Fairymount (Wogun) Recreation Reserve.
- Commenced construction of Mallanganee Observatory.



Environment

- Continued development of a Climate Change Adaptation Strategy and Action Plan which seeks to identify how climate change will impact the local economy, lifestyle and environment and what needs to be done to adapt to a changing climate.
- Continued our partnership with Tweed Shire Council to progress the Northern Rivers Feral Deer Prevention Program.
- Continued our partnership with the RSPCA to roll out the Keeping Cats Safe at Home Program including a school education program on responsible cat ownership and desexing of more than 300 cats across the local government area.



Council has been busy on the environmental front working with Landcare to deliver awareness training about cane toads, partnering with Tweed Shire Council to progress the Northern Rivers Feral Deer Prevention Program and restoring flying fox habitat within the northern section of the Kyogle Recreation Reserve.

- Continued to work with the NSW Department of Primary Industries to raise awareness of the dangers posed by red imported fire ants to the environment and local economy.
- Joined forces with Landcare to deliver awareness training about cane toads and our biosecurity obligations.
- Continued to implement the \$200,000 grant from the Environmental Trust and LGNSW to create 4.7 hectares of flying-fox habitat within the northern section of the Kyogle Recreation Reserve.
- Regenerated habitat at the Moore Park Nature Reserve via a grant from the Department of Climate Change, Energy, the Environment and Water.
- Continued regenerating the riparian zone along Fawcetts Creek by removing weed plant species and planting native plants under a Habitat Action Grant.
- Commenced works to restore 15 hectares of koala habitat on six properties within the local government area.
- Commenced on-ground restoration works at two sites on the Richmond River under the Northern Rivers Watershed Initiative.
- Completed the Parks are for People Project to address the dumping of household waste in public parks under Council's Illegal Dumping and Litter Prevention Strategy, *see right*.





Community Development

- Developed the new Kyogle Community Strategic Plan 2025-2026.
- Awarded more than \$39,062 in community and resilience grants.
- Council coordinated NSW Youth Week 2025 activities.
- Council hosted a volunteering workshop, with NSW Centre for Volunteering, *see above*.

Arts and Culture

- Provided support for the Kyogle Writers Festival, Summerland Pumpkin and Watermelon Festival, and Kyogle, Bonalbo and Woodenbong shows.
- Collaborated with creative industries to activate vacant shop at 131 Summerland Way through Arts Kyogle Christmas Art Exhibition, Kyogle Readers & Writers Festival hub, Arts Northern Rivers grant consultations, and KMI Hall ticket sales.
- Nine exhibitions held in the Roxy Gallery, with 3,986 visitors coming through the doors and \$23,268 in sales.
- Annual contribution to Arts Northern Rivers to support local artists as part of the NSW Regional Art Development Organisations Network.



The Roxy Gallery hosted nine exhibitions in 2024/2025 as well as a visit by NSW Governor Margaret Beazley.

Financial Result

Council's surplus from all activities for the year ended 30 June 2025 totalled \$51,680,000. This compares to a surplus in 2024 of \$57,284,000. The 2025 result can be summarised as follows:

	2024 \$'000	2025 \$'000
Result from continuing operations	16,522	3,746
Less Depreciation	(10,228)	(11,322)
Results from continuing operations before capital amounts	6,294	(7,576)
Capital grants and contributions	56,708	60,503
Gain/(loss) on disposal of assets	(5,718)	(1,247)
Surplus/(Deficit) from all activities	57,284	51,680



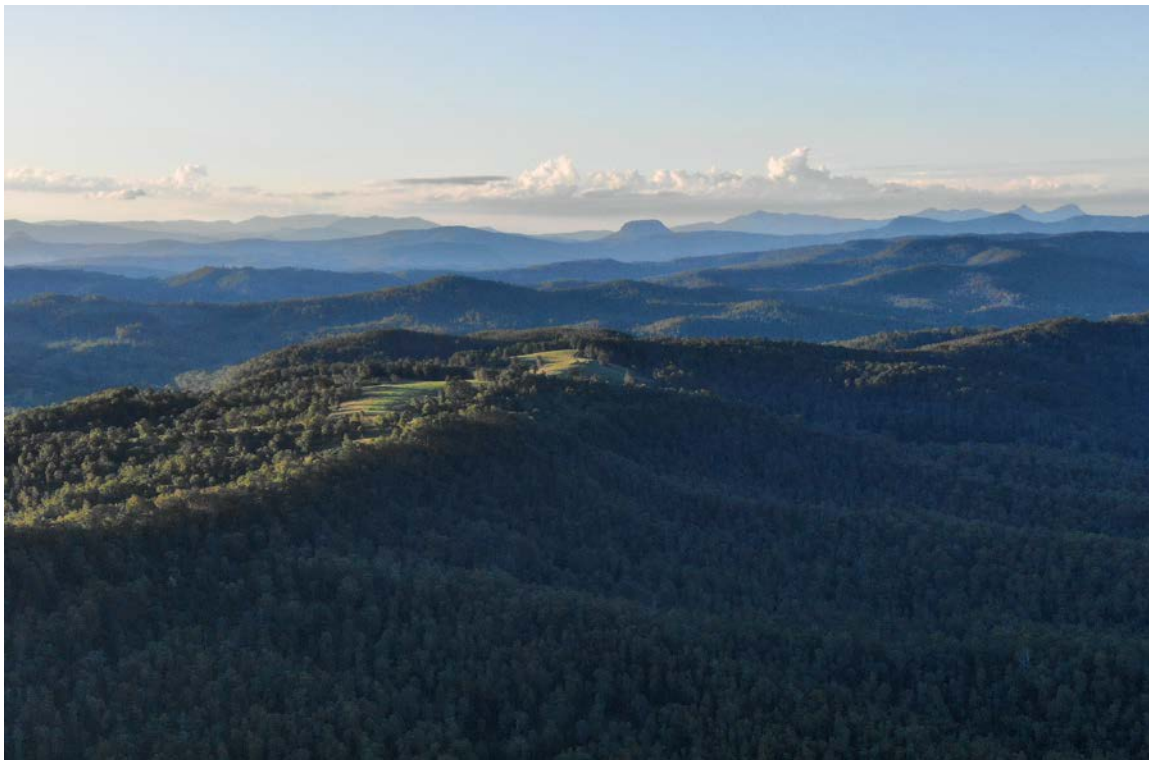
Kyogle Council Profile

Kyogle Council is a small rural council (pop. 9,359) that covers a large geographical area (3,584km²) with a complex road and bridge network (1,321km roads and 264 bridges) and a high proportion of the local government area (LGA) dedicated for National Parks and State Forests (approx. 30%).

Kyogle Council adjoins the Scenic Rim Council in Queensland and the Northern Rivers LGAs of Tweed, Lismore, Richmond Valley, Clarence Valley and Tenterfield.

Kyogle Council comprises a large and diverse region with spectacular environmental and cultural attributes. The LGA is within two hours' drive of Brisbane and is one hour from the Gold Coast and NSW coastal communities of Byron Bay, Ballina and Tweed Heads. This, combined with a superb climate and proximity to all necessary services, including education and recreation facilities, makes the Kyogle LGA an ideal place to live and work.

The district boasts a wide range of natural assets, including the World Heritage-listed Border Ranges National Park, Toonumbar National Park and no fewer than 12 State Forests, all within easy reach of the towns and villages. And there is an abundance of well-maintained facilities, picnic spots, camping and swimming sites, lookouts and walking and mountain biking 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.



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. Local government elections were held in September 2024, with the following Councillors elected for the 2024-2028 term:

A WARD
Cr Kieran Someville

B WARD
Cr John Burley (Deputy Mayor)

C WARD
Cr Danielle Mulholland (Mayor)

Cr Brett McNamara

Cr Olivia Taylor

Cr Tom Cooper

Cr Janet Wilson

Cr Rob Cullen

Cr Robin Harley



Kyogle Council 2024-2028: Back from left, Councillors Brett McNamara, Tom Cooper, Robin Harley and Rob Cullen, centre from left, Councillors Janet Wilson, John Burley (Deputy Mayor) and Kieran Somerville; front from left, Councillors Olivia Taylor and Danielle Mulholland (Mayor).

Four councillors who served during the 2021-2024 term either did not stand for re-election or were not returned to office. They were Cr Kylie Thomas, Cr Hayden Doolan, Cr Maggie May and Cr James Murray.

