

# KYOGLE COUNCIL



## Report on the Operational Plan and Delivery Program 2020-2021

Prepared March 2021 (for the period June 2020 to December 2020)

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## Strategic Priorities

Strategic Priority Focus Area	Actions and Milestones	Milestone Target Date	Report
<b>Advocacy Support</b>			
<p><b>Objective:</b></p> <p>Ensure Mayor and Councillors are sufficiently resourced and supported to deliver their advocacy role with the community and government stakeholders</p> <p><b>Related Documents:</b></p> <p>Kyogle Council Community Strategic Plan 2016-2026</p> <p>North Coast Regional Plan 2036</p> <p>Northern Rivers Regional Economic Development Strategy 2018-2022</p> <p>Northern Rivers Joint Organisation of Councils Statement of Regional Priorities 2019-2022</p> <p><b>Community Strategic Plan Links:</b></p> <p>CSP Governance and Community Strategies and Actions A1, A6, C1, C2</p> <p>CSP Agriculture Strategies and Actions D3, D4, D5</p> <p>CSP Aging in Place Disability and Respite Care Strategies and Actions D1, E1, F1, F2, F3, F4, F5</p> <p>CSP Village Life Strategies and Actions B1, C3</p> <p>CSP Visitor Attraction Strategies and Actions C2, C6, D2, D7</p>	<p>Overarching advocacy document based on February 2019 strategic workshop outcomes and advocacy priority areas previously identified.</p>	July 2020	<p>Advocacy briefs prepared for key issues and updated regularly. Separate advocacy information prepared for new priorities Regional Roads Hand Back and Fixing Local Bridges, Financial Assistance Grants review, and Clarence Way in March 2020 and updated EPA Waste Levy in April 2020. Overarching advocacy summary document to be finalised March/April 2021.</p>
	<p>Advocacy position to be developed around National Parks issues and opportunities</p>	December 2020	<p>National Parks visitor experience and gaps audit project committed to in partnership with Southern Cross University and including engagement with local aboriginal groups, commenced May 2020 with some COVID delays.</p> <p>Workshop conducted with Kyogle Councillors in March 2021.</p> <p>Final report due June 2021.</p>
	<p>Advocacy position to be developed around aged care, social accommodation and housing needs</p>	June 2021	<p>Following on from work around aged care services in the Woodenbong area completed in Nov 2019, and similar themed brief prepared by the NRJO in March 2019. Terms of Reference for a broader Housing Needs Assessment to be drafted following adoption of the LSPS, and to include requirement for investigation of social housing options and demand for support services.</p> <p>Issues due to be discussed at April 2021 Councillor Workshop.</p>

Strategic Priority Focus Area	Actions and Milestones	Milestone Target Date	Report
<b>Integrated Planning and Reporting</b>			
<p><b>Objective:</b> Ensure Council is completing the required review and updates to the Integrated Planning and Reporting components</p> <p><b>Related Documents:</b> Kyogle Council Long Term Financial Plan 2015-2034 Kyogle Council Community Strategic Plan 2016-2026</p> <p><b>Community Strategic Plan Links:</b> CSP Governance and Community Strategies and Actions A1, A2, A4, B1, B2, C1, C3</p>	Preparation of End of Term Report	August 2021	To be completed prior to Councillor elections this year.
	Community Strategic Plan review	October 2022	Priority strategic actions from the Local Strategic Planning Statement being progressed in the lead up to the CSP review in 2022. Community Engagement strategy for new Community Strategic Plan under development. Strategic Initiatives Coordinator attended training in effective meetings and community engagement under the banner of Community Resilience training.

Strategic Priority Focus Area	Actions and Milestones	Milestone Target Date	Report
<b>Organisational Training Plan</b>			
<p><b>Objective:</b> Provide ongoing development for the Council workforce to build internal capacity.</p> <p><b>Related Documents:</b> Kyogle Council Workforce Management Plan 2017-2021 Kyogle Council Training Plan May 2019 Kyogle Council Employee Benefits Policy March 2019</p> <p><b>Community Strategic Plan Links:</b> CSP Governance and Community Strategies and Actions B3</p>	Managers to develop role specific and departmental training priorities for delivery in line with Training Plan	June 2021	Individual training plans being developed as part of annual review processes. Some key group training opportunities identified and delivered in 2020, with some delays due to COVID-19 restrictions. Additional 10 apprentice and trainee positions filled early in 2021.

Strategic Priority Focus Area	Actions and Milestones	Milestone Target Date	Report
<b>Clarence Way Upgrades</b>			
<p><b>Objective:</b></p> <p>The Clarence Way provides a safe and efficient transportation route that provides connectivity for its local communities</p> <p><b>Related Documents:</b></p> <p>Kyogle Council Roads Asset Management Plan 2018</p> <p>Northern Rivers Regional Economic Development Strategy 2018-2022</p> <p><b>Community Strategic Plan Links:</b></p> <p>CSP main broad strategy 1) Connectivity</p> <p>CSP Governance and Community Strategies and Actions C1</p> <p>CSP Agriculture Strategies and Actions D1, D4</p> <p>CSP Village Life Strategies and Actions C3</p>	Preparation of stand-alone formal business case report for the upgrade of section north of the Bruxner Hwy	September 2020	BCR based on Fixing Country Roads model completed in December 2019, application lodged for \$33 million funding for total \$35 million project cost. Morrison Low engaged in April 2020 to complete separate stand-alone business case based on the FCR BCR model, completed in September 2020 and used in funding applications since. Additional \$5 million secured for the Woodenbong to Urbenville section, and application pending for the Bruxner to Bonalbo section.
	Completion of the sealing of Clarence Way south of Bruxner Hwy	December 2020	Construction commenced in August 2019, sealing works completed November 2020, guardrail and signage completed January 2021, opening event held March 2021.

