



SUBIC
MOFFAT
SINGAPORE



KYOGLÉ

COMMUNITY STRATEGIC PLAN

2022 - 2032





ACKNOWLEDGEMENT

Kyogle Council acknowledges the Gullibul, Githabul, Wahlubal and Banjalang people who are the traditional custodians of the land and waters within the Kyogle Local Government Area, and we pay our respects to Elders past, present and emerging.



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GLOSSARY

CSP	Community Strategic Plan	LLS	Local Land Services
DCP	Development Control Plan	LSPS	Local Strategic Planning Statement, 2020
LALC	Local Aboriginal Land Council	NORJO	Northern Rivers Joint Organisation of Councils
LEP	Local Environmental Plan	SCU	Southern Cross University
LGA	Local Government Area		

INTRODUCTION

The Kyogle area, with its towns, villages and rural surroundings, is a special place. It's a place of incredible natural beauty where people enjoy the 'small town' atmosphere, peaceful way of life and strong sense of community.

We know there is much that people love about the way things are now but also areas for improvement. This Community Strategic Plan, or 'CSP', aims to capture those priorities and describes the things council will do to help achieve the community's vision for the future.



What is a CSP?

All local councils in NSW must have a Community Strategic Plan – a 10-year plan for the future of the Local Government Area (LGA) based on what's important to the community.

The CSP is council's highest-level plan and it will guide and influence all other plans and actions including the 4-year Delivery Program, the annual Operational Plan, the Asset Management Strategy and the Long Term Financial Plan.

In preparing this plan, council has considered the issues and pressures that may affect the community over the next 5-10 years and the level of resources that will realistically be available to achieve its goals.

The plan aims to strike a balance between protecting the area's unique character, community spirit, and natural environment, while supporting the right kind of development to create jobs, business opportunities and housing choices for current and future generations. It recognises the need to get the 'basics' right – better roads, reliable telecommunications, well-maintained public spaces and great community facilities. It also reflects the community's growing desire for action in the areas of environmental protection, sustainability and resilience to change and natural disasters.

How was the plan developed?

This CSP builds on progress already made through implementation of 'Ready to Grow' – council's previous Community Strategic Plan. It has been developed based on community feedback from a number of sources, as well as analysis of local economic, environmental and social trends.

Delivering this vision isn't something council will achieve alone. When the plan refers to "we" and "our," it refers to the collective Kyogle community including council, other levels of government, businesses, other organisations as well local residents. We look forward to working together to achieve great things for the Kyogle LGA over the coming decade.

OUR PLACES

Kyogle town

The town of Kyogle is home to more than 3,000 people, and is the main centre for the LGA. Kyogle has a growing arts and culture scene, locally operated shops and businesses, as well as community services, facilities and employment opportunities.

The villages

From Woodenbong to Tabulam and Wiangaree to Bonalbo, each of Kyogle's many villages has its own unique identity. Local residents are passionate about their home villages and are always willing to lend a hand to a neighbour or friend.

Natural assets

Around 30% of the land area in the Kyogle LGA is made up of National Parks or State Forests. These special places, including World Heritage listed rainforests, natural springs and volcanic mountains are a playground enjoyed by residents and visitors alike.

Rural landscapes

Agriculture is at the heart of the local economy. For many the rural character and lifestyle is something important to be held onto.



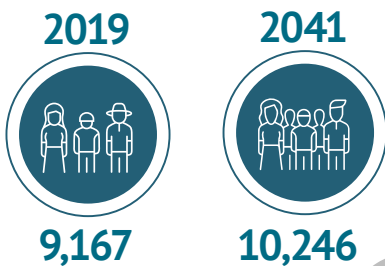
OUR PEOPLE

The Kyogle LGA is home to a diverse range of people from fifth generation farmers to creatives and artists and those whose ancestors have lived here for thousands of years.

Population

Although there is growing interest in the Kyogle area as a lifestyle and business location, population growth projections remain modest.

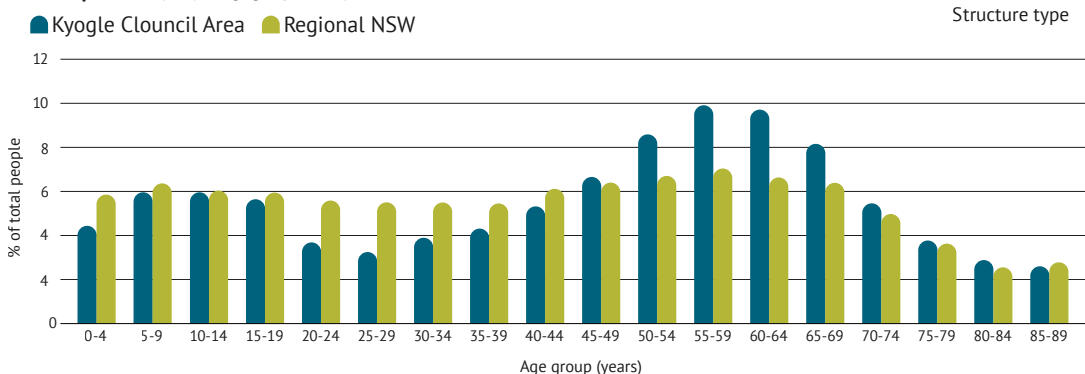
In 2019 the project population was 9,167. By 2041 this is expected to grow to 10,246. While the community values the friendliness and sense of community that comes with a small population, low population density can be a barrier to some government and private services.