Attendance at Council Meetings

During the year the following meetings were conducted.

The attendance for Councillors 1 July 2024 to 30 June 2025 is summarised in the table below, noting that the table also includes Councillors* from the previous term:

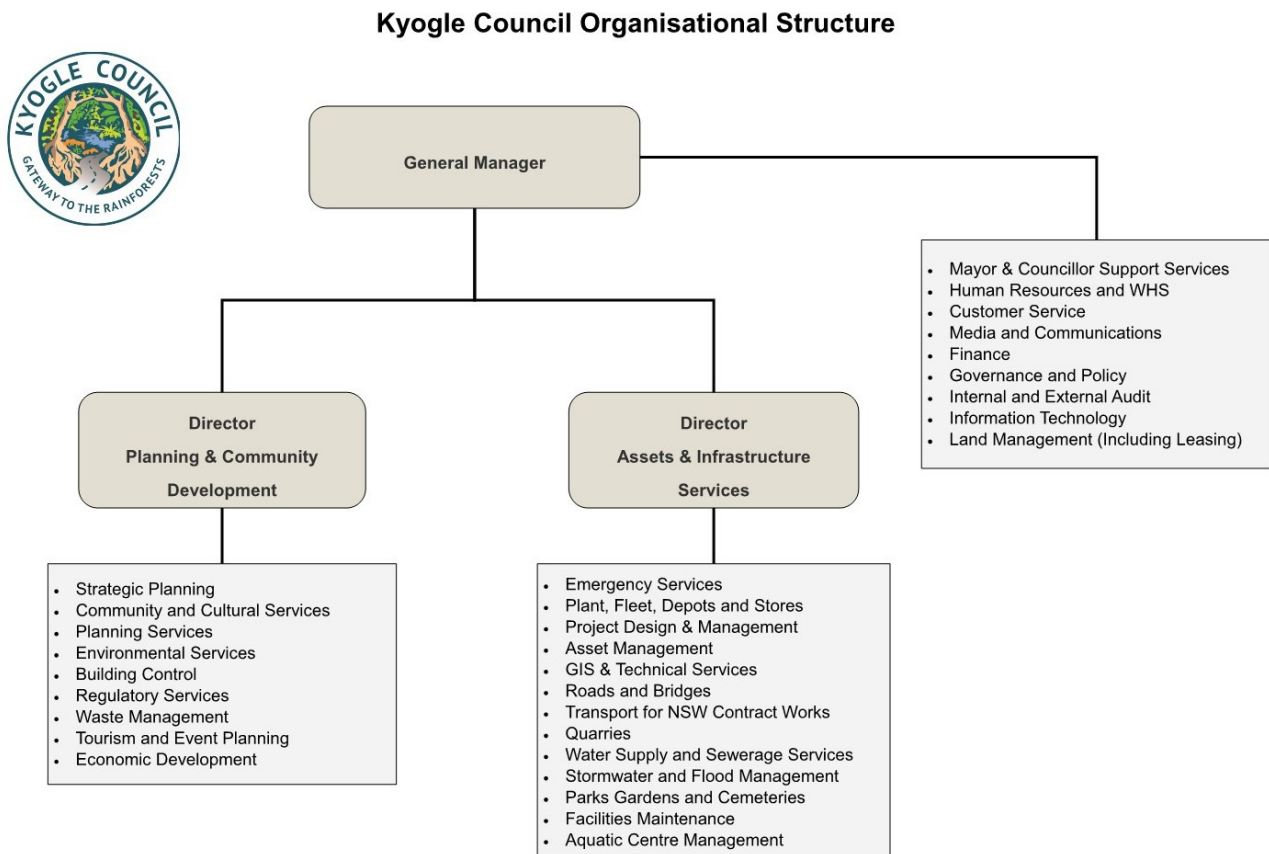
Councillor Name	Ordinary Meetings attended (10 held)	Extraordinary Meetings attended (2 held)
*Cr Kylie Thomas	2	
*Cr Hayden Doolan	2	
*Cr Maggie May	2	
*Cr James Murray	2	
Cr Danielle Mulholland	10	1
Cr John Burley	10	2
Cr Janet Wilson	9	2
Cr Tom Cooper	10	1
Cr Rob Cullen	10	2
Olivia Taylor	8	2
Cr Kieran Somerville	8	2
Cr Brett McNamara	8	2
Cr Robin Harley	8	2



Kyogle Council Mayor Danielle Mulholland, Deputy Mayor John Burley and Councillor Rob Cullen congratulate eight new Australian Citizens who took the Citizenship Pledge at a ceremony conducted by Council.

Organisational Structure

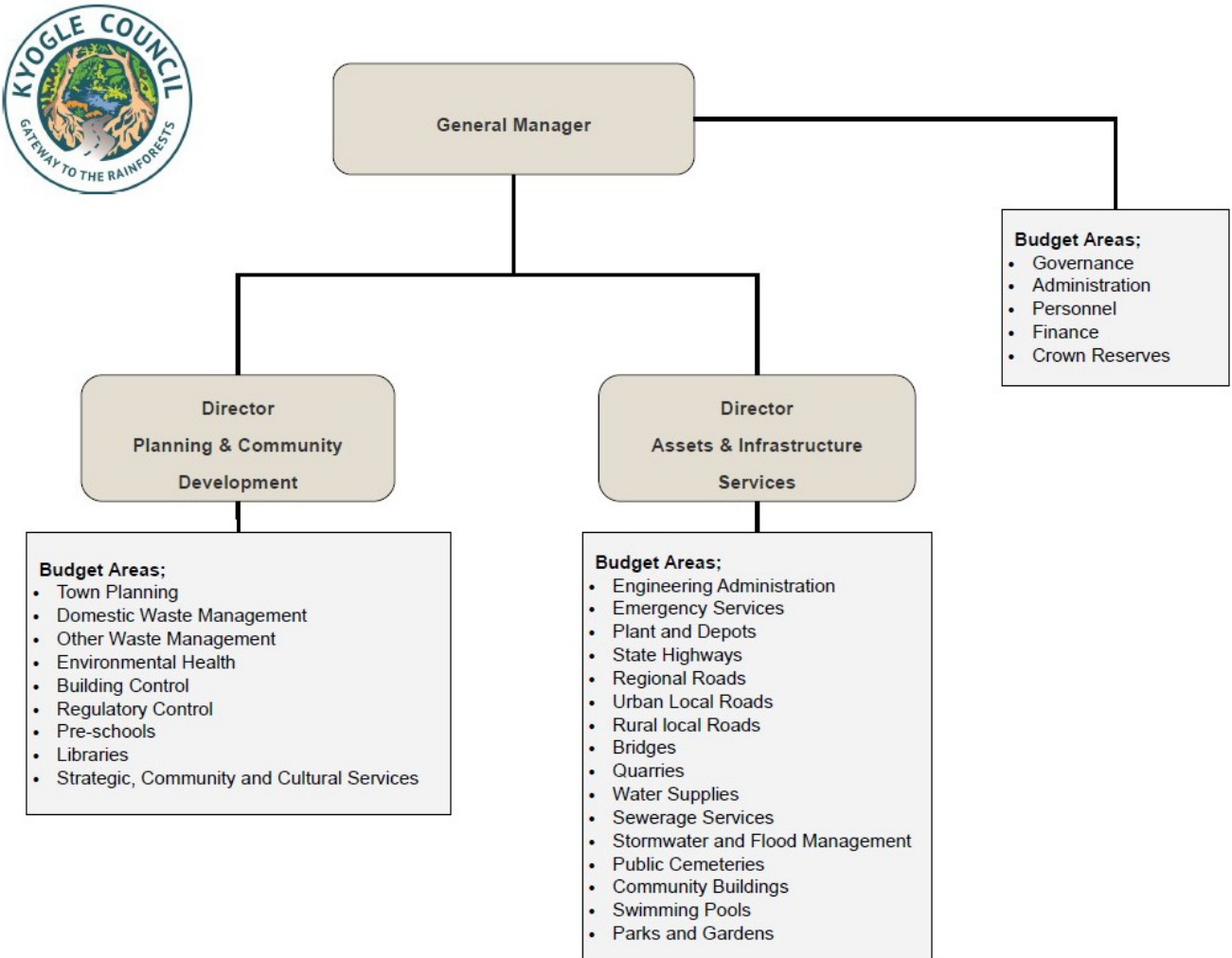
The Organisational Structure shown below was re-adopted by Council in February 2025.



