



Kyogle Council End of Term Report 2016-2021



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Introduction

In 2016, Council undertook a comprehensive review of its Community Strategic Plan which culminated in the adoption of the Kyogle Council Community Strategic Plan 2016-2026 in May 2016, and it's re-adoption by the incoming Council in December 2016. The plan addresses key community social needs and ensures the environment, culture and character of the Local Government Area (LGA) is preserved and enhanced. The plan is intended to recognise the Kyogle LGA for its opportunities as an established agricultural and lifestyle locale, ready and capable of offering value investment and growth opportunities.

The plan addresses priority themes to enhance the liveability and sustainability of the area, identified through community consultation and developed with input from community focus groups. The plan looks to future growth, and emerging opportunities.

Following a facilitated workshop, Kyogle Council formed five key focus groups:

- Village Life
- Governance
- Visitor Attraction
- Agriculture
- Ageing in Place and Disability Services

These five focus groups consisted of Councillors, Council staff and interested members of the community from across the LGA. The collaboration fostered relationships between the community and Council and delivered the Community Strategic Plan.

There is much to offer to attract new residents and tourists to our local government area. Over this term, Council celebrated and supported the diversity and vibrancy of the villages through village master plans, that were informed and incubated by our communities, and supported and activated by Council.

We reviewed our policies, instigated Council workshops to better inform our Councillors and completed a five-year term without a single adverse Code of Conduct finding.

Our Mayor became President of NOROC and then Chair of the newly formed Joint Organisation of the Northern Rivers' Councils.

We improved our finances, enjoying five years of positive audit findings. We reduced our infrastructure backlog and, through hard work and advocacy on behalf of our residents, a proactive approach saw us secure record grant funding for our LGA, including \$40million for more than 80 wooden bridge replacements.

The Community Strategic Plan has a strong focus on supporting agriculture across our local government area. Over the term, Council has worked hard to improve infrastructure vital to our farmers, agricultural sector and community.

Council manages an asset base of around half a billion dollars. This includes more than 300 bridges and, at the start of the term, around 200 of those bridges were aging timber bridges. This proved the most challenging issue facing Council.

Through strong advocacy and sound financial management, Council, with assistance from our State and Federal Government partners, has secured funding to reduce the total of timber bridges over the next two years to just 18. This is a major win for our community, securing the future of vast infrastructure servicing our agricultural sector and the broader community.



Kyogle Council services an area of 3,589 square kilometres and adjoins the Scenic Rim Council in Queensland and the Northern Rivers Shires of Tweed, Lismore, Richmond Valley, Clarence Valley and Tenterfield in New South Wales.

Kyogle Council comprises a large and diverse region with spectacular natural and cultural attributes, including the renowned Border Ranges National Park. Within two hours drive of Brisbane and one hour of the Gold Coast and communities of Byron Bay, Ballina and Tweed Heads along the Kyogle coastline. The Kyogle LGA area has a superb climate and close proximity to all services making it an ideal place to live and work. The district has a wide range of natural assets, including the World Heritage-listed Border Ranges, Toonumbar National Park and no fewer than 12 state forests, all within easy reach of the towns and villages.

There is also an abundance of well-maintained facilities, picnic spots, camping sites, lookouts and walking trails.

Vision, Mission, & Values

Community Vision

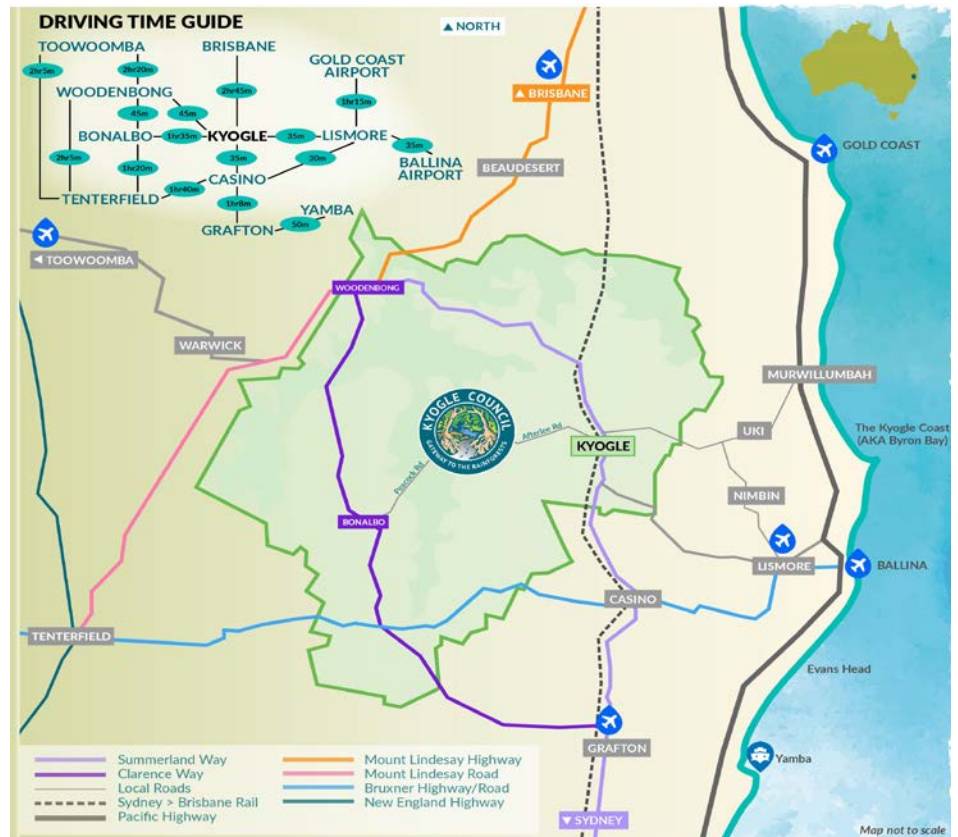
Working together to balance Environment, Lifestyle, and Opportunity.

Our Mission

To meet the challenges of our unique and diverse region

Our Values

- Respect and respond to community needs
- Improve the quality of our services
- Be open and accessible
- Act with honesty and integrity
- Value people's contribution
- Support the culture of teamwork, cooperation and safety



Elected Representatives

Nine Councillors represent three wards of the council area and are responsible for the direction and control of Council's affairs in accordance with the Local Government Act and associated legislation. Councillors for the 2016-2021 term are:

A Ward

Cr Hayden Doolan

Cr Kylie Thomas

Cr Janet Wilson

B Ward

Cr John Burley (Deputy Mayor)

Cr Robert Dwyer

Cr Maggie May

C Ward

Cr Danielle Mulholland (Mayor)

Cr Earle Grundy

Cr Lindsay Passfield



From left to right; Cr Hayden Doolan, Cr Kylie Thomas, Cr Danielle Mulholland (Mayor), Cr Earle Grundy, Cr Janet Wilson, Cr John Burley (Deputy Mayor), Cr Lindsay Passfield, Cr Maggie May, Cr Robert Dwyer

Community Strategic Plan 2016-2026

In accordance with section 428 (2) of the NSW Local Government Act, this End of Term Report, reports on Council's progress in implementing the Community Strategic Plan (Plan) over the previous four years. Due to the COVID 19 pandemic, this Council term has been over five years.

The Community Strategic Plan is Kyogle Council's highest-level plan and identifies the community's main priorities and aspirations for the future and establishes the over-arching framework for all operational plans into the future. The Plan is prosperity-led recognising the area's exciting potential through its diverse people, established and emerging agricultural opportunities, stunning scenic landscape and enviable proximity and access to a range of markets.



'Growth' is the fundamental tenet of the plan in that it seeks to grow the area's cultural diversity, its economy through investment into services, infrastructure and local sustainable businesses, and the use of sustainable resources while maintaining a strong link with its agricultural past and future.

The Community Strategic Plan 2016-2026, was adopted by Council in 2016 and represents the combined work of the focus groups which is expressed in terms of an overall vision, strategies and actions for each of the priority themes with catalyst strategies and

actions intended to invigorate and activate development and implementation of the other strategies and actions.

The four main broad strategies that form the basis of the CSP are;

1. 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.
2. Council to take a lead role in the promotion of local community services, businesses, agricultural opportunities, events and visitor information and improve availability and access to on-line services and information.
3. Council to review and amend the Kyogle Local Environmental Plan (LEP) and associated development control and contributions plans to reduce restrictions and provide improved opportunities for economic growth of all local businesses, residential accommodation, rural residential and agricultural land uses, and events, whilst ensuring sustainable environmental outcomes.
4. 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.

Priority actions were identified as key in activating other actions and helping to realise the plan's vision. Priority actions are generally identified as having a more immediate timing to be undertaken as part of the short-term and were taken from the strategies and actions tables.

During the Council term, there was ongoing reporting on the progress of these priority actions as part of a six-monthly report to Council on the Operational and Delivery Program. The final status of these priority actions is detailed in Appendix A. In delivering on these priority actions, there were a series of strategic priorities, actions and milestones identified by the Councillors and General Manager that were reviewed each year to monitor the key deliverables required to implement the intent of the Community Strategic Plan. These are discussed in the following pages.

