



Kyogle Council
Adopted Social Plan
2009-2014



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Executive Summary

The purpose of this plan is to identify and address social issues in the Kyogle Local Government Area (LGA). The Local Government (General) Regulation 2005 requires all councils in New South Wales (NSW) to produce a social or community plan at least once every five years. Council's previous plan covered the period 2005-2009.

The NSW Department of Local Government (the Department) specifies that the needs of a number of groups in the community, referred to as target groups, must be discussed and addressed in a Social Plan. The mandatory target groups include:

- ▶ Children (0-11 years);
- ▶ Youth (12-24 years);
- ▶ Women;
- ▶ Older people (55 years and older);
- ▶ People with disabilities (including those with HIV/AIDS);
- ▶ Aboriginal and Torres Strait Islander people; and
- ▶ People from culturally and linguistically diverse backgrounds (CALD).

The current plan will promote Council's vision for Kyogle LGA and was developed from research into key statistics and from consultation with the local community. The process of developing a social plan is an evolving and dynamic one that requires constant adjustment and review. This plan represents part of that review process and sets a direction for the coming five years in Kyogle LGA.

The Social Plan outlines the current issues and needs of the Kyogle LGA community and provides a series of strategies to address those needs, which are summarised in Table 1.

Table 1 Issues, needs and strategies for target groups in Kyogle LGA

Target Group	Strategies
Children (0-11 years)	1. Support the provision of affordable, accessible and age appropriate services and facilities for 0-11 year olds
Youth (12-24 years)	2. Facilitate opportunities for youth to contribute to decision making 3. Support the provision of appropriate after school and vacation activities for youth 4. Facilitate the provision of appropriate education, training & employment opportunities for youth 5. Ensure all youth have the opportunity to participate in social & recreation activities
Women	6. Facilitate the provision of appropriate support services & facilities for women in the Kyogle LGA
Older people (55 years and older)	7. Facilitate the provision of health, recreation & special support needs of older people in the Kyogle LGA 8. Support the provision of appropriate, affordable & accessible housing & facilities for older people in the Kyogle LGA
People with disabilities	9. Facilitate the provision of appropriate accessible services & facilities for people with disabilities
Aboriginal and Torres Strait Islander people	10. Facilitate the provision of appropriate accessible services & facilities for Aboriginal & Torres Strait Islander people 11. Acknowledge cultural heritage & promote cross-cultural awareness
CALD	12. Support cultural diversity & harmony & promote cross-cultural awareness
Community	13. Strengthen the capacity of Council & other stakeholders to respond to social & community needs in the Kyogle LGA 14. Establish a safe, healthy & sustainable community 15. Facilitate local economic development 16. Facilitate the provision & maintenance of local infrastructure

Under each strategy is a series of key activities to be implemented over the duration of this Social Plan 2009 - 2014. Appendix C identifies key tasks and indicative timeframes, priorities, roles and

responsibilities for implementation of the strategies. The table also includes measures to help track performance.

The activities outlined in this Social Plan will be implemented via Council's Management Planning process. Council will select tasks from this social plan each year for inclusion in the Annual Management Plan, using the timeframe and priority allocation as a guide. Once transferred into the Management Plan, the activities become programmed works with budget allocations for that year. At the end of each year, Council reports on the activities identified in the Management Plan for implementation via an Annual Report.

The tables have been designed to enable Council to meet their annual reporting responsibilities and complete an annual update, as required by the Social Planning and Reporting Guidelines, by filling in the 'status' column. In the coming year, the NSW annual reporting responsibilities will change and Council's environmental, social and community plans will be integrated into a new framework which will see one sustainability plan being produced annually to cover all these thematic portfolios.

1. Introduction

This chapter provides an overview of social planning requirements, the Kyogle LGA situation and how this plan is structured.

1.1 Overview

All councils in NSW are required to prepare a Social Plan and to report the activities identified within it in their annual report under the Local Government (General) Regulation 2005. The Social Planning and Reporting Guidelines (the Guidelines) specify that councils must update their social plans every five years and submit them to the NSW Department of Local Government (the Department). Kyogle Council (Council) prepared its first Social Plan in November 1999.

