



# KYOGLÉ COUNCIL DELIVERY PROGRAM

2014/2018

## OPERATIONAL PLAN

2014/2015

FEBRUARY 9, 2015

UPDATED TO REFLECT THE  
LONG TERM FINANCIAL PLAN 2015/2034  
ADOPTED ON DECEMBER 8, 2014





# Kyogle Council

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# Foreword for Version 2

## Update to Reflect the Long Term Financial Plan 2015/2034 Adopted December 8, 2014

After extensive consultation with the local community in relation to a draft 20 year Long Term Financial Plan, Kyogle Council at its Ordinary Meeting of December 8, 2014 resolved by resolution number 081214/19;

*That Council adopts the Long Term Financial Plan 2015/2034 as per the advertised draft.*

*That Council amends the Delivery Program 2013-2017 and Operational Plan 2013-2014 as required to reflect the adopted Long Term Financial Plan 2015/2034 and place the amended documents on public display for a period of not less than 28 days.*

*That Council applies to IPART for a Special Variation [as per the adopted LTFP]–*

Financial Year	15/16	16/17	17/18	18/19	19/20
General Rates (above rate pegging*)	8.04 %	3.2%	3.2%	3.2%	3.2%
Storm Water Management Charges (above rate pegging#)	250%	0.7%	0.7%	0.7%	0.7%

*Rate Pegging assumed at 2.3% per year*

*\*Rate Pegging for the Stormwater Charge is 0% for 2015/16 based on the fixed \$25 Stormwater Charge, then assumed at 2.3% rate pegging based on transfer to Special Rate in 2015/16*

As a result of these resolutions, Council staff are now working on the preparation of a Special Rate Variation application in accordance with the adopted Long Term Financial Plan, and in accordance with the IPART requirements, and the Guidelines for the preparation of an application for a Special Variation to General Income for 2015/2016 published by the NSW Office of Local Government in October 2014.

The Special Variation will be of the type permissible under Section 508A of the Local Government Act, with above rate pegging increases being permanent and phased in over a period of five years commencing in the financial year 2015/2016. The total percentage increase in General income each year is as per the table below;

Financial Year	15/16	16/17	17/18	18/19	19/20
Total Increase in General Income	12.42 %	5.43%	5.43%	5.44%	5.44%

Council is applying for this special rate variation in order to address financial sustainability issues identified during the Independent Local Government Review Panels work, the TCorp Reports, and independent financial sustainability analysis undertaken by Review Today on Councils behalf. The additional revenue is to be utilised to fund some of the shortfall in annual capital renewals and maintenance expenditure, primarily associated with roads and timber bridges, and set Council on a pathway towards long term financial sustainability.

This version of the Delivery Program 2014/2018 and Operational Plan 2014/2015 has been updated to reflect the budget provisions in the adopted Long Term Financial Plan 2015/2034, in accordance with the resolutions of Council. The changes made to this document include the following sections;

- Capital Works Projects/Asset Replacement
- Action Plans and Budgets

The following sections of the document remain as per the original document adopted in June 2014;

- Executive Summary
- Vision, Missions, & Values
- The Kyogle Council Area
- Councillors
- Organisational Structure
- Revenue Policy/Pricing Methodology
- Financial Management
- Financial Assistance/Donations
- Business or Commercial Activities

# Executive Summary

## Rate Increase for 2014/2015

Council's increase in Ordinary Rate Income for 2014/2015 is 2.3%. This increase is the annual rate pegging increase set by the Independent Pricing and Regulatory Tribunal (IPART). Revenue from Ordinary Rates for the 2014/15 year is estimated at \$5.16M.

## Other Fees and Charges

Council is introducing a new Landfill Management Charge of \$37 per year, which will apply to all rateable properties outside the garbage collection areas. Increases in other charges are;

- Water Charges 5%
- Sewerage Charges 3%
- Domestic Waste Charges 2.5%
- Commercial Waste Charges 2.5%
- On Site Sewerage Charges 3.1%
- Other fees and charges 3% (some minor variations)
- Stormwater Charges 0% (fixed Charge)

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

- Reconstruction of the Clarence Way at Boomi Creek and Peacock Creek, Kyogle Road north of Cawongla and Ettrick Road Replacement of 12 timber bridges with 6 culverts and 6 new concrete bridges including major structures at Collins Valley Road and Williams Road
- Upgrades to 4 concrete causeways
- Completion of staged site rehabilitation works at Millers Quarry, Afterlee, and Chadburns Quarry on Kyogle Road.
- Commencement of Waste Management Strategy and development of plan for improvements at the Kyogle Waste Management Facility
- Completion of the detailed design and pre-construction activities associated with the Kyogle Flood Modification Works identified in the Kyogle Floodplain Risk Management Plan adopted by Council in 2009
- Completion of the detailed design and pre-construction activities associated with the Kyogle Water Supply Augmentation works identified in the Kyogle Integrated Water Cycle Management Strategy adopted by Council in 2006.
- Completion of the four villages sewerage feasibility study covering Wiangaree, Old Bonalbo, Tabulam and Mallanganee.

## Significant Council Initiatives and Projects for 2013/14 to 2017/18

- Over \$11.5M has been allocated over the next four years to replace timber bridges on local and regional roads. Of this, \$8.4M is subject to receiving \$4.2 million over the next four years through the Australian Governments Timber Bridges Replacement Program, which requires matching funding from Council. The details of this program have not yet been released, however Council is ensuring that its budget forecasts provide sufficient matching funding to ensure that we are able to maximise the opportunities to access this funding as early as possible.
- Over \$1.2 million per year allocated for reseals and reconstruction works across the road and street networks
- Change in maintenance priorities for rural road maintenance with a focus on improving drainage and ensuring that the areas of highest traffic volume which are currently in fair to good condition do not deteriorate to the point where they require costly rehabilitation work to bring them back to satisfactory condition
- Construction of improvements at Kyogle Waste Management Facility including new weighbridge and upgrades to recycling and waste transfer equipment over the next two years.
- Construction over the next two years of the Kyogle flood modification works, consisting of levee bank along McDougal Street and flood breakout channel between the Richmond River and Fawcetts Creek. These works are the major structural works adopted as part of the floodplain management scheme in 2009. Commencement of the construction is subject to confirmation of funding through the NSW Flood Management Program, with funding under this program anticipated to be 80%.
- Construction over the next two years of 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. Commencement of the construction works is subject to confirmation of funding through the NSW Country Towns Water Supply and Sewerage Program, with funding through this program anticipated to be 50%.
- Review of the IWCMS with the scope of the strategy to be expanded to cover the whole Local Government Area, not just Kyogle. This will also include a review of the Water and Sewerage Strategic Business Plans.

Further information on projects and activities for 2014/15 through to 2017/18 is available in the Capital Works/Asset Replacement program contained in this document.

## New Laws for Swimming Pools

There have been a number of key changes to the Swimming Pools Act 1992. The new laws have a focus on improving pool safety.

These key changes include:

- Owners of swimming pools and spas **must register** their details on the NSW Government Swimming Pool Register at [www.swimmingpoolregister.nsw.gov.au](http://www.swimmingpoolregister.nsw.gov.au)
- A Council inspection program for private pools will commence from July 2014. The inspection program will aim to inspect each pool once every three years.
- A swimming pool compliance certificate is required prior to the sale or lease of a property with a swimming pool or spa from the end of April 2015.

For more information please go to

[http://www.kyogle.nsw.gov.au/cp\\_themes/default/page.asp?p=DOC-JXO-71-64-67](http://www.kyogle.nsw.gov.au/cp_themes/default/page.asp?p=DOC-JXO-71-64-67)

## The Road to Financial Sustainability

Council is facing some hard budget choices as we seek to become financially sustainable. Council's income is limited - due largely to more than 30 years of rate pegging by the NSW Government - and is not keeping pace with increases in the costs of delivering services to the community.

In addition to these costs, there are also the extra responsibilities that have been shifted to Council that were previously overseen by the State Government.

The second factor in Council's unsustainable position is the cost of looking after the community's infrastructure assets - the roads, bridges, buildings, sports fields and playgrounds.

Council is the custodian of \$460 million worth of public assets. Over the years, funding to maintain and renew this infrastructure has been reduced relative to the costs associated with the upkeep of the assets. This has resulted in a backlog of infrastructure renewals and has led to deterioration of assets, increased costs of maintenance and reduced levels of service.

Based on the Asset Management Plans and Strategy adopted by Council in 2012, the current backlog is in the order of \$40 million. Council's current Long Term Financial Plan forecasts this amount will grow by \$4 million per year. These figures have been verified by independent reports from TCorp undertaken as part of the work of the NSW Independent Local Government Review Panel and also by private consultants, Review Today, recently engaged by Council.

There is no single solution. The annual funding gap of \$4 million will need to come from a range of options including:

- Productivity improvements (changing the way services are delivered)
- Reductions in current levels of service
- New revenue opportunities
- Additional borrowings
- Rate increases above pegging limits
- Asset disposals

Council will continue to have a wide ranging conversation with the community to explore these options further with community affordability being a significant consideration in the assessment of options.

In formulating the Delivery Program for 2014/15 to 2017/18, Council has utilised the additional cash held above the minimum levels required by Councils policy on cash reserves. The ten year financial plan that has been developed as part of this process shows the cash reserves drawn down from \$12.69 million at the start of 2014/15 to \$9.75 million at the end of 2023/24. This ten year plan also assumes no above rate pegging increases. This provides on average an additional \$400,000 per year after interest losses are taken into account, and the majority of the additional funds are to be allocated to rural local roads and bridges.

Whilst this is an improvement in the level of expenditure on roads and bridges, which is in keeping with the wishes of the community, this falls well short of addressing the financial sustainability issues facing Council. Over the coming months Council will be undertaking a formal review of the Community Strategic Plan and the Long Term Financial Plan, with the aim of addressing long term sustainability issues.

Various options will be presented to the community to help find a balance between any level of service change and increases in rates and charges. We will also be working to identify new income sources and savings generated through productivity improvements.

Throughout that time, we want you to be a part of the discussion and will be publicising how you can get involved.