Strategic Priority Focus Area	Actions and Milestones	Milestone Target Date	Report
<b>Place Making in Kyogle and Villages</b>			
<p><b>Objective:</b></p> <p>To ensure there is planning for the activation and development of the Council's public spaces</p> <p><b>Related Documents:</b></p> <p>Kyogle Council Community Strategic Plan 2016-2026</p> <p>Northern Rivers Regional Economic Development Strategy 2018-2022</p> <p><b>Community Strategic Plan Links:</b></p>	Open Space design guide - Lays the foundation for future masterplans	July 2020	Completed. Adopted by Council in August 2020.
	Finalisation of plans of management - Covering all community land and crown reserves under Council's control	July 2020	Completed. Adopted by Council in December 2020.
	Site specific masterplans for the SCCF round 2 project sites - Priority for existing funded projects to be delivered on time	July 2020	Completed. Adopted by Council in December 2020.
	Develop a holistic masterplan for Kyogle town centre including main street landscaping plan	December 2020	Kyogle Urban Design and Landscape Options to be placed on public exhibition April 2021.

Strategic Priority Focus Area	Actions and Milestones	Milestone Target Date	Report
<b>Place Making in Kyogle and Villages</b>			
CSP Village Life Strategies and Actions B1, B2, B3, B4, E2 CSP Visitor Attraction Strategies and Actions D4	Develop a main street landscaping plan for MacPherson Street Woodenbong	August 2021	Brief for consultants to be finalised March 2021.

Strategic Priority Focus Area	Actions and Milestones	Milestone Target Date	Report
<b>Asset and Infrastructure Priorities</b>			
<p><b>Objective:</b> Asset and infrastructure priorities included in the performance targets below are completed on time and to budget</p> <p><b>Related Documents:</b> Kyogle Council Long Term Financial Plan 2015-2034 Kyogle Integrated Water Cycle Management Strategy 2009 Kyogle Asset Management Strategy 2012 Northern Rivers Regional Economic Development Strategy 2018-2022</p> <p><b>Community Strategic Plan Links:</b> CSP Governance and Community Strategies and Actions A4, B2, C1, C3</p>	Kyogle indoor gym and pool design and business case for funding applications	September 2020	Cost estimates and business case developed and used for application for BLERF funding submitted in January 2021.
	Kyogle Memorial Institute Hall Stage 2 design and business case for funding applications	December 2020	Master plan drafted, to be reviewed as part of the Kyogle town centre and main street landscaping plan process, then design for stage 2 works to be finalised and business case prepared.
	Preparation of Roads capital renewals program	December 2021	Some delays due to accelerated capital works programs and additional external funding. Current staging priorities; -Fixing Country Bridges Project Plan – March 2021 -Initial sealing program priorities – May 2021 -drainage priorities – May 2021 -Sealed roads rehab and reseal 4 year program – Dec 2021 -combined 10 year renewals program – June 2022

Strategic Priority Focus Area	Actions and Milestones	Milestone Target Date	Report
<b>Asset and Infrastructure Priorities</b>			
CSP Agriculture Strategies and Actions D2, D4, D5 CSP Village Life Strategies and Actions B1, B3	Preparation of community buildings and open spaces priority capital works program	December 2021	Process to be informed by the completed Plans of Management and Master Plans as well as Climate Change Adaptation Risk Assessment and Sustainable Communities Plan and Community Facilities Asset Management Plan.  Some delays due to accelerated capital works programs and additional external funding. Current staging priorities; Staging priorities; -project scoping and indicative prioritisation - April 2021 -short term (1-2 yr) program developed – June 2021 -4 year delivery program - Dec 2021

Strategic Priority Focus Area	Actions and Milestones	Milestone Target Date	Report
<b>Villages Water and Sewer Program</b>			
<p><b>Objective:</b> Plan for the provision of new water supply for Tabulam and new sewerage systems for Tabulam, Mallanganee and Wiangaree</p> <p><b>Related Documents:</b> Kyogle Council Community Strategic Plan 2016-2026 North Coast Regional Plan 2036 Northern Rivers Regional Economic Development Strategy 2018-2022 Kyogle Council 2018 Visions of Village Life Master Plans for Wiangaree, Tabulam, and Mallanganee Kyogle Council Integrated Water Cycle Management Strategy Issues Paper and Background January 2020</p> <p><b>Community Strategic Plan Links:</b> CSP Governance and Community Strategies and Actions A4, B2, C1 CSP Agriculture Strategies and Actions D4 CSP Village Life Strategies and Actions B1, B3</p>	Sewer projects construction ready	April 2022	Funding deed for business case finalised in February 2020. External project manager engaged April 2020. Correspondence sent to EPA and DPIE for initial input August 2020, and final regulator input received December 2020. Consultants brief to go to market in April 2021. Project completion required by April 2022.
	Tabulam Water project preferred option adopted	June 2022	Funding deed for scoping study finalised in February 2020. External project manager engaged April 2020. External Consultants brief out to market in August 2020, consultant engaged October 2020. Draft options report expected June 2021. Project completion required by June 2022.