Strategic Priority Focus Area	Actions and Milestones	Milestone Target Date	Report
Advocacy Support			
<p>Objective: Ensure Mayor and Councillors are sufficiently resourced and supported to deliver their advocacy role with the community and government stakeholders</p> <p>Related Documents: Kyogle Council Community Strategic Plan 2016-2026 North Coast Regional Plan 2036 Northern Rivers Regional Economic Development Strategy 2018-2022 Northern Rivers Joint Organisation of Councils Statement of Regional Priorities 2019-2022</p> <p>Community Strategic Plan Links: CSP Governance and Community Strategies and Actions A1, A6, C1, C2 CSP Agriculture Strategies and Actions D3, D4, D5 CSP Aging in Place Disability and Respite Care Strategies and Actions D1, E1, F1, F2, F3, F4, F5 CSP Village Life Strategies and Actions B1, C3 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>	<p>July 2020</p>	<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 March 2021, Clarence Way in March 2020 and updated EPA Waste Levy in April 2020. Overarching advocacy summary document to be produced as part of the End of Term Report to reflect the priorities of Council in the lead up to the forthcoming Community Strategic Plan review (June 2022).</p>
	<p>Advocacy position to be developed around National Parks issues and opportunities</p>	<p>December 2020</p>	<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. Workshop conducted with Kyogle Councillors in March 2021. Final report due June 2021.</p>
	<p>Advocacy position to be developed around aged care, social accommodation and housing needs</p>	<p>June 2021</p>	<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. Issues discussed at April 2021 Councillor Workshop. Housing Needs Assessment Brief to be completed and circulated for tender by end of November 2021.</p>

Strategic Priority Focus Area	Actions and Milestones	Milestone Target Date	Report
Integrated Planning and Reporting			
<p>Objective: Ensure Council is completing the required review and updates to the Integrated Planning and Reporting components</p> <p>Related Documents:</p> <p>Kyogle Council Long Term Financial Plan 2015-2034</p> <p>Kyogle Council Community Strategic Plan 2016-2026</p> <p>Community Strategic Plan Links:</p> <p>CSP Governance and Community Strategies and Actions A1, A2, A4, B1, B2, C1, C3</p>	Preparation of End of Term Report	November 2021	To be presented to the last Council meeting before the Councillor elections which have been deferred to December this year.
	Community Strategic Plan review	June 2022	<p>Priority strategic actions from the Local Strategic Planning Statement being progressed in the lead up to the CSP review in 2022.</p> <p>Community Engagement strategy for Community Strategic Plan review under development and to be discussed at Councillor Workshop in November 2021. Deferred election date has made the time frame for the new Council to consider the CSP quite short, so new Council will need to assess options early in their term, likely the February 2022 meeting.</p>



LEFT: The deferred Local Government elections has meant that the new Council will have a much shorter than usual timeframe to review the Community Strategic Plan.

Strategic Priority Focus Area	Actions and Milestones	Target Milestone Date	Report
Organisational Training Plan			
<p>Objective: Provide ongoing development for the Council workforce to build internal capacity.</p> <p>Related Documents: Kyogle Council Workforce Management Plan 2017-2021 Kyogle Council Training Plan May 2019 Kyogle Council Employee Benefits Policy March 2019</p> <p>Community Strategic Plan Links: CSP Governance and Community Strategies and Actions B3</p>	<p>Managers to develop role specific and departmental training priorities for delivery in line with Training Plan</p>	<p>June 2021</p>	<p>Individual training plans being developed as part of annual review processes.</p> <p>Key group training opportunities identified and delivered in 2020, with some delays due to COVID-19 restrictions.</p> <p>Additional 10 apprentice and trainee positions filled early in 2021.</p> <p>Training audit and gap analysis underway for majority of outdoor staff</p> <p>Several programs to identify and train staff in more technical plant operations</p> <p>Intensive program of plant & machinery training and accreditation currently underway with over 100 “tickets” issued thus far across all types of machinery & plant.</p> <p>Heavy vehicle training & licencing ongoing.</p>



Strategic Priority Focus Area	Actions and Milestones	Milestone Target Date	Report
Clarence Way Upgrades			
<p>Objective:</p> <p>The Clarence Way provides a safe and efficient transportation route that provides connectivity for its local communities</p> <p>Related Documents:</p> <p>Kyogle Council Roads Asset Management Plan 2018</p> <p>Northern Rivers Regional Economic Development Strategy 2018-2022</p> <p>Community Strategic Plan Links:</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>	<p>Preparation of stand-alone formal business case report for the upgrade of section north of the Bruxner Hwy</p>	<p>September 2020</p>	<p>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, construction currently in progress. Application for the Bruxner to Bonalbo section unsuccessful under the Bush Fire Local Economic Recovery Fund, with notification in July 2021. \$12 million application for the Bruxner to Bonalbo section and \$32 million for the Bruxner to Urbenville sections under Fixing Country Roads Program in July 2021, still pending.</p>
	<p>Completion of the sealing of Clarence Way south of Bruxner Hwy</p>	<p>December 2020</p>	<p>Construction commenced in August 2019, sealing works completed November 2020, guardrail and signage completed January 2021, opening event held March 2021.</p>



The project to seal the Clarence Way south of the Bruxner Highway was officially opened in March 2021.

Strategic Priority Focus Area	Actions and Milestones	Milestone Target Date	Report
Place Making in Kyogle and Villages			
<p>Objective: To ensure there is planning for the activation and development of the Council's public spaces</p> <p>Related Documents: Kyogle Council Community Strategic Plan 2016-2026 Northern Rivers Regional Economic Development Strategy 2018-2022</p> <p>Community Strategic Plan Links: CSP Village Life Strategies and Actions B1, B2, B3, B4, E2 CSP Visitor Attraction Strategies and Actions D4</p>	<p>Open Space design guide - Lays the foundation for future masterplans</p>	<p>July 2020</p>	<p>Completed. Adopted by Council in August 2020.</p>
	<p>Finalisation of plans of management - Covering all community land and crown reserves under Council's control</p>	<p>July 2020</p>	<p>Completed. Adopted by Council in December 2020.</p>
	<p>Site specific masterplans for the SCCF round 2 project sites - Priority for existing funded projects to be delivered on time</p>	<p>July 2020</p>	<p>Completed. Adopted by Council in December 2020.</p>
	<p>Develop a holistic masterplan for Kyogle town centre including main street landscaping plan</p>	<p>December 2020</p>	<p>Kyogle Urban Design and Landscape Options placed on public exhibition April 2021. Revised preferred concept under development for further public consultation in December 2021. \$2 million in funding secured for the Stratheden Street Civic Precinct through the Public Spaces Legacy Program, and a further \$2 million through the Local Roads and Community Infrastructure Program for the Summerland Way revitalisation and landscaping improvements.</p>

Strategic Priority Focus Area	Actions and Milestones	Milestone Target Date	Report
Place Making in Kyogle and Villages			
	Develop a main street landscaping plan for MacPherson Street Woodenbong	August 2021	Consultants engaged May 2021. Draft Masterplan provided for internal review September 2021, scheduled for public exhibition commencing November 2021. Application lodged under Black Summer Bush Fire grants program for stage 1 works valued at \$800k, August 2021 still pending.

5.4 CIVIC HEART PRECINCT

DESIGN INTENT

Revitalisation of the Civic Heart precinct will create a generous pedestrian-friendly civic space that will comfortably cater to events and large gatherings, and offer smaller, more intimate spaces for individuals to rest and relax. The precinct comprises the forecourt outside Kyogle Council Chambers, Kyogle Library and Kyogle Museum and extends across Roxy Lane to meet with the rear entry into Memorial Institute Hall as the lane stretches up to the new pedestrian-friendly corridor along Stratheden Street. This section of Stratheden Street between Summerland Road and Roxy Lane will change to one-way traffic and slower speed limit. The detailing and finishes proposed are inspired by Art-Deco characteristics, which are a distinguishable feature in the town centre, and will be coupled with soft landscaping inspired by the 'Gateway to the Rainforest' character.

ARTIST'S IMPRESSIONS

VIEW OF THE TOWN SQUARE FROM BLOORE STREET



VIEW FROM THE LIBRARY FORECOURT



CONCEPT PLAN



36 of 57 Kyogle CBD Revitalisation Master Plan | LANDSCAPE AND URBAN DESIGN REPORT (OCTOBER 2021)

The concept plan for the revitalization of the civic precinct to create a more attractive public space that will support events, activities and complement businesses and other community facilities was widely supported by the community.

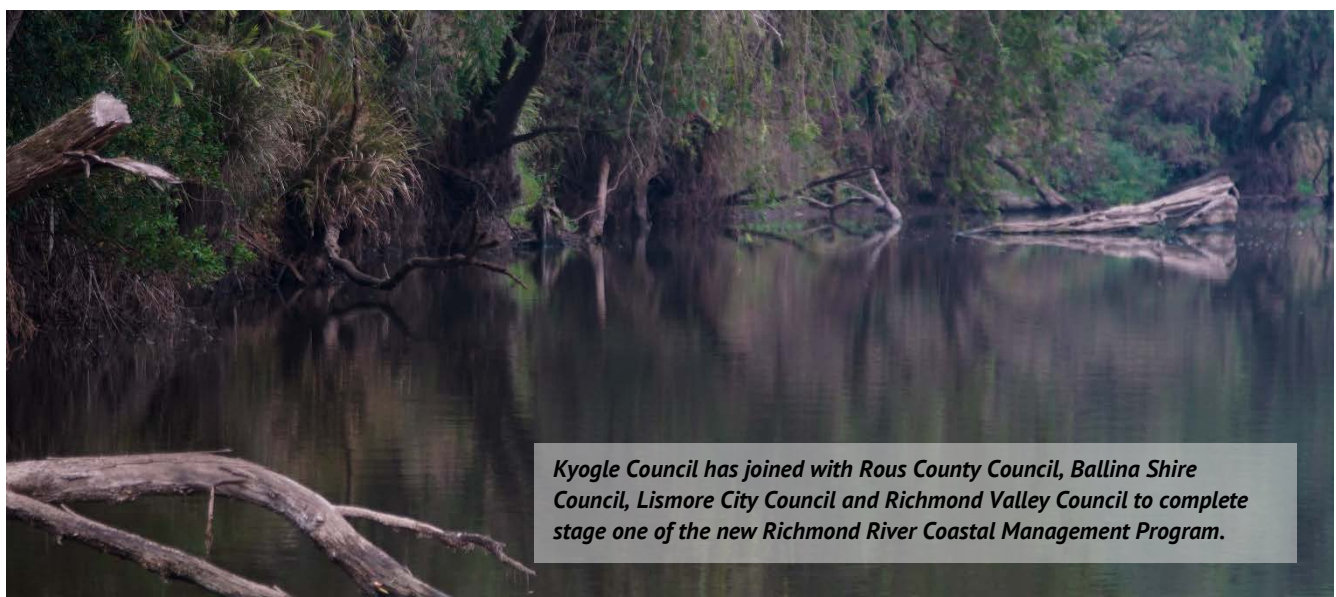
Strategic Priority Focus Area	Actions and Milestones	Milestone Target Date	Report
Asset and Infrastructure Priorities			
<p>Objective: Asset and infrastructure priorities included in the performance targets below are completed on time and to budget</p> <p>Related Documents: Kyogle Council Long Term Financial 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>Community Strategic Plan Links: CSP Governance and Community Strategies and Actions A4, B2, C1, C3 CSP Agriculture Strategies and Actions D2, D4, D5 CSP Village Life Strategies and Actions B1, B3</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. Application successful - \$4.5 million secured from BLERF.
	Kyogle Memorial Institute Hall Stage 2 design and business case for funding applications	December 2020	Master plan drafted, being 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. Stakeholder consultation underway September 2021. \$100k funding secured through the LRCIP for improvements to the Supper Room area.
	Preparation of Roads capital renewals program	June 2022	Some delays due to accelerated capital works programs and additional external funding. Current staging priorities; -Fixing Country Bridges Project Plan – Completed March 2021 -Initial sealing program priorities – Completed May 2021 -drainage priorities – expected to be completed Dec 2021 -Sealed roads rehab and reseal 4 year program – Dec 2021 -combined 10 year renewals program – June 2022 -review of causeway renewal program and service levels - March 2022

Strategic Priority Focus Area	Actions and Milestones	Milestone Target Date	Report
Asset and Infrastructure Priorities			
	Preparation of community buildings and open spaces priority capital works program	June 2022	<p>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.</p> <p>Some delays due to accelerated capital works programs and additional external funding. Current staging priorities;</p> <ul style="list-style-type: none"> -project scoping and indicative prioritisation – completed May 2021 -short term (1-2 yr) program developed – June 2021 -4 year delivery program – March 2022 -10 year program - June 2022



Council has undertaken a major project to upgrade the Clarence Way between Woodenbong and Urbenville.