**Arthur Piggott**  
General Manager



LTFP Adopted Scenario FEB 9 2015 Combined Funds

Bank Balances

20 YEAR LONG TERM FINANCIAL PLAN																				
BANK BALANCES																				
	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
<b>General</b>																				
Opening Balance	4,544,794	2,424,276	17,319,251	15,060,592	13,329,800	11,866,239	10,451,296	9,168,956	7,870,411	6,669,068	5,461,974	3,798,087	3,746,106	3,867,011	3,947,646	4,011,101	4,075,400	4,149,993	4,290,925	4,324,211
Movement	(2,120,518)	14,894,975	(2,258,659)	(1,730,792)	(1,463,562)	(1,414,942)	(1,282,341)	(1,298,545)	(1,201,343)	(1,207,094)	(1,663,888)	(51,981)	120,905	80,635	63,456	64,299	74,593	140,933	33,285	(22,156)
Closing Balance	2,424,276	17,319,251	15,060,592	13,329,800	11,866,239	10,451,296	9,168,956	7,870,411	6,669,068	5,461,974	3,798,087	3,746,106	3,867,011	3,947,646	4,011,101	4,075,400	4,149,993	4,290,925	4,324,211	4,302,054
Min Reserve	3,595,406	3,428,221	3,479,554	3,532,258	3,586,369	3,641,926	3,698,966	3,753,531	3,839,310	3,696,587	3,755,402	3,815,797	3,877,813	3,741,496	3,801,889	3,863,915	3,927,616	3,993,038	4,060,229	3,897,236
Employee Leave	1,015,016	1,042,421	1,071,609	1,101,614	1,132,459	1,164,168	1,196,765	1,230,274	1,264,722	1,300,134	1,336,538	1,373,961	1,412,432	1,451,980	1,492,636	1,534,429	1,577,394	1,621,561	1,666,964	1,713,639
Roads and Bridges	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Emergency Works	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Other Waste	1,080,390	885,800	907,945	930,644	953,910	977,757	1,002,201	853,256	874,588	896,453	918,864	941,835	965,381	789,516	809,254	829,485	850,222	871,478	893,265	683,596
<b>State Highways</b>																				
Opening Balance	1,099,430	836,649	287,775	286,583	285,764	285,338	285,329	285,762	286,660	288,050	289,960	275,666	280,646	275,490	280,810	277,231	285,403	285,992	279,686	277,192
Movement	(262,781)	(548,874)	(1,192)	(820)	(426)	(8)	433	898	1,390	1,910	(14,294)	4,980	(5,155)	5,319	(3,579)	8,172	589	(6,306)	(2,494)	22,051
Closing Balance	836,649	287,775	286,583	285,764	285,338	285,329	285,762	286,660	288,050	289,960	275,666	280,646	275,490	280,810	277,231	285,403	285,992	279,686	277,192	299,242
Min Reserve	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
<b>Quarries</b>																				
Opening Balance	1,050,275	850,210	102,425	101,154	91,444	81,846	72,373	63,038	60,516	58,334	56,516	55,081	54,053	48,386	43,045	38,055	33,438	29,217	21,931	15,009
Movement	(200,065)	(747,785)	(1,271)	(9,711)	(9,598)	(9,435)	(2,522)	(5,616)	(2,181)	(1,818)	(1,435)	(1,028)	(5,667)	(5,341)	(4,990)	(4,617)	(4,221)	(3,286)	(6,922)	(6,536)
Closing Balance	850,210	102,425	101,154	91,444	81,846	72,373	63,038	60,516	58,334	56,516	55,081	54,053	48,386	43,045	38,055	33,438	29,217	21,931	15,009	8,472
Min Reserve	105,913	100,033	93,665	86,784	79,363	71,373	62,785	60,228	57,441	54,413	51,131	47,581	43,750	39,623	35,184	30,417	25,306	19,833	13,980	7,728
<b>Plant</b>																				
Opening Balance	7,250,590	6,075,726	543,161	517,426	576,864	526,224	556,909	534,682	548,677	562,716	541,890	539,157	537,424	553,704	552,214	571,706	594,972	567,956	564,057	583,931
Movement	(1,174,864)	(5,532,565)	(25,735)	59,438	(50,641)	30,685	(22,227)	13,996	14,038	(20,826)	(2,733)	(1,733)	16,280	(1,490)	19,492	23,266	(27,016)	(3,898)	19,873	(5,858)
Closing Balance	6,075,726	543,161	517,426	576,864	526,224	556,909	534,682	548,677	562,716	541,890	539,157	537,424	553,704	552,214	571,706	594,972	567,956	564,057	583,931	578,073
Min Reserve	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
<b>Total General Fund</b>																				
Opening Balance	13,945,089	10,186,861	18,252,612	15,965,756	14,283,872	12,759,646	11,365,907	10,052,438	8,766,264	7,578,168	6,350,339	4,667,990	4,618,228	4,744,591	4,823,715	4,898,094	4,989,212	5,033,157	5,156,599	5,200,342
Movement	(3,758,228)	8,065,751	(2,286,856)	(1,681,884)	(1,524,226)	(1,393,739)	(1,313,470)	(1,286,173)	(1,188,096)	(1,227,829)	(1,682,349)	(49,762)	(26,363)	79,124	74,378	91,119	43,945	123,442	43,743	(12,500)
Closing Balance	10,186,861	18,252,612	15,965,756	14,283,872	12,759,646	11,365,907	10,052,438	8,766,264	7,578,168	6,350,339	4,667,990	4,618,228	4,744,591	4,823,715	4,898,094	4,989,212	5,033,157	5,156,599	5,200,342	5,187,842
Total Min Reserve	4,451,319	4,278,254	4,323,220	4,369,042	4,415,732	4,463,299	4,511,752	4,393,758	4,446,751	4,501,000	4,556,533	4,613,378	4,671,564	4,531,119	4,587,073	4,644,332	4,702,922	4,762,872	4,824,209	4,654,963
<b>Water Supply</b>																				
Opening Balance	(34,957)	1,476,902	226,915	116,426	42,298	(7,539)	(55,379)	(57,865)	27,362	101,544	185,142	128,009	339,148	573,255	798,321	1,037,763	1,292,203	1,562,291	1,848,697	2,152,120
Movement	1,511,859	(1,249,986)	(110,490)	(74,128)	(49,837)	(47,840)	(2,486)	85,227	74,182	83,598	(57,133)	211,139	234,107	225,066	239,441	254,441	270,088	286,407	303,423	321,163
Closing Balance	1,476,902	226,915	116,426	42,298	(7,539)	(55,379)	(57,865)	27,362	101,544	185,142	128,009	339,148	573,255	798,321	1,037,763	1,292,203	1,562,291	1,848,697	2,152,120	2,473,283
<b>Sewer Fund</b>																				
Opening Balance	837,618	675,413	364,201	448,801	555,739	703,047	897,116	1,134,482	1,326,075	1,572,986	1,868,282	1,555,203	1,278,976	1,013,191	758,076	513,860	693,933	868,553	1,037,329	1,199,857
Movement	(162,203)	(311,212)	84,601	106,938	147,308	194,070	237,365	191,594	248,911	295,295	(313,079)	(276,227)	(265,785)	(255,116)	(244,215)	180,073	174,619	168,776	162,528	155,859
Closing Balance	675,413	364,201	448,801	555,739	703,047	897,116	1,134,482	1,326,075	1,572,986	1,868,282	1,555,203	1,278,976	1,013,191	758,076	513,860	693,933	868,553	1,037,329	1,199,857	1,355,716
<b>Domestic Waste Fund</b>																				
Opening Balance	14,882	58,503	(15,495)	(3,518)	26,923	41,218	68,163	93,136	28,980	49,533	67,624	94,113	129,808	162,493	91,970	118,035	140,475	159,069	173,589	183,798
Movement	43,621	(73,998)	11,977	30,442	14,295	26,945	24,973	(64,156)	20,553	18,091	26,488	35,696	32,685	(70,523)	26,065	22,440	18,594	14,520	10,209	(110,348)
Closing Balance	58,503	(15,495)	(3,518)	26,923	41,218	68,163	93,136	28,980	49,533	67,624	94,113	129,808	162,493	91,970	118,035	140,475	159,069	173,589	183,798	73,450
<b>TOTALS</b>																				
Opening Balance	14,762,632	12,397,678	18,828,233	16,527,464	14,908,832	13,496,372	12,275,808	11,222,190	10,148,681	9,302,231	8,471,387	6,445,315	6,366,160	6,493,531	6,472,083	6,567,752	7,115,824	7,623,070	8,216,214	8,736,117
Movement	(2,364,954)	6,430,554	(2,300,769)	(1,618,632)	(1,412,460)	(1,220,564)	(1,053,618)	(1,073,509)	(846,450)	(830,844)	(2,026,073)	(79,155)	127,371	(21,448)	95,669	548,072	507,246	593,145	519,903	354,174
Closing Balance	12,397,678	18,828,233	16,527,464	14,908,832	13,496,372	12,275,808	11,222,190	10,148,681	9,302,231	8,471,387	6,445,315	6,366,160	6,493,531	6,472,083	6,567,752	7,115,824	7,623,070	8,216,214	8,736,117	9,090,291

KYOGLÉ COUNCIL - DELIVERY PLAN 2014/2018 AND OPERATIONAL PLAN 2014/2015

LTFP Adopted Scenario FEB 9 2015 Combined Funds

Summary

	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
GENERAL FUND																				
GENERAL MANAGER																				
Governance	(474,312)	(455,510)	(543,653)	(480,107)	(492,900)	(506,035)	(605,069)	(533,369)	(547,587)	(562,184)	(673,455)	(592,561)	(608,361)	(624,584)	(749,608)	(658,343)	(675,903)	(693,933)	(834,414)	(731,454)
Economic Development	(160,029)	(133,143)	(141,415)	(139,774)	(143,223)	(151,763)	(150,388)	(154,130)	(162,961)	(161,894)	(165,933)	(170,078)	(174,334)	(178,704)	(183,190)	(187,795)	(192,523)	(197,378)	(202,361)	(207,478)
	<b>(634,341)</b>	<b>(588,653)</b>	<b>(685,068)</b>	<b>(619,881)</b>	<b>(636,123)</b>	<b>(657,799)</b>	<b>(755,467)</b>	<b>(687,499)</b>	<b>(710,548)</b>	<b>(724,079)</b>	<b>(839,388)</b>	<b>(762,639)</b>	<b>(782,695)</b>	<b>(803,288)</b>	<b>(932,797)</b>	<b>(846,138)</b>	<b>(868,427)</b>	<b>(891,311)</b>	<b>(1,036,775)</b>	<b>(938,931)</b>
ADMINISTRATION & COMMUNITY																				
Administration	(1,282,357)	(1,202,185)	(1,234,400)	(1,267,494)	(1,301,491)	(1,336,416)	(1,372,295)	(1,409,152)	(1,447,016)	(1,485,914)	(1,525,874)	(1,566,924)	(1,609,096)	(1,652,419)	(1,696,925)	(1,742,647)	(1,789,617)	(1,837,870)	(1,887,441)	(1,938,366)
Human Resources	(827,894)	(1,200,248)	(1,226,358)	(1,267,647)	(1,277,631)	(1,315,391)	(1,341,113)	(1,376,377)	(1,408,564)	(1,445,064)	(1,493,012)	(1,524,112)	(1,563,748)	(1,607,522)	(1,646,950)	(1,699,442)	(1,738,891)	(1,784,309)	(1,830,944)	(1,888,111)
Finance	7,629,092	17,084,264	7,564,156	7,948,208	8,270,136	8,649,011	8,814,704	9,169,970	9,341,736	9,554,131	9,811,537	10,078,857	10,341,523	10,609,580	10,880,580	11,202,577	11,579,832	11,839,366	13,171,270	13,490,849
Art & Cultural	(95,379)	(82,480)	(56,774)	(58,315)	(59,898)	(61,524)	(63,194)	(64,910)	(66,672)	(68,482)	(70,341)	(72,251)	(74,213)	(76,228)	(78,298)	(80,425)	(82,609)	(84,853)	(87,157)	(89,525)
Community Services	(145,055)	(63,960)	(65,768)	(67,636)	(69,555)	(71,527)	(73,553)	(75,635)	(77,775)	(79,973)	(82,232)	(84,553)	(86,938)	(89,380)	(91,907)	(94,494)	(97,153)	(99,884)	(102,691)	(105,576)
Pre Schools	(24,333)	(39,655)	(40,656)	(41,681)	(42,733)	(43,811)	(44,916)	(46,050)	(47,212)	(48,403)	(49,624)	(50,876)	(52,160)	(53,476)	(54,826)	(56,209)	(57,628)	(59,082)	(60,573)	(62,102)
Public Libraries	(542,960)	(359,432)	(341,507)	(349,824)	(358,342)	(367,066)	(376,001)	(385,152)	(394,525)	(404,124)	(413,955)	(424,024)	(434,336)	(444,897)	(455,714)	(466,791)	(478,136)	(489,755)	(501,655)	(513,841)
Crown Reserves	(8,130)	(6,342)	(8,551)	(8,765)	(8,985)	(9,210)	(9,441)	(9,677)	(9,920)	(10,168)	(10,423)	(10,684)	(10,952)	(11,226)	(11,507)	(11,796)	(12,091)	(12,394)	(12,705)	(13,023)
Community Buildings	(530,442)	(300,018)	(254,995)	(51,227)	(287,917)	(274,778)	(281,814)	(289,031)	(296,433)	(304,024)	(461,810)	(469,789)	(327,985)	(336,385)	(345,000)	(353,835)	(362,897)	(372,191)	(381,722)	(391,498)
	<b>4,172,533</b>	<b>13,827,874</b>	<b>4,335,147</b>	<b>4,849,619</b>	<b>4,883,886</b>	<b>5,169,288</b>	<b>5,252,376</b>	<b>5,335,646</b>	<b>5,421,854</b>	<b>5,495,583</b>	<b>5,446,859</b>	<b>6,873,637</b>	<b>7,185,095</b>	<b>7,353,806</b>	<b>7,599,454</b>	<b>7,696,939</b>	<b>7,898,811</b>	<b>8,099,028</b>	<b>8,306,382</b>	<b>8,488,897</b>
PLANNING & ENVIRONMENTAL																				
Town Planning	(179,469)	(166,836)	(170,911)	(175,093)	(166,385)	(170,790)	(175,311)	(179,951)	(184,713)	(189,600)	(194,615)	(199,762)	(205,045)	(210,466)	(216,030)	(221,739)	(227,599)	(233,613)	(239,784)	(246,117)
Environmental Health	(373,571)	(246,404)	(252,533)	(285,381)	(299,274)	(306,887)	(314,694)	(322,696)	(330,905)	(339,320)	(347,948)	(356,795)	(365,865)	(375,165)	(384,700)	(394,477)	(404,501)	(414,778)	(425,316)	(436,119)
Building Control	(32,041)	(32,614)	(33,194)	(33,781)	(34,376)	(34,978)	(35,588)	(36,205)	(36,829)	(37,460)	(38,099)	(38,744)	(39,394)	(40,056)	(40,722)	(41,394)	(42,073)	(42,758)	(43,450)	(44,147)
Regulatory Services	(112,712)	(94,650)	(97,111)	(99,637)	(102,228)	(104,886)	(107,613)	(110,411)	(113,281)	(116,226)	(119,246)	(122,345)	(125,524)	(128,768)	(132,132)	(135,564)	(139,065)	(142,698)	(146,404)	(150,205)
Other Waste	(231,970)	(188,859)	(80,357)	4,365	(4,694)	15,409	21,267	(59,641)	33,696	40,285	52,733	66,158	87,537	(31,106)	70,229	71,539	72,823	74,078	75,303	(39,506)
	<b>(929,763)</b>	<b>(729,363)</b>	<b>(634,106)</b>	<b>(589,527)</b>	<b>(606,956)</b>	<b>(602,133)</b>	<b>(611,939)</b>	<b>(708,905)</b>	<b>(632,031)</b>	<b>(642,320)</b>	<b>(647,175)</b>	<b>(651,488)</b>	<b>(665,294)</b>	<b>(785,878)</b>	<b>(703,354)</b>	<b>(721,635)</b>	<b>(740,435)</b>	<b>(759,768)</b>	<b>(779,650)</b>	<b>(916,095)</b>
INFRASTRUCTURE WORKS																				
Regional Roads	(168,349)	666,491	144,424	170,690	134,259	(61,466)	193,649	225,241	257,746	270,313	76,939	298,825	325,885	333,132	360,577	103,185	144,978	166,783	178,684	(54,308)
Urban Streets	(944,733)	(937,302)	(952,278)	(974,798)	(989,954)	(1,015,755)	(1,042,218)	(1,069,361)	(1,097,199)	(1,125,752)	(1,155,039)	(1,185,077)	(1,215,886)	(1,247,486)	(1,279,896)	(1,313,139)	(1,347,234)	(1,382,205)	(1,418,074)	(1,454,863)
Rural Local Roads	(393,443)	1,693,869	(2,556,536)	(2,861,844)	(2,289,696)	(2,301,762)	(2,362,835)	(2,323,881)	(2,334,890)	(2,399,131)	(2,484,705)	(2,531,637)	(2,594,883)	(2,664,479)	(2,735,505)	(2,707,887)	(2,781,957)	(2,853,948)	(2,930,878)	(2,809,372)
W Administration	(382,394)	(238,229)	(245,431)	(253,441)	(261,643)	(270,043)	(278,643)	(287,449)	(296,465)	(301,906)	(309,138)	(316,538)	(324,110)	(331,856)	(339,779)	(347,887)	(356,179)	(364,663)	(373,339)	(382,216)
Bridges	(1,256,585)	2,686,418	(389,299)	(353,609)	(325,714)	(299,779)	(275,681)	(303,302)	(332,531)	(263,265)	(95,404)	(178,855)	(163,528)	(49,340)	(86,211)	(24,065)	(12,828)	(2,434)	7,184	16,088
Emergency Services	(232,880)	(197,415)	(202,350)	(207,409)	(212,584)	(217,909)	(223,357)	(228,941)	(234,664)	(240,531)	(246,544)	(252,708)	(259,026)	(265,501)	(272,139)	(278,942)	(285,916)	(293,064)	(300,390)	(307,900)
	<b>(3,378,384)</b>	<b>3,673,832</b>	<b>(4,201,470)</b>	<b>(4,280,411)</b>	<b>(3,945,342)</b>	<b>(4,166,715)</b>	<b>(3,988,885)</b>	<b>(3,987,692)</b>	<b>(4,038,003)</b>	<b>(4,060,272)</b>	<b>(4,193,892)</b>	<b>(4,165,990)</b>	<b>(4,231,548)</b>	<b>(4,225,530)</b>	<b>(4,352,954)</b>	<b>(4,568,836)</b>	<b>(4,639,137)</b>	<b>(4,729,531)</b>	<b>(4,836,814)</b>	<b>(4,992,571)</b>
URBAN & ASSETS																				
Swimming Pools	(427,300)	(517,550)	(453,999)	(465,738)	(477,781)	(490,134)	(502,807)	(515,807)	(529,143)	(542,823)	(556,857)	(571,254)	(586,022)	(601,172)	(616,713)	(632,656)	(649,010)	(665,786)	(682,996)	(700,651)
Parks & Gardens	(484,930)	(444,951)	(456,645)	(468,647)	(480,964)	(493,607)	(506,582)	(519,901)	(533,570)	(547,601)	(562,000)	(576,781)	(591,952)	(607,523)	(623,504)	(639,907)	(656,742)	(674,023)	(691,760)	(709,965)
UA Administration	(98,269)	(101,268)	(104,636)	(108,111)	(111,697)	(115,397)	(119,215)	(123,155)	(127,220)	(131,415)	(135,743)	(140,209)	(144,817)	(149,571)	(154,475)	(159,534)	(164,754)	(170,138)	(175,692)	(181,422)
Public Cemeteries	(80,883)	(65,167)	(66,528)	(67,915)	(69,327)	(70,766)	(72,232)	(73,725)	(75,245)	(76,793)	(78,369)	(79,974)	(81,608)	(83,272)	(84,965)	(86,688)	(88,442)	(90,227)	(92,043)	(93,890)
Stormwater	(259,181)	(159,876)	9,646	19,620	18,956	12,321	22,411	(17,507)	22,565	22,627	(17,322)	22,716	22,748	22,798	22,785	22,754	22,711	22,669	22,633	22,561
	<b>(1,350,563)</b>	<b>(1,288,815)</b>	<b>(1,073,162)</b>	<b>(1,090,592)</b>	<b>(1,158,725)</b>	<b>(1,157,584)</b>	<b>(1,178,425)</b>	<b>(1,250,095)</b>	<b>(1,242,614)</b>	<b>(1,276,005)</b>	<b>(1,430,293)</b>	<b>(1,345,501)</b>	<b>(1,381,853)</b>	<b>(1,458,775)</b>	<b>(1,456,892)</b>	<b>(1,496,031)</b>	<b>(1,577,485)</b>	<b>(1,577,485)</b>	<b>(1,619,859)</b>	<b>(1,663,367)</b>
TOTAL GENERAL FUND																				
	<b>(2,120,518)</b>	<b>14,894,975</b>	<b>(2,256,659)</b>	<b>(1,730,792)</b>	<b>(1,463,562)</b>	<b>(1,414,942)</b>	<b>(1,282,341)</b>	<b>(1,298,545)</b>	<b>(1,201,343)</b>	<b>(1,207,094)</b>	<b>(1,663,888)</b>	<b>(51,981)</b>	<b>120,905</b>	<b>80,635</b>	<b>63,456</b>	<b>64,299</b>	<b>74,593</b>	<b>140,933</b>	<b>33,285</b>	<b>(22,156)</b>
RESTRICTED FUNDS - INTERNAL																				
State Highways	(262,781)	(548,874)	(1,192)	(820)	(426)	(8)	433	898	1,390	1,910	(14,294)	4,980	(5,155)	5,319	(3,579)	8,172	589	(6,306)	(2,494)	22,051
Quarries	(200,065)	(747,785)	(1,271)	(9,711)	(9,598)	(9,473)	(9,335)	(2,522)	(2,181)	(1,818)	(1,435)	(1,028)	(5,067)	(5,341)	(4,990)	(4,617)	(4,221)	(3,786)	(6,922)	(6,536)
Plant & Depots	(1,174,864)	(5,532,555)	(25,735)	59,438	(50,641)	30,685	(22,227)	13,996	14,038	(20,526)	(2,733)	(1,733)	16,280	(1,490)	19,492	23,268	(27,016)	(3,895)	19,873	(5,855)
	<b>(1,637,710)</b>	<b>(6,829,224)</b>	<b>(28,197)</b>	<b>49,908</b>	<b>(60,664)</b>	<b>21,204</b>	<b>(31,129)</b>	<b>12,372</b>	<b>13,247</b>	<b>(20,735)</b>	<b>(18,462)</b>	<b>2,219</b>	<b>5,458</b>	<b>(1,511)</b>	<b>19,923</b>	<b>26,829</b>	<b>(30,648)</b>	<b>(17,491)</b>	<b>19,458</b>	<b>9,656</b>
RESTRICTED FUNDS - EXTERNAL																				
Water Fund	1,511,859	(1,249,986)	(110,490)	(74,128)	(49,837)	(47,840)	(2,486)	85,227	74,162	83,598	(57,133)	211,139	234,107	225,066	239,441	254,441	270,088	286,407	303,423	321,163
Sewer Fund	(162,205)	(311,212)	84,601	106,036	147,308	194,070	237,365	191,594	246,911	295,295	(313,079)	(276,227)	(265,785)	(255,116)	(244,215)	180,073	174,619	168,776	162,528	155,859
Domestic Waste	43,621	(73,998)	11,977	30,442	14,295	26,945	24,973	20,553	18,091	28,488	35,696	32,685	70,523	26,065	28,040	18,594	14,520	10,209	(110,349)	
	<b>1,393,274</b>	<b>(1,635,197)</b>	<b>(13,512)</b>	<b>63,522</b>	<b>111,766</b>	<b>173,175</b>	<b>259,652</b>	<b>212,685</b>	<b>341,646</b>	<b>396,885</b>	<b>(343,723)</b>	<b>(79,153)</b>	<b>1,008</b>	<b>100,572</b>	<b>21,291</b>	<b>458,953</b>	<b>463,301</b>	<b>469,703</b>	<b>476,169</b>	<b>366,674</b>
COMBINED FUNDS																				
	<b>(2,364,954)</b>	<b>6,430,554</b>	<b>(2,300,769)</b>	<b>(1,616,632)</b>	<b>(1,412,460)</b>	<b>(1,220,564)</b>	<b>(1,053,618)</b>	<b>(1,073,509)</b>	<b>(846,450)</b>	<b>(830,444)</b>	<b>(2,026,073)</b>	<b>(79,153)</b>	<b>127,371</b>	<b>311,939</b>	<b>95,669</b>	<b>548,953</b>	<b>507,246</b>	<b>593,945</b>	<b>519,903</b>	<b>354,174</b>