## Performance Reporting Metrics

FUNCTION	LONG TERM GOAL STRATEGY/SERVICE LEVEL	MEASURES	REPORT
<b>GENERAL MANAGER'S OFFICE</b>			
<b>HUMAN RESOURCES</b>	<p>Establish capability for a productive, sustainable and inclusive workforce.</p> <p>Promote and adhere to EEO principles to attract and retain the best possible staff.</p> <p>Create and nurture a safe working environment with learning and development opportunities for staff.</p> <p>Be widely known as a respected and reputable employer with high levels of staff satisfaction</p>	<p>-Total staff exits during the period</p> <p>-Total staff with excess leave entitlements above 8 weeks</p> <p>-Total excess leave above 8 weeks per employee</p> <p>-Total number of incidents, accidents and near misses reported during the period</p> <p>-Total working days lost due to injury for the period</p> <p>-Total spend on staff training and development</p> <p>-Total number of staff undertaking non-mandatory training or development</p>	<ul style="list-style-type: none"> <li>• <u>7 exits</u>-the majority being older employees retiring.</li> <li>• <u>34 individuals</u> with leave in excess of 8 weeks</li> <li>• Annual leave 66 weeks, Long service leave at 198 weeks. For a total of 264 weeks</li> <li>• 27 in total staff related reports, reasonably static number for any given 6 monthly period</li> <li>• <u>14 Working days</u> lost to injury, marked improvement from same period in 2019.</li> <li>• <u>\$58,000</u>- less than normal YTD due to the Covid 19 precautions in place during much of the period.</li> <li>• <u>50 individuals</u></li> </ul>

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<b>COMMUNICATION and CONSULTATION</b>	Kyogle Council is to be efficient and effective in its operations, actively listening to the community and anticipating and responding to community needs.	<ul style="list-style-type: none"> <li>-Community newsletter editions published and distributed.</li> <li>-Number of social media communications</li> <li>-Total number of hits and shares on social media</li> <li>-Number of updates to Councils website.</li> <li>-Total number of calls for public submissions and total submissions received</li> </ul>	<p>Kyogle Council's Community Newsletter is published and distributed throughout the LGA by Australia Post monthly.</p> <p>In the six months from 1 July to 31 December 2020, insights of Council's Facebook page show:</p> <ul style="list-style-type: none"> <li>• Page likes has grown by 280 to 2865</li> <li>• Page followers has grown by 264 to 3063</li> <li>• The most popular post for the period reached 16,909 people</li> <li>• Council averaged 21 posts a month</li> </ul> <p>Council's corporate website is updated regularly – pages are updated as needed as are events and news posts.</p> <p>In the six months from July to December 2020, Council's corporate website had 38,415 unique visitors, who visited the website on 66,509 occasions.</p> <p>Kyogle Council also manages the Invest Kyogle and Visit Kyogle websites; and the Roxy Galley, Kyogle Information Centre and the Kyogle and Villages Future Food Producers Facebook accounts.</p> <p>Strategic Initiatives Coordinator undertaking training with ZOIK to access analytics data 15/3/2021.</p>
<b>FINANCE</b>	<p>Council is on time and on budget with all community and statutory obligations.</p> <p>The sustainable management of roads bridges and other infrastructure.</p>	<ul style="list-style-type: none"> <li>-Monthly Finance reports and quarterly budget reviews presented to Council.</li> <li>-Annual finance requirements, including, Audit and Annual Report met and on time.</li> <li>-Timely annual budget preparation and community display.</li> <li>-Adherence to financial sustainability targets</li> </ul>	All statutory requirements and council targets met.

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<b>GOVERNANCE</b>	Set the example in Local Government through efficient and effective management practices and provide an environment that fosters trust and encourages and rewards excellence in performance	<ul style="list-style-type: none"> <li>-Number of GIPA requests received and percentage of responses meeting required timeframes</li> <li>-Policies reviewed and updated within statutory requirements.</li> <li>-All external reporting delivered on time.</li> <li>-All appropriate consultation undertaken.</li> <li>-Councillor induction training delivered.</li> <li>-Council meetings held align with statutory requirements.</li> </ul>	<p>108 GIPA requests received.</p> <p>Policies updated in line with statutory requirements</p> <p>External reporting completed on time and reported through Council's Internal Audit Committee, Compliance Report.</p> <p>Councillor induction training completed</p> <p>Meetings compliant with statutory requirements</p>
<b>CUSTOMER SERVICES</b>	Best practice customer services with an emphasis on friendly, helpful and timely assistance.	<ul style="list-style-type: none"> <li>-Total correspondence received</li> <li>-Complaints to the Public Officer reported.</li> <li>-Number of compliments received</li> </ul>	<p>No complaints to the public officer</p> <p>17 written compliments received</p>