Strategic Priority Focus Area	Actions and Milestones	Milestone Target Date	Report
Villages Water and Sewer Program			
<p>Objective: Plan for the provision of new water supply for Tabulam and new sewerage systems for Tabulam, Mallanganee and Wiangaree</p> <p>Related Documents: 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>Community Strategic Plan Links: 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 market in April 2021. Consultant engaged June 2021 and in progress. 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. Final Scoping Study completed June 2021. Further groundwater investigations in progress from August 2021. Project completion required by June 2022.



Kyogle Council has joined with Rous County Council, Ballina Shire Council, Lismore City Council and Richmond Valley Council to complete stage one of the new Richmond River Coastal Management Program.

2016/2017 year at a glance

553

kilometres of road
graded

52,405

potholes patched

17

timber bridges
replaced

16,405

library resources
borrowed

13,904

pool attendances

733

kilometres of roadside
slashing

25,040

Visitor information
centre visitors

4,747

tonnes of waste received
- 2,033 tonnes recycled

14

Days average time to
process Development
Application

24.5

Kilometres of sealed roads
reconstructed and resealed

2016/2017 Summary of Results

2016/2017 saw Local Government elections held following the extended period of uncertainty associated with the NSW Government's Fit for the Future Reform process. These elections delivered a diverse group of Councillors, with four out of nine elected for their first term at Kyogle Council. The new Council returned Cr Danielle Mulholland to the role of Mayor, and confirmed its commitment to the Community Strategic Plan 2016-2026 and Council's Long Term Financial Plan.

It was during this year Council was faced with one of the worst natural disasters in living memory as the impacts of tropical cyclone Debbie were felt across the Northern Rivers region in March 2017. Council's road network was severely impacted, losing four bridges and with a total restoration bill of just under \$10 million. The disaster impacted heavily on the community with evacuations in Wiangaree, Kyogle and Woodenbong areas and many people left isolated due to damaged roads and bridges. The resilience and community spirit shown across the Council area was truly amazing, as everyone worked together to return a sense of normality so soon after the event.

Other achievements during 2016/2017 included:

- Adoption of a new Workforce Management Strategy and Disability Inclusion Action Plan by Council
- Initial sealing of the access road to Toonumbar Dam
- Replacement of 17 timber bridges – five with new bridges, and 12 with culverts
- Reconstruction of 8.7km of sealed roads
- Reconstruction of 31.1km of unsealed roads
- Resealing of 15.7km of sealed roads
- Construction of the Tabulam skate park
- Repainting of pool and replacement lights at Kyogle pool, new tables, chairs and shade sail at Bonalbo pool, new inflatable purchased for use at all three pools.
- Upgrades to the SES buildings at Tabulam and Kyogle
- The installation of the Bonalbo Working Dog statue
- Distribution of free asbestos testing kits & removal kits
- Community partnerships to decorate waste skip bins and power poles
- Partnership with the Australian Defence Force in timber bridge maintenance and repairs
- Roof replacement and refurbishment of the Geneva water reservoir
- Completion of the award winning fish way over the Kyogle water supply weir
- Installation of free public Wi-Fi in Kyogle as part of the NSW Governments Future Towns project
- Completion of BBQs and shelters at Norman Johnson Park, Bonalbo and at the Kyogle and Bonalbo Caravan Parks
- Purchase and first use for the Kyogle Christmas tree and lighting at Mallanganee

- Extension of the sewerage system along Carey Street Bonalbo
- Construction of the next stage of the new landfill cell in Kyogle

2016/2017 Financial Result

One of the most significant achievements during the year was the improvement in Council's financial position, and the focus on achieving the benchmarks set by the NSW Government as part of its Fit For The Future Reforms and as projected in Council's Long Term Financial Plan. Council was issued with a clean audit opinion from the NSW Audit Office, and achieved six out of the seven financial benchmarks, with only the Own Source Revenue Ratio below target, which was attributed to an increase in external grant funding and is not cause for concern.

Council's surplus from all activities for the year ended 30 June 2017 totalled \$6,384,000. This compared to a surplus in 2016 of \$4,903,000. The 2017 result can be summarized as follows:-

	2016 \$'000	2017 \$'000
Result from continuing operations	7,685	11,628
Less Depreciation	(6,928)	(6,934)
Results from continuing operations before capital amounts	757	4,694
Capital grants and contributions	6,786	5,684
Gain/(loss) on disposal of assets	(2,640)	(3,994)
Surplus/(Deficit) from all activities	4,903	6,384



2017/2018 year at a glance

454

kilometres of road
graded

87,204

potholes patched

24

timber bridges
replaced

45,485

library resources
borrowed

15,314

pool attendances

17.4

kilometres of sealed roads
reconstructed

56,560

Visitor Information
Centre visitors

3,963

tonnes of waste received
– 1,613 tonnes recycled

17.3

days (average) to process a
Development Application

4,850

visitors to the Roxy Gallery

2017/2018 Summary of Results

2017/2018 saw Council bounce back and rebuild after cyclone Debbie left us with a restoration bill of almost \$10 million. Our Long-Term Financial Plan saw an increase in capital works expenditure of \$16 million over the four year forward estimates period, increasing to \$58 million and we continued our success in securing grant funding for projects across our Local Government Area.

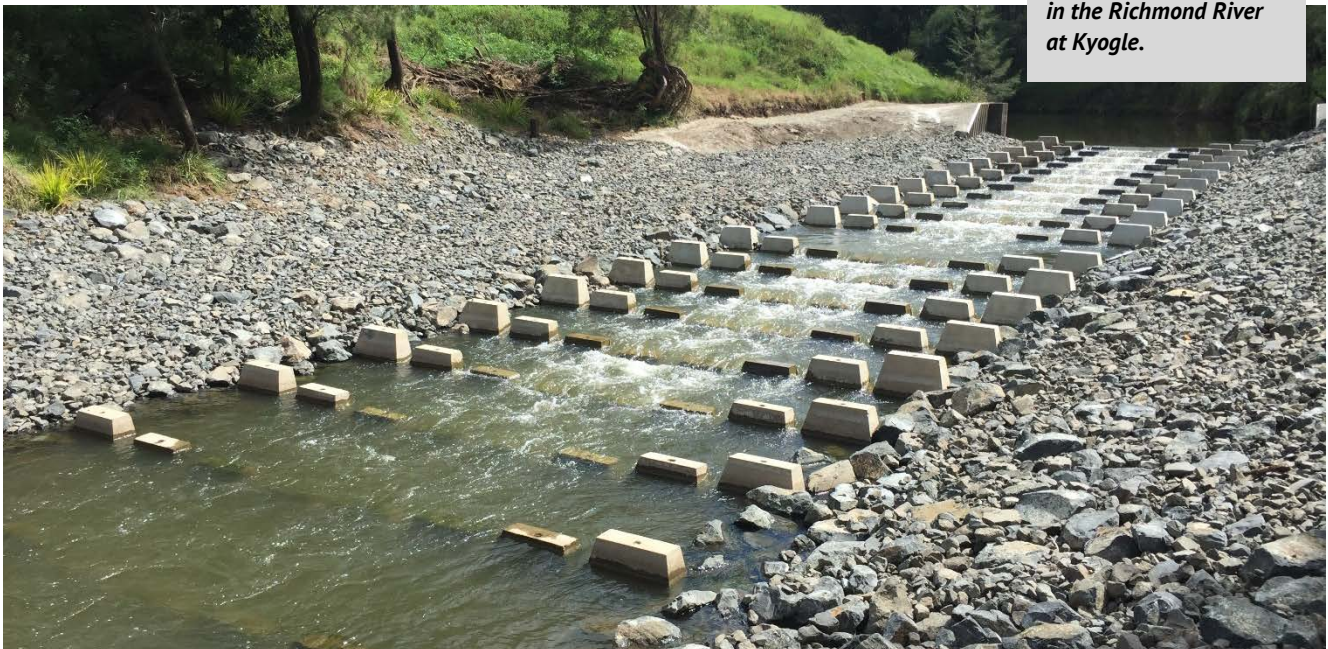
Other achievements during 2017/2018 included:

- 24 timber bridges replaced
- 454 kilometres of road graded
- More than 87,000 potholes patched
- Doubling of Visitor Information Centre visitors
- Extended pool hours seeing attendances increase to over 15,000 across our three pools
- Community financial assistance grant funding increased to \$30,000 per year
- 17.4 kilometres of sealed roads reconstructed
- 2.74 kilometres of initial sealing of gravel roads
- More than a 170% increase in library resources borrowed, inclusion of new laptop dispenser units at the Kyogle library and a \$100,000 State Government grant to refurbish Kyogle library
- Completion of the new Kyogle Rural Fire Services Headquarters
- A new water station at Woodenbong
- Fencing the playground at Anzac Park Kyogle
- Construction of the Kyogle Museum building in partnership with the Kyogle and District Historical Society
- Painting of murals at Kyogle Recreation Reserve and Kyogle main street power poles in partnership with local artists and schools
- Shimla Curry House welcomed to the Kyogle VIC café premises
- 65 artists showcased through the Roxy Gallery
- Commenced work on the \$5 million upgrade of Culmaran Creek Road
- Community satisfaction survey completed
- Completed the \$9.4 million dollar Kyogle Water Supply Augmentation Project with the opening of the upgraded water treatment plant
- Suspension of developer fees on most developments to help stimulate growth in the local economy
- \$864k in grant funding for projects in Kyogle and \$100k in Woodenbong through the State Government's Stronger Country Communities Fund Round 1
- Container Deposit Scheme collection point opened at Kyogle waste facility
- Visions of Village Life master plans completed for Wiangaree, Woodenbong, Old Bonalbo, Bonalbo, Tabulam and Mallanganee
- Relining and repairs to 3.75km of sewer mains and 600m of stormwater drains

- Construction of 458m of water mains
- Construction of new amenities at Bells Bay camping grounds near Toonumbar Dam
- Kyogle weir fishway wins three environmental and engineering awards and is included in World Fish Migration Day events
- Council awarded the large employer of the year at the Novaskill Northern Rivers Apprentice and Trainee Awards in November 2017



LEFT and BELOW:
Kyogle Council's multi award winning fishway in the Richmond River at Kyogle.