# Vision, Mission, & Values

## **COMMUNITY VISION**

Working together to balance Environment, Lifestyle, and Opportunity.

## **OUR MISSION**

To meet the challenges of our unique and diverse region

## **OUR VALUES**

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

# The Kyogle Council Area

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

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



## Councillors

Nine Councillors represent three wards of the council area and are responsible for the direction and control of Council's affairs in accordance with the Local Government Act and associated legislation. Our current Councillors were elected in September, 2012 and will hold office until September 2016



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

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

# Organisational Structure

## Kyogle Council has a four Department Structure

### **The General Manager, Arthur Piggott**

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

### **Executive Manager Administration & Community Services, Carol O'Neill**

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

### **Executive Manager Planning & Environmental Services, Greg Meyers**

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

### **Executive Manager Urban and Assets, Graham Kennett**

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

### **Executive Manager Infrastructure Works, Jeff Breen**

Responsible for roads and bridges (state, regional and local), RMS contract works, quarries, emergency services and project design and management.

# Revenue Policy/ Pricing Methodology

## Ordinary Rates

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

Council's ability to raise revenue through levying rates is restricted by Government "rate pegging" by which the Minister for Local Government announces the maximum permissible increase in rates each year (as determined by IPART). For the 2014/15 year, the maximum increase permissible is to be 2.3%

Ordinary Rates applying for the financial period are:

CATEGORY	VALUATION (\$)	NUMBER OF PROPERTIES	BASE CHARGE	AD VALOREM RATE IN \$	ANTICIPATED YIELD (\$)
FARMLAND	797,070,170	2,006	184.00	0.287459	2,660,353
RESIDENTIAL	35,696,300	798	184.00	0.585896	355,975
RESIDENTIAL-KYOGLE	116,759,660	1,255	217.00	0.768857	1,170,050
RURAL RESIDENTIAL	142,267,440	838	184.00	0.412532	741,091
BUSINESS	6,983,100	101	184.00	0.403421	46,755
BUSINESS-KYOGLE	21,750,230	135	217.00	0.727872	187,609
<b>TOTALS</b>	<b>1,120,526,900</b>	<b>5,133</b>			<b>5,161,833</b>

### Fees and Charges

Council has draft Fees and Charges for the 2014/2015 financial year, details of which are contained in the 2014/2015 Schedule of Fees and Charges (separate document).

### Water Charges

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

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

The overall increase in Water Charges (fixed plus variable) for 2014/2015 is 5%.

CHARGE	NUMBER OF CONNECTIONS	RATE PER UNIT OR ANNUAL CHARGE (\$)	ANTICIPATED YIELD (\$)
Vacant Property Charge	109	\$100.00	\$10,900
20mm connection	1,820	\$340.00	\$618,800
25mm connection	26	\$531.00	\$13,813
32mm connection	20	\$870.00	\$17,408
40mm connection	17	\$1,360.00	\$23,120
50mm connection	14	\$2,125.00	\$29,750
80mm connection	0	\$5,440.00	\$0
100mm connection	0	\$8,500.00	\$0
Fire Service Connection (all sizes)	7	\$340.00	\$2,380
Non-Rateable Connections	30	0	0
<b>Total</b>	<b>2,043</b>		<b>\$716,171</b>

CHARGE	RATE PER UNIT OR ANNUAL CHARGE	ANTICIPATED YIELD (\$)
Consumption up to 200KL per connection per year	\$1.30 per 1,000 litres	\$182,000
Consumption above 200KL per connection per year	\$1.80 per 1,000 litres	\$252,000
Home Dialysis allocation first 100KL	\$0.00 per 1,000 litres	0
<b>Total</b>		<b>\$434,000</b>

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

### Residential Sewerage Charges

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

The increase in Sewerage Charges for 2014/2015 is 3.0%.

CHARGE	NUMBER OF CHARGES	ANNUAL CHARGE	ANTICIPATED YIELD
Residential Sewerage Annual Charge per dwelling and/or individual unit	1,500	\$643.00	<b>\$964,500</b>
Non rateable properties	34	0	0



**Non Residential Sewerage Charges**

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

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

Where:

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

C = Customer's annual water consumption (kL)

UC = Sewerage Usage Charge (\$/kL)

SDF = Sewerage Discharge Factor (i.e. the ratio of a customer's estimated volume discharged in the sewerage system to the customer's total water consumption). Refer Councils Liquid Trade Waste Policy for details.

CHARGE	NUMBER OF CONNECTIONS	RATE PER UNIT OR ANNUAL CHARGE	ANTICIPATED YIELD (\$)
<b>Availability/Access Charges</b>			
Vacant Property Charge	102	\$100.00	\$10,200
20 mm connection	211	\$254.00	\$53,594
25 mm connection	14	\$396.00	\$5,547
32 mm connection	14	\$650.00	\$9,103
40mm connection	15	\$1,016.00	\$15,240
50mm connection	10	\$1,588.00	\$15,875
80mm connection	0	\$4,064.00	\$0
100mm connection	0	\$6,350.00	\$0
<b>Total</b>	<b>366</b>		<b>\$109,560</b>
<b>Sewer Usage Charge</b>		\$1.00 per kL	<b>\$90,000</b>

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

**Trade Waste Charges:**

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

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

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

$$A + I$$

Where:

A = Annual trade waste fee for minor or no pre-treatment (\$)

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

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

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

Where:

A = Annual trade waste fee for prescribed pre-treatment (\$)

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

C = Customer's annual water consumption (kL)

UC = Trade Waste Usage Charge (\$/kL)

TWDF = Trade Waste Discharge Factor (i.e. the ratio of a customer's estimated volume discharged in the sewerage system to the customer's total water consumption). Refer Councils Liquid Trade Waste Policy for details.

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

$$A + I + EMC$$

Where:

A = Annual trade waste fee for Major Discharger (\$)

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

EMC = Total Excess Mass Charges (\$) (Refer Councils Fees and Charges for details.)

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

$$A + I$$

Where:

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

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

Anticipated Yield from Trade Waste charges:

ANNUAL TRADE WASTE FEE OR CHARGE	NUMBER OF CONNECTIONS	RATE PER UNIT	ANTICIPATED YIELD (\$)
Min or no pre treatment	129	\$84.00	\$10,836
Prescribed pre treatment	0	\$84.00	0
Major discharger	0	\$480.00	0
Sewer Dump Point	1	\$588.00	\$588.00
Re-inspection fee	0	\$68.00	0
<b>Totals</b>	<b>130</b>		<b>\$11,424</b>
Trade Waste Usage (with pre-treatment) per kL		\$1.00	\$15,000
Trade Waste Usage (without pre-treatment) per kL		*\$1.00	0
<b>Totals</b>			<b>\$15,000</b>

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

**Domestic Waste Management Charges:**

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

The increase in Domestic Waste Charges for 2014/2015 is to cover the NSW EPA Waste Levy, increased operating costs of providing a split bin for recycling purposes, increased operating costs and the provision for future services/rehabilitation works. Following a thorough review of Council's waste services, the structure of the manner in which these charges are applied is proposed to be altered from 2014/15.