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<b>PLANNING AND ENVIRONMENTAL SERVICES</b>			
<b>COMMUNITY SERVICES</b>	Council to enhance and utilise suitable forum/s for broader community engagement to promote the creation of partnerships with groups across the council area and the region, including community groups, service providers, industry, agriculture, commerce, tourism, recreation and cultural groups.	<p>-Number of forums involving community and Council representation and attendance at meetings.</p> <p>-Number of partnership based projects</p> <p>-Number of projects with commitments for external partner contributions</p> <p>-Number of formal community based partnerships</p> <p>(Report continued...)</p> <p>Projects with partnerships and/or funding commitments;</p> <ul style="list-style-type: none"> <li>• National Parks Visitor and Tourism opportunities research project (National Parks/SCU/State Forests/Tenterfield Shire Council)</li> <li>• Swoopin Season project (Kyogle Together and SCCF)</li> <li>• Dalaang Galii Festival (Gugin Gudduba LALC and Arts Northern Rivers)</li> <li>• Bonalbo Showground improvements (Bonalbo Showground Managers and SCCF)</li> <li>• Bells Bay campground improvements (Better Boating, Kyogle Fishing Club and Water NSW)</li> <li>• Mallanganee Sports Ground improvements (Mallanganee Progress, Mallanganee Rugby Union Club, SCCF and LRCIP)</li> <li>• Bonalbo Caravan Park improvements (Bonalbo SOS and LRCIP)Kyogle Museum extensions (Kyogle and District Historical Society and LRCIP)</li> <li>• Kyogle Showground Amenities Upgrades (Kyogle Showground Managers and SCCF)</li> <li>• Kyogle Mountain bike Trail Expansions (Kyogle Mountain Bike Club and SCCF)</li> </ul>	<p>Meetings/Forums attended:</p> <ul style="list-style-type: none"> <li>• Monthly Kyogle Tidy Towns meetings attended.</li> <li>• Kyogle Chamber of Commerce Meetings – bi-monthly</li> <li>• Monthly Arts Northern Rivers meetings attended.</li> <li>• Cross Border Tourism Working Group - quarterly</li> <li>• Community Resilience Officer network – fortnightly</li> <li>• Anti-violence alliance (Domestic Violence Working Group) – bimonthly</li> <li>• Various disaster response and recovery forums attended.</li> <li>• Transport working Group</li> <li>• Landcare projects</li> <li>• Tabulam and Surrounds Interagency partnership</li> <li>• Bonalbo and Surrounds interagency partnership</li> <li>• Roxy Gallery and Kyogle and District Arts Council</li> </ul> <p>Projects with partnerships and/or funding commitments;</p> <ul style="list-style-type: none"> <li>• Tabulam Lighthorse Memorial (Tabulam RSL, Progress and SCCF)</li> <li>• Wiangaree Rodeo Grounds improvements (Wiangaree Rodeo and Sports Club)</li> <li>• Woodenbong Sports Reserve improvements (Woodenbong progress Association)</li> <li>• Woodenbong Showground improvements (Woodenbong Showground Managers and SCCF)</li> <li>• Kyogle High School Amenities improvements (Kyogle High School and SCCF)</li> <li>• Kyogle Rugby League Grounds improvements (Kyogle RLFC and SCCF)Kyogle Rifle Range improvements (Kyogle Gun Club and SCCF)</li> <li>• Various Community Hall improvements across the villages and rural areas</li> </ul>

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	Provide for a disability-inclusive community	-Number of projects incorporating disability inclusion elements	<p>All management plans, open space plans, pedestrian access plans to include access and disability provisions.</p> <p>Projects implemented with improved access and disability inclusion elements:</p> <ul style="list-style-type: none"> <li>• Kyogle splash pool and medium sized pool upgrades.</li> <li>• Wangaree Sports Ground improvements</li> <li>• Kyogle High School sports ground improvements</li> <li>• Kyogle Rifle Range improvements</li> <li>• Kyogle Showground amenities</li> <li>• Bonalbo NJ Park improvements</li> <li>• Mallanganee Sports Ground improvements</li> <li>• Mallanganee Park improvements</li> <li>• Old Bonalbo Pioneer Park improvements</li> </ul> <p>Staff participation in discussion to recommence usage of the Urbenville bus service for people with disabilities in the Urbenville / Woodenbong. Funds secured.</p>
	Positive recognition of the area's strong Aboriginal culture and heritage	<p>-Ongoing support by Council of the Reconciliation Committee</p> <p>-Annual support of NAIDOC week by Council</p>	<p>Established an Aboriginal Advisory Group to provide an ongoing forum for collaboration with local Aboriginal organisations and representatives.</p> <p>Sponsorship of Kyogle Reconciliation Week activity and staff participation</p> <p>Discussion around inclusion of Cultural Burning activity as a tool in land management.</p> <p>Inclusion of Welcome to Country message and Cultural burning stories on Invest Kyogle website and acknowledgement of Country on corporate e-mails.</p> <p>November 2020, Kyogle Council participated in a regional flag raising event for NAIDOC Week.</p>

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<b>ECONOMIC DEVELOPMENT</b>	Promotion of Kyogle as a place of choice for lifestyle and economic opportunity	<p>-Increased value of development applications approved, based on Council DA records</p> <p>-Annual increase in number of businesses, based on ABS and Department of Regional Development statistics</p>	<p>The value of development approved for the full 2019/20 period was \$15,192,038. The value of development approved 2020/21 YTD is \$6,237,540.</p> <p>There were an estimated 941 total GST registered businesses in Kyogle Council in the Sep-20 quarter. There were 29 new businesses and 16 business GST cancellations in the same quarter.</p> <p>There were 831 GST businesses active and registered in the Kyogle LGA at 20th April 2020  <a href="http://economy.id.com.au/kyogle/business-trends">http://economy.id.com.au/kyogle/business-trends</a></p>
	An integrated approach to economic development for opportunities associated with South East Queensland and NSW Far North Coast centres	-Preparation and implementation of Council adopted 'prospectus-like' <i>Economic Development Strategy</i>	<p>Image library and film stories of local businesses are used on Invest Kyogle website. Links to local, regional, state and federal economic development services and supports.</p> <p>Profile/Economy ID software package provides public/business and developer access to key statistics and trends for the Kyogle LGA – supporting inward investment.</p>
	Promote and nurture tourism opportunities and attractions for the local government area	<p>-Involvement in marketing and advertising of the area and the range of the marketing reach</p> <p>-Numbers of visitors recorded at Visitor Information Centre (VIC) and during specific events</p>	<p>Founding partner for the Northern Rivers Brand and ongoing commitment to the brand.</p> <p>Participation in the Cross-Border Tourism Working Group.</p> <p>Council is collaborating with NPWS, SCU and other partners to identify nature-based tourism opportunities to drive the visitor economy.</p> <p>A majority of walk-in visitors at the VIC were from New South Wales and the Northern Rivers and most enquiries were seeking directions, followed by information regarding local attractions and information about the National Parks.</p> <p>\$2764.80 worth of merchandise was sold during this period.</p> <p>There were 30,643 unique visitors to the Visit Kyogle website for the period.</p>