2017/2018 Financial Result

One of the most significant achievements during the year was the improvement in Council's financial position, and the focus on achieving the benchmarks set by the NSW Government as part of its Fit For The Future Reforms and as projected in Council's Long Term Financial Plan. Council was issued with a clean audit opinion from the NSW Audit Office, and achieved five out of the six financial benchmarks, with only the Own Source Revenue Ratio below target, which was attributed to an increase in external grant funding and is not cause for concern.

Council's surplus from all activities for the year ended 30 June 2018 totalled \$7,437,000. This compares to a surplus in 2017 of \$6,384,000. The 2018 result can be summarized as follows:-

	2017 \$'000	2018 \$'000
Result from continuing operations	11,628	8,164
Less Depreciation	(6,934)	(6,768)
Results from continuing operations before capital amounts	4,694	1,396
Capital grants and contributions	5,684	8,229
Gain/(loss) on disposal of assets	(3,994)	(2,188)
Surplus/(Deficit) from all activities	6,384	7,437



2018/2019 year at a glance

384

kilometres of road
graded

51,507

potholes patched

15

timber bridges replaced

33,561

visits to Kyogle library

31,410

pool attendances

1,439

kilometres of roadside
slashing

\$18.49M

value of development
approved throughout
the LGA

17.2

days to process a
development application

13.5

kilometres of gravel
roads re-sheeted

4,961

visitors to the Roxy
Gallery

2018/2019 Summary of Results

This year saw Council maintain the momentum from the previous financial year in rolling out a significant program of investment in infrastructure upgrades. In addition to the ongoing focus on timber bridge replacement and road network improvements, Council also progressed its ambitious program to enhance community assets and facilities, with much more to come in the 2019/20 financial year. The year saw another increase in the capital works program with \$19 million worth of capital works completed during the period. This increase comes as a result of Council's continued success in securing grant funding for projects across our LGA.



Other achievements during 2018/2019 include:

- 15 timber bridges replaced
- 384 kilometres of road graded and 13.5km of gravel roads re-sheeted
- More than 51,000 potholes patched
- Extended pool hours seeing attendances increase to over 31,000 across our three pools
- Community financial assistance funding of \$70,353 provided

- 10.97km of road rehabilitated, including initial seals on Lillian Rock and Green Pigeon Roads and major widening at Culmaran Creek Road
- Completion and official opening of the Kyogle Memorial Institute Hall Revitalisation Project
- Completion and official opening of two new bridges on Lynches Creek Road
- Official opening of the Kyogle Museum in partnership with the Kyogle and District Historical Society
- Painting of murals in Woodenbong and Mallanganee on street power poles in partnership with local artists and schools
- Relocation of the Roxy Gallery to a purpose-built arts space in the Kyogle Memorial Institute
- Completion of the \$5 million upgrade of Culmaran Creek Road
- Adopted new 'Kyogle and Villages' place brand, and installed new municipality and village signage
- Completion and official opening of Greening the Kyogle Main Street project
- Extension of Developer Contributions Policy to help stimulate growth in the local economy
- Successfully secured \$1.4m from the NSW State Government's Stronger Country Communities Fund Round 2, focussing on projects identified in the Visions of Village Life Master Plans and other community priorities
- Relining of 3.2km of sewer mains and 400m of stormwater pipes laid
- Joined forces with Tenterfield Shire Council to secure funding to build \$1.8 million bridge to replace Hootens Bridge at Tabulam
- Council awarded a place in the NSW Healthy Towns Challenge
- Kyogle Council's Neve Petherbridge named Novaskill's School Based Trainee of the Year
- Commenced the development of the Community Led Evacuation Centre project
- Adoption of an action plan for energy efficiency and renewable energy developed through the Sustainable Councils and Communities Program.

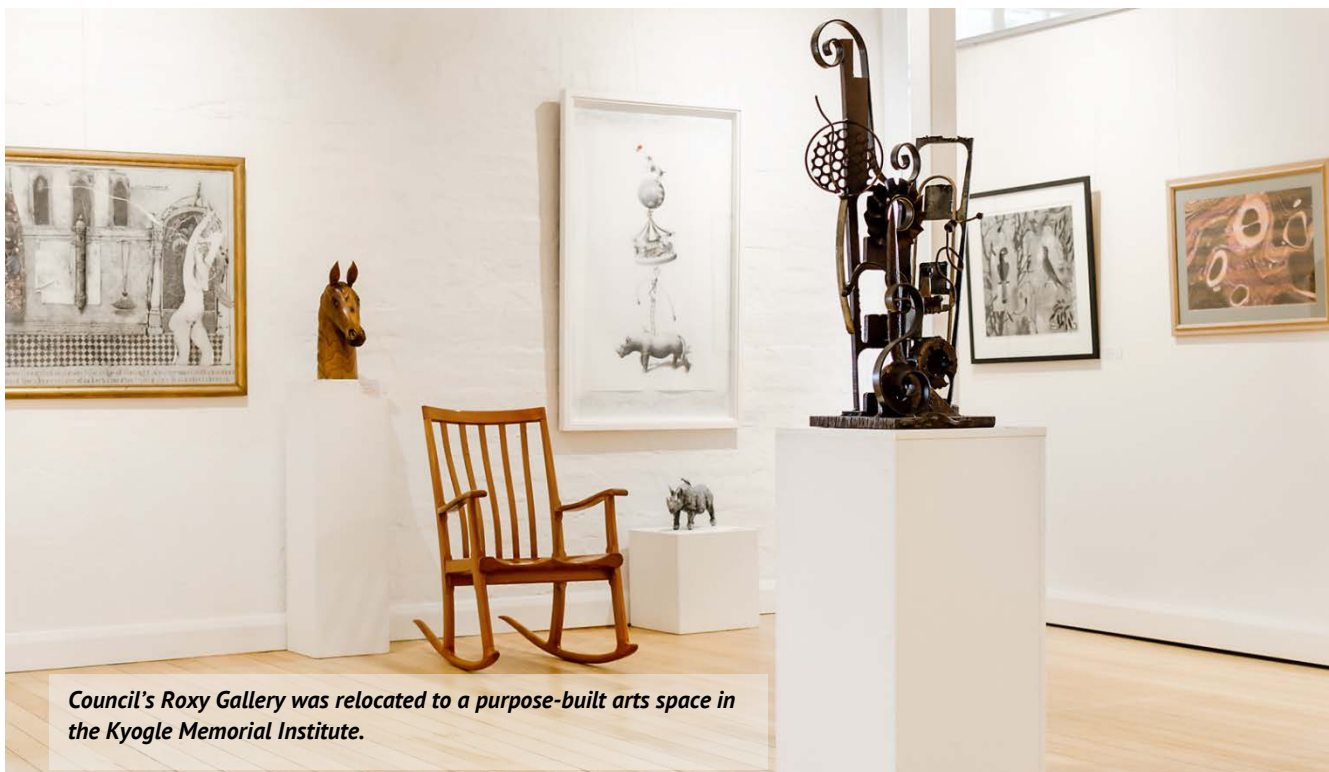


2018/2019 Financial Result

One of the most significant achievements during the year was the improvement in Council's financial position, and the focus on achieving the benchmarks set by the NSW Government as part of its Fit For The Future Reforms and as projected in Council's Long Term Financial Plan. Council was issued with a clean audit opinion from the NSW Audit Office, and achieved five out of the six financial benchmarks, with only the Own Source Revenue Ratio below target, which was attributed to an increase in external grant funding and is not cause for concern.

Council's surplus from all activities for the year ended 30 June 2019 totalled \$7,865,000. This compared to a surplus in 2018 of \$7,437,000. The 2019 result can be summarized as follows:-

	2018 \$'000	2019 \$'000
Result from continuing operations	8,164	9,780
Less Depreciation	(6,768)	(7,463)
Results from continuing operations before capital amounts	1,396	2,317
Capital grants and contributions	8,229	8,475
Gain/(loss) on disposal of assets	(2,188)	(2,927)
Surplus/(Deficit) from all activities	7,437	7,865



Council's Roxy Gallery was relocated to a purpose-built arts space in the Kyogle Memorial Institute.

2019/2020 year at a glance

279

kilometres of road
graded

49,797

potholes patched

16,412

pool attendances

25,556

visits to Kyogle library

13

timber bridges replaced

34.5

kilometres of roads
resealed/reconstructed

2,883

Visitor Information
Centre visitors

1,951,861

drink containers recycled

58

days to process a
development application

\$15.2M

value of development
approved throughout
the LGA

2019/2020 Summary of Results

In 2019-2020, Council rolled out another record capital works program, totalling \$20.8 million. Council has now delivered more than \$96 million in capital works since the adoption of its Long-Term Financial Plan in 2015.

Council successfully secured State and Federal grant funding of \$19.7 million allowing us to deliver even more road upgrades, bridge replacements and a raft of other improvements across our LGA.