CHARGE	NUMBER OF SERVICES	RATE PER SERVICE	ANTICIPATED YIELD
Waste Management Service Availability Charge (Annual). All rateable properties within Kyogle LGA garbage collection service area.	311	50.00	15,550
Domestic Waste Service Charge	1,960	450.00	882,000
Additional Domestic Waste Service	61	400.00	24,400

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

**Commercial and Other Waste Charges**

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

The increase in Commercial Waste Charges for 2014/2015 is to cover the NSW EPA Waste Levy, increased operating costs of providing a split bin for recycling purposes, increased operating costs and the provision for future services/rehabilitation works.

CHARGE	NUMBER OF SERVICES	RATE PER SERVICE	ANTICIPATED YIELD
Commercial Waste Service Charge	206	450.00	92,700
Additional Commercial Waste Service	163	400.00	65,200
Landfill Management Charge (Annual). All rateable properties outside the garbage collection area *	3040	37.00	112,480

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

**On Site Sewerage Management Annual License Fees:**

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

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

CHARGE	NUMBER OF SERVICES	RATE PER SERVICE	ANTICIPATED YIELD
OSMS Annual License Fee	2,955	38.00	\$112,733

**Stormwater Management Charge:**

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

The Stormwater and Flood Mitigation Charge for 2014/2015 (where applicable) is:

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

**Swimming Pool Inspection Fees**

Fees for the inspection of Swimming Pools under the Swimming Pools Act 1998 and Regulations 2008

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

**Interest Charges**

Interest charges are to be 9% as advised by the DLG and is calculated on the outstanding component of all rates and charges.

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

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

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

A planning levy is applied to all contributions paid.

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

**Borrowings:**

The loan for \$300,000 approved in the 2013/2014 budget has not been drawn during that year and is carried forward into 2014/2015.

A \$300,000 internal loan between the Water and Sewer funds (to be repaid over 5 years) is proposed to operate from 2015/2016.

A \$10,000,000 loan is proposed for the General Fund from 2015/2016 with the borrowings assumed to be taken out under a NSW Treasury finance scheme proposed by the NSW Government under the Fit for the Future local Government Reform Package.

Projected loan movements are set out below:

	2014/2015	2015/2016	2016/2017	2017/2018
<b>Water Fund</b>				
Opening Balance	255,587	2,093,163	2,001,506	1,986,720
New Loans	2,000,000	300,000	0	0
Interest (net of subsidy)	82,040	82,684	93,576	82,817
Principal Reduction	162,425	172,736	233,707	245,381
Closing Balance	2,093,163	2,220,427	1,986,720	1,741,338
<b>Sewer Fund</b>				
Opening Balance	922,709	907,199	890,707	873,168
New Loans	0	0	0	0
Interest	67,727	66,745	65,698	63,826
Principal Reduction	15,510	16,492	17,529	19,411
Closing Balance	907,199	890,707	873,168	853,757
<b>Waste Services</b>				
Opening Balance	0	290,437	270,001	247,684
New Loans	300,000	0	0	0
Interest	13,500	25,690	23,809	21,755
Principal Reduction	9,563	20,436	22,317	24,370
Closing Balance	290,437	270,001	247,684	223,314
<b>General fund</b>				
Opening Balance	0	0	9,247,785	8,449,098
New Loans	0	10,000,000	0	0
Interest	0	304,229	280,579	255,440
Principal Reduction	0	752,215	798,687	846,808
Closing Balance	0	9,247,785	8,449,098	7,602,290

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

# Financial Management

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

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

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



# Capital Works Projects/Asset Replacement

Project / Item	2014/15	2015/16	2016/17	2017/18
<b>Regional Roads</b>				
Kyogle Road - Renewals	421,601	374,000	505,000	517,895
Kyogle Road - Reconstruct Oxbow to Lehman's	35,444			
Clarence Way - Renewals	80,000	526,000	567,000	581,445
Clarence Way - Replace Timber Bridge B2566	300,000			
Clarence Way - Black Spot Projects	157,483			
Clarence Way - (MR150) Renewals		20,000	20,512	21,037
Bentley Road - Renewals	77,440	165,000	232,000	237,905
Mount Lindsay Highway - Renewals	20,000	265,000	60,000	61,530
Regional Road Timber Bridge Replacements	323,523			
<b>Total</b>	<b>1,415,491</b>	<b>1,350,000</b>	<b>1,384,512</b>	<b>1,419,812</b>
<b>Repair Program Funding</b>	185,444	263,622	271,531	279,677
<b>Federal Bridge Program Funding</b>	150,000			
<b>Fixing Country Roads Funding</b>		200,000	206,000	212,180
<b>Black Spot Funding</b>	157,483	150,000	154,500	159,135
<b>National Stronger Regions Funding</b>		100,000	100,000	100,000
<b>Rural Local Roads</b>				
Rural Roads - Reseals	277,414	458,000	469,582	481,457
Sextonville Road - reconstruct from bridge 38-19702 nth	300,000		170,000	
Wiangaree Back Road	50,000	388,500	200,126	
Ettrick Road - reconstruct from 2km from Afterlee Rd sth				200,000
Findon Creek Road - reconstruct Summerland Way north				226,831
Reconstructions		1,474,000	1,537,000	1,532,000
Rural Roads - Guardrail	37,500	20,000	20,000	20,000
Rural Roads - drainage improvements		37,784	40,000	40,000
Section 94 Expenditure	108,309	56,604	58,058	59,550
Rural Roads - self help improvements	106,090			
Black Spots and Initial Seals	35,356	1,210,000	1,240,940	1,272,673
<b>Total</b>	<b>914,669</b>	<b>3,644,888</b>	<b>3,735,706</b>	<b>3,832,511</b>
<b>Roads To Recovery Funding</b>	517,784	1,049,360	524,680	524,680
<b>Black Spot Funding</b>		150,000	154,500	159,135
<b>National Stronger Regions Fund</b>		550,000	550,000	550,000
<b>Fixing Country Roads Funding</b>		150,000	154,500	159,135
<b>Urban Streets</b>				
Footpaths	31,827	65,000	66,661	68,365
Kerb and Guttering	57,091	70,000	71,795	73,636
Kyogle streets - reconstructions and resurface	76,456	32,000	88,060	104,275
Kyogle - reconstruct May Street from Irwin to Campbell	32,000	0	100,000	0
Kyogle - reconstruct Geneva Street to Irwin Street	160,327	0	0	100,000
Kyogle - reconstruct Wyndham St from Short St east	0	55,000	10,000	0
Kyogle - reconstruct Junction Street	0	45,000	0	0
Kyogle - reconstruct Anzac Drive west of Geneva Bridge	0	105,000	45,000	0
Kyogle - reconstruct Donald Street	0	0	0	45,000
Bonalbo - reconstructions and resurface	20,064	50,000	51,286	52,605
Woodenbong - reconstructions and resurface	69,387	50,000	51,286	52,605
Other Villages - reconstructions and resurface	20,909	50,000	51,286	52,605
Initial Sealing	44,391	20,622	10,000	10,000
Bus Shelters Woodenbong and Wiangaree	25,526	0	0	0
<b>Total</b>	<b>537,978</b>	<b>542,622</b>	<b>545,374</b>	<b>559,091</b>

Project / Item	2014/15	2015/16	2016/17	2017/18
<b>Bridges</b>				
Yabbra Road - timber bridge to concrete 152-2542	100,000	0	0	0
Bingeebebra Road 19-4293	80,000	0	0	0
Duck Creek Road - timber bridge to pipes 138-12837	70,000	0	0	0
Duck Creek Road - timber bridge to pipes 138-10920	75,000	0	0	0
Terrace Road - timber bridge to pipes 124-4457	60,000	0	0	0
Lynches Creek Box Culvert Replacement	100,000	0	0	0
Hillyard Road Bridge to Pipe 14-7442	70,000	0	0	0
Baraimal Lane Bridge to Pipe 7-4636	70,000	0	0	0
Gradys Creek - Boyles Bridge 59-13985	80,000	310,000	0	0
Causeway Replacements and Improvements	70,000	75,000	0	0
Duck Creek Road - timber bridge to concrete 138-16506	0	190,000	0	0
Ettrick Road - widen concrete box culvert 45-1634	0	125,000	0	0
Duck Creek Road - timber bridge to pipes 138-14117	0	80,000	0	0
Lions Road - timber bridge to concrete 179-586	0	480,000	0	0
Lynches Creek Box Culvert Replacement	0	140,000	0	0
Bingeebebra Road - timber bridge to pipes 19-4652	0	0	\$60,000	0
Mills Road - Causeway 178-335	0	0	\$90,000	0
Sawpit Creek - timber bridge to concrete 120-20	0	0	\$250,000	0
Grdys Creek - Murrays Bridge 59-10535	0	0	\$360,000	0
Hayes Road 163-48	0	0	\$120,000	0
Afterlee Road - timber bridge to pipes 2-20386	0	0	0	\$70,000
Gradys Creek Davis Bridge 59-6565	0	0	0	\$420,000
Gradys Creek 59-5604	0	0	0	\$310,000
Old Dyraba Road - timber bridge to concrete 87-11949	0	0	0	\$150,000
Campbells Bridge Sextonville Road 38-19702	340,000	0	0	0
Bagshaws Bridge Connells Road 32-2265	220,000	0	0	0
Bridge Replacements Unallocated (dependent upon grants)	2,240,000	0	555,330	521,552
<b>Total</b>	<b>3,575,000</b>	<b>1,400,000</b>	<b>1,435,330</b>	<b>1,471,552</b>
<b>Federal Timber Bridge Program Funding</b>	<b>1,212,500</b>	<b>250,000</b>	<b>257,500</b>	<b>265,225</b>
<b>Roads To Recovery Funding</b>	<b>305,000</b>	<b>670,902</b>	<b>335,451</b>	<b>335,451</b>
<b>State Forests Contributions</b>	<b>90,000</b>			
<b>Flood Damage Grant</b>	<b>180,000</b>			
<b>Stormwater and Flood Management</b>				
Junction/Curtois - drainage upgrades	71,555			68,338
Anzac/Chauvel - drainage upgrades		25,000		
Don Gully Oval - drainage upgrade		78,000		
Wyndham Street Groom to Short Street - drainage upgrades			65,635	
Groom St from Rous to Roseberry - drainage upgrades			40,000	40,000
Kyogle Flood Measures - construction	982,871	887,000	50,000	
<b>Total</b>	<b>1,054,426</b>	<b>990,000</b>	<b>155,635</b>	<b>108,338</b>
<b>Flood Management Funding</b>	<b>786,297</b>	<b>709,600</b>	<b>40,000</b>	
<b>Water Supplies</b>				
Water supply - renewals	51,251	26,784	27,478	28,699
Kyogle Augmentation - WTP Upgrade	1,058,095	800,000		
Kyogle Augmentation - Weir and Pump Station	400,000	0		
Kyogle Augmentation - Off Stream Storage	837,766	2,250,000		
<b>Total</b>	<b>2,347,112</b>	<b>3,076,784</b>	<b>27,478</b>	<b>28,699</b>
<b>Country Towns Water Supply &amp; Sewerage Program Funding</b>	<b>1,561,000</b>	<b>1,525,000</b>		
<b>Sewerage Systems</b>				
Sewerage systems - upgrades	11,255	11,544	11,844	12,152
Sewerage systems - renewals	388,736	236,491	242,529	248,721
Four villages feasibility study	86,945			
<b>Total</b>	<b>486,936</b>	<b>248,035</b>	<b>254,373</b>	<b>260,873</b>

Project / Item	2014/15	2015/16	2016/17	2017/18
<b>Quarries</b>				
Quarry development	50,000			
Rehabilitation - Chadburns	124,310			
Rehabilitation - Millers	67,617			
Rehabilitation - Clarkes	13,633			
Rehabilitation - Lloyds				10,525
Rehabilitation - Griffiths		10,000		
Rehabilitation - Medhursts			10,259	
<b>Total</b>	<b>255,560</b>	<b>10,000</b>	<b>10,259</b>	<b>10,525</b>
<b>Plant and Depots</b>				
Plant Purchases	1,584,790	1,420,545	1,463,161	1,507,056
Depot Improvements	92,959	50,000	51,265	52,562
<b>Total</b>	<b>1,67,749</b>	<b>1,470,545</b>	<b>1,514,426</b>	<b>1,559,618</b>
<b>Waste Management</b>				
Transfer Station improvements	496,551	100,000	40,000	
New cell construction	40,000			
Rehabilitation Works	37,500	500,000		
<b>Total</b>	<b>574,051</b>	<b>600,000</b>	<b>40,000</b>	<b>0</b>
<b>Buildings and Community Facilities</b>				
Parks and Gardens Renewals	40,000	40,000	41,024	42,074
Parks and Gardens Improvements	61,158			
Community Buildings Renewals	282,522	35,000		
Community Buildings Improvements	27,550	40,000	41,024	42,074
Libraries	20,000	5,000	5,128	5,259
Stock Pound	15,000			
Preschools	4,200	15,000	15,384	15,778
Public Cemeteries	21,866	5,000	5,131	5,265
Swimming Pools Improvements		60,000		
Swimming Pools Renewals	20,000	40,000	41,024	42,074
Emergency Services	40,280			
<b>Total</b>	<b>532,576</b>	<b>240,000</b>	<b>148,715</b>	<b>152,524</b>
<b>Administration</b>				
Office Equipment and Furniture	81,159	69,472	71,209	72,990
<b>Total</b>	<b>81,159</b>	<b>69,472</b>	<b>71,209</b>	<b>72,990</b>

## Financial Assistance/Donations

Council's Financial Assistance Policy, provides for financial assistance to be provided by Council to individuals and organisations within the Council area. This assistance is provided via ongoing/regular donations to selected organisations and one-off donations to individuals and organizations. For the 2014/2015 financial year, Council has budgeted for donations as follows.