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	Council to actively lobby and work with State and Federal Governments and local industry to realise improvements in local and regional transport and telecommunications systems that provide connectivity and reliability of services between the villages, the rural areas and across the region.	<ul style="list-style-type: none"> <li>-Additional mobile phone towers funded, constructed and operational through programs such as Federal Mobile Black Spot Project</li> <li>-Preparation of business cases and economic prospectus to support funding applications for transport infrastructure projects</li> </ul>	<ul style="list-style-type: none"> <li>-Towers benefitting Kyogle LGA; <ul style="list-style-type: none"> <li>• Preliminary Round – 1</li> <li>• Round 1 – 10</li> <li>• Round 2 – 1</li> <li>• Round 4 – 3</li> </ul> </li> <li>- Standalone business case developed for Clarence Way improvements</li> <li>- Fixing Country Roads business case developed for Allcocks Bridge on Bentley Road and Cedar Point Bridge on Edenville Road</li> </ul>
<b>WASTE SERVICES</b>	Waste management facilities and services cost effectively manage waste generated within the Kyogle local government area.	<ul style="list-style-type: none"> <li>-Total cost of waste management activities to Council.</li> <li>-Savings accrued through implementation of new waste management improvement projects/initiatives.</li> <li>-Percentage of projects delivered in accordance with agreed timeframes and within allocated project budget.</li> <li>-Number of incidents of non-compliance with domestic waste collection contract.</li> </ul>	<ul style="list-style-type: none"> <li>• New infrastructure projects were completed on time and budget including: <ul style="list-style-type: none"> <li>– extension of the Kyogle Community Recycling Centre</li> <li>– installation of roof over Co-mingled Recycling Bay</li> <li>– installation of Reverse Vending Machine.</li> </ul> </li> <li>• Kyogle landfill cell expansion construction at 80% completion.</li> <li>• 0 incidences of non-compliance with domestic waste collection contract.</li> </ul>
	Waste disposed to landfill is minimised to prolong asset life and reduce potential for environmental harm.	<ul style="list-style-type: none"> <li>-Annual tonnage of waste to landfill based on EPA Waste and Resource Reports provided by Council.</li> <li>-Number of new initiatives introduced to reduce waste disposed to Landfill.</li> </ul>	<ul style="list-style-type: none"> <li>• 1,680 tonnes of waste landfilled.</li> <li>• 3 new initiatives introduced to reduce waste disposed to landfill (trial of mattress recycling, x-ray and battery recycling).</li> </ul>
	Waste facilities are managed in accordance with regulatory requirements.	<ul style="list-style-type: none"> <li>-Percentage compliance with Environmental Protection Licence conditions.</li> <li>-Number of reported incidents requiring implementation of Pollution Incident Management Response Plan or other necessary measures.</li> </ul>	<ul style="list-style-type: none"> <li>• 0 instances of non-compliance with EPL conditions.</li> <li>• 0 incidents requiring implementation of PIMRP.</li> </ul>

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	Increased rate of recycling within the Kyogle local government area	<ul style="list-style-type: none"> <li>-Total tonnage of recycled materials collected including at the Community Recycling Centre and Community Recycling Stations.</li> <li>-Recycling initiatives implemented.</li> <li>-Number of promotional activities to raise community awareness of services available and how they can increase recycling in the community.</li> </ul>	<ul style="list-style-type: none"> <li>• 597 tonnes of materials recycled</li> <li>• The following recycling initiatives were implemented:               <ul style="list-style-type: none"> <li>– tarps for recycling bins at transfer stations were purchased to preserve condition of recycled material collected</li> <li>– Reverse Vending Machine was installed at Kyogle Landfill</li> <li>– trial of recycling mattresses commenced</li> <li>– new bin to allow recycling of x-rays installed at CRC</li> <li>– battery boxes made available for recycling of household batteries.</li> </ul> </li> <li>• 3 articles in Community Newsletter promoting recycling initiatives.</li> </ul>
	Minimise illegal dumping of waste in public areas	<ul style="list-style-type: none"> <li>-Number of illegal dumping events reported.</li> <li>-Costs incurred by Council to clean up illegal dumping.</li> <li>-Number of notices issued for illegal dumping.</li> </ul>	<ul style="list-style-type: none"> <li>• 8 illegal dumping events reported</li> <li>• Clean-up costs for illegal dumping not fully identified</li> <li>• 4 show cause letters and 3 warning letters issued for illegal dumping</li> </ul>
<b>ENVIRONMENTAL SERVICES</b>	The Kyogle local government area is regarded as safe place to dine and purchase takeaway food and beverages	<ul style="list-style-type: none"> <li>-Percentage food premises registered with Council</li> <li>-Percentage of food premises inspected annually</li> <li>-Percentage of food premises assessed as having very good or excellent hygiene and food safety practices.</li> <li>-Number of notices issued for breaches of food safety standards.</li> </ul>	<ul style="list-style-type: none"> <li>• 60% food premises registered with Council for 2020/21.</li> <li>• Food premises inspection program for 2020/21 will commence in March 2021.</li> <li>• % food premises with very good or excellent hygiene standards will be determined after March 2021 inspections.</li> <li>• 2 improvement notices issued.</li> </ul>
	Weeds are effectively managed across private and public land throughout the local government area	<ul style="list-style-type: none"> <li>-Services for management of noxious weeds undertaken by Rous CC in accordance with Service Level Agreement, periodic reporting against service level measures</li> <li>-Number of projects partnering with community and environmental agencies/community groups (e.g. Landcare).</li> <li>-Grant funding secured for projects to address weed infestations.</li> </ul>	<ul style="list-style-type: none"> <li>• Suggested changes to Service Level Agreement periodic reporting by Rous CC provided.</li> <li>• Council provided monetary support for Landcare for 1 weed management event</li> <li>• 2 partnership grant funding applications with Landcare submitted that address weed management as a component.</li> </ul>
	Pest animals are effectively managed across private and public land throughout the local government area	<ul style="list-style-type: none"> <li>-Number of pest animal issues reported by LLS, DPI and environmental agencies/community groups (e.g. Landcare).</li> <li>-Grant funding secured for projects to address pest animals.</li> </ul>	<ul style="list-style-type: none"> <li>• Partnerships to address deer, cats, indian mynas, dog attacks on koalas progressed.</li> <li>• 2 pest animal reports received (roaming domestic/feral cats).</li> <li>• Grant secured under <i>Communities Combating Pest and Weed Impacts during Drought – Biosecurity Management of Pest &amp; Weed Program</i> to address feral deer in Northern Rivers (Regional collaboration led by Tweed Shire Council).</li> </ul>



