

KYOGLE COUNCIL



**SIX MONTHLY REVIEW OF DELIVERY/OPERATIONAL PLAN
FOR THE PERIOD JULY 1, 2014
TO DECEMBER 31, 2014**

Presented to Council February 9, 2015.

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 01.07.14 to 31.12.14
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	<p>Last survey conducted in October 2013. "Sustaining our LGA" Community Strategic Plan Review. Results to be presented to the public.</p> <p>Listening Posts held in relation to Special Rate Variation application.</p>
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 to be released to the public.</p> <p>Resident feedback survey to be undertaken during 2014.</p> <p>Focus Groups commenced regular meetings.</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>1604 items of correspondence were received throughout the quarter with approximately 14% still outstanding at the end of the quarter.</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 grievance lodged by a USU member that has now been resolved.</p> <p>8 new permanent employees appointed.</p> <p>Organisation wide training plan is still under development.</p> <p>49 reviews were conducted during the period.</p> <p>During the period there were 11 reports of workplace injury with three requiring medical intervention with one Workers Comp claim accepted.</p> <p>5 council and public vehicle related incidents, two 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 LGNSW have now been refunded.

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

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<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>Inspections are on schedule and continuing. 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 has been reviewed.</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>Lobbying of Ministers undertaken. Applications for Federal Bridge Renewal Program and State Fixing Local Roads program lodged. Funding from FCNSW received. Continuous Improvement Teams established to review work practices, efficiency and effectiveness in road and bridge maintenance and construction. Black Spot 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</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>All bridges assessed for condition and treatment and program established. Low cost alternative multi-span bridges investigated with 13 being purchased. Preventative maintenance is being efficiently carried out with reduction in emergency repairs, however, costs are rising rapidly due to ageing timber bridge infrastructure.</p>

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	identified in bridge inspections.			
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	Issues relating to service delivery and cost have been highlighted in the LTFP process.
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 action during the six month period. Summerland Way Promotional Committee has been disbanded.

Economic Development - *fostering sustainable growth*

Long Term Goals	Delivery Program (Strategies) and Operational Plan Actions	Indicator/Measure	Responsibility	Report for six monthly period 01.07.14 to 31.12.14
<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"> • Projects described in the previous report (1/7/14 to 31/12/13) are ongoing and evolving; • Economic Development publications and information have been uploaded onto Council's website; • Invest Kyogle and Visit Kyogle Facebook accounts have been set up and well supported; <ul style="list-style-type: none"> • Successfully conducted the 'Fresh Ideas for Farm Productivity Seminar on 9th September 2014. The seminar examined opportunities for agribusiness diversity, industry investment by collaborative practices will allow entry into the industry for young farmers, exist plans for aged farmers, better methods for production, marketing and distribution. Collaboration can be in the form of share farming, leasing, collectives, and off-farm investment. Diversification of farm practices incorporating new production opportunities and agri-tourism. Sarah Biersteker Associate Lecturer and PhD Candidate Southern Cross Business School Marketing Team agreed to assist with this project. The Seminar was well attended. • TAFE NSW conducted a free Soil Health

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				<p>Care workshop at the Kyogle Showground as a follow up for the seminar. This workshop was relatively poorly attended;</p> <ul style="list-style-type: none"> • Developing Mountain Track & Trail strategic plan assisted by SCU Intern Blair Cochran. • Meet with members of the Northern Rivers Cooperatives Alliance in Ballina to discuss opportunities for collaboration. • Assisted in the preparation of the funding application to seal Toonumbar Dam Road. • Produced an Economic Development Opportunities for Toonumbar Dam to support application.
<p>Assist intending developers to identify sites and lodge applications for appropriate commercial, industrial and other employment generating activities and to appropriately determine such applications.</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>Update 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.</p>
<p>Actively pursue opportunities for the development of Value Adding industries for forest plantation products.</p>	<p>Liaise with government and industry groups</p>	<p>Report to Council on progress</p>	<p>General Manager/ Tourism/Economic Development Officer</p>	<p>Investigating end products that can be produced from plantation timbers that are not susceptible to cheaper imports. Researching potential products and markets ongoing.</p>
<p>Foster the development of the tourism industry, within the Council area in order to promote economic growth and improved facilities.</p>	<p>Work in partnership to actively market our LGA and our capabilities to existing and potential residents, businesses, visitors and investors.</p>	<p>Report on visitation numbers to Kyogle VIC Seek feedback from tourism operators</p>	<p>General Manager/ Tourism/Economic Development Officer</p>	<ul style="list-style-type: none"> • Conducted a collaborative radio marketing campaign "Visit Kyogle & Villages" on River 94.9 FM from Ipswich Queensland. Their broadcast area spreads across the Sunshine Coast, Gold Coast, Brisbane, Toowoomba and the Northern Rivers.