ORGANISATION	SUPPORT	VALUE
One-off Donations	Various	14,000
Anzac Day March and Dawn Ceremony	Traffic Control and Establishment	2,500
Kyogle Youth Ventures	Cash Donation	2,500
Australia Day Committees	Cash Donation	10,610
Kyogle Reconciliation Group - NAIDOC week	Cash Donation	403
Public Halls	Cash Donation - Rates & Charges	6,365
Learn to Swim/Life Education	Cash Donation/Staff and Plant	12,200
North Coast Academy of Sport	Cash Donation	1,167
Citizens Band	Cash Donation	1,008
NSW Cancer Council	Cash Donation	1,231
Kyogle Show Society	Cash Donation	1,545
Bonalbo Show Society	Cash Donation	1,545
Woodenbong Show Society	Cash Donation	1,545
Border Ranges Rally	Traffic Control	10,000
<b>TOTAL</b>		<b>66,619</b>

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

Who is the fund intended to help?	Council residents/local business employees who as a result of an unforeseen disaster have insufficient financial resources for a modest standard of living.
Why do these people need help?	Loss of property/finances as a result of an unforeseen disaster.
Who is involved in the administration/distribution of these funds?	One Council representative along with a Committee consisting of members of the public.
What help does the fund provide to these people?	The relief to a person who has been assessed as an eligible recipient is to be in the form of direct distribution of money or goods. Relief is intended to assist with day to day living expenses such as food and clothing.
How are the recipients of help selected?	Recipients who can demonstrate that there has been a marked lowering of their standard of living causing hardship as a result of the unforeseen disaster. As a guide only, applicants who are eligible for full or partial income tested Social Security benefits would be eligible for assistance up to the level of income at which tested Social Security benefits cease to be payable (this income level varies depending upon the applicant's marital situation). Where an affected individual has the availability of other sources of income (e.g. they obtain other employment) or assets they may be considered ineligible for assistance. This does not mean that the managers of the fund must, in all circumstances, investigate the financial resources of each individual beneficiary. Sometimes it may be apparent from the common attributes of the potential beneficiaries that they are necessitous circumstances.
Where do these funds come from?	Contributions received from Council and the general public.
How is the relief fund operated?	All contributions to receive receipt for tax purposes. All contributions to be in the form of money. Register of gifts to be maintained. All outgoings to record date, details of recipient and amount.
What happens to any surplus assets?	At dissolution any surplus assets to be transferred to another fund, authority or institution, which has similar objects, and to which income tax deductible contributions can be made.

Funds remaining in the Kyogle Emergency Disaster Relief Fund at 30 June, 2014 will be carried over to the 2014/15 financial year for use in accordance with the above criteria. The current funds remaining are **\$37,387**.

## Business or Commercial Activities

### Pricing Policy/Competitive Neutrality

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

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

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

Nil

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

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

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

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

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

## Action Plans & Budgets



## Governance and Community Service

*- well managed and responsive to community needs*

Long Term Goals	Delivery (Strategies) Program and Operational Plan Actions	Indicator/Measure	Responsibility
Kyogle Council efficient and effective in its operations, actively listening to the community and anticipating and responding to community needs	<p>Council will regularly review the services that are being provided</p> <p>Recommendations from Community Survey implemented</p> <p>Council's decision making is accountable, accessible and transparent.</p>	<p>Report and monitor satisfaction levels</p> <p>Conduct community survey every years</p> <p>Number of meetings and figures on attendance numbers</p>	General Manger Administration and Community Services
Community leaders are connected and improving leadership capacity across the community	<p>Programs to increase awareness of Councillors with a range of ways for community to talk to them.</p> <p>Leadership and decision-making by the Councillors will reflect the diversity of the community</p>	<p>Satisfaction levels reflect how engaged residents are with Council activities</p> <p>Levels of both positive and negative feedback</p>	General Manger
<p>Encourage public participation and provide access opportunities.</p> <p>Develop appropriate lines of communication to ensure that the public is kept well informed as to Council activities.</p>	<p>Appropriate models of community engagement will be explored and utilised.</p> <p>Council's communication with the community will aim to ensure that residents have awareness and understanding of the role council plays in everyday life.</p> <p>Involve different groups of people in the development of plans and programs</p>	<p>Annually review Community Engagement strategy and report to Council on effectiveness</p> <p>Co-ordinate, produce and distribute monthly newsletters.</p> <p>Continuing Improvements/enhancements to Council website</p>	Administration and Community Services
Set the example in Local Government through efficient and effective management practices and provide an environment that fosters trust, encourages and rewards excellence in performance and which supports the implementation of Council's goals and policies.	<p>Prompt response to all customer contact with an emphasis on quality customer service.</p> <p>Council is well managed, cost effective and operationally efficient and all statutory requirements are met.</p>	<p>Report on number an type of customer service complaints</p> <p>Report in level of unanswered correspondence</p> <p>Quarterly budget review reports to Council</p> <p>All statutory returns/requirements are attended to by due dates</p>	Administration and Community Services

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

**GOVERNANCE - BUDGET INFORMATION**

<b>GOVERNANCE</b>	<b>2014/2015</b>	<b>2015/2016</b>	<b>2016/2017</b>	<b>2017/2018</b>
<b>OPERATING EXPENDITURE</b>				
EMPLOYMENT	257,958	264,893	272,263	279,839
COUNCILLOR SERVICES	177,383	181,818	186,363	191,022
LEGALS	45,020	15,000	15,375	15,759
ADVERTISING, NOROC, LGSA	58,629	60,095	61,597	63,137
ELECTIONS	0	0	76,007	0
PAYABLE BY OTHER FUNDS	(64,678)	(66,295)	(67,952)	(69,651)
<b>TOTAL OPERATING EXPENDITURE</b>	<b>474,312</b>	<b>455,511</b>	<b>543,653</b>	<b>480,106</b>
<b>NET COST OF ACTIVITY</b>	<b>(474,312)</b>	<b>(455,511)</b>	<b>(543,653)</b>	<b>(480,106)</b>

**ADMINISTRATION - BUDGET INFORMATION**

<b>ADMINISTRATION</b>	<b>2014/2015</b>	<b>2015/2016</b>	<b>2016/2017</b>	<b>2017/2018</b>
<b>OPERATING EXPENDITURE</b>				
EMPLOYMENT	877,718	901,372	926,541	952,414
OFFICE EXPENSES	325,943	282,912	289,985	297,234
DONATIONS	104,006	57,559	58,523	59,512
SECURITY, SUBSCRIPTIONS ETC.	36,331	37,239	38,170	39,125
PAYABLE FROM OTHER FUNDS	(142,800)	(146,370)	(150,029)	(153,780)
<b>TOTAL OPERATING EXPENDITURE</b>	<b>1,201,198</b>	<b>1,132,712</b>	<b>1,163,190</b>	<b>1,194,505</b>
<b>CAPITAL EXPENDITURE</b>				
OFFICE EQUIPMENT & FURNITURE	81,159	69,472	71,209	72,990
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>81,159</b>	<b>69,472</b>	<b>71,209</b>	<b>72,990</b>
<b>NET COST OF ACTIVITY</b>	<b>(1,282,357)</b>	<b>(1,202,184)</b>	<b>(1,234,399)</b>	<b>(1,267,495)</b>

**PERSONNEL - BUDGET INFORMATION**

<b>PERSONNEL</b>	<b>2014/2015</b>	<b>2015/2016</b>	<b>2016/2017</b>	<b>2017/2018</b>
<b>OPERATING REVENUE</b>	64,569	66,506	68,501	70,556
<b>OPERATING EXPENDITURE</b>				
EMPLOYMENT SALARIES	229,965	236,166	242,766	249,550
EMPLOYMENT WAGES STAFF	262,086	620,166	631,411	643,453
INSURANCE & RISK MANAGEMENT	356,603	365,518	374,656	384,022
RECRUITMENT AND OTHER STAFF COSTS	103,823	106,419	109,079	111,806
TOOLS, CLOTHING, SIGNAGE	61,683	63,225	64,806	66,426
PAYABLES BY OTHER FUNDS	(121,697)	(124,739)	(127,858)	(131,054)
<b>TOTAL OPERATING EXPENDITURE</b>	<b>892,463</b>	<b>1,266,755</b>	<b>1,294,860</b>	<b>1,324,203</b>
<b>NET COST OF ACTIVITY</b>	<b>(827,894)</b>	<b>(1,200,249)</b>	<b>(1,226,359)</b>	<b>(1,253,647)</b>

**FINANCE - BUDGET INFORMATION**

<b>FINANCE</b>	<b>2014/2015</b>	<b>2015/2016</b>	<b>2016/2017</b>	<b>2017/2018</b>
<b>OPERATING REVENUE</b>				
GENERAL RATES	5,142,259	5,673,969	5,986,037	6,315,269
INTEREST AND SUNDRY INCOME	392,231	396,627	594,868	524,868
RECOVERIES	36,473	37,385	38,319	39,277
REVENUE SHARING (FAG) GRANT	2,340,071	2,327,029	2,327,029	2,482,940
STORES	127,446	130,632	133,898	137,245
BORROWING PROCEEDS	0	10,000,000	0	0
<b>TOTAL OPERATING REVENUE</b>	<b>8,038,480</b>	<b>18,565,642</b>	<b>9,080,151</b>	<b>9,499,599</b>
<b>OPERATING EXPENDITURE</b>				
EMPLOYMENT	184,150	189,113	194,765	200,587
STORES EMPLOYMENT	91,738	94,215	96,853	99,565
STORES OTHER	13,708	14,051	14,402	14,762
VALUATION & AUDITOR FEES	97,603	102,043	104,544	107,108
BORROWING COSTS	0	1,056,444	1,079,266	1,102,248
OTHER	22,189	22,744	23,312	23,895
<b>TOTAL OPERATING COSTS</b>	<b>409,388</b>	<b>1,478,610</b>	<b>1,513,142</b>	<b>1,548,165</b>
<b>NET COST OF ACTIVITY</b>	<b>7,629,092</b>	<b>17,087,032</b>	<b>7,567,009</b>	<b>7,951,434</b>

## Roads and Infrastructure

### *- improving the quality of infrastructure for our residents*

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

**STATE HIGHWAYS - BUDGET INFORMATION**

<b>STATE HIGHWAYS</b>	<b>2014/2015</b>	<b>2015/2016</b>	<b>2016/2017</b>	<b>2017/2018</b>
<b>OPERATING REVENUE</b>				
WORKS ORDERS	1,318,400	3,000,000	3,090,000	3,182,700
MAINTENANCE	960,990	900,000	927,000	954,810
<b>TOTAL OPERATING REVENUE</b>	<b>2,279,390</b>	<b>3,900,000</b>	<b>4,017,000</b>	<b>4,137,510</b>
<b>OPERATING EXPENDITURE</b>				
MAINTENANCE SUMMERLAND WAY	497,208	512,854	528,239	544,087
MAINTENANCE BRUXNER HIGHWAY	267,211	275,619	283,888	292,404
WORKS ORDERS	1,101,467	2,505,769	2,580,969	2,658,399
MANAGEMENT COSTS	126,285	129,605	133,095	136,680
<b>TOTAL OPERATING COSTS</b>	<b>1,992,171</b>	<b>3,423,847</b>	<b>3,526,191</b>	<b>3,631,570</b>
<b>OPERATING RESULT</b>	<b>287,219</b>	<b>476,153</b>	<b>490,809</b>	<b>505,940</b>
<b>CAPITAL EXPENDITURE</b>				
RESERVE TRANSFERS*	550,000	1,025,000	492,000	506,760
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>550,000</b>	<b>1,025,000</b>	<b>492,000</b>	<b>506,760</b>
<b>NET COST OF ACTIVITY</b>	<b>(262,781)</b>	<b>(548,847)</b>	<b>(1,191)</b>	<b>( 820)</b>

\* transferred to Regional Roads

**REGIONAL ROADS - BUDGET INFORMATION**

<b>REGIONAL ROADS</b>	<b>2014/2015</b>	<b>2015/2016</b>	<b>2016/2017</b>	<b>2017/2018</b>
<b>OPERATING REVENUE</b>				
BLOCK GRANT	817,765	824,000	848,720	874,182
TRAFFIC FACILITIES GRANT	53,000	54,590	56,228	57,915
EXTENDED 3X3	118,000	118,000	118,000	118,000
<b>TOTAL OPERATING REVENUE</b>	<b>988,765</b>	<b>996,590</b>	<b>1,022,948</b>	<b>1,050,097</b>
<b>OPERATING COSTS</b>				
MR 141 - KYOGLE ROAD	220,657	211,610	211,610	211,610
MR 150 - CLARENCE WAY	78,046	65,954	65,954	65,954
MR 361 - CLARENCE WAY	337,928	332,387	332,387	332,387
MR 544 - BENTLEY ROAD	94,873	86,000	86,000	86,000
MR 622 - MT LINDESAY HIGHWAY	53,046	48,391	48,391	48,391
<b>TOTAL OPERATING COSTS</b>	<b>784,550</b>	<b>744,342</b>	<b>744,342</b>	<b>744,342</b>
<b>OPERATING RESULT</b>	<b>204,215</b>	<b>252,248</b>	<b>278,606</b>	<b>305,755</b>
<b>NON-CURRENT REVENUE</b>				
REPAIR PROGRAMME	185,444	263,622	271,531	279,677
BLACK SPOT FUNDING	157,483	150,000	154,500	159,135
TRANSFER FROM TRANSPORT RESERVE*	550,000	1,025,000	492,000	506,760
FEDERAL BRIDGE PROGRAM	150,000	0	0	0
CONTRIBUTIONS	0	25,620	26,299	26,996
FIXING COUNTRY ROADS	0	200,000	206,000	212,180
NATIONAL STRONGER REGIONS FUND	0	100,000	100,000	100,000
<b>TOTAL NON-CURRENT REVENUE</b>	<b>1,042,927</b>	<b>1,764,242</b>	<b>1,250,330</b>	<b>1,284,748</b>
<b>CAPITAL EXPENDITURE</b>				
MR 141 - KYOGLE ROAD	457,045	374,000	505,000	517,895
MR 150 - CLARENCE WAY	0	20,000	20,512	21,037
MR 361 - CLARENCE WAY	237,483	526,000	567,000	581,445
MR 544 - BENTLEY ROAD	77,440	165,000	232,000	237,905
MR 622 - MT LINDESAY HIGHWAY	20,000	265,000	60,000	61,530
BRIDGES	623,523	0	0	0
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>1,415,491</b>	<b>1,350,000</b>	<b>1,384,512</b>	<b>1,419,812</b>
<b>NET COST OF ACTIVITY</b>	<b>(168,349)</b>	<b>666,490</b>	<b>144,424</b>	<b>170,691</b>