FUNCTION	LONG TERM GOAL STRATEGY/SERVICE LEVEL	MEASURE	REPORT
	Pollution incident (noise, water, land or air) impacts throughout local government area are minimized.	<ul style="list-style-type: none"> <li>-Number of pollution incidents reported</li> <li>-Number of notices issued for pollution</li> <li>-Percentage of pollution incidents cleaned up as required to remove risk of environmental harm.</li> </ul>	<ul style="list-style-type: none"> <li>• 24 pollution incidents reported.</li> <li>• 4 warning letters issued.</li> <li>• 1 site cleaned up (chemical drums).</li> </ul>
	Onsite sewage management systems operate effectively in non-sewered areas to protect public and environmental health	<ul style="list-style-type: none"> <li>-Total number of OSMS registered</li> <li>-Number of new OSMS approved</li> <li>-Number of OSMS inspected in accordance with Council's Onsite Sewage Management Strategy</li> <li>-Percentage of OSMS which pass inspection</li> <li>-Number of notices issued regarding failing OSMS.</li> </ul>	<ul style="list-style-type: none"> <li>• 3,259 OSMS registered.</li> <li>• 9 new OSMS approved.</li> <li>• 11 OSMS inspections undertaken.</li> <li>• 0 notices issued.</li> </ul>
	Contaminated lands in the local government area, including Underground Petroleum Storage Systems, are effectively managed to prevent environmental harm.	<ul style="list-style-type: none"> <li>-Total number of contaminated properties including UPSS sites</li> <li>-Percentage of UPSS sites compliant with regulatory requirements</li> <li>-Number of contaminated properties remediated.</li> </ul>	<ul style="list-style-type: none"> <li>• 60 contaminated sites (on register)</li> <li>• In process of determining regulatory compliance of UPSS sites in LGA (new Council responsibility).</li> </ul>
<b>REGULATORY SERVICES</b>	Domestic dogs and cats are managed in accordance with legislative requirements	<ul style="list-style-type: none"> <li>-Number of dangerous, menacing or nuisance animal reports received</li> <li>-Number of dangerous, menacing or nuisance animal notices issued</li> <li>-Number of incidents of non-compliance with Companion Animals Act (e.g. failure to register companion animal)</li> </ul>	<ul style="list-style-type: none"> <li>• 12 dangerous dog reports received.</li> <li>• 2 dangerous/menacing dog declarations issued.</li> <li>• 3 incidents of non-compliance with Companion Animals Act.</li> </ul>
	Nuisance animals are managed in accordance with legislative requirement, including stray cattle	<ul style="list-style-type: none"> <li>-Number of reports regarding nuisance animals received</li> <li>-Number of notices regarding nuisance animals issued</li> <li>-Number of incidences involving repeat offenders recorded.</li> </ul>	<ul style="list-style-type: none"> <li>• 1 report of nuisance animals received.</li> </ul>
	Abandoned vehicles are managed to maintain public safety and prevent pollution	<ul style="list-style-type: none"> <li>-Number of abandoned vehicles reported</li> <li>-Number of abandoned vehicles impounded</li> <li>-Costs to Council of impounding vehicles and percentage of costs recovered.</li> </ul>	<ul style="list-style-type: none"> <li>• 8 abandoned vehicles reported</li> <li>• 6 vehicles impounded</li> <li>• \$1,968.60 costs incurred to Council for impounding activities, \$1,557 recovered through sale of abandoned vehicles</li> </ul>