Age profile

The Kyogle LGA has a higher proportion of people aged 50-69 and a lower proportion of people aged 20-44 when compared with the regional NSW average. An aging population brings with it an increased need for appropriate services and accommodation.

Total persons (five year age groups - 2016)



OUR LIFESTYLE

When asked what they value about living in the Kyogle area, many people say it's 'the lifestyle' but how does the community live?

Employment

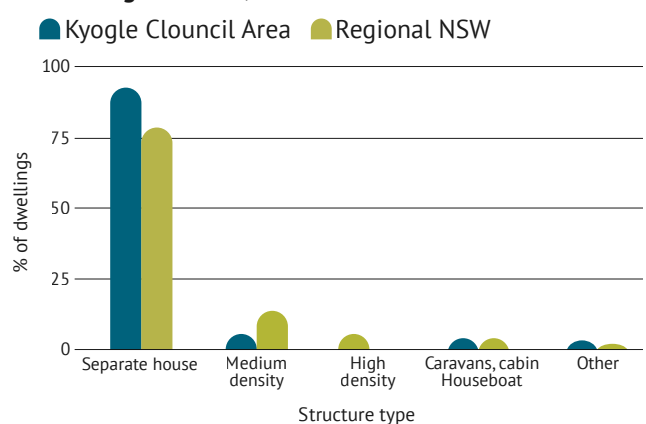
Those who work locally are most likely to be employed in agriculture, forestry and fishing, construction, education and training, manufacturing or health care.



Housing

The Kyogle LGA has more smaller households than the NSW state average with an average of 2.25 people per household. The majority of homes are detached dwellings and the proportion of smaller homes like units and townhouses is lower than the regional NSW average..

Dwelling Structure, 2016



OUR VISION

In 2032 the Kyogle LGA will be a place...

With a **thriving local economy** that has sustainable agriculture at its heart but also supports diverse and innovative enterprises in a range of industries, including tourism, providing employment and business opportunities for our community.

Where our diverse people – young or old, newly arrived, long-time locals and First Nations – are engaged and actively participate in **community life**, working together to build a vibrant culture, strong community organisations, and social networks.

Where residents, businesses and industries are connected to each other and markets by a high quality, safe **road network**, appropriate **public transport services**, and **telecommunications services** equal to those available in major centres.

Where our towns and villages have kept what we love about their **unique character**, heritage and culture – providing **attractive, friendly, safe**, and well-serviced places for our community to live, work and play.

That leads the way in **sustainable** local government operations, having made significant progress towards net zero emissions, and actively supporting a **healthy environment** including healthy rivers, sustainable water management, resource recovery and recycling, and protection of areas of high biodiversity.

Where services, systems and communities are **resilient**, prepared for change, and are able to identify and respond effectively to current and future challenges and risks, including natural disasters and the impacts of digital transformation and climate change.

Population is at an appropriate level to support prosperity and service-delivery and we have the right **infrastructure and services to meet the needs of the population**, including adequate supply and variety of **housing**, health and aged care services, crisis and emergency support, schools, essential services like sewer, and water security for all.



These vision statements have been developed based on input received from community in a number of different ways including discussions between Councillors and community in the lead up to the 2021 council elections, a community survey, and conversations with a range of community associations and groups.

The vision statements are also informed by previous community engagement processes, including engagement in relation to the Visions of Village Life Master Plans and the Local Strategic Planning Statement, which was adopted in 2020. The CSP was also placed on public exhibition and updated based on community feedback.