While we had many achievements, it was a challenging year on many fronts, with an extended period of severe drought, months of large-scale bush fires, heavy rains and flash flooding, and the global COVID-19 pandemic.

This period of overlapping natural disasters and adverse events has shown the strength of our combat agencies and overall emergency response, as well as the resilience of our local communities. There was a concerted effort by a dedicated team of public servants, community groups and volunteers to respond to each event and provide for the recovery needs of our communities during these difficult times. However, their efforts were often hampered by an outdated, complex series of arrangements across multiple tiers of government and various support agencies, which are now undergoing a major overhaul in the wake of a series of post event inquiries and commissions.

This year has shown that natural disasters and adverse events will no longer be unusual or rare occurrences. This is the new normal. In order to adapt and ensure the long-term sustainability of our rural and regional communities, there needs to be a focus on improved resilience to reduce the impact of future events.

The second half of the year produced challenges resulting from the COVID-19, however, we managed to keep our doors open and deliver essential services to our community without disruption. The Kyogle LGA remains COVID-19 free up to the time this document was prepared.

The main impacts of the pandemic on the Kyogle LGA were restrictions and controls put in place by the NSW and Queensland Governments, including the closure of the NSW/QLD border, aimed at limiting the spread of the virus.

Kyogle Council adopted a package of relief measures to support businesses and ratepayers affected by the pandemic. The package included rent relief for Council's commercial tenants, suspension of debt recovery measures until the end of the year, and waiving interest payable on outstanding rates and charges from 1 April until December 2020.

Council also agreed at its April 2020 meeting to provide local businesses with free training in digital marketing to boost online sales and retailing, and to waive fees and charges associated with routine inspections of food premises.

The day-to-day lives of residents and local businesses had been severely affected by emergency measures to contain the virus. The Kyogle LGA, like the rest of country, felt the

social and economic impacts of these necessary restrictions. The suite of measures was intended to go some way to support the local economy and protect jobs until life returns to normal.



Other achievements during 2019/2020 include:

- 20.64km of sealed roads rehabilitated, and 13.83km of reseals
- Initial sealing of 14km of Clarence Way south of the Bruxner Highway, and sections of Lynchs Creek Road
- 279km of unsealed roads graded and 55.7km of gravel re-sheets completed
- 13 timber bridges replaced including;
 - Completion of the \$1.8 million bridge to replace Hootons Bridge at Tabulam funded with assistance through the Australian Government's Bridge Renewal Program
 - Completion of the \$1 million bridge to replace Needhams Bridge at Tooloom with funding through the Australian Government's Bridge Renewal Program and the NSW Government's Fixing Country Roads Program
 - Completion of the \$1.8 million bridge to replace Findon Bridge at Grevillia with funding through the Australian Government's Community Development Grants
- More than 49,797 potholes patched
- Pool attendances down from 31,000 to 16,412 across our three pools due to COVID-19 forced shutdowns
- Community financial assistance funding of \$30,901
- More than \$770,000 of Bushfire Recovery Funding distributed directly to affected businesses and community groups

- Two new accessible cabins installed, and house renovations carried out, at Kyogle Gardens Caravan Park to provide new visitor accommodation
- Participated in NSW Healthy Towns Challenge – distributing \$15,000 to support community-led health and wellbeing activities
- Re-established the Kyogle Youth Advisory Committee as ‘Swoopin’ Season’
- Collaborated on and supported the development, launch and promotion of the new Northern Rivers NSW regional brand
- Adoption of the Kyogle Local Strategic Planning Statement, providing a framework for growth and development across the local government area
- In partnership with Kyogle and District Chamber of Commerce, Council delivered Small Business Month and International Women’s Day activities
- Successfully secured \$1.4m from the NSW State Government’s Stronger Country Communities Fund Round 2, focussing on projects identified in the Visions of Village Life Master Plans and other community priorities
- 100m of new urban stormwater pipes laid
- Installation of new floating pontoon deck and boat ramp at Bells Bay
- Installation of footpaths at Old Bonalbo to provide connectivity to the local shop and improve the existing footpath from the hall to the school
- Drilled new bores at Tabulam and Bonalbo as part of emergency drought works and to help improve the long-term security of the water supply
- Refurbished the water reservoir in Bonalbo
- Complete internal fit out and new deck for Kyogle library
- Invest Kyogle website launched
- Further development of the Community Led Evacuation Centre project



2019/2020 Financial Result

Once again, one of the most significant achievements of the year was the improvement in Council's financial position, and the focus on achieving the benchmarks set by the NSW Government as part of its Fit For The Future Reforms and as projected in Council's Long Term Financial Plan. Council was issued with a clean audit opinion from the NSW Audit Office, and achieved five out of the six financial benchmarks, with only the Own Source Revenue Ratio below target, which is due to an increase in external grant funding.

Council's surplus from all activities for the year ended 30 June 2020 totalled \$10,580,000. This compares to a surplus in 2019 of \$7,865,000. The 2020 result can be summarized as follows:-

	2019 \$'000	2020 \$'000
Result from continuing operations	9,780	11,282
Less Depreciation	(7,463)	(7,877)
Results from continuing operations before capital amounts	2,317	3,405
Capital grants and contributions	8,475	9,704
Gain/(loss) on disposal of assets	(2,927)	(2,529)
Surplus/(Deficit) from all activities	7,865	10,580



The pump track that Council installed at Anzac Park, Kyogle, was so popular that similar pump tracks were then erected at Woodenbong, Bonalbo and Tabulam.

2020/2021 year at a glance

311

kilometres of road
graded

54,424

potholes patched

13.2

kilometres of roads
resealed

14,803

visits to Kyogle library

15

timber bridges replaced

1,827

Visitor Information
Centre visitors

30.6

kilometres of sealed
roads rehabilitated

699.79

tonnes of materials
recycled

24.8

days to process a
development application
(average)

\$12.67M

value of development
approved throughout
the LGA

2010/2021 Summary of Achievements

2020/21 will be remembered as one of the most challenging periods for our society, as the world was forced to change in order to deal with the impacts of the global Covid-19 pandemic. The year saw significant changes to the way we do business, which required the organisation to adapt at all levels. Despite those challenges, it was another successful year for Council, as we continued to punch above our weight, delivering improved services and facilities to our community, which we are extremely proud of.

Council adopted a \$209.7 million four-year budget in June 2021, that represents a once in a lifetime investment in the future. The record budget, includes a \$50.8 million project to replace 84 aging timber bridges, thanks to Council staff securing \$40.5 million of funding through the NSW Government's Fixing Country Bridges Program. No other Council in the State will undertake a bridge replacement program of this size. The replacement of 84 bridges ensures vital infrastructure for the next 100 years and beyond, securing the future for generations to come.

We also continued to invest in our villages, roads, preschools, parks, gardens, pools, library services and community.

We continued to invest in young people partnering with NovaSkill to offer more apprenticeships and traineeship opportunities.

Volunteers are the heart and soul of our community and we were very proud to be able to honour our community volunteers for their selfless work during the 2019/2020 Black Summer bushfires.

We completed the Lions Road Upgrade Project, improving what was already one of the most beautiful drives in the world, Lynches Creek Road initial seal, and Tabulam Road upgrade funded through the NSW Government's Fixing Local Roads Program, with the Afterlee Road project well progressed at year's end. We were also well underway with the upgrade to the Clarence Way between Woodenbong and Urbenville, which was funded through a partnership between Council, State and Federal Governments.

Other achievements include;

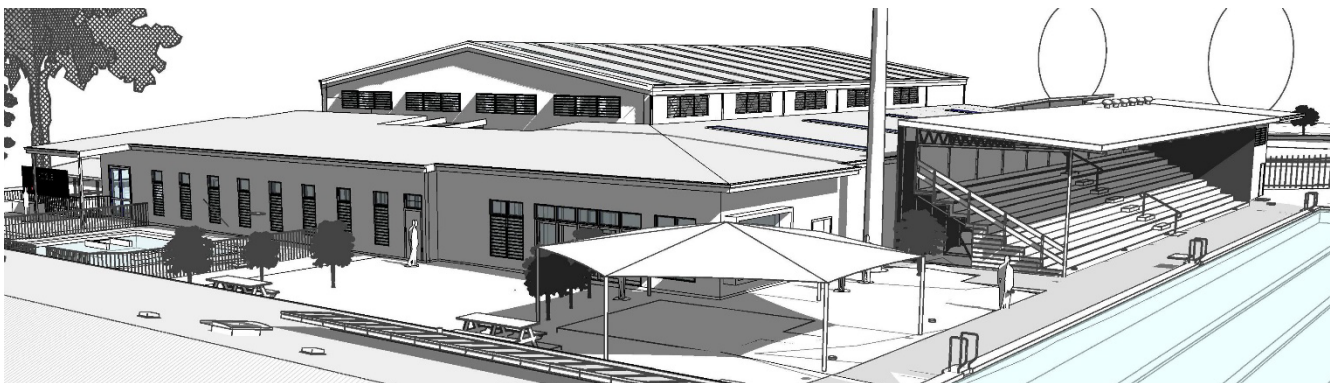
- 30.6km of sealed roads rehabilitated, and 13.2km of reseals
- 311km of unsealed roads graded, and 9.5km of gravel re-sheets completed
- Commencement of the \$2.62m Cedar Point bridge renewal through the NSW Government's Fixing Country Roads program and in partnership with industry
- 15 timber bridges replaced including;
 - 3 bridges funded through the Australian Government's Bridge Renewal Program at Hootons Road (in partnership with Tenterfield Shire Council and industry), Green Pigeon, and Walters Road
 - 5 bridges funded through the Australian Government's Community Development Grants on Dunns Road, Lindsay Creek, Haystack Bridge, and two bridges on Dyrabba Road

- World first proof of concept Alcocks bridge utilising earth friendly concrete and revolutionary design to be almost, maintenance free through Fixing Country Roads grant.
- More than 54,424 potholes patched
- Completion of the improvements at the Kyogle Memorial Swimming Pool, including the kids splash park
- Pool attendances up from 16,412 to 26,028 across our three pools as we learn to adapt to COVID-19 forced shutdowns
- Community financial assistance funding of \$31,122, and distribution of \$210,000 of Drought Communities funding to our local halls and \$30,000 for the Kyogle Gym
- Secured external funding to engage a Community Resilience Officer to work with our various communities across the LGA to help develop a community resilience strategy
- Completion of the new cabins at the Kyogle caravan park making them available for visitors
- Restoration of the carved wooden unity sculptures at Sandilands in partnership with the Kyogle and District Arts Council
- Negotiated an agreement for the purchase of the Fairy Mount walking track, summit and surrounding areas.
- Undertook a research project to look at tourism opportunities in partnership with Tenterfield Shire, Southern Cross University, National Parks and Wildlife Services and NSW Forestry Corp.
- Promotion of the Northern Rivers NSW regional brand and development of image library
- Implemented the NSW Government's online planning portal for all Development Applications



A bush foods mural was painted on Bonalbo's Norman Johnston Oval amenities building as part of a NSW Government Stronger Country Communities Project undertaken by Council.