FUNCTION	LONG TERM GOAL STRATEGY/SERVICE LEVEL	MEASURE	REPORT						
<b>ARTS AND CULTURE</b>	Local arts and culture recognised as a cornerstone of Kyogle communities	<ul style="list-style-type: none"> <li>-Number of separate exhibitions per annum and attendance numbers at each exhibition.</li> <li>-Attendance at meetings, including Arts Northern Rivers</li> <li>-Visitor numbers and gallery sales</li> </ul>	<p>Gallery Exhibition Program interrupted due to COVID 19 lockdown of gallery space. A number of exhibitions planned where shifted into the 2021 exhibition program as the gallery was closed to the public for 2 months due to government regulations.</p> <p><u>Exhibitions held in the Gallery space:</u>  July - Bonalbo Artists Alliance (Attendance: 297)  August - Barbara Murray 'The Finale' (Attendance: 342)  September - Deborah Brown Rodney Brown &amp; Jenny Kitchener &amp; Wendy Cain 'Print, Paint, Pot' (Attendance: 428)  October - Keith Cameron and Marion Arrent 'Studio 306'. (Attendance: 468)  November - Kyogle High School Final Year Students 'North of 19' (Attendance: 312)  December/January - 'Change Is In the Wind' Open Exhibition</p> <p><u>Additional events held in Gallery/associated space:</u>  August - Hosted Book Launch for Linda Woodrow's '470' Exhibitions in the 'Steppin Up Gallery' (small gallery in foyer) by artists living with identified disabilities (Nathaniel Harvey, Carla Davey &amp; Sarah Peckover). Also exhibition by Rainbow Ridge Steiner School.</p> <p>End of year Councillor gathering and Planning Institute of Australia (NSW) Quarterly Forum (December 2020).</p> <p><u>Sales/Income for period:</u></p> <table border="0"> <tr> <td>Sales</td> <td>\$2885</td> </tr> <tr> <td>Commission</td> <td>\$3736</td> </tr> <tr> <td>Display fees</td> <td>\$1564</td> </tr> </table>	Sales	\$2885	Commission	\$3736	Display fees	\$1564
Sales	\$2885								
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<b>LIBRARY SERVICES</b>	Equitable access to information sources	-Provision of library services in accordance with Richmond-Upper Clarence Regional Library Agreement	Ongoing, additional on-line resources provided as part of COVID adaptation, expected to continue in 2021/22.						

FUNCTION	LONG TERM GOAL STRATEGY/SERVICE LEVEL	MEASURE	REPORT
<b>PLANNING SERVICES</b>	Ensure Council's planning framework encourages economic growth, population growth and social development whilst ensuring sustainable environmental outcomes.	-Implementation of actions identified in the Local Strategic Planning Statement.	<ul style="list-style-type: none"> <li>• Planning proposals submitted to DPIE to enable diversification of land uses in the Kyogle CBD and implementation of Biodiversity Overlay and finalisation of the RU1/RU2 Deferred Matters</li> <li>• Proposed DCP Design Guidelines for town centre, non-residential development drafted.</li> <li>• Acceptance into DPIE Public Spaces Legacy Program to obtain \$2million in funding to implement Kyogle CBD Masterplan.</li> </ul>
	Industry and the community has ready access to professional advice regarding development processes and requirements	<ul style="list-style-type: none"> <li>-Number of requests for pre-lodgement advice serviced by Planning Services team.</li> <li>-Number of requests for further information issued.</li> <li>-Availability of written guidance for the development industry and community regarding development processes and requirements.</li> <li>-Number of 'Meet a Planner' and industry information sessions held and number of attendees.</li> </ul>	<ul style="list-style-type: none"> <li>• 191 requests for planning advice received.</li> <li>• 2 requests for further information issued.</li> <li>• Standard letters developed advising applicants of Council's development processes.</li> <li>• Industry information sessions yet to commence due to COVID 19.</li> </ul>
	Council's development assessment processes are efficient and focused on achieving good planning outcomes for our community.	<ul style="list-style-type: none"> <li>-Number of development applications received and approved by Council</li> <li>-Number of requests for further information issued</li> <li>-Percentage of applications processed within recommended statutory timeframes</li> <li>-Average timeframe for processing development applications.</li> <li>- Value of approved development.</li> </ul>	<ul style="list-style-type: none"> <li>• 69 applications received, 58 approved.</li> <li>• 2 requests for further information issued.</li> <li>• 78% applications processed within statutory timeframes.</li> <li>• Average processing timeframe = 27.5 days.</li> <li>• Value of development = \$6,237,540</li> </ul>
	Developer contribution requirements for infrastructure and services support and encourage new development	<ul style="list-style-type: none"> <li>-Number of development applications received and approved by Council</li> <li>-Amount of developer contributions collected by Council</li> </ul>	<ul style="list-style-type: none"> <li>• 3 applications received where policy was applicable.</li> <li>• \$0 contributions collected (waived under current policy).</li> </ul>
	Land uses throughout the local government area are consistent with planning approvals requirements under the <i>Environmental Planning and Assessment Act 1979</i>	<ul style="list-style-type: none"> <li>-Number of incidences of unlawful development reported or detected</li> <li>-Number of notices issued.</li> </ul>	<ul style="list-style-type: none"> <li>• 10 reported</li> <li>• 5 notices issued.</li> </ul>

FUNCTION	LONG TERM GOAL STRATEGY/SERVICE LEVEL	MEASURE	REPORT
	Improved awareness of Exempt and Complying Development provisions and development approval requirements	<ul style="list-style-type: none"> <li>-Number of articles promoting Exempt and Complying Development provisions</li> <li>-Number of complying development applications received and approved.</li> </ul>	<ul style="list-style-type: none"> <li>• 1 article in community newsletter regarding development approval requirements.</li> <li>• 1 received; 3 approved.</li> </ul>
<b>BUILDING SERVICES</b>	Buildings are approved in accordance with requirements under the <i>Environmental Planning and Assessment Act 1979</i> and constructed in accordance with building codes.	<ul style="list-style-type: none"> <li>-Number of development applications received by Council.</li> <li>-Number of Construction Certificates issued.</li> <li>-Number of Occupation Certificates issued.</li> </ul>	<ul style="list-style-type: none"> <li>• 69 development applications received.</li> <li>• 27 construction Certificates issued.</li> <li>• 26 Occupation Certificates issued.</li> </ul>
	Unlawful building works are appropriately regulated to ensure community safety.	<ul style="list-style-type: none"> <li>-Number of incidents of illegal building works reported or detected</li> <li>-Number of notices issued</li> <li>-Number of section 149D applications received.</li> </ul>	<ul style="list-style-type: none"> <li>• 11 incidents of illegal building works reported or detected</li> <li>• 3 notices issued</li> <li>• 15 s149D applications received.</li> </ul>
	Private pools and spas comply with legislative requirements regarding pool safety.	<ul style="list-style-type: none"> <li>-Number of pools and spas inspected</li> <li>-Percentage of pools and spas which pass inspection</li> <li>-Number of notices issued.</li> </ul>	<ul style="list-style-type: none"> <li>• 12 pools inspected.</li> <li>• 100% passed inspection.</li> <li>• 0 notices issued.</li> </ul>
	Industry and the community have ready access to Council professional advice regarding building processes and requirements.	<ul style="list-style-type: none"> <li>-Number of requests for pre-lodgement advice serviced by Building Services team.</li> <li>-Number of requests for further information issued.</li> <li>-Availability of written guidance for the development industry and community regarding building approval processes and requirements.</li> <li>-Number of 'Meet a Certifier' and industry information sessions held and number of attendees.</li> </ul>	<ul style="list-style-type: none"> <li>• 11 requests for pre-lodgement advice.</li> <li>• No written requests issued.</li> <li>• All Applications, Guides, Calculation tables and information packs publicly available on Councils website and hardcopies available at Administration Office</li> <li>• Industry information sessions yet to commence due to COVID 19.</li> </ul>