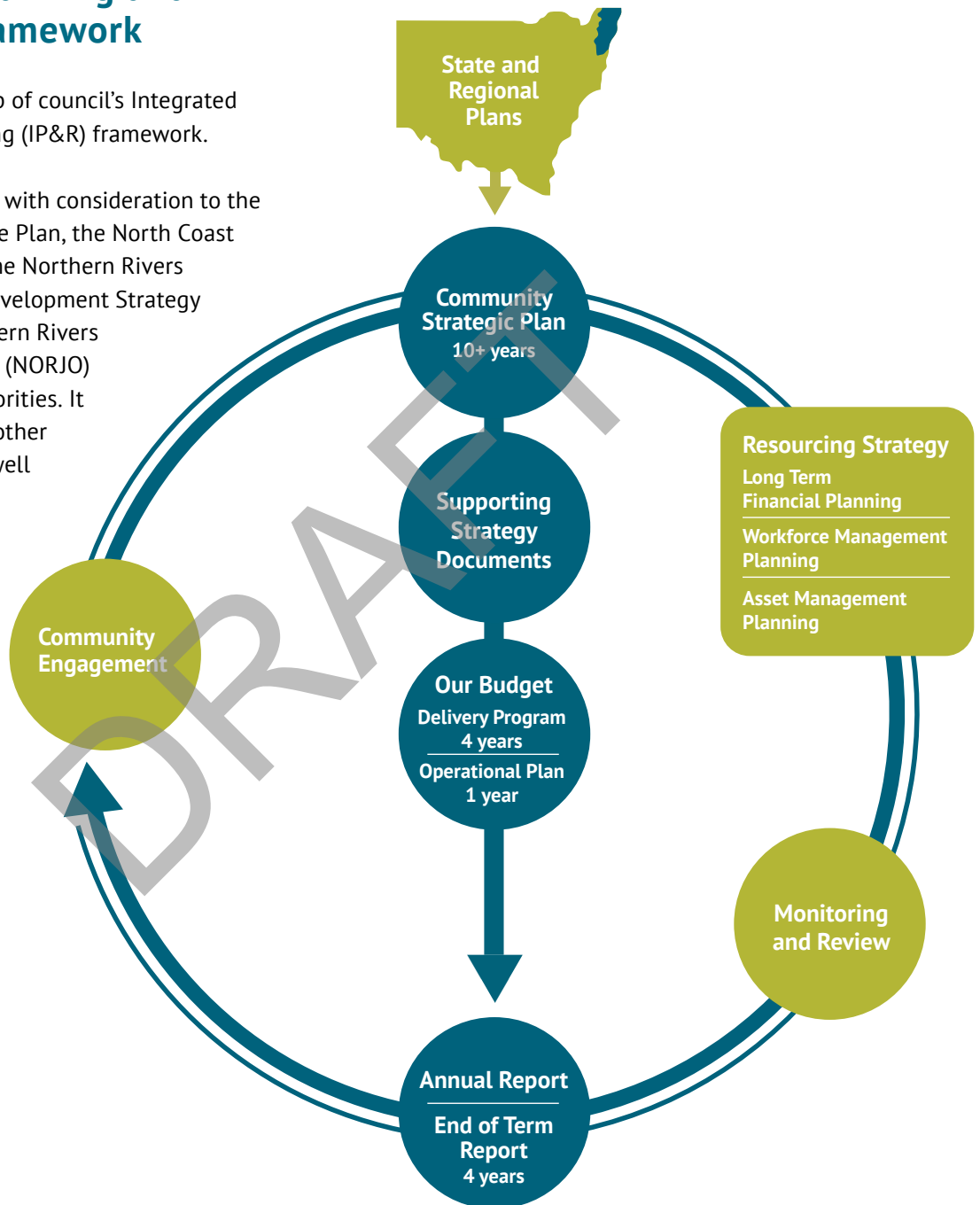
OUR PLAN

The Kyogle Council Community Strategic Plan (CSP) outlines a set of objectives and strategies that will guide local decision-making over the next 10 years.

Integrated Planning and Reporting Framework

The CSP sits at the top of council's Integrated Planning and Reporting (IP&R) framework.

It has been developed with consideration to the goals of the NSW State Plan, the North Coast Regional Plan 2036, the Northern Rivers Regional Economic Development Strategy (REDS), and the Northern Rivers Regional Organisation (NORJO) Strategic Regional Priorities. It sets the direction for other council strategies as well as our 4-year Delivery Program and annual Operational Plan.



Quadruple bottom line reporting

As part of the Integrated Planning and Reporting Framework, the CSP must address civic leadership, economic, environmental, and social issues in an integrated manner. Each of the key focus areas in this plan, and the associated objectives and strategies, link to and address at least one of the elements of the Quadruple Bottom Line.

HOW TO READ THIS PLAN

The CSP outlines a set of objectives and strategies that will guide local decision-making over the next 10 years. The following information helps explain how the CSP is organised.

Key focus areas

These are a way of structuring the plan. The four key focus areas in the CSP – Prosperity, Housing, Liveability and Sustainability - align with the themes in council's Local Strategic Planning Statement (LSPS) 2020. They reflect community aspirations, respond to the challenges and opportunities facing the LGA, and align with adopted and emerging regional and local policy. There are many linkages between the key focus areas and many of the objectives and strategies will deliver outcomes in more than one focus area.

HOUSING

Having secure, affordable accommodation in a safe, appropriate home is a basic human right but for many in our region finding a suitable home is becoming more and more difficult.

Housing prices in the Kyogle LGA are competitive compared to neighbouring LGAs but this is a double-edged sword. While it can make property more affordable for buyers and renters, it reduces the financial incentive for property developers. As a result, there hasn't been much new housing coming into the market over recent years, and there isn't a great deal of variety when it comes to housing types.