- Construction of a new stage of the landfill cell at the Kyogle Waste Facility
- Improvements to our public open spaces and community facilities in the villages across the LGA, including provision of accessible amenities facilities at Mallanganee, Tabulam, and Old Bonalbo,
- Adoption of the Kyogle Local Strategic Planning Statement, providing a framework for growth and development across the local government area
- Adoption of Plans of Management and site specific Master Plans for all of Council's Community Lands and Crown Reserves under Council control
- 1,200m of water mains replaced
- 3,100m of sewer mains relined/replaced
- Completed upgrades at the Kyogle Gardens Caravan Park ablutions block
- Disaster Dashboard launched on Council website to provide information during disasters and emergency events
- Winning an Institute of Public Works Engineering award for Engineering Excellence for the Kyogle Water Supply Augmentation project
- Development of the draft Kyogle CBD Revitalisation Master Plan and commencement of public consultation, and securing over \$4 million in funding for the improvements to the civic precinct and main street
- Supporting the inaugural Kyogle Writers Festival in May 2021
- Successful in obtaining a grant through the NSW Cross-Border Commissioner's Fund to provide \$660,000 for the improvements to the Toonumbar Waters Retreat in partnership with WaterNSW.
- Successful in securing \$4.5 million in funding through the Bushfire Local Economic Recovery Fund for the Kyogle Health and Well Being Hub that will include an indoor sports stadium, indoor heated pool and gym complex (see photo below)

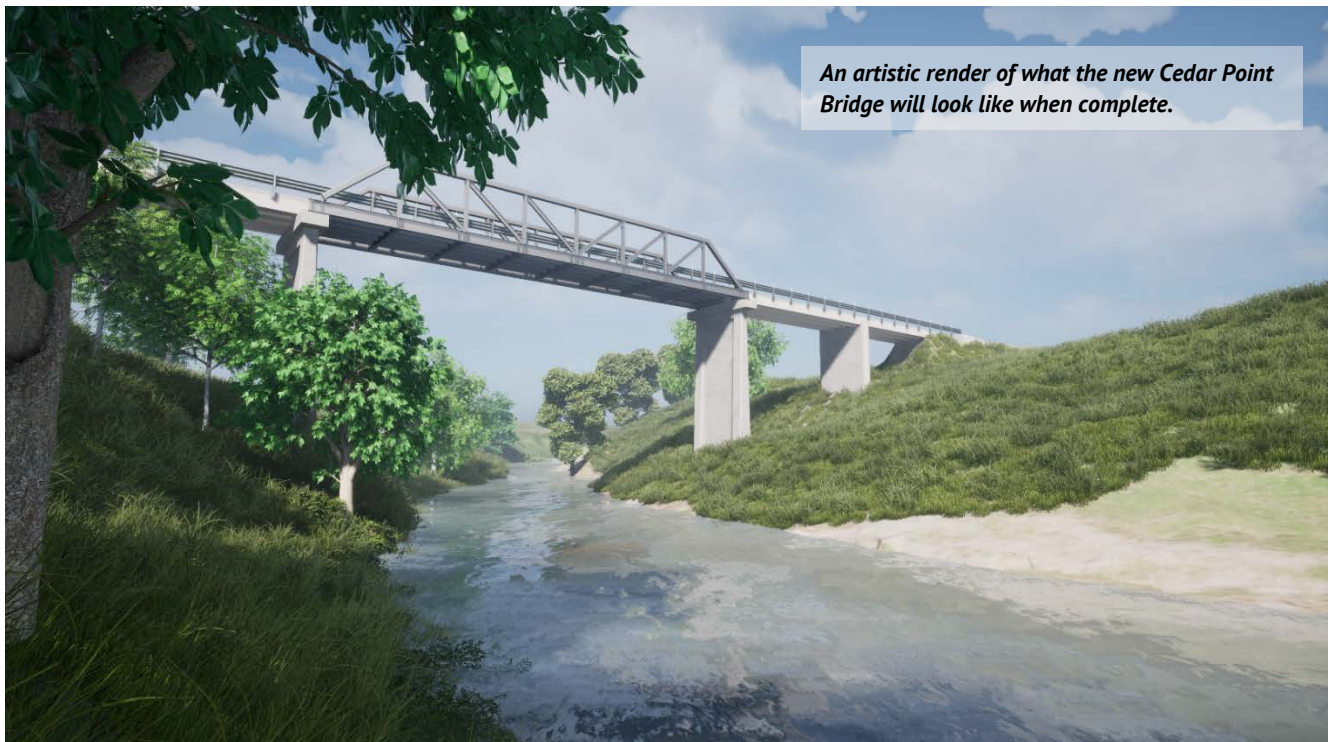


2020/2021 Financial Result

One of the most significant achievements of the term was the improvement in Council's financial position, and the focus on achieving the benchmarks set by the NSW Government as part of its Fit For The Future Reforms, and as projected in Council's Long Term Financial Plan. Council was consistently issued with a clean audit opinion from the NSW Audit Office, and achieved five out of the six financial benchmarks, with only the Own Source Revenue Ratio below target, which is due to an increase in external grant funding.

Council's surplus from all activities for the year ended 30 June 2021 totalled \$13,548,000. This compares to a surplus in 2020 of \$10,580,000. The 2021 result can be summarized as follows

	2020 \$'000	2021 \$'000
Result from continuing operations	11,282	9,548
Less Depreciation	(7,877)	(7,613)
Results from continuing operations before capital amounts	3,405	1,935
Capital grants and contributions	9,704	15,495
Gain/(loss) on disposal of assets	(2,529)	(3,882)
Surplus/(Deficit) from all activities	10,580	13,548



Community Engagement

Community engagement has been a key focus of the Council across the term with additional emphasis on clear communication and appropriate consultation. Data for the first half of the 2020/2021 financial year illustrates greater reach and increased Council engagement with the community.

Kyogle Council's Community Newsletter is published and distributed throughout the LGA by Australia Post monthly.

In the 12 months from 1 July to 30 June 2021, insights of Council's Facebook page show:

- Page followers has grown by 610 to 3409
- 65.8 percent of the 3,409 page followers are women and 34.2 percent are men
- The most popular post for the period reached 26,100

Council's corporate website is updated regularly: Individual pages are updated as needed as are events and news posts.

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. The Visit Kyogle website attracted 59,188 unique visitors for the 12 months to 30 June 2021.

Council continues to engage in important meetings and forums including;

- Monthly Kyogle Tidy Towns meetings attended.
- Kyogle Chamber of Commerce Meetings – bi-monthly
- Monthly Arts Northern Rivers meetings attended.
- Cross Border Tourism Working Group - quarterly
- Community Resilience Officer Network – fortnightly
- Anti-violence Alliance (Domestic Violence Working Group) – bi-monthly
- Various disaster response and recovery forums attended.
- Transport Working Group
- Landcare projects
- Tabulam and Surrounds Interagency partnership
- Bonalbo and Surrounds interagency partnership
- Roxy Gallery and Kyogle and District Arts Council
- Community Resilience workshop/meetings hosted with Progress Associations/Hall Committees across eight villages

Disability Inclusiveness

All management plans, open space plans, pedestrian access plans include access and disability provisions.

Projects implemented with improved access and disability inclusion elements include:

- Kyogle splash pool and medium sized pool upgrades.
- Wangaree Sports Ground improvements
- Kyogle High School sports ground improvements
- Kyogle Rifle Range improvements
- Kyogle Showground amenities
- Bonalbo Norman Johnston Park improvements
- Mallanganee Sports Ground improvements
- Mallanganee Park improvements
- Old Bonalbo Pioneer Park improvements

Staff have also participated in discussions to recommence usage of the Urbenville bus service for people with disabilities in the Urbenville / Woodenbong area.



The new amenities at the Mallanganee Sports Ground.

Economic Development

The value of development approved for the 12 months to 30 June, 2021 was \$12,675,540.

There were an estimated 942 total GST registered businesses in Kyogle Council in the March 2021 quarter. There were 10 new businesses and 15 business GST cancellations in the same quarter. There were 831 GST businesses active and registered in the Kyogle LGA at 20 April 2020.

Caring for the Environment

Initiatives include;

- 699.79 tonnes of materials were recycled during 2020/2021
- Tarps for recycling bins at transfer stations were purchased to preserve condition of recycled material collected
- Reverse Vending Machine was installed at Kyogle Landfill
- Trial of recycling mattresses commenced
- New bin to allow recycling of x-rays installed at Community Recycling Centre
- Battery boxes made available for recycling of household batteries
- Three articles in Community Newsletter promoting recycling initiatives
- Establishment and support of Council's Climate Change Working Group
- Nine show cause letters and one warning issued for illegal dumping



Council is well on the way to achieving its goal of sourcing 100 percent of its electricity from renewable resources by 2030 after installing 270kW of new solar photovoltaic (PV) systems capable of producing around 550 MWh of electricity each year, including this system at the Woodenbong Sewerage Works.

Recognition of Aboriginal Culture and Heritage

Council has established an Aboriginal Advisory Group to provide an ongoing forum for collaboration with local Aboriginal organisations and representatives. We proudly sponsored Kyogle Reconciliation Week activities. We have participated in discussions around inclusion of Cultural Burning activity as a tool in land management

Inclusion of Welcome to Country message and cultural burning stories on Invest Kyogle website and Acknowledgement of Country on corporate e-mails.