Principal Activities

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

Organisational Structure by Budget Area



Key Strategic Priority Areas

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

Prosperity

Prosperity is about more than just money. It's about having the right job opportunities to attract and retain people in the area, it's about having a good variety of local shops and businesses that provide the community with access to the products and services they need, and it's about appropriate economic growth and a healthy environment that supports quality of life.

Community feedback shows there is a desire to continue supporting agriculture as the heart of the local economy, but that it should be agriculture for the 21st Century – innovative, value-added, sustainable, and regenerative. On the other hand, people also want to see diversity, including expansion of the visitor economy and support for emerging businesses and industry sectors.

Housing

Having secure, affordable accommodation in a safe, appropriate home is a basic human right but for many in our region finding a suitable home is becoming more and more difficult.

Housing prices in the Kyogle LGA are competitive compared to neighbouring LGAs but this is a double-edged sword. While it can make property more affordable for buyers and renters, it reduces the financial incentive for property developers. As a result, there hasn't been much new housing coming into the market over recent years.

Like many regional areas in NSW, the Kyogle LGA has an ageing population and this will likely lead to an increase in demand for smaller homes, like units and townhouses, together with access to facilities and support services. It's important that we create the right conditions for growth and choice in the local housing market, to provide the accommodation options required by our communities.



Kyogle Council once again provided support for the Summerland Giant Pumpkin and Watermelon Festival which was held in Kyogle in January.

Liveability

Friendly, peaceful, rural, green, and community-minded are all words people use to describe what they love about living in the Kyogle LGA. Our residents also value local shops, having quality schools and good health services. It is important that we provide well-maintained, well-serviced and attractive towns and villages where people want to live, as well as a healthy environment that contributes to the wellbeing and prosperity of the community. The community also want Council to support and nurture community spirit and to focus on the people who make our communities, not just the assets.

Sustainability

Reducing greenhouse gas emissions in order to limit global warming and begin reversing the impacts of climate change is an urgent priority, not just for Kyogle, but for the nation and the world. There is also a strong desire within the community to protect native plants, animals and ecosystems and build our resilience to natural disasters such as droughts, fire and floods.



Audited Financial Reports

Section 428(4)(a)

Kyogle Council's 2024/25 Financial Statements and the audit report from the Auditor General for New South Wales are attached to this document as Appendix 1.

Audit, Risk and Improvement Committee

– Attestation by General Manager

Reg s 216T (Act s 428(4)(b))

An attestation statement confirming Council's Audit, Risk and Improvement Committee, Risk Management Framework and Internal Audit Function complied with the requirements prescribed in the Regulation is attached to this document as Appendix 3.

Condition of Public Works

Section 428(2)(d)

The information contained in Special Schedule Report on Infrastructure Assets 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 2024/25 financial year was \$37.71M, which is up from the 2023/24 figure of \$30.40M.

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 \$3,765,000 up from \$1,011,000 in 2023/2024.

Required Annual Maintenance.

The required annual maintenance for these buildings and other structures is \$316,000, with the 2024/2025 expenditure \$488,000.

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 \$29,178,000 up from \$19,426,000 in 2023/2024
- Unsealed roads \$788,000 down from \$3,066,000 in 2023/2024
- Bridges \$895,000 down from \$3,980,000 in 2023/2024
- Footpaths \$215,000 up from \$206,000 in 2023/2024
- **Total \$31,076,000 up from \$26,678,000 in 2023/2024**

Required Annual Maintenance.

The required annual maintenance for the road assets is \$4,553,000, with the 2024/2025 expenditure \$5,667,000.

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 \$1,461,000, which is up from \$1,427,000 in 2023/2024.

Required Annual Maintenance.

The required annual maintenance for these drainage systems is \$52,000, with the 2024/2025 expenditure \$92,000.

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 \$188,000 up from \$23,000 in 2023/2024
- Sewer \$1,223,000 up from \$1,261,000 in 2023/2024
- **Total \$1,411,000 up from \$1,284,000 in 2023/2024**

Required Annual Maintenance.

The required annual maintenance for these systems is \$550,000 with the 2024/2025 expenditure \$844,000.



Woodenbong, Muli Muli and Urbenville residents have access to safer and more reliable drinking water with the completion of a project to expand and upgrade the Urbenville Water Treatment Plant. The project involving Kyogle and Tenterfield Councils was funded by the Federal and State Governments.

Cost of Legal Proceedings

CI 217(1)(a3)

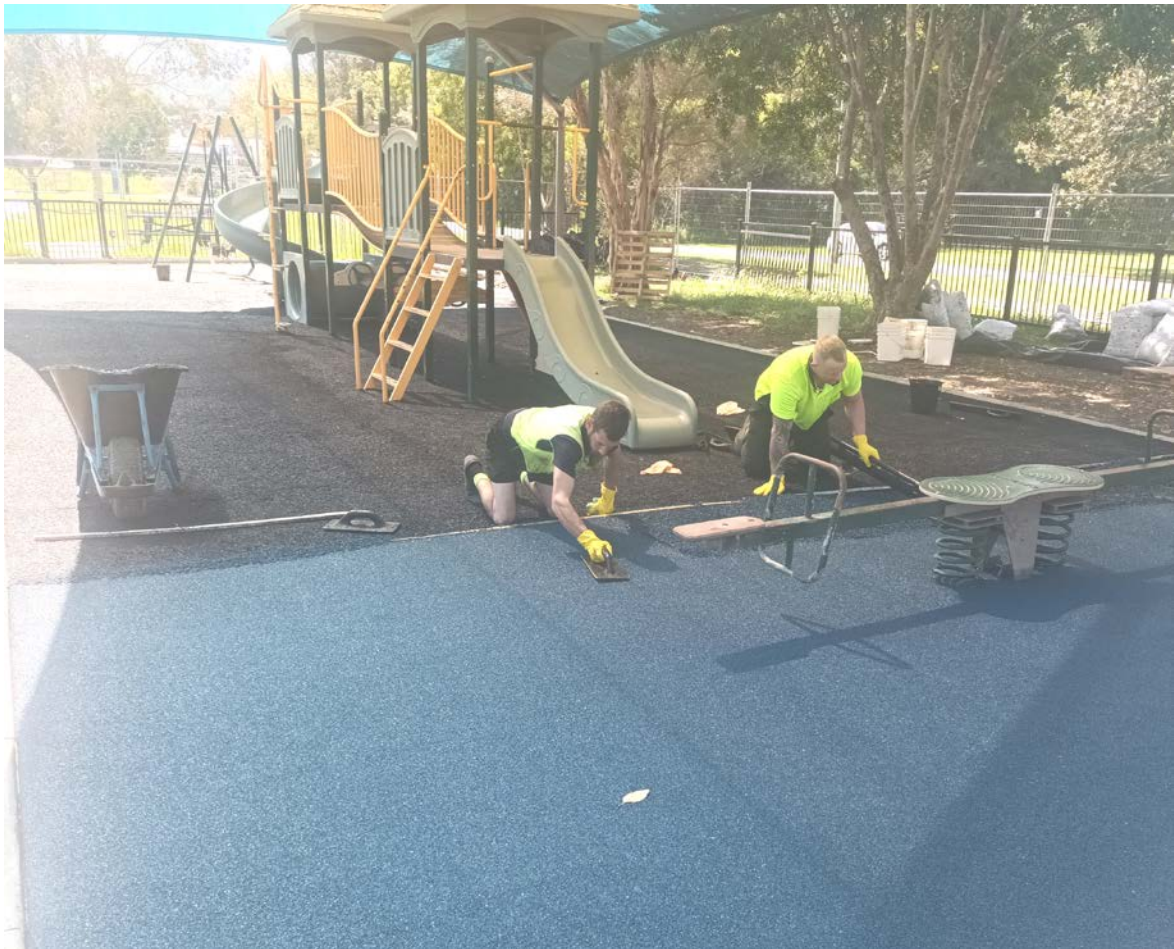
Legal Costs - Outstanding rates and charges/seeking legal opinions legal action

Summary of Legal Proceedings

Council conducted the recovery of overdue rates and outstanding debts in 2024/2025. These costs are added to the outstanding balance and recovered. The amount expended on this activity was \$33,048.