Like many regional areas in NSW, the Kyogle LGA has an ageing population and this will likely lead to an increase in demand for smaller homes, like units and townhouses, together with access to facilities and support services. It's important that we create the right conditions for growth and choice in the local housing market, to provide the accommodation options required by our communities.

Objectives	Strategies
<p>To have enough quantity and choice of housing to meet the needs of current and future residents of different ages, life stages and circumstances</p>	<p>Prepare a Housing Needs Assessment to understand demand for different types of housing including aged care, special needs accommodation, affordable housing, and social and crisis housing</p> <p>Prepare and implement an affordable and social housing strategy in partnership with NROLD and North Coast Community Housing</p>
<p>For local Aboriginal communities to be empowered to manage and develop their land in ways that suit the community, including for housing</p>	<p>Consult with Local Aboriginal Land Councils, the Aboriginal Advisory Committee, and other Aboriginal organisations to understand development aspirations</p> <p>Assess opportunities to return Crown Land to the ownership and management of Local Aboriginal Land Councils</p> <p>Amend the LEP to facilitate appropriate development of Local Aboriginal Land Council land, and work with Local Aboriginal Land Councils to prepare development delivery plans for their land</p>
<p>To have the right essential infrastructure and services in place to enable appropriate housing development in our towns, villages and rural settlements</p>	<p>Implement the actions of the LSPS, including preparing infrastructure delivery plans as required for new developments and achieving a balance between growth and investment and future infrastructure needs</p> <p>Continue to implement the actions arising from Sewer, Stormwater and Water Asset Management Plans including investigation and construction of the Tabulam, Mullangarrie and Wangmans sewage schemes projects and the Tabulam water supply project</p>

Encouraging appropriate development


Council shares the community's concerns around housing availability, affordability and choice in the LGA but has limited opportunity to provide housing itself. Council has little to no unused land or facilities that are suitable for conversion to housing, and it is not the role of council to play property developer.

What council can do is create favourable conditions for appropriate development and advocate for external support to deliver what the community needs.



Council's advocacy positions in relation to housing include:

- Seeking government funding for the delivery and management of social housing and crisis and emergency accommodation, that is at least on par with the State average of 4% of housing stock across Kyogle and the villages.
- Seeking external support for the delivery of residential housing developments that address the need for aging in place transitional housing and in-home services, disability and respite care, and affordable housing.
- Asking for changes to Crown Land Management legislation and practices to allow Crown Reserve land assets to be unlocked and utilised for social and affordable housing developments in partnership with community housing organisations and state agencies.
- Supporting the accelerated processing of Aboriginal Land Claims and transfer of suitable vacant Crown Lands to Local Aboriginal Land Councils for potential use for community housing.
- Calling for an accelerated Voluntary House Purchase Scheme providing opportunities to relocate flood affected residential properties out of flood prone areas.



Objectives

These are the things we are setting out to achieve in each of the key focus areas. They describe the desired future state. Achieving our objectives will contribute to achieving our vision.

Strategies

These are the things we will do to achieve our objectives. It is important to note that, because the CSP is a high-level, strategic plan, the strategies are intentionally broad and high-level. More specific actions will be captured in other council strategies and plans.

Advocacy and partnerships

While a council has a custodial role in initiating, preparing and maintaining the CSP, it is not wholly responsible for its implementation. Other partners, such as state and federal government agencies, other councils in the region, the non-government sector, representative bodies, community groups and the community itself also play key roles in achieving the vision outlined in this plan.

In areas outside of council's control or financial scope, council will advocate for action on the community's behalf. Where necessary council will work collaboratively with others organisations, and importantly council will empower communities to create change themselves through existing or new community structures, organisations and forums. Opportunities for advocacy and partnerships are identified across the four key focus areas.

PROSPERITY

Prosperity is about a lot more than just money. It's about having the right job opportunities to attract and retain people in the area, it's about having a good variety of local shops and businesses that provide the community with access to the products and services they need, and it's about appropriate economic growth that supports quality of life.

Community feedback shows there is a desire to continue supporting agriculture as the heart of the local economy, but that it should be agriculture for the 21st Century – innovative, value-added, sustainable, and regenerative. On the other hand, people want to see diversity too, including expansion of the visitor economy and support for emerging businesses and industry sectors.