This Social Plan helps the Council meet the requirements of the NSW Government in relation to its social justice commitments and provides a framework for the community and the Council to support, provide services and facilitate the requirements of key groups. The plan builds on and updates the previous Social Plan (2005-2009). The process of developing a Social Plan is an evolving and dynamic process that requires constant adjustment and review. This Plan represents part of that review process and sets a direction for the coming five years.

The Social Plan has been developed via a consultative and participatory process that takes into account the existing and required relationships between the Council, government, non-government stakeholders, community and business groups. This approach guarantees a coordinated, cooperative and collaborative manner in meeting the needs of the community. Residents, service providers, local community groups and Council representatives all contributed to the development of the Social Plan.

While this Social Plan takes important steps to address community needs and build upon those identified in the previous Social Plan, it is recognised that the Council and government agencies may not be able to meet all of the identified needs in the short term. Therefore, this Plan identifies priority needs to be implemented over time, to permit the most efficient allocation of limited resources.

1.2 What is a social plan?

A social plan describes a local community, summarises key issues and recommends strategies to address those issues and meet community needs. The key elements of a social plan are:

- ▶ A demographic profile;
- ▶ A needs assessment;
- ▶ Information about target groups;
- ▶ An assessment of the previous social plan; and
- ▶ Recommended actions,

A social plan outlines strategies for the Council to implement and also advocates services and facilities that could be provided by other stakeholders, such as local service providers, government and non-government agencies. These strategies should have regard to principles of social justice, for instance:

- ▶ **Equity** – fairness in the distribution of resources;

- ▶ **Access** – all people should have fair access to resources and services to meet their basic needs and improve their quality of life;
- ▶ **Participation** – people should have the opportunity to have genuine participation and consultation about decisions that affect their life; and
- ▶ **Rights** – equality of rights should be established and promoted.

1.2.1 Target groups

The Guidelines specify what must be included in a Social Plan. A Social Plan must provide information about the following seven mandatory groups:

- ▶ Children (0-11 years);
- ▶ Youth (12-24 years);
- ▶ Women;
- ▶ Older people (55 years and older);
- ▶ People with disabilities (including those with HIV/AIDS);
- ▶ Aboriginal and Torres Strait Islander people; and
- ▶ People from culturally and linguistically diverse backgrounds (CALD).

The inclusion of the above target groups is to ensure that the needs of disadvantaged groups in the community and barriers faced by such groups in accessing services are not overlooked.

The Guidelines encourage councils to also include other groups as relevant to their local community when preparing their social plans. During the preparation of the Kyogle 1999 Social Plan, two additional groups, 'men' and 'families' were included as they were seen to reflect the makeup of the Kyogle community. However, these two groups have not been included as separate groups in this 2009-2014 Social Plan but are incorporated under the general community section as they are still important sub groups of the Kyogle community.

2. Methodology

This chapter outlines how the Kyogle Social Plan 2009-2014 has been developed and contains a brief review of the main outcomes and outputs of the previous plan.

2.1 Purpose and objectives

The purpose of this Social Plan is to provide a useful planning tool, which will:

- ▶ Ensure the services and facilities provided by the Council meet the needs of the community;
- ▶ Enable the Council to plan these services more effectively and strategically;
- ▶ Demonstrate a need for funding and resources;
- ▶ Ensure that principles of social justice are met; and
- ▶ Facilitate advocacy and leadership on community issues.

The objectives of this social plan are to:

- ▶ Develop an understanding of the changing needs of the Kyogle community;
- ▶ Demonstrate and advocate needs for additional resources;
- ▶ Outline appropriate strategies to respond to community needs, such as provision of tailored services and facilities; and
- ▶ Identify which stakeholders can play a role in meeting the needs of the community.

As a result, this Social Plan should play an integral part in the Council's strategic planning processes.