Legal expenses were incurred for the purposes of representing Council in legal proceedings and in seeking legal opinions on various issues coming before Council including advice on contracts, property transfers, road realignments and investigation of illegal structures and animal control. The amount expended on this activity was \$28,949.

The total cost of the above legal proceedings was \$61,997.



Council replaced bark chip with rubber softfall at key playgrounds across the local government area.

Mayoral & Councillor Fees, Expenses & Facilities/ Senior Staff Contracts /Overseas Travel/Training and Professional Development

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	2024/2025
Mayoral Allowance	\$26,952.90
Councillors' fees	\$111,174.75
Superannuation	\$14,732.40
Travel allowance	\$14,743.70
Provision of office equipment & supplies	\$364.90
Telephone expenses	\$3,092.73
Conference and Seminar expenses	\$12,327.27
Sundries and IT expenses	\$3,067.80
Councillor sustenance	\$1,432.43
Expenses of spouses	Nil
Overseas visits	Nil
Childcare expenses	Nil
TOTAL	\$187,888.88

Councillor Expenses and Facilities

Council has developed a Policy for the Payment of Expenses and Provision of Facilities for Councillors. 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 and reimbursement of the cost of Council related telephone calls. A copy of the policy can be viewed on Council's website at www.kyogle.nsw.gov.au.

Councillor Training and Professional Development

All nine councillors attended Council-organised Councillor Induction Training delivered by a Local Government NSW facilitator.

Councillors also attended regular Councillor workshops and briefing sessions, conferences and seminars relating to Council business and individual training courses.

Councillor	Attendance at Councillor Workshops/Briefings (6 held)
Cr Mulholland	4
Cr Burley	6
Cr Wilson	4
Cr Cooper	6
Cr Cullen	6
Cr Somerville	5
Cr Oliva Taylor	6
Cr Brett McNamara	6
Cr Robin Harley	6
*Cr James Murray	0
*Cr Kylie Thomas	0
*Cr Maggie May	0
*Cr Hayden Doolan	0

There was no overseas travel undertaken by any Councillors or senior staff representing Council during the 2024/2025 financial year.



Kyogle Council hosted a visit by the NSW Premier Chris Minns, Federal Minister for Emergency Management Jenny McAllister, NSW Minister for Regional Transport and Roads Jenny Aitchison, NSW Minister for Customer Service and Digital Government, Minister for Emergency Services and Minister for Youth Justice Jihad Dib, and Member for Lismore Janelle Saffin in mid-March. The Government Ministers meet with Council to discuss a range of issues before heading to the Kyogle SES headquarters for another meeting.

Senior Staff Contracts

There was one senior staff member as designated under the *Local Government Act 1993* during the financial year ended 30 June 2025. The General Manager is employed under a performance-based contract. Total remuneration package for the General Manager was \$311,863 (includes salary, superannuation, and fringe benefits tax).

No staff were engaged as senior staff under the provisions of section 332 of the *Local Government Act 1993*.

Statement of total number of persons who performed paid work on Wednesday 4 December 2024. This is the date determined by the Office of Local Government as the “relevant day” for councils to report labour statistics under section 217 *Local Government (General) Regulation 2021*. There were:

- 98 persons directly employed by Council on a permanent full-time basis.
- seven persons directly employed by Council on a permanent part-time basis.
- 11 persons directly employed by Council on a casual basis.
- 15 persons directly employed by Council under a fixed-term contract.
- one person employed by Council as a senior staff member for the purposes of the *Local Government Act 1993*.
- five persons engaged by the council, under a contract or other arrangement with the person’s employer, wholly or principally for the labour of the person.
- five persons supplied to the council, under a contract or other arrangement with the person’s employer, as an apprentice or trainee.



Council's recruitment processes focus on diversifying our workforce to encourage greater participation by Aboriginal and Torres Strait Islander employees, people with disability and women in non-traditional roles.

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 are shown in the following table.

Supplier	Annual Expenditure Including GST
MJ Smith Ground Preparation	\$8,572,871.81
Grahams Quarry Cedar Point Pty Ltd	\$5,139,590.62
The Control Group Pty Ltd	\$4,808,020.98
Ellis Stabilising Pty Ltd	\$3,114,720.06
Rpq Pty Ltd	\$2,907,359.46
Farragher & Whitehead	\$2,639,964.06
Ozwide Bridge Rail & Civil Pty Ltd	\$2,156,819.11
Downer Edi Works Pty Ltd	\$1,785,624.36
HXR Pty Ltd	\$1,661,308.03
PayClear Services Pty Ltd	\$1,596,431.19
Kyogle Earthworx	\$1,594,058.48
Kyogle Excavation & Tipper Hire Pty Ltd	\$1,538,428.30
Solo Resource Recovery	\$1,478,413.42
Road Safety Barriers Pty Ltd	\$1,419,294.68
Maslen Contractors Pty Ltd	\$1,339,257.76
Fenwick Drilling Pty Ltd	\$1,292,754.40
Coops Tipper Hire Pty Ltd	\$1,282,361.22
Grahams Concrete Pty Limited	\$1,219,243.30
Stabilised Pavements	\$1,210,407.64
Humes Ltd	\$1,111,459.48
FJS All Builds Pty Ltd	\$1,050,300.94
Richmond Valley Council	\$1,047,933.60
North Coast Petroleum - Wholesale	\$1,036,480.77
Planit Consulting Pty Ltd	\$1,004,122.71
Waeger Constructions Pty Ltd	\$996,215.01
James Frizelles Sunshine Automotive	\$840,509.50
Pirlo's Excavation	\$835,217.71
The Concreters Northern NSW Pty Ltd	\$764,681.70
Statewide Mutual	\$746,004.27
Civil Consult	\$706,706.84
Ausroad Manufacturing Pty Ltd	\$695,940.53

S & F Murray Contracting	\$625,185.17
Transport for NSW	\$610,622.45
Roseberry Creek Developments Pty Ltd	\$592,151.54
NORTEC Employment & Training	\$569,172.52
NSW Spray Seal	\$557,078.29
Country 2 Coast Concreting Pty Ltd	\$544,954.23
Kingsbrae Partnership Pty Ltd	\$533,453.25
Green Civil Services Pty Ltd	\$518,573.46
Altus Traffic Pty Ltd	\$489,192.94
Versatile Earthworks	\$489,150.84
Brown and Hurley-Kyogle	\$488,011.57
Coates Hire	\$469,406.09
Weir Built Group Pty Ltd	\$458,163.20
Conplant Hire	\$446,099.35
TT Construction Pty Ltd	\$429,621.56
Green's Tree Lopping	\$395,634.25
Robbo's Earthworx Pty Ltd	\$376,323.82
State Cover Mutual Limited	\$374,988.53
Kyogle Council	\$369,985.29
Mr B Harris	\$357,510.45
Neumann Steel Pty Ltd	\$357,139.95
Days Machinery Centre	\$347,041.99
Hgt Australia Ltd	\$342,217.69
Durack Civil Pty Ltd	\$341,685.43
TWM Civil Works Pty Ltd	\$326,841.79
Pirlo Contracting	\$321,433.53
RGS Engineered Project Solutions Pty Ltd	\$318,381.25
Barion Pty Ltd	\$318,080.27
Origin Energy	\$285,646.57
Sports Build Pty Ltd	\$281,754.00
Komatsu Australia Pty Ltd	\$272,679.68
SB Grader Hire Pty Ltd	\$270,199.15
Rockhead Pty Ltd	\$266,563.62
Ezyquip Hire Pty Ltd	\$262,850.26
Wicks & Parker Cranes Pty Ltd	\$261,336.32
Playfall Australia Pty Ltd	\$249,950.60
Parker & Kissane Solicitors - Casino	\$247,085.26
National Australia Bank - Loans	\$244,804.88
RKM Tipper Hire Pty Ltd	\$239,147.32
Wagners Cement Pty Ltd	\$234,265.56
Riordans Consulting Surveyors	\$232,273.06
CFC Holdings Trading Pty Ltd	\$220,635.40
Lack Group	\$219,257.46
Fergies Fine Fields	\$206,250.00
JJ Ryan Consulting Pty Ltd	\$201,685.22
Frontier Assembly	\$197,482.89
Civica Pty Ltd	\$192,805.40
Shane Reeves Transport	\$192,409.88
Terania Consulting Pty Ltd	\$185,875.80

BCQ Pty Ltd	\$185,752.84
Quickcell Technology Products Pty Ltd	\$182,259.00
Shell Energy Retail Pty Ltd	\$181,652.89
Cloud Context Pty Ltd	\$178,119.48
Nviroscope Pty Ltd	\$178,002.00
Nexpave Pty Ltd	\$177,682.92
TTC Equipment	\$176,352.00
Ninety 6 Concreations	\$175,522.47
Bishton Group Pty Ltd	\$174,780.64
Tyres and More Kyogle	\$174,107.75
Rous County Council	\$170,060.00
MoCrib	\$169,478.39
Construction Sciences Pty Ltd	\$169,072.53
Big River Group Pty Ltd	\$166,758.82
Tenterfield Shire Council	\$162,833.69
Eden Creek Constructions Pty Ltd	\$160,446.00
SCA (Qld) Pty Ltd	\$153,218.40
Kyogle Electrical Services	\$151,910.81
Complete Staff Solutions Pty Ltd	\$150,540.48
Somerville Laundry Lomax Solicitors	\$150,001.55



A crane lifts a pipe into place during a project to install a number of new culverts on Omagh Road.