Objectives	Strategies
To have a strong, diverse and innovative agricultural and agribusiness sector which contributes to local employment and economic growth	Implement the actions of the LSPS, including making changes to the LEP, to support growth and diversification of the agricultural sector while preserving the most productive agricultural land.
	Seek external funding to provide water, sewer and improved transport links to Tabulam to support the retention and growth of businesses in the Tabulam Agribusiness Precinct.
	Work with local, regional and state partners to build capability and innovation in the local agricultural sector through education and industry programs.
To have a sustainably growing visitor economy based around locally-appropriate tourist experiences, accommodation and services	Effectively plan for the future of tourism in the area through contribution to the regional 'Visitors of the Future' strategy and related local plans.
	Implement the actions of the LSPS, including making changes to the LEP, to support appropriate tourism development.
	Work with the local Aboriginal community and organisations to identify and support the achievement of cultural tourism aspirations and opportunities.
To have more large, small and niche businesses across a range of industry sectors, including the creative and knowledge industries	Target more inward business investment to the Kyogle LGA and support existing businesses.
	Prepare an Employment Land Demand Analysis to determine requirements for business and industrial land supply.
	Implement the actions of the LSPS, including making changes to the LEP, to support business development and employment opportunities.
	Work with NORJO and other partners to implement key actions of <i>From Roots to Rails</i> , the Northern Rivers Freight and Supply Chain Strategy.
To have excellent road and transport connections for residents, businesses, industry and economic development	Advocate for policies that will enable sustainable growth in the timber, forestry and allied value-adding businesses.
	Develop and deliver a road network capital renewals and improvement program.
	Continue advocating for the external support and funding needed to improve major roads, deliver a B-Double border crossing, and address 'first and last mile' transport barriers to industry.
To have fast, reliable telecommunications services for businesses and communities across	Continue working with Transport for NSW to deliver improvements to local public transport, and freight and passenger rail services to make them more accessible, convenient and beneficial to local communities and industry.
	Supporting telcos and government to deliver improved mobile and broadband services, black spot coverage, and equitable access to fast, reliable, competitively priced digital services to enhance economic opportunities and liveability.



Advocating for better connectivity

One of the most consistent priorities for community and industry, is the need for better connectivity – specifically a high-quality, safe road network; convenient public transport; and fast, reliable telecommunications and digital services. This kind of connectivity is important for both prosperity and liveability.

Some of these improvements can be delivered by council directly, within its operational budget. In other cases, they are the responsibility of State and Federal Governments or beyond council's financial capability. That's where advocacy comes in.

A number of advocacy positions in relation to roads, telecommunications and public transport are included in the main strategies section.



Council's advocacy positions in relation to roads include:

- Asking the NSW Government to transfer responsibility for all Regional Roads in the LGA to the State Road network.
- Seeking external funding to eliminate timber bridges across the LGA as soon as possible
- Seeking external funding to improve the Clarence Way.
- Seeking grant funding to remove transport barriers to industry and agriculture including load limited bridges, low flood immunity water crossings, and narrow and unsealed road that are not suited to heavy vehicles.
- Encouraging a cross border partnership to develop the preferred route option for the Summerland Way/Mount Lindesay border crossing.
- Working with Transport for NSW to upgrade the Bruxner Highway between Tabulam and Casino to a b-double route standard.
- Partner with National Parks, State Forests, and the Rural Fire Service to develop the east-west connection between Iron Pot Creek and Peacock Creek via Mount Brown and provide improved fire trail protection and connectivity between Bonalbo and Kyogle.

HOUSING

Having secure, affordable accommodation in a safe, appropriate home is a basic human right but for many in our region finding a suitable home is becoming more and more difficult.

Housing prices in the Kyogle LGA are competitive compared to neighbouring LGAs but this is a double-edged sword. While it can make property more affordable for buyers and renters, it reduces the financial incentive for property developers. As a result, there hasn't been much new housing coming into the market over recent years, and there isn't a great deal of variety when it comes to housing types.

Like many regional areas in NSW, the Kyogle LGA has an ageing population and this will likely lead to an increase in demand for smaller homes, like units and townhouses, together with access to facilities and support services. It's important that we create the right conditions for growth and choice in the local housing market, to provide the accommodation options required by our communities.

Objectives	Strategies
To have enough quantity and choice of housing to meet the needs of current and future residents of different ages, life stages and circumstances	Prepare a Housing Needs Assessment to understand demand for different types of housing including aged care, special needs accommodation, affordable housing, and social and crisis housing.
	Prepare and implement an affordable and social housing strategy in partnership with NORJO and North Coast Community Housing.
	Implement the actions of the LSPS, including review of the DCP and LEP, to enable appropriately located and designed residential development and support increased diversity of housing types.
For local Aboriginal communities to be empowered to manage and develop their land in ways that suit the community, including for housing	Consult with Local Aboriginal Land Councils, the Aboriginal Advisory Committee, and other Aboriginal organisations to understand development aspirations.
	Assess opportunities to return Crown Land to the ownership and management of Local Aboriginal Land Councils.
	Amend the LEP to facilitate appropriate development of Local Aboriginal Land Council land, and work with Local Aboriginal Land Councils to prepare development delivery plans for their land.
To have the right essential infrastructure and services in place to enable appropriate housing development in our towns, villages and rural settlements	Implement the actions of the LSPS, including preparing infrastructure delivery plans as required for new developments and achieving a balance between growth and investment and future infrastructure needs.
	Continue to implement the actions arising from Sewer, Stormwater and Water Asset Management Plans including investigation and construction of the Tabulam, Mallanganee and Wiangaree sewerage schemes projects and the Tabulam water supply project.



