



Six Monthly Review of Delivery /
Operational Plan
January 1, 2013 to June 30, 2013

Governance and Community Service - well managed and responsive to community needs

Long Term Goals	Delivery Program (Strategies) and Operational Plan Actions	Indicator/Measure	Responsibility	Report for six monthly period 01.01.13 to 30.06.13
<p>Kyogle Council efficient and effective in its operations, actively listening to the community and anticipating and responding to community needs</p>	<p>Council will regularly review the services that are being provided</p> <p>Recommendations from Community Survey implemented</p> <p>Council's decision making is accountable, accessible and transparent.</p>	<p>Report and monitor satisfaction levels</p> <p>Conduct community survey every 3 years</p> <p>Number of meetings and figures on attendance numbers</p>	<p>General Manger Admin and Community Services</p>	<p>Report being prepared for August 2013 Extraordinary Meeting including draft survey.</p> <p>5 ordinary Council Meetings held 2 Extra ordinary Council Meetings held 8 Committee Meetings held 5 Workshops held</p>
<p>Community leaders are connected and improving leadership capacity across the community</p>	<p>Programs to increase awareness of Councillors with a range of ways for community to talk to them.</p> <p>Leadership and decision-making by the Councillors will reflect the diversity of the community</p>	<p>Satisfaction levels reflect how engaged residents are with Council activities</p> <p>Levels of both positive and negative feedback</p>	<p>General Manger</p>	<p>Report being prepared for August 2013 Extraordinary Meeting including daft survey.</p>
<p>Set the example in Local Government through efficient and effective management practices and provide an environment that fosters trust, encourages and rewards excellence in performance and which supports the implementation of Council's goals and policies.</p>	<p>Prompt response to all customer contact with an emphasis on quality customer service.</p> <p>Council is well managed, cost effective and operationally efficient and all statutory requirements are met.</p>	<p>Report 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>	<p>Admin and Community Services</p>	<p>During the period 3,122 items of correspondence were registered. At the end of the period there were 141 items outstanding.</p> <p>Reported to Council within statutory deadlines.</p> <p>All requirements met.</p>

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Employ 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 staff reviews</p> <p>Statistics on incidents and accidents</p>	Admin and Community Services	<p>1 resignation</p> <p>10 inductions</p> <p>Improvements to Training being implemented.</p> <p>66 performance reviews conducted during the quarter</p> <p>10 injuries were reported. 2 incidents were reported</p>
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	Legislation for referendum went to parliament. Unfortunately, due to the calling of an early Federal election, the referendum will not proceed.

▪ **Roads and Infrastructure - improving the quality of infrastructure for our residents**

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Maintain to an achievable 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	Inspections conducted and recorded in accordance with the Kyogle Council Road Network Management Plan. Capital Works and Maintenance Programs in place.
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	Funding obtained for Blackspot Projects on Etrick Road and the Clarence Way between Woodenbong and Urbenville.
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	Timber bridges on Sawpit, Hootons and Goanna Ck replaced. Continued emphasis on replacing timber structures with concrete to lower maintenance costs.
Ensure a balance is maintained between the	Conduct appropriate awareness campaigns	Awareness campaigns conducted using a variety of	Infrastructure Works	Works program communicated with the community through the newsletter.

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most economical use of available funds and community expectations.	Maintain a high standard of response to customer requests	different methods		Customer requests reported to Council meetings each month.
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	No commitment obtained. Continued lobbying through the Summerland Way Promotional Committee and DTRAC

Economic Development – fostering sustainable growth

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<p>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.</p>	<p>Implementation of the Kyogle Council Economic Development Policy</p>	<p>Development and implementation of Economic Development strategy to support the policy.</p>	<p>General Manager/ Tourism/Economic Development Officer</p>	<ul style="list-style-type: none"> • Engaged Lawrence Consulting to produce Kyogle Council's Economic Profile; • Seeking funding to conduct an intensive study into the economic opportunities surrounding Toonumbar Dam for industry investment, agribusiness diversity and development, road infrastructure improvements, value adding the visitor economy by encouraging increased activities and use of Toonumbar Dam; • Presented the Brisbane to Northern Rivers Commuter Rail Service proposal to the Transport for NSW Long Term Master Plan committee in Tamworth in February; • Actively seeking funding through the 'Country Passenger Transport Infrastructure Grants Scheme' to develop Kyogle Railway Station into a Transit Centre for rail and bus services. Develop a business plan for same; • Actively developing a proposal to seek funding for improvements to Kyogle Visitor Information Centre incorporating 'Cultural/Heritage Trails' using PAMP networks.
<p>Assist intending developers to identify sites and lodge applications for appropriate commercial, industrial and other employment</p>	<p>Making staff and information resources available</p>	<p>Report on number of tourist development applications received Report on number of enquiries responded to</p>	<p>General Manager/ Tourism/Economic Development Officer</p>	<p>Designed and published the Kyogle Council New Residents and Investors Guide. Including Economic Profiles, planning requirements, DA application assistance, pre-lodgement meeting recommendation and</p>