Modern Slavery

Section 428(4)(c) and (d) *Local Government Act 1993*

Local governments have an important role to play in combating modern slavery, and local government entities are encouraged to comply with the *Modern Slavery Act 2018* where they have capacity to do so.

In the reporting period, the Anti-slavery Commissioner did not identify any significant issues concerning the operations of Kyogle Council, therefore, no specific actions were required to be undertaken in response.

Kyogle Council supports all endeavours to eradicate the exploitation of people in the manufacturing and supply of goods and services and strongly supports the following statement from the Department:

Modern slavery can occur in every industry and sector and has severe consequences for victims. Modern slavery also distorts global markets, undercuts responsible business and can pose significant legal and reputational risks to entities.

Kyogle Council's procurement practice is to support the local economy where possible and to:

To deliver quality outcomes at competitive prices while recognising the impact of procurement decisions on local industry and economic development to ensure that all legislative and statutory requirements and guidelines are met in relation to tendering and procurement.

Council has adopted a Statement of Business Ethics and considers the business ethics of those it engages.

In May 2022, Council undertook a review of its investment partners' ethical and sustainable business practices, and was satisfied that all adhered to the *Modern Slavery Act 2018*. A report on the review was presented to Council at the 14 June 2022 Ordinary Meeting. A further review was undertaken, and a report was presented to Council on 11 September 2023.

Bushfire Hazard Reduction Programs

Section 428(2)(11)

Kyogle Council is a member of the Northern Rivers Local Emergency Management Committee (LEMC) and plays an active part with regular attendance by the nominated Local Emergency Management Officer (LEMO).

Kyogle Council also is a member of the Northern Rivers Bush Fire Management Committee (BFMC) and plays an active part with regular attendance by senior staff.

Kyogle Council has a staff member appointed to the Fire Access and Fire Trails (FAFT) subcommittee and plays an active part in updating the plan as required.

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.

During 2024/2025, hazard reduction carried out by Kyogle Council continued through its ongoing 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 2019.

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



Kyogle Council in partnership with the RFS had its Bushfire Prone Land mapping reviewed and endorsed by the Northern Rivers BFMC in 2023.

NSW RFS mitigation crews were prevented from undertaking a lot of proposed works due to exceptionally wet conditions throughout 2024/25. However, they were able to complete:

- 51 site inspections – predominantly in the Tabulam and Bonalbo area which will result in multiple hazard reduction activities in the 2025/26 period;
- 40ha of hazard reduction protecting seven homes.

NSW RFS also has developed a Draft Community Protection Plan for Bonalbo and Tabulam. The draft plan is expected to be out for public consultation before the end of 2025.



Multicultural Services

Section 428(2)(j)

The Council area's ethnic groups, and languages spoken as per the 2021 Census are set out in the tables below. Total population is 9,359.

Place of birth	Number	Proportion of total population
Australia	7,453	79.6%
England	266	2.8%
New Zealand	148	1.6%
Germany	53	0.6%
Philippines	45	0.5%
South Africa	30	0.3%

Language spoken at home	Number	Proportion of total population
English	8,140	87.0%
German	38	0.4%
Spanish	19	0.2%
French	17	0.2%
Italian	16	0.2%
Mandarin	13	0.1%
Japanese	11	0.1%

The Roxy Gallery supports local emerging artists from culturally diverse backgrounds of all ages and abilities.

Council continues to sponsor events that cater to a wide cross-section of the community through sports, cultural activities and business development.



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. Income from the work was \$4,406.23.

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

Financial Assistance Provided

Cl 217(1)(a5)

Grants provided by Council under Section 356 on the *Local Government Act 1993* during the 2024/2025 year are shown below. Appropriate advertisements are placed in Council's newsletter and social media seeking applications from local groups and individuals. Council granted the following donations during the 2024/2025 year:

ORGANISATION	VALUE
Community Assistance Grants (Various small grants determined by Council under Community Assistance Policy)	\$39,062
Kyogle Historical Society	\$5,857
Australia Day Committee (Kyogle)	\$4,725
Australia Day Committee (Woodenbong)	\$4,725
Australia Day Committee (West)	\$4,725
Various Halls	\$9,611
Learn to Swim / Life Education	\$24,770
Kyogle Youth Ventures	\$2,972
Bonalbo Show	\$1,883
Kyogle Show	\$3,000
TOTAL	\$101,330

Activities to Implement Equal Employment Opportunity Management Plan

CI 217(1)(a9)

Kyogle Council remains committed to the principles of Equal Employment Opportunity (EEO) and to providing a workplace where people are treated with fairness, dignity, and respect. Council continues to apply the objectives and strategies of its Equal Employment Opportunity Management Plan across all areas of employment.

Council's Equal Employment Opportunity Management Plan sets objectives, actions, targets and performance indicators aimed at 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. Compulsory workshops were held with all staff facilitated by Local Government NSW and 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.

EEO awareness continues to be a performance measure in staff reviews.

Recruitment Process

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

- Including statements of inclusion and EEO principals in all job advertisements.



- Ensuring interview panel members are aware of and comply with, EEO principles throughout the recruitment and selection process.
- Incorporating knowledge and understanding of EEO principles as criteria for appointment to a supervisory position.

This has continued through structured interview skills training, the inclusion of EEO-related questions in supervisory recruitment, and ongoing monitoring of recruitment and selection processes to ensure fairness and transparency.

Appointment, Promotion and Transfer Processes

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

All appointments, promotions, and transfers are based on merit and position-related criteria. Employees injured at work continue to be assessed fairly for suitable duties in line with their abilities.

Council continues to monitor acting opportunities and higher duties appointments to ensure they comply with EEO principles and its Higher Grade Duties procedure. Council's Workforce Management Plan also supports succession planning and management of the aging workforce.

Training and Development Procedures

Council ensures training opportunities are non-discriminatory and accessible to all relevant staff. Training is arranged according to both organisational needs and individual career development. Group training is organised wherever possible to ensure equal access, and both in-house and external programs are reviewed to ensure alignment with EEO principles. A Council-wide training plan remains in place, endorsed by the Consultative Committee, and includes trainees, apprentices, and volunteers where appropriate.

The Equal Employment Opportunity Management Plan is a living document that is reviewed periodically to ensure it reflects best practice and legislative obligations. The next comprehensive review of the Plan is scheduled for 2025/2026 in consultation with the Consultative Committee, Human Resources, and Senior Management.

Implementation of the Plan remains an ongoing commitment, with Council continually reviewing its policies and procedures on recruitment, selection, appointment, promotion, training and development, grievance, and harassment functions to ensure the intent and principles of Equal Employment Opportunity are achieved.

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 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 administrating Council for the Richmond Upper Clarence Regional Library.

Other Groups (Matt)

Council had formal arrangements with several local management groups for maintenance of parks and reserves and operations of caravan parks and campgrounds in the villages. A list appears below.

Organisation	Comments
Bonalbo Hall Committee	Operation of Bonalbo Caravan Park
Mallanganee & District Progress Association	Village Mowing and Maintenance and Mallanganee Campground
Old Bonalbo & District Progress Association and Old Bonalbo Soldiers Memorial Hall	Village Mowing and Maintenance
Woodenbong Progress Association	Operation of Woodenbong Campground
Tabulam Progress Association	Village Maintenance

Controlling Interest in Companies & Joint Ventures

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

Companies in which council has a controlling interest

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

Joint ventures in which council has an interest

- Richmond Upper Clarence Regional Library - Kyogle Council is involved in a jointly funded arrangement with Richmond Valley Council to provide library

services through the management of the Richmond Upper Clarence Regional Library.