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- Seeking external support for the delivery of residential housing developments that address the need for aging in place, transitional housing and in-home services; disability and respite care; and affordable housing.
- Asking for changes to Crown Land Management legislation and practices to allow Crown Reserve land assets to be unlocked and utilised for social and affordable housing developments in partnership with community housing organisations and state agencies.
- Supporting the accelerated processing of Aboriginal Land Claims and transfer of suitable vacant Crown Lands to Local Aboriginal Land Councils for potential use for housing.
- Calling for an accelerated Voluntary House Purchase Scheme providing opportunities to relocate flood affected residential properties out of flood prone areas.



LIVEABILITY

Friendly, peaceful, rural, green and community-minded are all words people use to describe what they love about living in the area. While population growth isn't a goal of this plan, a stable population will support some of the things people value like local shops, schools and services. That's why it's important that we provide well maintained, well-serviced and attractive towns and villages where people want to live. Beyond places and spaces, there is a recognition that community spirit is something that needs to be supported and nurtured and a desire to focus on people as well as assets.

Objectives	Strategies
For our towns and villages to be attractive, vibrant, safe and accessible places to live.	Continue to implement the actions from the adopted Visions of Village Life Master Plans and develop and implement plans to green and enhance key town and village precincts including the Kyogle main street, CBD and cultural precinct, and McPherson Street in Woodenbong.
	Green and improve the appeal of towns and villages through an effective approach to essential maintenance, parks and gardens, weed control and mowing.
	Review and update the Pedestrian Access and Mobility Plan and invest in active transport infrastructure to support walking, cycling and access for mobility impaired people.
	Engage people living with a disability in the implementing the strategies and actions in the Kyogle Council Disability Action Plan 2017.
	Develop and deliver a Community Buildings and Open Spaces priority capital works program.
For the community and visitors to have access to quality and connected natural, open and recreational spaces.	Encourage increased use and activation of existing community assets including local halls, parks and gardens, the Roxy Gallery and the Kyogle Library.
	Develop and deliver plans to enhance public recreation spaces, including parkland, open space and council-controlled land at Fairymont, in accordance with the Kyogle Open Space Design Guide.
	Prepare works plans to guide implementation of the adopted Plans of Management for open spaces across Kyogle and the villages.
	Support community organisations to plan and develop publicly accessible multi-use trail networks and river recreation access points, consistent with adopted plans and priorities.
To be a place that values, protects and celebrates its history, heritage, culture and character.	Deliver a new indoor sports complex in Kyogle.
	Consult with Local Aboriginal Land Councils, the Aboriginal Advisory Committee, and the Aboriginal community, to finalise the Kyogle Aboriginal Cultural Heritage Mapping Project and implement recommendations.
	Support community groups to identify, explore and document local history and support community-led initiatives designed to celebrate history and culture.
	Celebrate local artists, musicians and creatives within the local community.
To have engaged and active community members of all ages who participate in local life and experience high levels of physical, social, cultural and general well-being.	Design and implement a Local Heritage Fund to support maintenance and enhancement of heritage properties, supported by provisions in the DCP which are designed to maintain character of built environments.
	Engage with civic leaders and community groups and support them to identify opportunities to encourage community participation, including volunteering, and facilitate intergenerational skills transfer.
	Support sporting and community groups to access external grant programs for community building programs and facility upgrades.

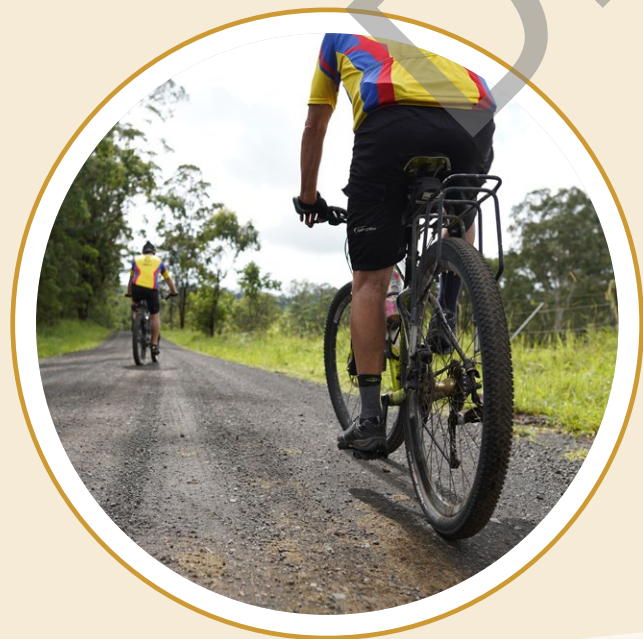


Improving access to services

Access to services is a key aspect of liveability. Many of the services the community wants and needs, like education, health and policing, are provided by the NSW Government or the community sector.