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				<ul style="list-style-type: none"> Assisted with The Border Ranges Rally which was conducted in August Assisted with Lions TT Motorcycle event.
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	Working with a number of agencies, regional groups and councils across the Northern Rivers to lobby for the roll-out of the NBN as soon as possible.
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	<p>On the steering committee of Australia's Green Cauldron National Landscapes federal project.</p> <ul style="list-style-type: none"> Hosted the November meeting at Cougal Park B&B and introduced the group to Mayor Clr Mulholland. Rebuilding collateral for the Rainforest Way self-drive experience. Inviting Kyogle & Villages tourism operator to participate in the AGC Hero Experience & Mentoring Program.
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"> Appointed by Tourism Managers Group NR to co-ordinate the Brisbane Caravan & Camping Expo. Developing Mountain Bike Track & Trail Network in partnership with State Forests, Local MTB Club under the auspice of the Kyogle Community Economic Development Committee. Radio Marketing campaign and tourist drive re-development.

Waste and Water - responsibly providing services

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<p>Manage solid wastes stream to maximise recycling and minimise the quantities of waste being returned to landfill and maximise landfill life spans.</p>	<p>Review the way current landfill sites are managed. Education programs that promotes the importance of recycling and waste avoidance</p>	<p>Figures on total waste collected Figures on total waste to landfill Figures on total recycling Capital works program for landfill implemented Report on number of education programs Licence conditions complied with</p>	<p>Planning and Environmental Services</p>	<p>1,971 tonnes of Waste collected 896 tonnes of Waste to landfill 1,075 tonnes of Waste recycled Advertisements and newsletter items employed to raise public awareness and encourage participation for three recycling programs; Household Chemical Cleanup Day, Secondhand Saturday and Household Asbestos Disposal Scheme. Tender for construction of weighbridge finalised and construction commenced.</p>
<p>Provide the community with a high standard of living through the provision of quality water supply services</p>	<p>Implement water supplies that satisfy Australian Drinking Water Guidelines</p>	<p>Level of compliance with microbiological, physical and chemical standards outlined in the Australian Drinking Water Guidelines</p>	<p>Urban and Assets</p>	<p>Microbiological compliance levels across all water supplies at 100% for e-coli, chemical compliance levels also 100%, with no incidents of non-compliance. Some dirty water events experienced in Kyogle, associated with high turbidity levels during higher flows in the Richmond River.</p>
<p>Ensure the principles of integrated water cycle management are used in the existing and future water supply and sewerage schemes</p>	<p>Implement the Kyogle Council Integrated Water Cycle Management Strategy</p>	<p>Kyogle IWCMS outcomes and recommendations are incorporated into works programs and annual budgets and implemented Usage statistics</p>	<p>Urban and Assets</p>	<p>Detailed design for Kyogle Water Supply augmentation completed. Expression of Interest lodged with the NSW Government for funding under the Water Security for Regions program of \$6.445M. Project has been shortlisted with final application lodged in early December 2014. Funding of \$40,000 approved under the Habitat Action Grants administered by the Dept. of Primary Industries for the Weir Fishway component of the project.</p>
<p>Develop education and incentive schemes to encourage residents to reduce their water consumption and wastage.</p>	<p>Education and promotional activities</p>	<p>Report on number and type of Education and promotional activities conducted</p>	<p>Urban and Assets</p>	<p>Working with Northern Rivers Water Managers Group to develop regional approach to water restrictions and demand management including education and awareness activities.</p>

