

# KYOGLE COUNCIL

Item 13D.1



**SIX MONTHLY REVIEW OF DELIVERY/OPERATIONAL PLAN  
FOR THE PERIOD JANUARY 1, 2014  
TO JUNE 30, 2014**

**Presented to Council August 11, 2014.**

## 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 01.01.14 to 30.06.14
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 3 years</p> <p>Number of meetings and figures on attendance numbers</p>	General Manger Admin and Community Services	Survey conducted in October 2013. "Sustaining our LGA" Community Strategic Plan Review. Results presented to the public. Meetings held in relation to DCP.
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>Report on the resident and ratepayer survey released to the public.</p> <p>Resident feedback survey to be undertaken during 2014.</p> <p>Focus groups established. All groups have had at least one meeting. Expressions of interest sought from members of the community wanting to be involved.</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	<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>	Admin and Community Services	<p>Levels of outstanding correspondence reported to the General Manager on a weekly basis.</p> <p>Reports presented</p> <p>All requirements met</p>

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goals and policies.				
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>3 staff left Council during the period. In relation to complaints, there was one complaint received that has now been resolved</p> <p>1 new permanent employee 2 new casual employees</p> <p>Organisation wide training plan is still under development</p> <p>32 reviews were conducted during the period</p> <p>During the period there was 9 reports of workplace injury, 3 requiring medical intervention and 3 going onto Workers comp status, 1 of which accounted for lost time</p> <p>Nil council and public vehicle related incidents, nil claims on insurance.</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	Referendum not held. All contributions made to Iqsw have now been refunded.

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

Long Term Goals	Delivery Program (Strategies) and Operational Plan Actions	Indicator/Measure	Responsibility	Report for six monthly period 01.01.14 to 30.06.14
<p>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.</p>	<p>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</p>	<p>Inspections conducted  Capital works program and maintenance established  Program established  Review conducted, Report on identified future requirements</p>	<p>Infrastructure Works</p>	<p>All bridge inspections are up to date. Continuous Improvement Teams established to review work practices, efficiency and effectiveness in road and bridge maintenance and construction. Works program established. Road Network management Plan is under review.</p>
<p>Work towards increased funding base and ensure responsible asset management including continual review of construction and maintenance activities.</p>	<p>Lobby State and Federal Governments to commit to additional funding programs. Pursue funding for specific road safety projects</p>	<p>Commitment to funding obtained.  Report on successful funding applications</p>	<p>Infrastructure Works</p>	<p>Funding sources identified and role included in employee Position description. Report to Council and community funding secured.</p>
<p>Work towards the upgrading of bridges to provide a higher level of service to the public and lower annual maintenance costs.</p>	<p>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.</p>	<p>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</p>	<p>Infrastructure Works</p>	<p>Work constrained by lack of funding which results in bridges being replaced out of priority order (eg high cost multi span bridges). Alternative, lower cost replacement options identified, budgeted and programmed. Preventative maintenance is being efficiently carried out with reduction in emergency repairs however costs are rising rapidly due to aging timber bridge infrastructure.</p>

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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	Community awareness campaign provided as part of Strategic Plan review.  CAR responses have improved but an increase in non-urgent requests being experienced.
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	Summerland Way Committee wound up. Ongoing support by Clr Passfield attending meetings and reporting to council.

## Economic Development - *fostering sustainable growth*

Long Term Goals	Delivery Program (Strategies) and Operational Plan Actions	Indicator/Measure	Responsibility	Report for six monthly period 01.01.14 to 30.06.14
<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"> <li>• Projects described in the previous report (1/7/13 to 31/12/13) are ongoing and evolving;</li> <li>• Economic Development publications and information have been uploaded onto Council's website;</li> <li>• Invest Kyogle and Visit Kyogle Facebook accounts have been set up and well supported;</li> <li>• A number of people have come forward with ideas for events in Kyogle Council LGA:               <ul style="list-style-type: none"> <li>○ Lions TT;</li> <li>○ Border Ranges Rally;</li> <li>○ Value add Kyogle Show;</li> <li>○ Organised Dick Smith anniversary event;</li> <li>○ Revamp the Fairymount festival;</li> <li>○ Paragliding at Mallangane.</li> </ul> </li> <li>• 'Fresh Ideas For Farm Productivity Seminar being developed for Sept 9<sup>th</sup> - has the support of Kevin Hogan MP and generating plenty of interest. EDO interviewed for ABC Radio's NSW Country Hour.</li> <li>• Unsuccessful in seeking funding through the 'Country Passenger Transport Infrastructure Grants Scheme' to develop Kyogle Railway Station into a Transit Centre for rail and bus services.</li> </ul>

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				Develop a business plan for same; <ul style="list-style-type: none"> <li>Actively developing a proposal to seek funding for improvements to Kyogle Visitor Information Centre incorporating 'Cultural/Heritage Trails' using PAMP networks;</li> </ul> "Small Town" Lipdub - another Council/High School partner project. KHS student Kleon Toffetti has taken the lead and waiting on approval to use the music, script done.
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	General Manager/ Tourism/Economic Development Officer	Update of the New Residents and Investors Guide; Upload relevant information onto Council website and Invest Kyogle Social Media site; Assist in pre DA lodgement meetings; Assist investors, developers, new and existing business owners with face to face meetings, workshops and links to resources to capacity build their business.
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	Investigating end products that can be produced from plantation timbers that are not susceptible to cheaper imports. Researching potential products and markets.
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"> <li>Conducted a successful radio marketing campaign across Kyogle Council LGA with River 94.9 FM from Ipswich Queensland which has a broadcast area from the Sunshine Coast, Gold Coast, Brisbane, Toowoomba and the Northern Rivers. Result was increased visitation to Kyogle VIC over Christmas and increased enquiries for participating tourism operators.</li> </ul>