To maintain and improve access to these kinds of services in the Kyogle LGA, council will advocate for:

- Retention of local resources, facilities and staffing levels to maintain and improve services delivered across the Health, Police, and Education sectors.
- Locally-based provision of a full range of health and wellbeing services including specialists, aged care, mental health, and community services that meet the needs of a growing, aging and geographically dispersed population.



Advocating for improved financial capacity

The financial stability and sustainability of the local government body is critical to the long-term prosperity of the community it serves. There are aspects of the fiscal policy of State and Federal Governments that can adversely affect the ability of local government to provide services to the community. Council's advocacy positions in relation to financial capacity include:

- Asking the NSW Government remove the Kyogle LGA from the NSW Waste Levy area, and end this unfair tax on our struggling community.
- Calling on the Federal Government, to remove the mandatory minimum per capita grant amount from the Financial Assistance Grants to local government and allow these funds to be distributed to those communities with the highest needs.
- Encouraging the NSW Government to provide certainty for local government revenue in regional areas by removing or significantly altering the basis for the rate peg system used in NSW, and reducing cost shifting from state to local government.

SUSTAINABILITY

Over recent years there has been an increasing focus in the community on reducing environmental impact; protecting native plants, animals and ecosystems; and responding to the challenges of climate change. Our community has also been faced with a series of natural disasters - drought, fire and floods - that have demonstrated the importance of being prepared, resilient and able to recover.

Objectives	Strategies
To be recognised as an LGA that is doing its part to respond to the challenges of climate change through energy efficiency, reduced resource consumption and recycling/reuse.	Work towards achieving the targets identified in the Kyogle Council Sustainable Councils Action Plan for Energy Efficiency, including migration to energy efficient LED street lighting, delivery of solar installations.
	Review DCP to ensure climate responsive design, energy and water efficiency reflect contemporary best practice.
	Develop and implement a Waste Management Strategy that brings together all current, planned and desired initiatives and addresses resourcing and opportunities for regional collaboration.
	Educate the community about their role in reducing energy and resource use.
To have resilient services, systems and communities that are prepared for and able to manage the impacts of climate change and its effects, including natural disasters.	Implement Kyogle Council - Review of Climate Change Assessment and Adaptation Initiatives, 2019 and collaborate with regional partners to support the development of a Regional Climate Adaptation Plan.
	Assess industry, community, organisation and infrastructure resilience and continue to implement the Kyogle Council Adverse Event Plan, including resourcing implications.
	Implement the actions in the LSPS, including updating bushfire prone land mapping, assessing flood hazards and ensuring the LEP and DCP contain provisions to reduce risk.
	Deliver actions in adopted Floodplain Risk Management Plans and complete development of the Bonalbo Floodplain Risk Management Plan.
	Plan and deliver places for community respite from heatwave, bushfire and flood.
	Provide improved drought security for Bonalbo and Urbenville/Woodenbong/Muli water supplies.
	Support the Climate Change Working Group to build resilience within the community, including providing education and advocacy for sustainable, self-sufficient, water security and drought protection for residents outside areas serviced by town water supplies.
To have healthy rivers and waterways, including the Richmond and Clarence River catchments	Review DCP provisions to ensure development criteria adequately protect environmental values and protect water quality, waterway health and key fish habitat.
	Develop an Integrated Water Cycle Management Strategy for sustainable urban water services that meet community needs and protect public health and the environment.
	Advocate for better systems of management of river catchments and promote improved land use practices to improve water quality and riparian health.
To have protected, maintained and enhanced areas of high environmental and biodiversity value	Work in partnership with state government agencies to identify areas of high biodiversity value and support the development of a Biodiversity Strategy.
	Implement the actions of the LSPS, including review of LEP and DCP provisions to ensure they adequately protect environmental values.
	Engage local landowners to encourage a landscape approach to biodiversity conservation.
	Investigate options to protect koala habitat and support koala populations.



Tackling climate change together

Responding to the challenges of climate change and adapting to the impact it is having on our lives and ways of life is something that requires us to work together locally, regionally and beyond.

Council's advocacy position in relation to climate change and adaptation includes:

- Calling for a whole of government commitment to net zero emissions by 2050 or sooner.
- Seeking support for funding to deliver climate change adaptation projects and programs and improve the resilience of our communities and infrastructure.



Making the most of natural assets

The Kyogle area has always been known as the 'gateway to the rainforests' and one of the things people value about living in the LGA is being close to so many National Parks and State Forests. Access to these amazing natural assets for residents and visitors is currently somewhat limited due to poor road and trail infrastructure and lack of supporting facilities. Although these assets aren't owned by council, it is important that we advocate for change on behalf of the community.