\*Transfer from State Highways budget



**URBAN LOCAL ROADS - BUDGET INFORMATION**

<b>URBAN LOCAL ROADS</b>	<b>2014/2015</b>	<b>2015/2016</b>	<b>2016/2017</b>	<b>2017/2018</b>
<b>OPERATING REVENUE</b>				
FINANCIAL ASSISTANCE GRANT	53,122	55,854	55,854	59,596
STREET LIGHTING SUBSIDY	32,000	32,000	32,000	32,000
<b>TOTAL OPERATING REVENUE</b>	<b>85,122</b>	<b>87,854</b>	<b>87,854</b>	<b>91,596</b>
<b>OPERATING EXPENDITURE</b>				
STREET LIGHTING	121,090	110,000	112,375	114,809
KYOGLE STREETS	265,226	273,183	280,406	287,821
BONALBO STREETS	37,132	38,246	39,257	40,295
WOODENBONG STREETS	31,827	32,782	33,649	34,539
MALLANGANEE STREETS	13,792	14,206	14,582	14,967
WIANGAREE STREETS	3,713	3,824	3,925	4,029
TABULAM STREETS	12,731	13,113	13,460	13,816
OLD BONALBO STREETS	5,305	5,464	5,608	5,757
GREVILLIA STREETS	1,061	1,093	1,122	1,152
<b>TOTAL OPERATING EXPENDITURE</b>	<b>491,877</b>	<b>491,911</b>	<b>504,384</b>	<b>517,185</b>
<b>OPERATING RESULT</b>	<b>(406,755)</b>	<b>(404,057)</b>	<b>(416,530)</b>	<b>(425,589)</b>
<b>NON-CURRENT REVENUE</b>				
CONTRIBUTIONS	0	9,377	9,625	9,881
OTHER GRANTS	0	0	0	0
<b>TOTAL NON-CURRENT REVENUE</b>	<b>0</b>	<b>9,377</b>	<b>9,625</b>	<b>9,881</b>
<b>CAPITAL EXPENDITURE</b>				
FOOTPATHS & FURNITURE	57,353	65,000	66,661	68,365
RENEWALS KYOGLE	268,783	237,000	243,060	249,275
RENEWALS BONALBO	20,064	50,000	51,286	52,605
RENEWALS WOODENBONG	69,387	50,000	51,286	52,605
RENEWALS VILLAGES	20,909	50,000	51,286	52,605
KERB & GUTTER CONSTRUCTION	57,091	70,000	71,795	73,636
INITIAL SEALS	44,391	20,622	10,000	10,000
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>537,978</b>	<b>542,622</b>	<b>545,374</b>	<b>559,091</b>
<b>NET COST OF ACTIVITY</b>	<b>(944,733)</b>	<b>(937,302)</b>	<b>(952,279)</b>	<b>(974,799)</b>

**RURAL LOCAL ROADS - BUDGET INFORMATION**

<b>RURAL LOCAL ROADS</b>	<b>2014/2015</b>	<b>2015/2016</b>	<b>2016/2017</b>	<b>2017/2018</b>
<b>OPERATING REVENUE</b>				
FINANCIAL ASSISTANCE GRANT	1,072,058	1,061,238	1,061,238	1,132,341
HEAVY HAULAGE CONTRIBUTIONS	0	7,153	7,342	7,537
FLOOD GRANT	365,192	0	0	0
<b>TOTAL OPERATING REVENUE</b>	<b>1,437,250</b>	<b>1,068,391</b>	<b>1,068,580</b>	<b>1,139,878</b>
<b>OPERATING EXPENDITURE</b>				
SEALED ROADS MAINTENANCE	477,407	546,967	546,967	546,967
UNSEALED ROADS MAINTENANCE	1,481,797	1,500,000	1,500,000	1,500,000
OTHER	44,707	30,200	30,705	31,222
FLOOD DAMAGE	365,192	0	0	0
<b>TOTAL OPERATING EXPENDITURE</b>	<b>2,369,103</b>	<b>2,077,167</b>	<b>2,077,672</b>	<b>2,078,189</b>
<b>OPERATING RESULT</b>	<b>(931,853)</b>	<b>(1,008,776)</b>	<b>(1,009,092)</b>	<b>(938,311)</b>
<b>NON-CURRENT REVENUE</b>				
ROADS TO RECOVERY GRANT	517,784	1,049,360	524,680	524,680
BLACKSPOT FUNDING	0	150,000	154,500	159,135
CONTRIBUTIONS	51,800	53,173	54,582	56,028
SELF HELP 50/50	53,045	0	0	0
RESERVE TRANSFER*	830,450	3,600,000	700,000	600,000
RESERVE TRANSFER#	0	795,000	50,000	60,000
FIXING COUNTRY ROADS	0	150,000	154,500	159,135
NATIONAL STRONGER REGIONS FUND	0	550,000	550,000	550,000
<b>TOTAL NON-CURRENT INCOME</b>	<b>1,453,079</b>	<b>6,347,533</b>	<b>2,188,262</b>	<b>2,108,978</b>
<b>CAPITAL EXPENDITURE</b>				
RESEALS	277,414	458,000	469,582	481,457
REHABILITATION	350,000	1,862,500	1,907,126	1,958,831
DRAINAGE RENEWALS	0	37,784	40,000	40,000
GUARDRAIL RENEWALS	37,500	20,000	20,000	20,000
SELF HELP 50/50	106,090	0	0	0
SECTION 94 ROADWORKS	108,309	56,604	58,058	59,550
BLACK SPOTS & INITIAL SEALS	35,356	1,210,000	1,240,940	1,272,673
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>914,669</b>	<b>3,644,888</b>	<b>3,735,706</b>	<b>3,832,511</b>
<b>NET COST OF ACTIVITY</b>	<b>(393,443)</b>	<b>1,693,869</b>	<b>(2,556,536)</b>	<b>(2,661,844)</b>

\* Transfer from plant budget

#Transfer from quarry budget

**BRIDGES - BUDGET INFORMATION**

<b>BRIDGES</b>	<b>2014/2015</b>	<b>2015/2016</b>	<b>2016/2017</b>	<b>2017/2018</b>
<b>OPERATING REVENUE</b>				
FINANCIAL ASSISTANCE GRANT	431,301	430,763	430,763	459,624
<b>TOTAL OPERATING REVENUE</b>	431,301	430,763	430,763	459,624
<b>OPERATING EXPENDITURE</b>				
MAINTENANCE	622,886	622,886	585,513	550,382
<b>TOTAL OPERATING EXPENDITURE</b>	622,886	622,886	585,513	550,382
<b>OPERATING RESULT</b>	(191,585)	(192,123)	(154,750)	(90,758)
<b>NON-CURRENT INCOME</b>				
ROADS TO RECOVERY	305,000	670,902	335,451	335,451
FEDERAL TIMBER BRIDGE PROGRAM	1,212,500	250,000	257,500	265,225
TRANSFER FROM RESERVE*	722,500	3,350,000	600,000	600,000
CONTRIBUTIONS	90,000	7,639	7,830	8,026
FLOOD DAMAGE GRANT	180,000	0	0	0
<b>TOTAL NON-CURRENT INCOME</b>	2,510,000	4,278,541	1,200,781	1,208,702
<b>CAPITAL EXPENDITURE</b>				
CONSTRUCTION	3,575,000	1,400,000	1,435,330	1,471,552
<b>TOTAL CAPITAL EXPENDITURE</b>	3,575,000	1,400,000	1,435,330	1,471,552
<b>NET COST OF ACTIVITY</b>	<b>(1,256,585)</b>	<b>2,686,418</b>	<b>(389,299)</b>	<b>(353,608)</b>

\* Transfer from Plant Budget

**INFRASTRUCTURE - WORKS ADMINISTRATION - BUDGET INFORMATION**

<b>ENGINEERING ADMINISTRATION</b>	<b>2014/2015</b>	<b>2015/2016</b>	<b>2016/2017</b>	<b>2017/2018</b>
<b>OPERATING REVENUE</b>				
CONTRIBUTIONS TO WORKS	6,609	6,807	7,011	7,222
PRIVATE WORKS	51,007	52,322	53,679	55,072
SUNDRY INCOME	579	596	614	633
<b>TOTAL OPERATING REVENUE</b>	58,195	59,725	61,304	62,927
<b>OPERATING EXPENDITURE</b>				
ROAD SURVEY, DESIGN, FEASIBILITY	25,000	25,000	25,000	25,625
EMPLOYMENT	602,555	618,750	635,961	653,652
PRIVATE WORKS	46,371	47,547	48,761	50,006
TOOLS, CLOTHING, SIGNAGE, OTHER	52,640	53,944	55,280	56,662
RECOVERIES	(285,977)	(447,286)	(458,266)	(469,577)
<b>TOTAL OPERATING COSTS</b>	440,589	297,955	306,736	316,368
<b>NET COST OF ACTIVITY</b>	<b>(382,394)</b>	<b>(238,230)</b>	<b>(245,432)</b>	<b>(253,441)</b>

**QUARRIES - BUDGET INFORMATION**

<b>QUARRIES</b>	<b>2014/2015</b>	<b>2014/2015</b>	<b>2015/2016</b>	<b>2016/2017</b>
<b>OPERATING REVENUE</b>				
INCOME	341,960	352,219	362,785	373,669
<b>TOTAL OPERATING REVENUE</b>	341,960	352,219	362,785	373,669
<b>OPERATING COSTS</b>				
QUARRY WORKING EXPENSES	286,465	295,004	303,797	312,855
<b>TOTAL OPERATING COSTS</b>	286,465	295,004	303,797	312,855
<b>OPERATING RESULT</b>	55,495	57,215	58,988	60,814
<b>CAPITAL EXPENDITURE</b>				
QUARRY DEVELOPMENT	50,000	0	0	0
QUARRY REHABILITATION	205,560	10,000	10,259	10,525
RESERVE TRANSFERS*	0	795,000	50,000	60,000
<b>TOTAL CAPITAL EXPENDITURE</b>	255,560	805,000	60,259	70,525
<b>NET COST OF ACTIVITY</b>	<b>(200,065)</b>	<b>(747,785)</b>	<b>(1,271)</b>	<b>(9,711)</b>

\*Transfer to rural local roads budget

## PLANT AND DEPOTS - BUDGET INFORMATION

PLANT AND DEPOTS	2014/2015	2015/2016	2016/2017	2017/2018
<b>OPERATING REVENUE</b>				
INCOME	3,193,200	4,241,895	4,143,192	4,199,401
PLANT SALES	556,500	526,206	541,992	558,252
OTHER	61,832	63,687	65,598	67,565
<b>TOTAL OPERATING REVENUE</b>	<b>3,811,532</b>	<b>4,831,788</b>	<b>4,750,782</b>	<b>4,825,218</b>
<b>OPERATING EXPENDITURE</b>				
PLANT MAINTENANCE	1,641,091	1,841,632	1,857,238	1,898,562
KYOGLE DEPOTS	80,691	67,386	69,152	70,965
BONALBO DEPOT	20,600	21,126	21,672	22,232
WOODENBONG DEPOT	13,315	13,663	14,028	14,403
<b>TOTAL OPERATING COSTS</b>	<b>1,755,697</b>	<b>1,943,807</b>	<b>1,962,090</b>	<b>2,006,162</b>
<b>OPERATING RESULT</b>	<b>2,055,835</b>	<b>2,887,981</b>	<b>2,788,692</b>	<b>2,819,056</b>
<b>CAPITAL EXPENDITURE</b>				
PLANT PURCHASES	1,584,790	1,420,545	1,463,161	1,507,056
TRANSFER TO GENERAL FUND*	1,552,950	6,950,000	1,300,000	1,200,000
DEPOT IMPROVEMENTS	92,959	50,000	51,265	52,562
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>3,230,699</b>	<b>8,420,545</b>	<b>2,814,426</b>	<b>2,759,618</b>
<b>NET COST OF ACTIVITY</b>	<b>(1,174,864)</b>	<b>(5,532,564)</b>	<b>(25,734)</b>	<b>59,438</b>

\*Transfer to rural local roads and bridges budget

## Economic Development

### - *fostering sustainable growth*

Long Term Goals	Delivery Program and Operational Plan Actions	Indicator/Measure	Responsibility
Assist and coordinate the ongoing development of the Kyogle Council area and enhance and market its capacity as a location for residential opportunities, primary production, industry, commerce, government services and tourism.	Implementation of the Kyogle Council Economic Development Policy	Development and implementation of Economic Development strategy to support the policy.	Tourism/Economic Development Officer
Assist intending developers to identify sites and lodge applications for appropriate commercial, industrial and other employment generating activities and to appropriately determine such applications.	Making staff and information resources available	Report on number of tourist development applications received Report on number of enquiries responded to	Tourism/Economic Development Officer
Actively pursue opportunities for the development of Value Adding industries for forest plantation products.	Liaise with government and industry groups	Report to Council on progress	Tourism/Economic Development Officer
Foster the development of the tourism industry, within the Council area in order to promote economic growth and improved facilities.	Work in partnership to actively market our LGA and our capabilities to existing and potential residents, businesses, visitors and investors.	Report on visitation numbers to Kyogle VIC Seek feedback from tourism operators	Tourism/Economic Development Officer
Pursue improvements to Broadband for the LGA to encourage new and support existing business, particularly home based business.	Work in partnership with government and industry groups	Participation in NBN forums Successfully establish working party to promote broadband	Tourism/Economic Development Officer
Maximise use of National Parks/unique environment)	Promotional activities through the Visitor Information Centre	Implementation of combined tourism brochures	Tourism/Economic Development Officer
Capitalise on close proximity to South East Queensland	Focus on geographic location and available infrastructure to generate business investment and growth	Report on promotional activities, attendance and	Tourism/Economic Development Officer

**ECONOMIC DEVELOPMENT - BUDGET INFORMATION**

	2014/2015	2015/2016	2016/2017	2017/2018
<b>REVENUE</b>				
GRANT INCOME/KIOSK RENTAL	7,708	7,939	8,177	8,423
<b>TOTAL OPERATING REVENUE</b>	7,708	7,939	8,177	8,423
<b>OPERATING EXPENDITURE</b>				
ECONOMIC DEVELOPMENT	40,000	10,000	10,000	10,000
EMPLOYMENT COSTS	75,714	77,758	79,936	82,174
TOURISM EXPENSES	52,023	53,324	59,657	56,023
<b>TOTAL OPERATING EXPENDITURE</b>	167,737	141,082	149,593	148,197
<b>NET COST OF ACTIVITY</b>	<b>(160,029)</b>	<b>(133,143)</b>	<b>(141,416)</b>	<b>(139,774)</b>