- North East Waste Group - Council is involved in a jointly funded arrangement with other northern rivers councils to provide waste education and circular economy initiatives through the North East Waste Group.
- North-East Weight of Loads Group (NEWLOG) - Council is 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 2024-2025, Council wrote off the following rates and charges.

Pension Write Offs (55% recovered from State Government \$197,908.43)	\$ 359,833.51
Rates, Charges and Interest	\$ 4,037.97
TOTAL	\$ 363,871.48

Activities for Young People

Council controls three buildings that are used as preschools 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.

Seven playgrounds and four sports fields are also maintained or managed by Council, some with the assistance of community groups. A series of improvements to these facilities have been completed during the year and this continues to be a focus for Council subject to available funds. The portable shade shelters continue to be well used and are available free of charge to community and sporting groups.

Council supported youth activities throughout the LGA, and coordinated NSW Youth Week 2025 events, in partnership with Kyogle Together and Kyogle Family Support Services..

Council provides a building free of charge and supports Kyogle Together to deliver youth activities and services for youth aged 12 – 25 years in the Kyogle local government area. Council also provides a building free of charge to Kyogle Family Support Services and supports KFSS to deliver activities and services for youth.

The Roxy Gallery's dedicated display space for emerging artists, the Steppin' Up Gallery (located in the glass display area in the foyer on ground level), offers an opportunity for young and emerging artists and has showcased young artists living with a disability. In addition, three major Roxy Gallery exhibitions displayed the works of local youth artists.



Grandparents, carers and children enjoy a Grandparents Day event at Kyogle library.

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 Disability Action and Inclusion Plan 2017 and Community Strategic Plan. Council also participates in the Kyogle Public Transport Working Group which is convened by Social Futures.

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:

- 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.
- Delivery of children- specific programs through the Kyogle Library.

Youth

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

- Providing donations for young people to develop skills in their areas of expertise through the Community Assistance Policy.
- Coordination of events for NSW Youth Week.
- Liaison, information sharing and supporting youth workers in the LGA including KYAC, formerly branded as Swoopin Season.
- Continued operation of the Steppin' Up Gallery – a dedicated gallery space for young and emerging artists.

Older People

Activities undertaken to improve services to aged people include:

- Continued support of the Kyogle Community Centre for use by seniors organisations and the community.
- Roxy Gallery exhibitions featuring local works by older community members.
- Liaison, information sharing and supporting aged care workers in the LGA.
- Provided assistance through the Community Assistance Policy for programs relating to older residents.
- Council's adopted Local Strategic Planning Statement (LSPS) includes actions to support the growth of the local housing market and to identify options to extend choice in the market. The LSPS includes a commitment to commission

a Housing Needs Assessment that will also consider access to support services for older people and those living with a disability.

People with Disabilities

Activities undertaken to improve services for people with disabilities include:

- Delivery of projects across community buildings and parks and gardens with a focus on accessibility.
- Exhibitions by young artists living with disabilities in the Steppin' Up Gallery and Roxy Gallery.

Women

Council participates in the local Community Services Network, which provides a forum for stakeholders to discuss and raise a range of issues including domestic violence prevention measures.

Council participates in Share the Dignity drives and raises awareness of issues surrounding period poverty within the community.



Council through its Community Assistance Policy supports the Bonalbo Artists Alliance to stage workshops and exhibitions.

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.
- Facilitation of community and industry forums to inform council decision making and planning.
- Regular attendance at community meetings.
- Providing information stalls at community markets and shows about a range of issues affecting residents.
- Facilitation of cultural activities through provision of an art gallery and Arts and Culture Officer that promote the work of local artists.
- Providing timely information and community organisations with funding enquiries. Development of centralised LGA-wide database.
- Continued support of Kyogle Together, Kyogle Family Support Services and Social Futures with activities and programs.
- Direct financial assistance for community groups and individuals and the provision of support for community funding applications.
- Provision of traffic control and event establishment.
- Sale of works by local artists from the Roxy Gallery and Visitor Information Centre.
- Events calendar live on the Kyogle Council website that community can fill in.
- Development of Up For It events page for major public events and refresh of the Visit Kyogle website.
- Ongoing community support to apply for funding to implement actions noted in the Visions of the Villages reports and other community priorities as they emerge.
- Facebook options for distribution of information including Kyogle Council and Council's Roxy Gallery.
- Kyogle LGA events regularly promoted in Council's community newsletter and events promoted on the event calendar on Council's website.
- Links to Kyogle and District Chamber of Commerce and local progress associations and directories included in Council platforms.
- Ongoing promotion to businesses and community groups of supports available for drought, bushfire, flood and recovery.
- Ongoing Community Resilience Planning across the LGA in villages areas.
- Ongoing participation in flood recovery networks, online and in-person meetings to advocate community and business needs.
- Staff attend Kyogle and District Chamber of Commerce, Tidy Towns, Tabulam Progress Association, Bonalbo Progress, Mallanganee Progress & Woodenbong Progress meetings regularly.

- Council participates in the local Community Services Network, which provides a forum for stakeholders to discuss and raise a range of issues including domestic violence prevention measures.
- Council has two Community Recycling Stations to encourage correct disposal of problem household items such as batteries, light bulbs, printer cartridges, glasses and mobile phones. The CRS are located in the Kyogle Library and Bonalbo Community Hall.
- Council sponsors a range of events that have an economic impact through the Economic Development operating budget.
- Council has adopted its Local Strategic Planning Statement, which signposts a number of LEP revisions that will support business growth and economic development.



Kyogle Council worked with the Jubullum community for some time to identify unmarked graves at the Tabulam Cemetery, repair headstones damaged in the 2019-2020 bushfires and replace memorial plaques. As part of the project, funded under the Black Summer Bushfire Recovery Grants Program, Council also installed place markers on all the grave sites. A total of 26 plaques were replaced, with Council working closely with family members to design the plaques and install them.

National Competition Policy

Council has declared that the following are business activities:

Category 1 Business Activities

- Transport
- Water
- Sewer

Category 2 Business Activities

- 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 2025 for the Category 1 business activities is:

Transport

Revenue	(\$,000)	7,947
Expenses	(\$,000)	8,099
Net Assets	(\$,000)	(448)

Water

Revenue	(\$,000)	2,003
Expenses	(\$,000)	1,955
Net Assets	(\$,000)	26,775

Sewer

Revenue	(\$,000)	2,066
Expenses	(\$,000)	2,462
Net Assets	(\$,000)	38,507

Implementation of Competitive Neutrality Principles

Summary of progress to implement principles of Competitive Neutrality:

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

Competitive Neutrality Pricing Requirements in Relation to Category 1 Business Activities

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

Complaints Handling Mechanism for Competitive Neutrality Complaints

Council has a Statement of Business Ethics policy and internal complaints procedures through the Office of the General Manager and Public Officer.

Actual vs. Projected Performance for Category 1 Activities

Council has maintained a breakeven budget for its Category 1 Activity.

Stormwater Management Services

Cl 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.

Public Interest Disclosure Act 2022

Council adopted an updated Public Interest Disclosure Policy in June 2025. The policy is based on the Model Public Interest Disclosure Policy published by the NSW Ombudsman in 2023.

The General Manager ensures all staff are aware of their responsibilities under the Public Interest Disclosure (PID) Act via:

- New staff induction
- All staff email updates on PID responsibilities
- Staff training.

There were no public interest disclosures made during 2024-2025.

Code of Conduct Complaints

Under the Code of Conduct adopted by Council in August 2025 and the previous iteration, Council must report annually on Code of Conduct Complaints – refer Part 11 Code of Conduct. Statistics must be reported to the council within three months of the end of September each year. Note: the reporting period covers the 12-month period concluding 30 September 2025.

Total number of code of conduct complaints made about councillors and the general manager under the code of conduct	0
Number of code of conduct complaints referred to a conduct reviewer	0
Number of code of conduct complaints finalised by a conduct reviewer at the preliminary assessment stage and the outcome of those complaints	0
Number of code of conduct complaints investigated by a conduct reviewer	0
Outcome of investigations completed under the code of conduct procedures	N/A
Number of matters reviewed by the Office and the outcome of those reviews	0
Total cost of dealing with code of conduct complaints made about councillors and the general manager, including staff costs	Nil

Environmental Planning and Assessment Act

Kyogle Council has not entered into any planning agreements during the 2024/2025 year.