November 2020, Kyogle Council participated in a regional flag raising event for NAIDOC Week.



Council took part in a regional flag raising event to celebrate NAIDOC Week 2020.

Advocacy

Due to the often aspirational goals of the CSP, there are many outcomes that are either outside the direct sphere of Council control or outside the financial capacity of Council to deliver. In these circumstances, Council must firstly look at opportunities for advocacy around the issue or opportunity on a case by case basis.

Advocacy is often a focus for the elected Councillors and Mayor, particularly when there is a need for regional collaboration, or support from other tiers of government or industry. Advocacy areas during the current term were closely aligned with the CSP.

Advocacy briefs have been prepared for key issues and are updated regularly. Examples of Advocacy briefs developed in the current term include;

- Timber Bridges
- Clarence Way
- EPA Waste Levy
- Climate Change Adaptation
- Summerland Way / Mount Lindesay Highway border crossing
- Tabulam Agri-business Precinct



Separate advocacy information has also been prepared for the following priority matters during the term;

- Regional Roads Hand Back
- Financial Assistance Grants review
- General Advocacy priority brief covering;
 - Transport and Cross Border Planning
 - Telecommunications
 - Aging Population
 - “First Mile” industry transport links
 - Public Transport Integration
 - Tourism and Visitor Connectivity
 - Affordable Housing Developments
- Priority Projects Brief which included;
 - Kyogle Memorial Institute Hall improvements
 - Kyogle Health and Wellbeing Hub
 - Toonumbar Waters Retreat and Bells Bay Campground business case
 - Tabulam Water Supply
 - Mountain Bike Trail Development
 - Cedar Point Bridge replacement
 - Visions of Village Life Master Plan priorities
 - Kyogle Main Street and Civic Precinct
 - Three villages sewer (Tabulam, Mallanganee and Wiangaree)



Council has prepared a Kyogle Mountain Bike Trail Development Strategy and has supported grants to develop mountain bike trails around Kyogle.

Advocacy position to be developed around National Parks issues and opportunities

Council partnered with NSW National Parks and Wildlife Service, Tenterfield Shire Council and Southern Cross University to assess the opportunities to drive increased visitation to the headwaters of the Clarence and Richmond River catchments. The recommendations of this study will inform future project development and advocacy activity.

Advocacy position to be developed around aged care, social accommodation and housing needs

Following on from work around aged care services in the Woodenbong area completed in November 2019, and similar themed brief prepared by the NRJO in March 2019, Terms of Reference for a broader Housing Needs Assessment are being drafted, and will include a requirement for investigation of social housing options and demand for support services.

Council entered into a memorandum of understanding with North Coast Community Housing in September 2021, to jointly explore the opportunities for increasing the provision of affordable/social housing the Kyogle LGA.

The future Advocacy position for the next Council term will be informed by aligned with the adopted Local Strategic Planning Statement. Council's adopted LSPS provides a framework for future strategic working, project development and advocacy activity. The following sections summarise projects that address the priorities of the LSPS, arranged under the four Strategic Directions – Prosperity, Housing, Liveability and Sustainability.



Issues

Improved transport connections including first and last mile, cross-border connections and equitable access to public transport

- Tabulam Agribusiness precinct
- The Clarence Way improvements
- Bruxner Highway improvements
- Timber bridge replacements
- Improved access to public transport
- Summerland Way, Mount Lindesay Highway
- Mount Lindesay Road improvements

Opportunities

Supporting Local Businesses and the Local Economy

- Providing for diversity in agricultural commodities, support industries and practices
- Supporting infrastructure for value adding and manufacturing agri-businesses
- Providing for the incubation of creative arts, niche industries and micro businesses

- Supporting the development of serviced industrial land and waiving of contributions for industrial developments
- Attracting external funding and inward investment

Related NRJO Goals

- An efficient, safe and sustainable regional transport system that enables improved productivity, connectivity and social inclusion for businesses, residents and visitors
- A strong, diverse regional economy which provides local employment by attracting new enterprises, enabling existing enterprises to innovate and expand, and offering the conditions required for emerging industries to flourish
- Increased contribution to the regional economy from tourism and dispersal of tourists across the region, while protecting the Northern Rivers' unique character, environment and quality of life



Issues

- Aging in place, disability and respite care
- Addressing the lack of social housing
- Crisis accommodation
- Lack of basic services in some villages
- Housing affordability

Opportunities

- Increased Housing and Accommodation
- Providing a variety of choice in the housing market
- Increased visitor accommodation options
- Facilitating small lot rural agriculture and rural residential type development
- Three villages sewer schemes to service Tabulam, Wiangaree and Mallanganee
- New Water supply for the village of Tabulam
- Improved drought security for Bonalbo and Urbenville/Woodenbong/Muli water supplies

Related NRJO Goals

- Increased availability, affordability and choice of housing to meet the needs of current and projected Northern Rivers population
- Access to a full range of health and wellbeing services including specialist, aged care, mental health and community services, that meet the needs of a growing, aging and geographically dispersed population
- A secure and sustainable water supply to meet current and future needs of residents, businesses and visitors



Issues

- Improvements to telecommunications, noting this is an area that is improving with more towers and the NBN roll out now completed
 - Support and advocate for improved and restored access to and enhancement of key state-owned recreational spaces, such as Toonumbar Dam, state forests and national parks
 - Inequity in the distribution of Financial Assistance Grants (FAGs) with the per capita minimum grant amount increasingly diverting income away from those who need it the most, and adding to the horizontal fiscal inequity that exists between metropolitan and regional communities.

Opportunities

Revitalisation of Kyogle and the villages

- Creating a vibrant village lifestyle
- Open spaces planning and place making based on the Visions of Village Life master planning process
- Delivery of improved community infrastructure in Kyogle and the villages
 - Kyogle Health and Wellbeing hub
 - KMI Hall improvements
 - Mountain bike strategy
- Planning for the activation of the Kyogle town centre and civic precinct (LSPS C1.5 Work with Transport for NSW to investigate options and address impacts caused by heavy vehicles through the Kyogle CBD)

Related NRJO Goals

Equitable access to fast, reliable, competitively priced digital connectivity and mobile phone coverage for businesses and residents across the region to enhance economic opportunities and liveability



Issues

- Removal of EPA Waste Levy
- Climate Change Adaptation
- Resilience to disasters
- Management of crown estate lands with respect to weeds and fuel loads in particular
 - Catchment management and governance arrangements

Opportunities

Harnessing the potential of the Natural Environment

- Making the most of our hinterland location and environment
- Partnering with National Parks to advocate for improved facilities and resources
- Realising indigenous culture tourism opportunities and aboriginal participation in management of the natural environment
- Improved facilities and accessibility to Toonumbar Dam
- Working with state forests and national parks to manage fuel loads and bush fire risks

Related NRJO Goals

- Enhanced biodiversity across the region, including an increase in the volume of healthy, stable, interconnected habitat and increased populations of threatened species
- Improved water quality and overall health of the Tweed, Richmond, Clarence, Brunswick and Wilson river systems to deliver positive environmental, recreational and economic outcomes
- To strengthen our region's emerging position as a NSW leader in renewable energy generation, storage and use, in accordance with widespread community support for reduced emissions and action on climate change
- Increased recycling, reduced landfill and improved, cost-effective service delivery through collaborative, innovative approaches to waste management
- Improved preparedness for and ability to respond to and recover from flooding events



Sustainability, incorporating renewable energy production, storage and use, has been identified as a priority issue under Council's Local Strategic Planning Statement.

Sound Financial Management

Council adopted a 20-year Long Term Financial Plan (LTFP) in 2014 that provided Council and the community with a robust strategic direction to ensure the long-term financial sustainability of the area. The plan included an above rate pegging Special Rate Variation approved by IPART, had a heavy reliance on external grant funding, and required the delivery of an ambitious capital works to address the infrastructure backlog. Council has exceeded expectations in relation to levels of external funding, and has delivered on an ambitious capital works program, and is well on the way to reducing its infrastructure backlog to the target levels in the coming years.

The 2020 review of the LTFP delivered a new plan focused on the long-term sustainability of Council without the need for further above rate pegging increases, minimal borrowings, and a reduction in the reliance on external grant funding.

A special rate variation was approved by IPART and came into effect in 2015/2016, continuing until 2019/2020.

Rate variation

The Independent Pricing and Regulatory Tribunal (IPART) approved Council's application for a Special Rate Variation for general income over five years. A new Stormwater and Flood Special Rate, based on a minimum charge and an ad valorem rate in the dollar, was also approved as part of the increase in general revenue. The details of IPART's determination are provided in the following tables.

IPART'S decision on Kyogle Council's application for a Special Variation in 2015-216

	2015-16	2016-17	2017-18	2018-19	2019-20
Percentage increase approved	12.43 ^a	5.43	5.43	5.44	5.44

***a** This amount includes 0.01% for a crown land adjustment and 1.98% for the Stormwater and Flood special rate. The council's original application did not include the crown land adjustment and was for a special variation increase of 12.42% in 2015-16.*

Note: The rate peg in 2015-16 is 2.4%.

Source: Kyogle Council, Application Part A, Worksheet 1 and IPART calculations.

IPART'S decision on Kyogle Council's application to set and increase the minimum amount of stormwater and flood special rate from 2015-16 to 2019-20

	2015-16	2016-17	2017-18	2018-19	2019-20
Amount approved (\$)	86	88	91	93	96

Appendix A Community Strategic Plan Priority Actions

Community Strategic Plan 2016-2026 Priorities

Priority Actions from Community Strategic Plan	Report
Governance and community	
Build an LGA wide Community Calendar and Community and Business Directory accessible through Council's website and in hard copy	Events calendar live on the Kyogle Council Website that community can fill in Links to Kyogle and District Chamber of Commerce directory (and other business support agencies) through Kyogle Council Website and Invest Kyogle website
Council to have active involvement in the development of the Northern Rivers Joint Organisation (JO) including an examination of resource sharing opportunities and regional service delivery options	Mayor currently President of JO. Council staff actively involved with regional JO committees and resource sharing groups. General Manager actively involved in JO activities. Priorities have been set, funding established. Mayor providing regular reports to Council on JO progress and activity. Director Planning and Environment represents NRJO on regional branding partnership.
Complete Information Technology strategy that optimises access to on-line services for the community and provides integrated access to records and mobile services for staff	IT Strategy completed. On-line services available and promoted. Additional actions in the IT Strategy to being implemented, focused on training and development of mobile capability internally.
Actively prepare applications for external grant funding and lobby appropriate levels of government to attract grant funding required for implementation of the Long-Term Financial Plan	Grant funding applications prepared for projects identified in the LTFP and Delivery Program. Business cases prepared for Cedar Point Bridge Replacement and Clarence Way. Design and business case development for indoor sports stadium completed. Plans of Management and Master Plans for key open spaces adopted. Consultant engaged for master planning around the Kyogle civic precinct and main street – draft options out for consultation. Ongoing community support to apply for funding to implement actions noted in the Visions of the Villages reports and other community priorities as they emerge.
Develop an integrated framework for the development and review of Council Policy that provides a clear vision to all stakeholders	Council policies under review in accordance with priorities set through Councillor Workshops and Internal Audit Committee. All local policies concerning approvals and orders adopted in accordance with section 165 of the Local Government Act.