FUNCTION	LONG TERM GOAL STRATEGY/SERVICE LEVEL	MEASURE	REPORT
<b>ASSETS AND INFRASTRUCTURE SERVICES</b>			
<b>Bridge Infrastructure</b>	<p>The sustainable management of roads, bridges and other infrastructure</p> <p>Ensure conductivity for freight and commuter transport throughout the LGA by improving the condition of councils bridge assets</p>	<ul style="list-style-type: none"> <li>-Number of timber bridges replaced</li> <li>-Number of load limited bridges</li> <li>-Number of bridges inspected per year</li> <li>-Change in infrastructure backlog</li> <li>-Bridges Customer Requests</li> </ul>	<ul style="list-style-type: none"> <li>10</li> <li>34</li> <li>94</li> <li>Calculated at end of FY</li> <li>18</li> </ul>
<b>Road Network</b>	<p>The sustainable management of roads, bridges and other infrastructure</p> <p>Improve the condition of councils sealed and unsealed rural road network, urban streets network and regional road network</p>	<ul style="list-style-type: none"> <li>-Length of roads re-sealed (km and m<sup>2</sup>) -cost (\$/m<sup>2</sup>)</li> <li>-Length of roads rehabilitated (km and m<sup>2</sup>) -cost (\$/m<sup>2</sup>)</li> <li>-Length of gravel roads re-sheeted (km) -cost (\$/km)</li> <li>-Length of footpath replaced and constructed (m)</li> <li>-Length of kerb and guttering replaced/constructed (m)</li> <li>-Length of roads graded (km)</li> <li>-Number of Potholes patched</li> <li>-Roadside slashing (km)</li> <li>-Change in infrastructure backlog (\$)</li> <li>-Number of Customer Requests</li> </ul>	<ul style="list-style-type: none"> <li>0km (Program to be delivered in single packet in April 2021)</li> <li>5.3km equaling 31,800m<sup>2</sup> \$64/m<sup>2</sup></li> <li>12.28km \$17,371/km</li> <li>20</li> <li>0</li> <li>167</li> <li>31,645</li> <li>361</li> <li>Calculated at end of FY</li> <li>323</li> </ul>

FUNCTION	LONG TERM GOAL STRATEGY/SERVICE LEVEL	MEASURE	REPORT
<b>Water and Sewer</b>	<p>The sustainable management of roads, bridges and other infrastructure</p> <p>Provide the community with quality water supply meeting NSW Public Health Legislation</p> <p>Encourage water conservation</p> <p>Provide the community with quality sewerage services</p>	<p>-Performance reporting for water supply and sewerage services as per the requirements of NSW DPI Water, NSW Health and the NSW EPA</p> <p>-Metres of water main replaced</p> <p>-Number of new properties connected to water</p> <p>-Conformance with microbiological, physical and chemical standards</p> <p>-Number of main breaks</p> <p>-Educational activities conducted</p> <p>-Water usage against state average</p> <p>-Metres of sewer mains replaced/relined</p> <p>-Number of new properties connected to sewer</p> <p>-Number of sewer chokes</p> <p>-Water Customer Requests</p> <p>-Sewer Customer Requests</p>	<p>Report completed and submitted</p> <p>600</p> <p>7</p> <p>100% Micro Chlorine residual 94% Physical 100%</p> <p>12</p> <p>1</p> <p>Report not available till end of year</p> <p>3,100</p> <p>7</p> <p>8</p> <p>65</p> <p>26</p>
<b>Stormwater and Flooding</b>	<p>Maintain council's urban stormwater network</p> <p>Manage the risks associated with flooding in urban area</p>	<p>-length of new stormwater pipes laid or renewed</p> <p>-flood management actions completed</p> <p>-Stormwater and flood management Customer Requests</p>	<p>0</p> <p>In progress flood studies Bonalbo and Woodenbong</p> <p>22</p>

FUNCTION	LONG TERM GOAL STRATEGY/SERVICE LEVEL	MEASURE	REPORT
<b>Parks, Pools and Community Facilities</b>	Encourage patronage of council pools at Bonalbo, Kyogle and Woodenbong  Help promote a sense of community by providing safe and pleasant recreation areas	-Numbers of attendances recorded  -Total hours operated  -Number of promotional events held  -Parks and Gardens Customer Requests  -Community Buildings Customer Requests	4,207  1,139  1  24  31