## Waste and Water

### - *responsibly providing services*

Long Term Goals	Delivery Program (Strategies) and Operational Plan Actions	Indicator/Measure	Responsibility
Manage solid wastes stream to maximise recycling and minimise the quantities of waste being returned to landfill and maximise landfill life spans.	Review the way current landfill sites are managed. Education programs that promotes the importance of recycling and waste avoidance	Figures on total waster collected Figures on total waste to landfill Figures on total waste to landfill Capital works program for landfill implemented Report on number of education programs Licence conditions complied with	Planning and Environmental Services
Provide the community with a high standard of living through the provision of quality water supply services	Implement water supplies that satisfy NSW Public Health Legislation	Level of compliance with microbiological, physical and chemical standards outlined in the Public Health Act and Councils Drinking Water Quality Management Systems	Urban and Assets
Ensure the principles of integrated water cycle management are used in the existing and future water supply and sewerage schemes	Implement the Kyogle Council Integrated Water Cycle Management Strategy	Kyogle IWCMS outcomes and recommendations are incorporated into works programs and annual budgets and implemented Usage statistics	Urban and Assets
Develop education and incentive schemes to encourage residents to reduce their water consumption and wastage.	Education and promotional activities	Report on number and type of Education and promotional activities conducted	Urban and Assets
Support saving initiatives such as appliances with good water conservation rating, rainwater tanks, water wise gardens, drip sprinklers, mulching etc.	Continue to offer rebates and incentives to residents Implement pricing policies that encourage conservation	Usage statistics	Urban and Assets

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

**DOMESTIC WASTE MANAGEMENT - BUDGET INFORMATION**

<b>DOMESTIC WASTE MANAGEMENT</b>	<b>2014/2015</b>	<b>2015/2016</b>	<b>2016/2017</b>	<b>2017/2018</b>
<b>OPERATING REVENUE</b>				
ANNUAL CHARGES (NET)	898,806	898,806	898,806	916,782
<b>OPERATING EXPENDITURE</b>				
ADMINISTRATION	106,830	109,501	112,238	115,044
CONTRACTORS	294,000	301,350	308,884	316,606
LANDFILL COSTS	454,356	561,953	465,707	454,690
<b>TOTAL OPERATING EXPENDITURE</b>	<b>855,186</b>	<b>972,804</b>	<b>886,829</b>	<b>886,340</b>
<b>NET COST OF ACTIVITY</b>	<b>43,620</b>	<b>(73,998)</b>	<b>11,977</b>	<b>30,442</b>

**OTHER WASTE MANAGEMENT - BUDGET INFORMATION**

<b>OTHER WASTE MANAGEMENT</b>	<b>2014/2015</b>	<b>2015/2016</b>	<b>2016/2017</b>	<b>2017/2018</b>
<b>OPERATING REVENUE</b>				
ANNUAL CHARGES (NET)	270,380	278,491	286,846	295,452
GATE FEES	247,583	272,342	280,513	288,928
HIRE AND HAULAGE FEES	9,400	9,682	9,972	10,272
RECYCLING INCOME	60,390	62,202	64,068	65,990
EPA GRANT INCOME	65,000	75,000	75,000	75,000
DOMESTIC WASTE SHARE OF COSTS	454,356	561,953	465,707	454,690
<b>TOTAL OPERATING REVENUE</b>	<b>1,107,109</b>	<b>1,259,670</b>	<b>1,182,106</b>	<b>1,190,332</b>
<b>OPERATING EXPENDITURE</b>				
EPA LEVY/LICENSES	338,114	320,587	321,102	321,629
LANDFILL COSTS	618,897	510,118	523,514	537,263
TRANSFER STATION COSTS	188,366	326,657	335,154	282,817
NORTH EAST WASTE FORUM	10,000	10,250	10,506	10,769
RECYCLING COSTS	49,552	50,791	52,061	53,362
INTEREST EXPENSE	13,500	25,690	23,809	21,755
<b>TOTAL OPERATING COSTS</b>	<b>1,218,429</b>	<b>1,244,093</b>	<b>1,266,146</b>	<b>1,227,595</b>
<b>OPERATING RESULT</b>	<b>(111,320)</b>	<b>15,577</b>	<b>(84,040)</b>	<b>(37,263)</b>
<b>NON-CURRENT INCOME</b>				
CAPITAL GRANT INCOME	162,965	416,000	66,000	66,000
LOAN PROCEEDS	300,000	0	0	0
<b>TOTAL NON-CURRENT INCOME</b>	<b>462,965</b>	<b>416,000</b>	<b>66,000</b>	<b>66,000</b>
<b>CAPITAL EXPENDITURE</b>				
LOAN REPAYMENTS	9,563	20,436	22,317	24,370
IMPROVEMENTS	496,551	100,000	40,000	0
NEW CELLS CONSTRUCTION	40,000	0	0	0
REHABILITATION WORKS	37,500	500,000	0	0
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>583,614</b>	<b>620,436</b>	<b>62,317</b>	<b>24,370</b>
<b>NET COST OF ACTIVITY</b>	<b>(231,969)</b>	<b>(188,859)</b>	<b>(80,357)</b>	<b>4,367</b>

**STORMWATER - BUDGET INFORMATION**

<b>STORMWATER</b>	<b>2014/2015</b>	<b>2015/2016</b>	<b>2016/2017</b>	<b>2017/2018</b>
<b>OPERATING REVENUE</b>	45,000	157,500	162,225	167,092
FLOOD DAMAGE GRANT	105,060	0	0	0
<b>TOTAL OPERATING REVENUE</b>	150,060	157,500	162,225	167,092
<b>OPERATING EXPENDITURE</b>				
MAINTENANCE	39,396	40,411	41,467	42,552
FLOODS DAMAGE RESTORATION	105,060	0	0	0
<b>TOTAL OPERATING COSTS</b>	144,456	40,411	41,467	42,552
<b>OPERATING RESULT</b>	5,604	117,089	120,758	124,540
<b>NON-CURRENT INCOME</b>				
DEVELOPER CONTRIBUTIONS	3,344	3,433	3,524	3,617
GRANTS	786,297	709,600	40,000	0
<b>TOTAL NON-CURRENT INCOME</b>	789,641	713,033	43,524	3,617
<b>CAPITAL EXPENDITURE</b>				
STORMWATER WORKS	71,555	103,000	105,635	108,338
FLOOD MEASURES	982,871	887,000	50,000	0
<b>TOTAL CAPITAL EXPENDITURE</b>	1,054,426	990,000	155,635	108,338
<b>NET COST OF ACTIVITY</b>	<b>(259,181)</b>	<b>(159,878)</b>	<b>8,647</b>	<b>19,819</b>

**URBAN AND ASSETS ADMINISTRATION**

<b>ENGINEERING ADMINISTRATION</b>	<b>2014/2015</b>	<b>2015/2016</b>	<b>2016/2017</b>	<b>2017/2018</b>
<b>OPERATING EXPENDITURE</b>				
EMPLOYMENT	288,156	295,903	304,136	312,598
OTHER	9,628	9,869	10,115	10,368
RECOVERIES	(199,515)	(204,503)	(209,615)	(214,856)
<b>TOTAL OPERATING COSTS</b>	98,269	101,269	104,636	108,110
<b>NET COST OF ACTIVITY</b>	<b>98,269</b>	<b>101,269</b>	<b>104,636</b>	<b>108,110</b>

## WATER SUPPLIES - BUDGET INFORMATION

WATER SUPPLIES	2014/2015	2015/2016	2016/2017	2017/2018
<b>OPERATING REVENUE</b>				
RATES & USER CHARGES	1,197,245	1,257,107	1,319,962	1,385,961
SALE OF HOUSE	275,000	0	0	0
<b>TOTAL OPERATING REVENUE</b>	<b>1,472,245</b>	<b>1,257,107</b>	<b>1,319,962</b>	<b>1,385,961</b>
<b>OPERATING EXPENDITURE</b>				
MANAGEMENT	282,713	289,781	297,025	304,451
MAINS	138,978	142,569	146,313	150,156
RESERVOIRS	25,462	26,116	26,795	27,491
RAW WATER	154,361	158,283	212,600	218,065
TREATMENT	339,222	387,126	397,050	407,228
INTEREST	82,040	82,684	93,576	82,817
<b>TOTAL OPERATING EXPENDITURE</b>	<b>1,022,776</b>	<b>1,086,559</b>	<b>1,173,359</b>	<b>1,190,208</b>
<b>OPERATING RESULT</b>	<b>449,469</b>	<b>170,548</b>	<b>146,603</b>	<b>195,753</b>
<b>NON-CURRENT INCOME</b>				
DEVELOPER CONTRIBUTIONS	10,927	3,986	4,092	4,200
LOAN PROCEEDS	2,000,000	300,000	0	0
GRANT INCOME	1,561,000	1,525,000	0	0
<b>TOTAL NON-CURRENT INCOME</b>	<b>3,571,927</b>	<b>1,828,986</b>	<b>4,092</b>	<b>4,200</b>
<b>CAPITAL EXPENDITURE</b>				
UNSUBSIDISED WORKS/REPLACEMENTS	51,251	26,784	27,478	28,699
LOAN PAYMENTS	162,425	172,736	233,707	245,381
SUBSIDISED WORKS	2,295,861	3,050,000	0	0
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>2,509,537</b>	<b>3,249,520</b>	<b>261,185</b>	<b>274,080</b>
<b>NET COST OF ACTIVITY</b>	<b>1,511,859</b>	<b>(1,249,986)</b>	<b>(110,490)</b>	<b>(74,127)</b>

## SEWERAGE SUPPLIES BUDGET INFORMATION

SEWERAGE SUPPLIES	2014/2015	2015/2016	2016/2017	2017/2018
<b>OPERATING REVENUE</b>				
RATES & USER CHARGES	1,160,917	1,195,745	1,243,574	1,293,317
OTHER	6,213	6,399	6,591	6,789
<b>TOTAL OPERATING REVENUE</b>	<b>1,167,130</b>	<b>1,202,144</b>	<b>1,250,165</b>	<b>1,300,106</b>
<b>OPERATING EXPENDITURE</b>				
MANAGEMENT	280,489	298,030	295,309	296,158
MAINS	63,269	64,907	66,617	68,372
PUMPING STATIONS	185,457	190,259	195,271	200,415
TREATMENT	327,819	336,333	345,231	354,366
INTEREST (NET OF WATER LOAN)	67,727	60,370	42,323	44,701
<b>TOTAL OPERATING EXPENDITURE</b>	<b>924,761</b>	<b>949,899</b>	<b>944,751</b>	<b>964,012</b>
<b>OPERATING RESULT</b>	<b>242,369</b>	<b>252,245</b>	<b>305,414</b>	<b>336,094</b>
<b>NON-CURRENT REVENUE</b>				
DEVELOPER CONTRIBUTIONS	10,927	1,070	1,098	1,127
GRANTS	0	0	0	0
<b>TOTAL NON-CURRENT INCOME</b>	<b>10,927</b>	<b>1,070</b>	<b>1,098</b>	<b>1,127</b>
<b>CAPITAL EXPENDITURE</b>				
EXTENSIONS AND UPGRADES	11,255	11,544	11,844	12,152
UNSUBSIDISED WORKS/REPLACEMENTS	388,736	236,491	242,529	248,721
WATER LOAN	0	300,000	0	0
LOAN REPAYMENTS	15,510	16,492	(32,461)	(30,589)
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>415,501</b>	<b>564,527</b>	<b>221,912</b>	<b>230,284</b>
<b>NET COST OF ACTIVITY</b>	<b>(162,205)</b>	<b>(311,212)</b>	<b>84,600</b>	<b>106,937</b>

## Environmental and Planning

### - *preserving our unique environment*

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





**ENVIRONMENTAL HEALTH - BUDGET INFORMATION**

<b>ENVIRONMENTAL HEALTH</b>	<b>2014/2015</b>	<b>2015/2016</b>	<b>2016/2017</b>	<b>2017/2018</b>
<b>OPERATING REVENUE</b>				
LICENCES & INSPECTIONS	5,152	5,307	5,466	5,630
ON SITE MANAGEMENT FEES	110,654	113,974	117,393	110,961
FEASIBILITY COST RECOUP	15,205	15,661	16,131	0
ABANDONED VEHICLES	691	708	726	744
<b>TOTAL OPERATING REVENUE</b>	<b>131,702</b>	<b>135,650</b>	<b>139,716</b>	<b>117,335</b>
<b>OPERATING EXPENDITURE</b>				
EMPLOYMENT	278,945	239,186	245,809	252,616
NOXIOUS WEEDS (FNCCC)	120,342	123,351	126,434	129,595
ON SITE MANAGEMENT SYSTEMS	98,631	101,097	103,624	106,215
SUNDRIES	10,477	10,739	11,007	11,283
RECOVERIES	(90,067)	(92,319)	(94,627)	(96,992)
<b>TOTAL OPERATING EXPENDITURE</b>	<b>418,328</b>	<b>382,054</b>	<b>392,247</b>	<b>402,717</b>
<b>CAPITAL EXPENDITURE</b>				
SEWER FEASIBILITY STUDY	86,945	0	0	0
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>86,945</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>NET COST OF ACTIVITY</b>	<b>(373,571)</b>	<b>(246,404)</b>	<b>(252,531)</b>	<b>(285,382)</b>