Environmental Planning and Assessment Regulation

Kyogle Council waived the payment of developer contributions for certain types of development under the *Kyogle Council Development Contributions and Charges Discounting Policy* for the 2024-2025 period. Only payments of heavy haulage contributions for the ongoing maintenance of heavy haulage routes were levied during the reporting period as follows:

Project ID	Purpose	Amount collected (\$)
Sextonville Road/Macdonalds Bridge Road	To maintain the condition of the local road network resulting from quarry operations	4,432.13
Knights Road	To maintain the condition of the local road network resulting from quarry operations	13,350.69
Fawcetts Plain Road	To maintain the condition of the local road network resulting from quarry operations	2,258.65
Omagh Road/Edenville Road	To maintain the condition of the local road network resulting from quarry operations	6,015.05
Trentys Lane/Sextonville Road	To maintain the condition of the local road network resulting from quarry operations	1,890.42
	TOTAL	27,946.94

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 2022/2023	Cats	Dogs	Total
Seized & transferred to Council's Facility	2	5	6
Returned to Owner		5	5
Abandoned or stray	0	0	0
Surrendered by Owners	0	0	0
Released to Owners	2	0	2
Euthanized	0	1	1
Sold	0	0	0
Released for rehoming	0	0	0
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

Nuisance Dogs	Aggressive Dogs	Warning Notices issued	Declarations made
52	18	13	4

Animal management/activities expenditure

Expenditure for animal management for the 2024/2025 financial year was \$252,571.

Companion animal's community education programs

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. Council also partnered with NSW RSPCA to deliver their 'Keeping Cats Safe at Home' Program across the Kyogle local government area.

Strategies to promote and assist with de-sexing of dogs and cats

Council does not currently have any strategies in place to promote and assist with de-sexing of dogs. Council partnered with the NSW RSPCA to deliver a free cat desexing program up until December 2024. Over 300 cats were desexed under the Program.

Strategies to seek alternatives to euthanasia for unclaimed animals

Council complies with the provisions of the *Companion Animals Act 1998* which require Council to seek to rehome animals rather than euthanasia. As per the provisions of the Act, declared dangerous or menacing dogs may be euthanised.

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
- Wangaree - Rodeo Ground
- Kyogle - Recreation Reserve - Fawcetts Creek

Use of the Companion Animals Fund money

Council received \$3,621.20 from the Companion Animals Fund for the 2024/2025 year which was used towards the wages of a full-time Compliance Officer and general companion animal compliance.



Council partnered with NSW RSPCA to deliver their 'Keeping Cats Safe at Home' Program across the Kyogle LGA.

Swimming Pools Act 1992 (SP Act)

s 22F(2) Swimming Pools Regulation 2018 (SP Reg) cl 23 [here](#)

Details of Council inspections of private swimming pools.

Details	Total
Inspections of tourist and visitor accommodation	Nil
Inspections of premises of more than two dwellings	Nil
Inspections which resulted in issuance of certificate of compliance under s22D of the SP Act	13
Inspections which resulted in issuance of certificate of non-compliance under cl21 SP Reg	Nil



Council refurbished the Tabulam tennis court adding two pickleball courts to the layout as part of the project. The project was funded by a Sports Priority Needs Program Grant and included worked on the adjacent cricket batting net.

Kyogle Council Disability Inclusion Action Plan

Council is required to provide a brief report on the implementation of council's Disability Inclusion Action Plan (DIAP). The following tables provide information on the actions and progress in the implementation of Council's DIAP.

i. Building positive attitudes
1 Continued to utilise the 'Inclusiveness Module' for Induction Training of Council staff.
2 Ensured all disability inclusion actions have an awareness and account for Aboriginal cultural sensitivities that may affect opportunity for interaction or participation.
3 As position descriptions are updated, identification of physical, cognitive and interpersonal requirements inherent to each position were considered.
4 Included representative imagery of people with disability in Council's publications.
5 Recognised and incorporated disability inclusion requirements as part of Council's contractor procurement processes through distribution of "The tradies guide to good access".
6 Developed public messages and campaigns highlighting disability inclusion requirements and benefits to the community through the outdoor gym project and pool upgrades.
7 Actively involved people living with disability in Council's communication campaigns around specific projects including housing, physical activity and access to transport and employment.
8 Consistent with social equity principles, planned for the inclusion of people with disability service needs in guiding community development.

ii. Creating liveable communities

- 1 Continued to advocate for the provision of housing diversity to cater for people living with a disability or for older people. Specific housing needs assessment commissioned as part of work on Council's new Local Growth Management Strategy.
- 2 MoU with North Coast Community Housing which includes issues regarding housing accessibility and affordability.
- 3 Continued to support the local Transport Working Group for local community transport planning purposes.
- 4 Advocated improved access to key buildings and businesses within the LGA through ensuring funding applications for upgrades to include disability access considerations.
- 5 Ensured disability inclusion remained a key part of Council's village planning and community infrastructure project delivery.



Council's mobile library provided regular access to online and support services to residents in our outlying villages and rural communities.

iii. Supporting access to meaningful employment

- 1 Promoted the benefits of a diverse workforce, including people living with a disability, to Council's organisation as a whole.
- 2 Reduced procedural barriers to recruiting people from diverse backgrounds, including those living with a disability, without compromising any existing qualification, professional registration or Australian Standards requirements. Flexible working arrangements continue to be implemented to support employees living with a disability. Specific technologies implemented to enable employment by people with a hearing disability in outdoor environments.
- 3 Facilitated succession planning, where practicable, for older employees or those that may develop a disability during their work life with Council by implementing phased retirement plans. Employees looking to retire take on trainees and apprentices to ensure the transfer of skills and corporate knowledge whilst enabling the employee to reduce hours of work overtime.
- 4 Continued to encourage people with a disability to apply for Council positions through statement on job advertisements (see #5)
- 5 Continued to provide an explicit diversity commitment, including people with a disability, in job advertisements by including the words "Council is an equal opportunity employer and encourages applications from people with diverse backgrounds, people living with disabilities and indigenous Australians".
- 6 Pro-actively sought a diverse range of applicants, including appropriately qualified/experienced people with disability, for employment shortlists by encouraging people with a disability to apply for Council positions through statement on job advertisements (see #5).

iv. Accessible systems, information or processes

- 1 Council news and information continued to be provided in a variety of accessible formats, including distribution of free hard copies throughout the local government area and in electronic forms on Council's website.
- 2 Hearing facilities continue to be provided during formal Council Meetings.
- 3 Council continued to provide information through accessible platforms such as the web, Facebook and Council's Newsletter.
- 4 Continued to implement e-Business initiatives to enable electronic access to development application and other Council processes such as payments.
- 5 Mobile library services provide regular access to online and support services in our outlying villages.

Appendix 1 - Kyogle Council Financial Statements

The Financial Statements and long form audit report are available on Council's website and can be viewed by following this link

<https://www.kyogle.nsw.gov.au/wp-content/uploads/2025/11/Kyogle-Council-Financial-Statements-2024-2025.pdf>

Appendix 2 - Annual Report under the Government Information (Public Access) Act (GIPA) 2009

The Annual Report under the GIPA Act is available on Council's website and can be viewed by following this link: [Annual Reports - Kyogle Council](#)

Appendix 3 - Audit, Risk and Improvement Committee (ARIC) – Attestation by General Manager

The ARIC Attestation is provided below.