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generating activities and to appropriately determine such applications.				reference to 'Living and Working in Rural Areas'.
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	General Manager/ Tourism/Economic Development Officer	Value adding Primary Industries will be the next seminar developed mainly focused on diversification, cropping, share farming/leasing, all with direct connection to Toonambar Dam and the opportunities arising from this water reservoir.
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	General Manager/ Tourism/Economic Development Officer	<ul style="list-style-type: none"> • Inducted SCU, TURSA and Nortec work experience participants to undertake tasks such as: • Participated in and encouraged participation in the North Coast Destination Networks Destination Management workshops; • Designing and developing an Events management Guide and policy; • Conduct an audit of tourism operators and facilities and enter data onto Destination NSW 'visit NSW' website; • Undertake cooperative marketing campaign with the Tourism Managers Group Northern Rivers into South East Queensland and follow up trade shows; • Develop the 'Adopt a Business' project; • Partnered with Kyogle Chamber of Commerce to develop NBN TV advertising campaign; • Assisted Gold Coast Tweed Motor Sports Club to conduct and market the 'Border Ranges Rally'.
Pursue improvements to Broadband for the LGA to encourage new and support	Work in partnership with government and industry groups	Participation in NBN forums Successfully establish	General Manager/ Tourism/Economic Development	NBN Wireless Broad Band predicted for 2015. Developed a partnership project with Kyogle High School - 'Adopt a Business'

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existing business, particularly home based business.		working party to promote broadband	Officer	where students assist local small business to develop Social Media sites and Social Media train both Business and Student how to develop marketing skills for added prosperity of the business.
Maximise use of National Parks/unique environment)	Promotional activities through the Tourist Information Centre	Implementation of combined tourism brochures	General Manager/ Tourism/Economic Development Officer	Engaged University of Technology Sydney student to assist in conducting a study of the Northern Richmond Range group of national parks for suitable Mountain Bike Track & Trail development. As a result of that study the opportunity to develop and conduct the "Bush to Beach and Back of Beyond" Track & Trail development seminar. This seminar explored opportunities for track & trail development locally, regionally and cross border opportunities encompassed within the National Landscapes 'Australia's Green Cauldron' project. Seminar delegates came from Northern Tablelands to the Gold Coast representing State Governments, Local Government, business and industry groups.
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	General Manager/ Tourism/Economic Development Officer	<ul style="list-style-type: none"> • Participated in developing the Cross Border Alliance for Economic Development with Western Downs, Southern Downs, Scenic Rim regional Councils in SEQ. Tenterfield Council in NSW; • Participated in the Regional Queensland Lifestyle Expo in Brisbane targeting industry investment and new residents; • Participated in Brisbane Caravan & Camping Show under the Summerland Way brand; • Cooperative APN Newspaper marketing campaign with TMGNR into South East Queensland; • Developed and conducted the 'Bush to

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				Beach and Back of Beyond' track and trail seminar at Kyogle Cinema focused on cross border partnerships and opportunities for track and trail development particularly for the growing Mountain Bike market.

Waste and Water - responsibly providing services

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Manage solid wastes stream to maximise recycling and minimise the quantities of waste being returned to landfill and maximise landfill life spans.	Review the way current landfill sites are managed. Education programs that promotes the importance of recycling and waste avoidance	Figures on total waste collected Figures on total waste to landfill 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	Total waste applied to ground = 2168.35 Tons. Kyogle waste 1910.27; Woodenbong 258.08 Total waste received = 3218 Tons Kyogle Waste 2883.37 Woodenbong 334.63 5 Educational days (trip to the Tip) which saw 400 plus students visit the Kyogle Waste and Recycling Facility. Council also conducted one chemical clearance day which saw 1.1ton of hazardous waste collected. EPA licence conditions = several instance occurred during the period where cover was not applied to waste. As a result Council received three complaints regarding excessive odour from decomposing waste.
Provide the community with a high standard of living through the provision of quality water supply services	Implement water supplies that satisfy Australian Drinking Water Guidelines	Level of compliance with microbiological, physical and chemical standards outlined in the Australian Drinking Water Guidelines	Urban and Assets	Water quality testing undertaken weekly, full compliance with microbiological water quality for all three supplies, but several instances of dirty water breakthrough in Kyogle due to poor water quality in the Richmond River.