**TOWN PLANNING - BUDGET INFORMATION**

<b>TOWN PLANNING</b>	<b>2014/2015</b>	<b>2015/2016</b>	<b>2016/2017</b>	<b>2017/2018</b>
<b>OPERATING REVENUE</b>				
FEES & CHARGES	98,863	101,829	104,884	108,030
<b>TOTAL OPERATING REVENUE</b>	<b>98,863</b>	<b>101,829</b>	<b>104,884</b>	<b>108,030</b>
<b>OPERATING EXPENDITURE</b>				
EMPLOYMENT	256,970	263,873	271,208	278,747
LEGALS & CONSULTANTS	34,248	18,000	18,125	18,253
OTHER	30,289	31,046	31,822	32,618
RECOVERIES	(43,175)	(44,254)	(45,361)	(46,495)
<b>TOTAL OPERATING EXPENDITURE</b>	<b>278,332</b>	<b>268,665</b>	<b>275,794</b>	<b>283,123</b>
<b>NET COST OF ACTIVITY</b>	<b>(179,469)</b>	<b>(166,836)</b>	<b>(170,910)</b>	<b>(175,093)</b>

**BUILDING CONTROL - BUDGET INFORMATION**

<b>BUILDING CONTROL</b>	<b>2014/2015</b>	<b>2015/2016</b>	<b>2016/2017</b>	<b>2017/2018</b>
<b>OPERATING REVENUE</b>	<b>45,691</b>	<b>47,062</b>	<b>48,474</b>	<b>49,928</b>
<b>OPERATING EXPENDITURE</b>				
BUILDING INSPECTIONS	77,732	79,675	81,667	83,709
<b>TOTAL OPERATING EXPENDITURE</b>	<b>77,732</b>	<b>79,675</b>	<b>81,667</b>	<b>83,709</b>
<b>NET COST OF ACTIVITY</b>	<b>(32,041)</b>	<b>(32,613)</b>	<b>(33,193)</b>	<b>(33,781)</b>

**REGULATORY CONTROL - BUDGET INFORMATION**

<b>REGULATORY CONTROL</b>	<b>2014/2015</b>	<b>2015/2016</b>	<b>2016/2017</b>	<b>2017/2018</b>
OPERATING REVENUE	40,548	41,764	43,017	44,308
OPERATING EXPENDITURE	138,260	136,414	140,129	143,945
CAPITAL EXPENDITURE	15,000	0	0	0
NET COST OF ACTIVITY	(112,712)	(94,650)	(97,112)	(99,637)

**EMERGENCY SERVICES - BUDGET INFORMATION**

<b>EMERGENCY SERVICES</b>	<b>2014/2015</b>	<b>2015/2016</b>	<b>2016/2017</b>	<b>2017/2018</b>
OPERATING EXPENDITURE				
RATES & CHARGES	5,305	5,438	5,574	5,713
RFS CONTRIBUTIONS	138,394	141,854	145,400	149,035
TOWN BRIGADE CONTRIBUTION	20,762	21,281	21,813	22,358
SES CONTRIBUTION	28,139	28,842	29,564	30,303
TOTAL OPERATING EXPENDITURE	192,600	197,415	202,351	207,409
CAPITAL EXPENDITURE	40,280	0	0	0
NET COST OF ACTIVITY	(232,880)	(197,415)	(202,351)	(207,409)

## Village Life

### - *strong and vibrant villages*

Long Term Goals	Delivery Program (Strategies) and Operational Plan Actions	Indicator/Measure	Responsibility
Promote a strong sense of community.	Provide a safe and pleasant atmosphere in Council's parks, gardens and recreation areas and pursue their steady improvement	Level of assistance in the promotion of Villages to Service Providers  Number of community meetings to be reported 6 monthly	Urban and Assets
Coordinate and support safe, accessible and secure services and facilities.	Support the appropriate level of services for all villages Advocate for appropriate levels of Police, Ambulance, fire services, State Emergency Services exist	Juvenile Crime Statistics Funding identified and services/facilities provided. Education activities conducted. Usage of facilities	Administration and Community Services
The community's lifestyle and social needs are supported	Support social and recreational clubs and organisations throughout the area. Assist recreation, sporting and leisure facilities to evolve and change to keep pace with community needs. Ensuring the needs of older people and people with a disability are monitored to ensure services and facilities are available	Assistance provided by CDO	Administration and Community Services
Ensure Local Environmental Plans, Development Control Plans, and strategies are in place to guide the future development of the Council area and enhance village life.	There is adequate land appropriately zoned and managed Rural villages are provided with village services that support the rural community	LEP Implemented	Planning and Environmental Services
Provide for the protection of items of aboriginal and environmental heritage.	Aboriginal culture is supported by the community by identifying ways to become better connected to Aboriginal people, their history and culture.	Assistance provided by CDO NAIDOC week attendance  Aboriginal heritage is included on heritage map.	Administration and Community Services

**COMMUNITY SERVICES BUDGET INFORMATION**

<b>COMMUNITY SERVICES</b>	<b>2014/2015</b>	<b>2015/2016</b>	<b>2016/2017</b>	<b>2017/2018</b>
<b>OPERATING REVENUE</b>				
GOVERNMENT GRANTS	2,230	2,230	2,230	2,230
<b>TOTAL OPERATING REVENUE</b>	<b>2,230</b>	<b>2,230</b>	<b>2,230</b>	<b>2,230</b>
<b>OPERATING COSTS</b>				
EMPLOYMENT COSTS	55,880	57,383	58,981	60,623
OTHER	91,405	8,797	9,017	9,242
<b>TOTAL OPERATING COSTS</b>	<b>147,285</b>	<b>66,180</b>	<b>67,998</b>	<b>69,865</b>
<b>NET COST OF ACTIVITY</b>	<b>(145,055)</b>	<b>(63,950)</b>	<b>(65,768)</b>	<b>(67,635)</b>

**PRE SCHOOLS - BUDGET INFORMATION**

<b>PRE SCHOOLS</b>	<b>2014/2015</b>	<b>2015/2016</b>	<b>2016/2017</b>	<b>2017/2018</b>
<b>OPERATING EXPENDITURE</b>				
PRE SCHOOLS	20,133	24,655	25,272	25,904
<b>TOTAL OPERATING EXPENDITURE</b>	<b>20,133</b>	<b>24,655</b>	<b>25,272</b>	<b>25,904</b>
<b>CAPITAL EXPENDITURE</b>				
BUILDINGS	4,200	15,000	15,384	15,778
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>4,200</b>	<b>15,000</b>	<b>15,384</b>	<b>15,778</b>
<b>NET COST OF ACTIVITY</b>	<b>(24,333)</b>	<b>(39,655)</b>	<b>(40,656)</b>	<b>(41,682)</b>

**PUBLIC CEMETERIES BUDGET INFORMATION**

<b>PUBLIC CEMETERIES</b>	<b>2014/2015</b>	<b>2015/2016</b>	<b>2016/2017</b>	<b>2017/2018</b>
<b>OPERATING REVENUE</b>	88,682	91,342	94,083	96,905
<b>OPERATING EXPENDITURE</b>				
KYOGLE CEMETERY	79,387	81,430	83,556	85,737
KYOGLE LAWN CEMETERY	50,597	51,907	53,273	54,675
CEMETERIES ON CROWN RESERVES	1,031	1,056	1,086	1,115
OTHER CEMETERIES	16,684	17,115	17,565	18,027
<b>TOTAL OPERATING EXPENDITURE</b>	<b>147,699</b>	<b>151,508</b>	<b>155,480</b>	<b>159,554</b>
<b>CAPITAL EXPENDITURE</b>				
IMPROVEMENTS/RENEWALS	21,866	5,000	5,131	5,265
<b>NET COST OF ACTIVITY</b>	<b>(80,883)</b>	<b>(65,166)</b>	<b>(66,528)</b>	<b>(67,914)</b>

**PUBLIC LIBRARY - BUDGET INFORMATION**

<b>PUBLIC LIBRARY</b>	<b>2014/2015</b>	<b>2015/2016</b>	<b>2016/2017</b>	<b>2017/2018</b>
<b>OPERATING REVENUE</b>	42,252	43,520	44,825	46,170
<b>OPERATING COSTS</b>				
REGIONAL LIBRARY CONTRIBUTIONS	521,899	331,556	339,845	348,341
KYOGLE LIBRARY EXPENSES,	43,313	44,396	41,360	42,394
<b>TOTAL OPERATING COSTS</b>	565,212	375,952	381,205	390,735
<b>CAPITAL COSTS</b>				
KYOGLE LIBRARY	20,000	5,000	5,128	5,259
<b>TOTAL CAPITAL COSTS</b>				
<b>NET COST OF ACTIVITY</b>	<b>(542,960)</b>	<b>(337,432)</b>	<b>(341,508)</b>	<b>(349,824)</b>

**COMMUNITY BUILDINGS - BUDGET INFORMATION**

<b>COMMUNITY BUILDINGS</b>	<b>2014/2015</b>	<b>2015/2016</b>	<b>2016/2017</b>	<b>2017/2018</b>
<b>OPERATING REVENUE</b>				
RENTAL INCOME	37,499	38,624	39,783	34,021
SALE OF GROVE HOUSE	0	0	0	210,000
<b>TOTAL OPERATING REVENUE</b>	37,499	38,624	39,783	244,021
<b>OPERATING EXPENDITURE</b>				
COUNCIL CHAMBERS	106,634	109,367	95,433	97,925
KMI HALL	81,652	83,769	85,981	88,250
GROVE HOUSE	6,695	6,866	7,043	0
VISITOR INFORMATION CENTRE	24,824	25,467	26,137	26,825
KYOGLE SENIORS CENTRE	7,725	7,924	8,131	8,343
BUILDINGS ON CROWN RESERVES	15,450	15,853	16,274	16,707
ADMIN CHARGES	14,889	15,261	15,643	16,034
<b>TOTAL OPERATING COSTS</b>	257,869	264,507	254,642	254,084
<b>OPERATING RESULT</b>	(220,370)	(225,883)	(214,859)	(10,063)
<b>NON-CURRENT REVENUE</b>				
DEVELOPER CONTRIBUTIONS	0	865	888	911
GRANTS	0	0	0	0
<b>TOTAL NON-CURRENT INCOME</b>	0	865	888	911
<b>CAPITAL EXPENDITURE</b>				
BUILDING IMPROVEMENTS	282,522	35,000	0	0
BUILDING RENEWALS	27,550	40,000	41,024	42,074
<b>TOTAL CAPITAL EXPENDITURE</b>	310,072	75,000	41,024	42,074
<b>NET COST OF ACTIVITY</b>	<b>(530,442)</b>	<b>(300,018)</b>	<b>(254,995)</b>	<b>(51,226)</b>

**SWIMMING POOLS - BUDGET INFORMATION**

<b>SWIMMING POOLS</b>	<b>2014/2015</b>	<b>2015/2016</b>	<b>2016/2017</b>	<b>2017/2018</b>
<b>OPERATING REVENUE</b>	98,542	101,498	104,543	107,680
<b>OPERATING EXPENDITURE</b>				
KYOGLE	334,127	342,828	342,427	351,539
BONALBO	88,901	91,230	90,528	92,959
WOODENBONG	82,814	84,990	84,563	86,846
<b>TOTAL OPERATING COSTS</b>	505,842	519,048	517,518	531,344
<b>OPERATING RESULT</b>	(407,300)	(417,550)	(412,975)	(423,664)
<b>CAPITAL EXPENDITURE</b>				
RENEWALS	20,000	40,000	41,024	42,074
IMPROVEMENTS	0	60,000	0	0
<b>TOTAL CAPITAL EXPENDITURE</b>	20,000	100,000	41,024	42,074
<b>NET COST OF ACTIVITY</b>	<b>(427,300)</b>	<b>(517,550)</b>	<b>(453,999)</b>	<b>(465,738)</b>

**PARKS AND GARDENS - BUDGET INFORMATION**

<b>PARKS AND GARDENS</b>	<b>2014/2015</b>	<b>2015/2016</b>	<b>2016/2017</b>	<b>2017/2018</b>
<b>OPERATING REVENUE</b>	906	933	961	990
<b>OPERATING EXPENDITURE</b>				
KYOGLE	196,515	201,635	206,994	212,497
VILLAGES	46,539	47,739	48,987	50,269
VILLAGE MAINTENANCE	27,900	28,598	29,312	30,045
ADMIN CHARGES	17,867	18,314	18,772	19,241
PUBLIC TOILETS	42,057	25,172	25,836	26,517
PARKS ON CROWN RESERVES	77,000	79,009	81,113	83,275
TOWN ENTRANCES	19,100	19,599	20,123	20,661
<b>TOTAL OPERATING COSTS</b>	426,978	420,066	431,137	442,505
<b>OPERATING RESULT</b>	(426,072)	(419,133)	(430,176)	(441,515)
<b>CAPITAL INCOME</b>				
DEVELOPER CONTRIBUTIONS	2,500	14,180	14,556	14,941
GRANTS	39,800	0	0	0
<b>TOTAL CAPITAL INCOME</b>	42,300	14,180	14,556	14,941
<b>CAPITAL EXPENDITURE</b>				
IMPROVEMENTS	61,158	0	0	0
RENEWALS	40,000	40,000	41,024	42,074
<b>TOTAL CAPITAL EXPENDITURE</b>	101,158	40,000	41,024	42,074
<b>NET COST OF ACTIVITY</b>	<b>(484,930)</b>	<b>(444,953)</b>	<b>(456,644)</b>	<b>(468,648)</b>



**CROWN RESERVES - BUDGET INFORMATION**

<b>CROWN RESERVES</b>	<b>2014/2015</b>	<b>2015/2016</b>	<b>2016/2017</b>	<b>2017/2018</b>
OPERATING INCOME	530	546	562	579
OPERATING EXPENDITURE	8,669	8,888	9,113	9,344
NET COST OF ACTIVITY	(8,139)	(8,342)	(8,551)	(8,765)

**ART AND CULTURE SERVICES BUDGET INFORMATION**

<b>ART AND CULTURE SERVICES</b>	<b>2014/2015</b>	<b>2015/2016</b>	<b>2016/2017</b>	<b>2017/2018</b>
OPERATING REVENUE	3,188	3,284	3,382	3,484
OPERATING EXPENDITURE				
EMPLOYMENT COSTS	43,748	44,928	46,186	47,479
OTHER COSTS	54,820	40,816	13,970	14,319
TOTAL OPERATING COSTS	98,568	85,744	60,156	61,798
NET COST OF ACTIVITY	(95,380)	(82,460)	(56,774)	(58,314)