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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. Level 1 Water Restrictions in place in Bonalbo and Kyogle from October 22, 2014.
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. Refurbishment of the Kyogle STW to address issues with aging mechanical and electrical components continues.
Investigate potential for expanding services to villages that are currently unsewered.	Undertake feasibility studies	Consultant appointed, study undertaken	Urban and Assets	Feasibility Study completed, including separate draft reticulation design, environmental assessment, soil analysis and cost estimates prepared. Outcomes of the feasibility study are to be incorporated into the 2015 review of the IWCMS across the whole LGA.
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. Project is construction ready. Application for funding of \$1.8M for the construction stage of the project has been submitted to the NSW Office of Environment and Heritage under the Floodplain Management Program. Junction/Curtois Street drainage upgrade design completed, and stage 1 construction completed in August 2014.

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	Councillors Planning and Environmental	No complaints received.
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	All development applications assessed in accordance with the provisions of the EP&A Act 1979, Kyogle DCP 2014 and relevant State environmental planning instruments, policies and codes. 60 Development Applications processed during the review period at a mean turnaround time of 21 days. 185 Section 149 certificate applications processed with an average turnaround time of 0.67 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	Environmental zones and biodiversity overlay deferred from LEP 2012 by State Government. Draft Consultant's report on application of E-zones and overlays released in 2013. Final report and Department of Planning recommendations not yet released. Kyogle DCP 2014 which commenced 1 June

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				2014 contains development guidelines that seek to achieve protection of environmental attributes.
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	No educational programs undertaken during reporting period. 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

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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	Village Maintenance Agreements in place and active in Wiangaree, Woodenbong, Old Bonalbo, Bonalbo and Tabulam. Village Life Focus Group Established in September 2014 with three formal meetings held to date.
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	Advocacy role actively pursued by all Councillors and Executive Staff. North Coast Area Health Service announced the construction of a new multi-purpose facility to replace the existing Bonalbo Hospital and aged care units. Upgrades to telecommunications towers, servicing Rural Fire Services and others at Woodenbong, Homeleigh and Haystack, all completed during the reporting period. Land secured for the new Rural Fire Service Building at Tabulam, and the sewerage system in Bonalbo extended to allow connection of the existing Rural Fire Service building. Support for the emergency services provided through the Local Emergency Management Committee.
The community's lifestyle and social needs are supported	Support social and recreational clubs and organisations throughout the area. Assist recreation, sporting and	Assistance provided by CDO	Admin and Community Services	Ongoing assistance through financial assistance grants. Kyogle Memorial Institute Hall Master Plan

	<p>leisure facilities to evolve and change to keep pace with community needs.</p> <p>Ensuring the needs of older people and people with a disability are monitored to ensure services and facilities are available</p>			<p>drafted and on public display, and development application lodged for the relocation of the Art Gallery to the first floor area of the KMI Hall.</p> <p>External Grant Funding obtained for projects including:</p> <ul style="list-style-type: none"> • Improvements to Facilities at Don Gulley Oval, Kyogle (construction commenced). • New skate park at Woodenbong (design in progress). • Outdoor gym equipment Woodenbong (construction commenced). • Improvements to the Kyogle Seniors Centre, Kyogle (construction to start early 2015).
<p>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.</p>	<p>There is adequate land appropriately zoned and managed</p> <p>Rural villages are provided with village services that support the rural community</p>	<p>LEP Implemented</p>	<p>Planning and Environmental Services</p>	<p>Two LEP amendments were finalised during the reporting period; LEP Amendment No.2 (rural boundary adjustments) and LEP Amendment No. 3 (Secondary dwellings/Dual occupancies).</p> <p>Kyogle DCP 2014 commenced 1 June 2014.</p>
<p>Provide for the protection of items of aboriginal and environmental heritage.</p>	<p>Aboriginal culture is supported by the community by identifying ways to become better connected to Aboriginal people, their history and culture.</p>	<p>Assistance provided by CDO</p> <p>NAIDOC week attendance</p> <p>Aboriginal heritage is included on heritage map.</p>	<p>Admin and Community Services</p>	<p>Financial support provided to Kyogle NAIDOC celebrations and the Bonalbo Multicultural Day. Staff attended both events.</p> <p>Ongoing.</p>