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				<ul style="list-style-type: none"> <li>Developing Mountain Bike group and interest from SCU Student for an internship to further develop infrastructure within Kyogle Council LGA.</li> </ul>
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	General Manager/ Tourism/Economic Development Officer	Continuing with the Council/High School partner project 'Adopt A Business'. Prepare prospectus by end 2014 for business and people wishing to relocate for lifestyle and high speed broadband in and after 2015. Ongoing information distribution being sent to local businesses to encourage uptake.
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	Following the success of the Bush to Beach and Back of Beyond Track and Trail seminar held in June 2013. Kyogle Council has representation on the Northern Rivers Rail Trail feasibility committee; National Landscapes steering committee exploring opportunities for destination experiences within regional National Parks including Mountain Biking and Cultural tourism. Border Ranges Contractors hosted two international guests with cultural tours at Tooloom Falls the feedback was very pleasing this will be a continued service.
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"> <li>Attended the Brisbane Caravan &amp; Camping Expo in partnership with Tourism Managers Group Northern River under the Summerland Way banner;</li> <li>Northern Rivers representative onto the National Landscapes steering committee for Australia's Green Cauldron;</li> <li>Reinvigorating the Rainforest Way project through the National Landscapes project and the Tourism Managers Group Northern Rivers.</li> </ul>



## Waste and Water – responsibly providing services

Long Term Goals	Delivery Program (Strategies) and Operational Plan Actions	Indicator/Measure	Responsibility	Report for six monthly period 01.01.14 to 30.06.14
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	2348 tonnes of Waste collected 1299 tonnes of Waste to landfill 1355 tonnes of Waste recycled Tenders called for the supply, installation and commissioning of weighbridge, with work scheduled to commence in August 2014.
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	Microbiological compliance levels across all water supplies at 97%, with no repeatable incidents of non-compliance.  Some dirty water events in Kyogle associated with high turbidity levels during higher flows in the Richmond River.
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	Urban and Assets	Detailed design for Kyogle Water Supply augmentation at 95% completion, final submission to NSW Government expected in September 2014.
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	Council took part in television advertising campaign with Save Water Alliance member Councils. Working with Northern Rivers Water Managers Group to develop regional approach to demand management including education and awareness activities.

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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	Customer Rebate program ongoing.  Demand continues to trend downwards across all water supplies.  No incidents of water restrictions during the reporting period.
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	Sewerage Services continue to operate without major issue.  Biosolids recycling process has been tested and verified allowing for reuse of treated biosolids for a variety of applications, including in public parks and gardens.  Trade Waste requirements implemented on new development, process in place for consultation with existing dischargers for retrofitting of trade waste pre-treatment devices at high priority dischargers.
Investigate potential for expanding services to villages that are currently unsewered.	Undertake feasibility studies	Consultant appointed, study undertaken	Urban and Assets	Project final report expected in September 2014
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 appropriate. Capital works plan progress, Flood damage reduction	Urban and Assets	Flood modification works detailed design completed, and land matters finalised all properties affected by levee construction works. Project is fully construction ready.  Construction works for Junction and Curtois Street upgrade stage 1 in progress, construction to be completed August 2014.

## Environmental and Planning – *preserving our unique environment*

Long Term Goals	Delivery Program (Strategies) and Operational Plan Actions	Indicator/Measure	Responsibility	Report for six monthly period 01.01.14 to 30.06.14
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	Representative from NSW Trade and Investment provided information seminar for Councillors on 8 July 2013.
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	48 Development Applications processed during the review period at a mean turnaround time of 23.5 days.  216 Section 149 certificate applications received with an average turnaround time of 0.92 days
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	The review of the Environmental Zones report exhibited for public comment. Council resolved to make a submission.
Encourage responsible land management on privately owned lands. This will include the	Educating the community so it displays a high level of understanding of and compliance	Educational programs implemented	Planning and Environmental	No educational programs undertaken during reporting period.

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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.	with legislation			All development applications appropriately conditioned to ensure soil and erosion matters are addressed and managed.
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	Ongoing

## Village Life - strong and vibrant villages

Long Term Goals	Delivery Program (Strategies) and Operational Plan Actions	Indicator/Measure	Responsibility	Report for six monthly period 01.01.14 to 30.06.14
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	Villages of Wiangaree, Woodenbong, Old Bonalbo, Bonalbo, Tabulam and Mallanganee all have current Village Maintenance Agreements and active volunteers.
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	Successful implementation of the Community Transport bus with funding from the Sate Government.
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	Community Development Officer (CDO) is active in supporting these activities.  Ageing Focus Group commenced work in this area.
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	Council resolved to support two LEP amendments. Kyogle LEP Amendment No 1 exhibited. Kyogle Development Control Plan 2014 adopted with an effective date of 1 June 2014

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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