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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	The IWCMS outcomes are incorporated into the works program and annual budgets, implementation subject to appropriate resolutions of Council.
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	Rebate program ongoing, use of Catchment Action Model trailer by Landcare and others, need to extend the use of the CAM Trailer into the primary schools across the LGA.
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	Rebate program in place and ongoing. Two tier water tariff pricing in place.
Provide the community with a high standard of living through the provision of 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	All three sewerage systems have treatment and disposal processes in place that reflect the principles of ecologically sustainable development. Trade Waste policies and procedures and pricing in place in accordance with State Government guidelines.
Investigate potential for expanding services to villages that are currently unsewered.	Undertake feasibility studies	Consultant appointed, study undertaken	Urban and Assets	Investigations underway for the villages of Wiangaree, Old Bonalbo, Tabulam and Mallanganee.
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	Number of service interruptions attended to in time frame specified in Strategic Business Plan.	Urban and Assets	Implementation of the Floodplain Risk Management Plan initiatives incorporated into the works program and budgets, but implementation subject to resolutions of Council.

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	Stormwater Management Plan Implement the Kyogle Floodplain Risk Management Plan initiatives	Training and education undertaken as appropriate. Capital works plan progress Flood damage reduction		Development controls in place as per the Floodplain Risk Management Plan for Kyogle and Wiangaree. Stormwater capital works program priorities identified and incorporated into the works program and budgets based on the limited amount of funding available.

Environmental and Planning - *preserving our unique environment*

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Protect and promote the health and well-being of the Kyogle Council area Community by developing and applying environmental health and public safety measures.	Not support 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	Workshop held for Councillors and Staff from representative of NSW Trade and Investment - Mineral Resources - Industry Coordination Officer to outline the role of State Government under the revised State Government legislation and guidelines. With NSW Trade and Investment now the ARA, Council has no role in the inspection of CSG.
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	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	Planning and Environmental	Standard Checksheets and Assessment reports completed for all applications presented to Council for determination. All submissions taken into account prior to final assessment. Mean turnaround times for DA's during the year have exceeded the targeted 40 days due to staff and resourcing issues. The average time for processing was 53.3 days.

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	Planning and Assessment Act, Council policies and codes Appropriate Development applications are approved, and the needs of all parties are heard and considered	days Ensure 149 certificates are processed in less than 5 working days.		153 Section 149 Certificates processed, with an average turnaround of 5.1 days.
Consider the identification of environmentally sensitive lands and provide protection through appropriate environmental protection zoning 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	The NSW Department of Planning and Infrastructure still progressing with the Environmental Zone review. Once the DoP have finalised their review Council will need to prepare a Gateway Planning Proposal to determine the deferred areas within the Kyogle Local Environmental Plan 2012.
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	Staff and resourcing has restricted any positive progress in this Strategic area. However, relevant conditions of consent being incorporated into all new development approvals relating to site management.
Not support 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	Council moratorium in place.

Village Life - strong and vibrant villages

Long Term Goals	Delivery Program (Strategies) and Operational Plan Actions	Indicator/Measure	Responsibility	Report for six monthly period 01.01.13 to 30.06.13
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	Installation of new playground equipment at Woodenbong completed. Works in progress to construct car park and additional paths in Anzac Park Kyogle. Village maintenance agreements executed for all villages, with a new agreement executed for the village of Tabulam.
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	Funding identified and services/facilities provided. Education activities conducted. Usage of facilities	Admin and Community Services	The Community Development Officer actively liaises with communities.
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	Admin and Community Services	The Community Development Officer actively liaises with communities. Runs Interagencies., participates in public forums and meetings.
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	Each Town and Village has sufficient land zoned to accommodate any town or village growth. Feasibility into the provision of sewerage services currently in progress for unsewered villages.

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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.	Admin and Community Services	Financial support provided to Kyogle NAIDOC celebrations and the Bonalbo Multicultural Day. Staff attended both events. Ongoing