Priority Actions from Community Strategic Plan	Report
Agriculture	
Expand agricultural business opportunities through promotion and marketing of local produce, information on contemporary agricultural practices that are innovative and aid diversification, and identifying the advantages of the region and the unique environment of the Kyogle Council area	<p>Preparatory work to be included in the in the Harvest Trail Program in partnership with Northern Rivers Food.</p> <p>Attendance at the Regionality Food Producers Forum.</p> <p>Participation in regenerative agriculture discussions and forums.</p>
Review and amend the Kyogle Local Environmental Plan to allow for a variety of activities in rural areas and ensure removal of any barriers to development that enhances the agricultural sustainability and economic viability of rural land	Further amendments have been identified and incorporated into the development of the Local Strategic Planning Statement, which has now been adopted.
Promote cross-generational involvement in agriculture and facilitate the opportunities for young farmers to have access to land and allow older farmers to retire	Kyogle Council administers the Facebook page – Kyogle and Villages Future Food Producers – and promotes and shares ongoing opportunities through this medium.
Identify areas where infrastructure is not adequate to support agricultural activities, and implement strategies to improve the infrastructure including lobbying other levels of government to help improve the quality of transport and telecommunications infrastructure in particular	<p>Tabulam Water Supply and Three Villages Sewer funding applications approved for the pre-construction activities which are in progress.</p> <p>Bridge funding applications regularly submitted and approved, including \$40 million under the Fixing Country Bridges Program Round 1.</p> <p>Applications for Cedar Point Bridge and Clarence Way submitted based on business cases developed for each, funding secured for Cedar Point bridge and Clarence Way between Woodenbong and Urbenville.</p> <p>Application made to Transport for NSW for subsidised program to support people who are transport disadvantaged to employing enterprises in the region i.e. Mountain Blue and Northern Rivers Meat Cooperative</p>
Partner with relevant government agencies to encourage and support sustainable land management practices	<p>Partnered with DPI Rural Resilience Program to deliver women working on the land program in October / November 2019</p> <p>Administered distribution of Federal and State Government Bushfire recovery funding to local primary producers to assist with post-fire recovery.</p>

Priority Actions from Community Strategic Plan	Report
Ageing in place, disability and respite care	
<p>Establish a Working Party of local community service providers and agency representatives to investigate diverse housing options for older people and people with disability service needs in the Kyogle Council area</p>	<p>Council's adopted Local Strategic Planning Statement (LSPS) includes actions to support the growth of the local housing market and to identify options to extend choice in the market. The LSPS includes a commitment to commission a Housing Needs Assessment that will also consider access to support services for older people and those living with a disability.</p> <p>As part of the LSPS, Council has identified an LEP Amendment to allow certain categories of residential development in the Kyogle town centre, that would be attractive to older people and people living with disability. This amendment has now been submitted to the Department of Planning for a Gateway Determination.</p> <p>Entered into a Memorandum of Understanding with North Coast Community Housing.</p>
<p>Ensure that Kyogle Council is part of any regional forums or efforts around affordable housing, aged and disability care, and respite services and promote regional awareness of Kyogle Council areas needs and opportunities</p>	<p>Council continues to liaise with social housing and specialist support providers to identify opportunities to increase social housing provision in the municipality.</p> <p>As stated above, as part of the LSPS a Housing Needs Assessment is due to be commissioned to assist in quantifying the demand for key categories of housing, and to ascertain the level of demand for specialist support services.</p> <p>Council staff participate in housing forums initiated by the local state and federal members.</p>
<p>Development of a community transport information resource kit for distribution within the council area</p>	<p>Completed. Project managed by Social Futures and the local Kyogle Transport Working Group.</p> <p>Kyogle and Villages Transport Guide https://www.goingplaces.org.au/regions/kyogle/kyogle/ Northern Rivers Car Pool http://www.nswcarpool.org/find.php?from=KYOGLE&to=Lismore&ACTION=Search</p>
<p>Undertake a feasibility study for the provision of community information across service functions and the whole council area, including consideration of the establishment of Community Information Centre/s at suitable Council, community and privately-operated locations</p>	<p>Mobile outreach program being implemented on an ongoing basis utilising opportunity such as the mobile library service, Mayoral Outreach meetings, and other forums involving community consultation across the LGA.</p>

Priority Actions from Community Strategic Plan	Report
Village Life	
<p>Undertake a “Visions of Village Life” project involving the preparation of village-based master plans to articulate the future vision for Woodenbong, Old Bonalbo, Bonalbo, Tabulam, Mallanganee, and Wiangaree. The plans for each village to compile the projects relating to Council functions including stormwater, flooding, Crown Reserves, footpaths and cycleways, parks and gardens, community buildings, town streets, water and sewerage, cemeteries, waste, pools and recreational facilities, as well as community and place making aspects that provide for the sense of place that exists in village life.</p>	<p>Completed. Village masterplans completed and adopted July 2018.</p>
<p>Establish village-based advisory groups to ensure community input and consultation around planning, aspirations, needs and future visions for each village and surrounding areas</p>	<p>Completed as part of Village Masterplans project. Consultation with these communities is ongoing in relation to projects and initiatives proposed in the village masterplans and in connection with projects funded under the NSW Stronger Country Communities Program and Local Roads and Community Infrastructure Program and more recently through the Bushfire Local Economic Recovery Fund.</p>
<p>Review the provisions of the Kyogle Local Environmental Plan and associated development control and contributions plans with a view to streamlining the approvals process for the establishment of new businesses in the village areas, and diversification of income sources on the surrounding agricultural land.</p>	<p>In August 2019, Council adopted an updated Development Contributions and Charges Discounting Policy, expanding the types of development for which developer contributions would not be required. The intent is to encourage industry to bring-forward development of land in the Kyogle LGA for a variety of land uses including business and industry.</p> <p>In May 2020, Council adopted its Local Strategic Planning Statement which includes several proposals to amend the LEP and DCP to encourage economic diversification and attract investments from new and established business enterprises.</p>
<p>Undertake assessments of Council buildings and other assets to identify energy efficiency improvements and implement improvements wherever possible to deliver long-term savings and promote the image of Council as a local leader in renewable energy</p>	<p>Energy audits completed in 2019. Council adopted the 100% Renewables Sustainable Councils and Communities Action Plan in May 2019, along with renewable energy targets. Projects included in the Action Plan were funded through the Drought Communities Program grant funding received by Council, with funding to achieve future targets incorporated into the review of the Long term Financial Plan in 2020.</p>
<p>Maximise opportunities for improving youth employment and training across the Local Government area through mechanisms such as school-based traineeships, apprenticeships, work experience, and work for the dole programs</p>	<p>20 apprentices and trainees currently employed. Additional work for the dole and corrections work place opportunities utilised on an ad hoc basis when available.</p> <p>Stronger Country Communities Round 3 project “Swoopin’ Season” includes training, mentoring and work place readiness programs for young people.</p>

Priority Actions from Community Strategic Plan	Report
Visitor Attraction	
<p>Develop the Kyogle Local Government Area brand in collaboration with regional and interstate tourism and visitor destination strategies and identify what makes the Kyogle Council area unique and why people come to visit, and develop a targeted promotional strategy based on the message of rainforest, lifestyle and culture</p>	<p>Completed, and signage installed across the LGA to reflect the brand. Branding utilised by Kyogle Council and Kyogle Chamber of Commerce in association with local promotions.</p>
<p>Identify a common vision for Kyogle and Villages to develop a series of well-coordinated events that attract a range of visitors and community members, including a signature community-showcasing and celebration event and establishment of a central community and event calendar on the Council website to help promote the activities of community organisations.</p>	<p>Council sponsors a range of events that have an economic impact through the Economic Development operating budget and Community Grants Program, as well as through the Bushfire Recovery Program grant funding received in 2019/20.</p> <p>Survey undertaken of attendees and participants in the Working Dog Rally and other major events to provide feedback.</p> <p>Event calendar completed and operating as on-line service.</p> <p>Kyogle Council, Kyogle Visitor Information Centre & Roxy Gallery Facebook pages promote events and activities.</p> <p>Applied for large-scale funding for the Art on Bundjalung Market event to be held in Kyogle in 2021.</p>
<p>Enable a range of recreational, heritage, cultural activities and access to places of interest including our world class heritage areas, National Parks, and visitor facilities by undertaking a review of existing facilities and services and identifying potential improvements and opportunities for partnerships to realise these improvements.</p>	<p>The Kyogle Mountain Bike Development Strategy was adopted in August 2018. The strategy includes a number of key actions including supporting the development of mountain bike trails in Boorabee State Forest as well as walking tracks and a lookout to the summit of Fairymount.</p> <p>Partnership established with NPWS and SCU to examine opportunities to improve access to National Parks and support growth of the visitor economy.</p>
<p>Develop a Destination Management Plan and Visitor Economy Strategy around recreational, heritage, cultural activities and places of interest with a view to identifying the most appropriate platform/s for promotion and marketing.</p>	<p>Council has commissioned a new stock of high-quality photographic images and video clips to assist in promoting the area – these have been added to the Visit Kyogle and Invest Kyogle platforms.</p> <p>Council liaises with Destination North Coast on a range of tourism related projects and studies, and has also collaborated with Tenterfield Shire Council in identifying tourism projects of common interest.</p>