Council's advocacy position in relation to state-owned natural assets includes:

- Calling on the NSW Government to provide adequate resources and funding to National Parks and the Forestry Corporation for infrastructure that will improve access and facilities for visitors and the local community.
- Highlighting the need for improved management of these areas, in partnership with the respective Native Title Bodies and local Indigenous communities, to improve weed control and reduce bushfire risk.
- Supporting sustainable growth in the timber and forestry industries and the development of manufacturing and artisan industries that add value to forestry products in the local area.

DELIVERING THE PLAN

Now that the plan has been adopted, the hard work begins. To track our progress, we have developed a set of high-level performance indicators linked to each focus area, and which together will help us see the outcome of our work.



Reporting

As part of its strategic planning requirements, council must report on its progress delivering to the community at least every six months. Council prepares an Annual Report which outlines the key activities and achievements for the financial year. At the end of the Council term, an End of Term Report will be prepared for the community, which will detail how the Council was able to meet the objectives which contribute to the success of this Community Strategic Plan.

Ongoing community engagement

The engagement with community that has informed this plan is the beginning, not the end of the conversation. Council's commitment is to continue involving the community in the planning process, seeking input on new strategies, plans and initiatives as they are developed to ensure we are remaining true to the intent of this CSP.

Engagement with community will be in accordance with Council's Community Engagement Strategy and the following social justice principles:

Equity: There should be fairness in decision making, prioritising and allocation of resources, particularly for those in need. Everyone should have a fair opportunity to participate in the future of the community. The planning process should take particular care to involve and protect the interests of people in vulnerable circumstances.

Access: All people should have fair access to services, resources and opportunities to improve their quality of life.

Participation: Everyone should have the maximum opportunity to genuinely participate in decisions which affect their lives.

Rights: Equal rights should be established and promoted, with opportunities provided for people from diverse linguistic, cultural and religious backgrounds to participate in community life.

Performance indicators

PROSPERITY		
Number of Businesses in the LGA	Source: Australian Bureau of Statistics, Counts of Australian Businesses, including Entries and Exits, 2016 to 2021 Compiled and presented in economy.id https://economy.id.com.au/kyogle/number-of-businesses-by-industry	Increase from 2021 figure of 1,124 Local Businesses
Unemployment rate for the LGA	Source: Australian Bureau of Statistics, Labour force Survey catalogue number 6202.0, and Department of Employment, Small Area Labour Markets. Compiled and presented in economy.id https://economy.id.com.au/kyogle/unemployment	Decrease from September 2021 figure of 6.5%
Gross Regional Product for the LGA	Source: National Institute of Economic and Industry Research (NIEIR) ©2021. Compiled and presented in economy.id https://economy.id.com.au/kyogle/gross-product	Increase from June 2021 figure of \$344 million
HOUSING		
New lots created with housing entitlements	Kyogle Council	Number created
Numbers of new dwellings approved	Kyogle Council	Number approved
Number of households in housing stress in the LGA	Australian Bureau of Statistics, Census of Population and Housing 2011 and 2016. Compiled and presented in atlas.id https://atlas.id.com.au/kyogle	Decrease from 2016 LGA wide figure of 11.6%
Percentage of unoccupied dwellings in the LGA	Australian Bureau of Statistics, Census of Population and Housing 2011 and 2016. Compiled and presented in atlas.id https://atlas.id.com.au/kyogle	Decrease from 2016 LGA wide figure of 13.5%
LIVEABILITY		
SEIFA Index of Relative Socio-economic Advantage and Disadvantage	Australian Bureau of Statistics 2033.0.55.001 – Census of Population and Housing: Socio-economic Indexes for Area (SEIFA) https://www.abs.gov.au/ausstats/abs@.nsf/mf/2033.0.55.001	Increase from the 2016 SEIFA IRSAD 905, rank in Australia 83, rank in NSW 13
LGA Population	Usual Resident Population from Australian Bureau of Statistics 2033.0.55.001 – Census of Population and Housing: Socio-economic Indexes for Area (SEIFA) https://www.abs.gov.au/ausstats/abs@.nsf/mf/2033.0.55.001	Increase from the 2016 figure of 8,940. On track for predicted 2041 population of 10,246
SUSTAINABILITY		
Percentage of council's electricity demand that is met through renewable sources	Kyogle Council site specific electricity consumption and production data from Essential Energy data	25% of demand through on-site solar by 2025. 50% of demand through renewables by 2025. 100% of demand through renewables by 2030.
Community and business renewable energy capacity	Australian PV Institute Mapping Australian Photovoltaic Installations https://pv-map.apvi.org.au/historical#9/-28.6520/152.8253	Increases from 2022 figures of 9,985 kW of solar PV across 43.8% of dwellings
Waste disposed of to landfill	Kyogle Council	Ongoing per capita reduction in waste to landfill, from baseline of 322kg per person in 2016
Ecological Carrying Capacity	North Coast Regional State of the Environment Report, based on DPIE methodology for measuring habitat condition in accordance with the NSW Biodiversity Conservation Act 2016.	No net reduction in Ecological Carrying capacity from the 2020 figure of 0.48 for Kyogle LGA



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