Internal audit and risk management attestation statement for the 2024/2025 financial year for Kyogle Council



I am of the opinion that Kyogle Council has an audit, risk and improvement committee, risk management framework and internal audit function that operate in compliance with the following requirements except as may be otherwise provided below:

Audit, risk and improvement committee

	Requirement	Compliance
1.	Kyogle Council has appointed an audit, risk and improvement committee that comprises of an independent chairperson and at least two independent members (section 428A of the <i>Local Government Act 1993</i> , section 216C of the <i>Local Government (General) Regulation 2021</i>).	Compliant
2.	The chairperson and all members of Kyogle Council's audit, risk and improvement committee meet the relevant independence and eligibility criteria prescribed under the <i>Local Government (General) Regulation 2021</i> and have not exceeded the membership term limits prescribed under the Regulation (sections 216D, 216E, 216F, 216G of the <i>Local Government (General) Regulation 2021</i>).	Compliant
3.	Kyogle Council has adopted terms of reference for its audit, risk and improvement committee that are informed by the model terms of reference approved by the Departmental Chief Executive of the Office of Local Government and the committee operates in accordance with the terms of reference (section 216K of the <i>Local Government (General) Regulation 2021</i>).	Compliant
4.	Kyogle Council provides the audit, risk and improvement committee with direct and unrestricted access to the General Manager and other senior management and the information and resources necessary to exercise its functions (section 216L of the <i>Local Government (General) Regulation 2021</i>).	Compliant
5.	Kyogle Council's audit, risk and improvement committee exercises its functions in accordance with a four-year strategic work plan that has been endorsed by the governing body and an annual work plan that has been developed in consultation with the governing body and senior management (Core requirement 1 of the Office of Local Government's <i>Guidelines for Risk Management and Internal Audit for Local Government in NSW</i>).	Progressing
6.	Kyogle Council's audit, risk and improvement committee provides the governing body with an annual assessment each year, and a strategic assessment each council term of the matters listed in section 428A of the <i>Local Government Act 1993</i> reviewed during that term (Core requirement 1 of the Office of Local Government's <i>Guidelines for Risk Management and Internal Audit for Local Government in NSW</i>).	Progressing

7.	The governing body of Kyogle Council reviews the effectiveness of the audit, risk and improvement committee at least once each council term (Core requirement 1 of the Office of Local Government's <i>Guidelines for Risk Management and Internal Audit for Local Government in NSW</i>).	Compliant
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Membership

The chairperson and membership of the audit, risk and improvement committee are:

Chairperson	Nathan Dearing	13 June 2023	Current member
Independent member	Susan Glasson	13 June 2023	Current member
Independent member	Paul Malt	13 June 2023	Current member
Independent member (Resigned)	Laurie Lefcourt	13 June 2023	Resignation date: 8 May 2025
Councillor member	Janet Wilson	28 October 2024	Current member

Risk Management

	Requirement	Compliance
8.	Kyogle Council has adopted a risk management framework that is consistent with current Australian risk management standard and that is appropriate for the Kyogle Council's risks (section 216S of the <i>Local Government (General) Regulation 2021</i>).	Compliant
9.	Kyogle Council's audit, risk and improvement committee reviews the implementation of its risk management framework and provides a strategic assessment of its effectiveness to the governing body each council term (section 216S of the <i>Local Government (General) Regulation 2021</i>).	Progressing

Internal Audit

	Requirement	Compliance
10.	Kyogle Council has an internal audit function that reviews the council's operations and risk management and control activities (section 216O of the <i>Local Government (General) Regulation 2021</i>).	Compliant
11.	Kyogle Council's internal audit function reports to the audit, risk and improvement committee on internal audit matters (sections 216M, 216P and 216R of the <i>Local Government (General) Regulation 2021</i>).	Compliant
12.	Kyogle Council's internal audit function is independent and internal audit activities are not subject to direction by the Kyogle Council (section 216P of the <i>Local Government (General) Regulation 2021</i>).	Compliant
13.	Kyogle Council has adopted an internal audit charter that is informed by the model internal audit charter approved by the Departmental Chief Executive of the Office of Local Government and the internal audit function operates in accordance with the charter (section 216O of the <i>Local Government (General) Regulation 2021</i>).	Progressing

	Requirement	Compliance
14.	Kyogle Council has appointed a member of staff to direct and coordinate internal audit activities or is part of a shared arrangement where a participating Council has appointed a staff member to direct and coordinate internal audit activities for all participating councils (section 216P of the <i>Local Government (General) Regulation 2021</i>).	Compliant
15.	Internal audit activities are conducted in accordance with the International Professional Practices Framework (Core requirement 3 of the Office of Local Government's <i>Guidelines for Risk Management and Internal Audit for Local Government in NSW</i>).	Compliant
16.	Kyogle Council provides the internal audit function with direct and unrestricted access to staff, the audit, risk and improvement committee, and the information and resources necessary to undertake internal audit activities (section 216P of the <i>Local Government (General) Regulation 2021</i>).	Compliant
17.	Kyogle Council's internal audit function undertakes internal audit activities in accordance with a four-year strategic work plan that has been endorsed by the governing body and an annual work plan that has been developed in consultation with the governing body and senior management (Core requirement 3 of the Office of Local Government's <i>Guidelines for Risk Management and Internal Audit for Local Government in NSW</i>).	Progressing
18.	Kyogle Council's audit, risk and improvement committee reviews the effectiveness of the internal audit function and reports the outcome of the review to the governing body each council term (section 216R of the <i>Local Government (General) Regulation 2021</i>).	Compliant

Non-compliance with the *Local Government (General) Regulation 2021*

I advise that Kyogle Council is progressing toward full compliance with the following requirements prescribed under the *Local Government (General) Regulation 2021* with respect to the operation of its audit, risk and improvement committee/risk management/internal audit processes:

Non-compliance	Reason	Alternative measures being implemented	How the alternative measures achieve equivalent outcomes
5. Kyogle Council's audit, risk and improvement committee exercises its functions in accordance with a four-year strategic work plan that has been endorsed by the governing body and an annual work plan that has been developed in consultation with the governing body and senior management (Core requirement 1 of the Office of Local Government's <i>Guidelines for Risk Management and Internal Audit for Local Government in NSW</i>).	Compliance with this requirement is still progressing but has been delayed due to resourcing capability, compounded by natural disaster responses.	Council is currently liaising with Rous and the Northern Rivers Joint Organisation in the engagement of a consultant to provide an internal audit function. This will include the development of a four-year strategic workplan (2025-2029), annual workplans and an annual audit. As at the date of attestation, the request for quotation period is still open.	Despite the lack of a formally adopted four-year strategic work plan, Council's ARIC exercises its functions to provide effective oversight of this function.
6. Kyogle Council's audit, risk and improvement committee provides the governing body with an annual assessment each year, and a strategic assessment each council term of the matters listed in section 428A of the <i>Local Government Act 1993</i> reviewed during that term (Core requirement 1 of the Office of Local Government's <i>Guidelines for Risk Management and Internal Audit for Local Government in NSW</i>).	As above.	Compliance with this requirement is developing and will be further considered during the 2025/2026 year.	Council will endeavour to have this requirement in place in the next twelve months.

Non-compliance	Reason	Alternative measures being implemented	How the alternative measures achieve equivalent outcomes
9. Kyogle Council's audit, risk and improvement committee reviews the implementation of its risk management framework and provides a strategic assessment of its effectiveness to the governing body each council term (section 216S of the <i>Local Government (General) Regulation 2021</i>).	As above.	Compliance with this requirement is developing and will be further considered during the 2025/2026 year.	Council will endeavour to have this requirement in place in the next twelve months.
13. Kyogle Council has adopted an internal audit charter that is informed by the model internal audit charter approved by the Departmental Chief Executive of the Office of Local Government and the internal audit function operates in accordance with the charter (section 216O of the <i>Local Government (General) Regulation 2021</i>).	As above.	Compliance with this requirement is developing and will be further considered during the 2025/2026 year.	Council will endeavour to have this requirement in place in the next twelve months.

Non-compliance	Reason	Alternative measures being implemented	How the alternative measures achieve equivalent outcomes
17. Kyogle Council's internal audit function undertakes internal audit activities in accordance with a four-year strategic work plan that has been endorsed by the governing body and an annual work plan that has been developed in consultation with the governing body and senior management (Core requirement 3 of the Office of Local Government's <i>Guidelines for Risk Management and Internal Audit for Local Government in NSW</i>).	As above.	Council is currently liaising with Rous and the Northern Rivers Joint Organisation in the engagement of a consultant to provide an internal audit function. This will include the development of a four-year strategic workplan (2025-2029), annual workplans and an annual audit. As at the date of attestation, the request for quotation period is still open.	Despite the lack of a formally adopted four-year strategic work plan, Council's ARIC exercises its functions to provide effective oversight of this function.

These processes, including the alternative measures implemented, demonstrate that Kyogle Council has established and maintained frameworks, systems, processes and procedures for appropriately managing audit and risk within Council.

Marcus Schintler

General Manager



[date] 23/10/2025