2.2 Developing the Social Plan

The process that led to the development of the Social Plan can be summarised as follows:

- ▶ Assessment of the previous social plan, including:
 - Interviews with members of staff about work achieved and outstanding issues;
 - Research into key statistics and updating the demographic profile of the Kyogle LGA.
- ▶ Community consultation;
- ▶ Consultation results collated and issues prioritised;
- ▶ Development of strategies to meet the identified needs;
- ▶ Draft Plan written;
- ▶ Draft Plan adopted for public exhibition;
- ▶ Final Plan approved by Council; and
- ▶ Plan submitted to the Department of Local Government.

2.2.1 Review of previous social plan

Council has made progress on some of the activities identified in the previous social plan (2005-2009), as outlined in the table below. For a detailed list of the objectives and suggested activities see Appendix A.

Table 2 Council objectives and suggested activities by theme

Theme	Number of objectives	Number of suggested activities	Council assessment of progress made Eg significant, Good, average, poor
Roads and Infrastructure	5	13	Good
Economic development	6	11	Good
Village life: town and village development	6	10	Good
Village life: social planning/community	2	5	Average
Village life: community involvement	2	16	Poor
Environmental and pastoral	1	2	Good

2.3 Consultation

Kyogle Council engaged Sarkissian Associates to undertake community engagement for the Social Plan. GHD was engaged to analyse the community feedback and prepare this Plan.

2.3.1 Objective, methods and participation

The engagement program aimed to obtain the views and opinions of ratepayers and residents of the Kyogle LGA in the following key areas: Waste and water; Customer service; Village life; Environmental and pastoral; Roads and infrastructure and; Economic development.

A press release prepared announced the start of the 2009 Kyogle Social Plan and advised ratepayers about the community involvement including dates of meetings, places and times. Further promotion and advertising was undertaken by Kyogle Council.

A common agenda was prepared for all meetings. The agenda was designed to provide both content and format flexibility. Meetings were held at the following times and places:

Group	Venue	Date	Time	Attendance
Kyogle	Memorial Hall	10 August 2009	5 pm - 7pm	18
Disability	Senior Citizen Centre	12 August 2009	10 am - 12 noon	12
Youth	Kyogle Youth Centre	14 August 2009	5 pm – 9 pm	13
Cawongla	General Store	17 August 2009	5 pm - 7 pm	13
Aged Persons	Senior Citizen Centre	18 August 2009	10 am - 12 noon	18
Woodenbong	Woodenbong Golf Club	18 August 2009	5 pm - 7 pm	4
Bonalbo	Central School	25 August 2009	9.30 am - 11 am	19
Bonalbo	Bonalbo Hall	25 August 2009	5 pm - 7 pm	7
Tabulam	Tabulam Hall	8 September	5 pm - 7 pm	5
Bonalbo	Central School	14 September	10 am – 11.30 am	n/a

Individual interviews were held with three people (one indigenous elder and two service providers).

In total 112 people participated in 10 separate workshops (group discussions). The process involving children at the Bonalbo Central School required two sessions.

2.3.2 Exhibition of the draft Social Plan

The draft Social Plan was placed on exhibition from 19 October 20 2009 to 18 November 18 2009 for public comment. Hard copy versions of the draft plan were available for viewing at the following locations:

- ▶ Wadeville Store;
- ▶ Cawangla Store;
- ▶ Wiangaree Post Office;
- ▶ Kyogle Library;
- ▶ Woodenbong Post Office;
- ▶ Malianganee Post Office;
- ▶ Grevillia Post Office;
- ▶ Kyogle Council;
- ▶ Tabulam Post Office;
- ▶ Old Bonalbo Post Office; and
- ▶ Bonaldo Post Office.

An electronic copy of the draft plan was also available on Council's website.

A total of 4 submissions were received during the exhibition period in response to the draft Plan. The suggestions and comments received were considered during the preparation of the final Social Plan.

3. Strategic Planning Framework

This chapter outlines the strategic framework within which the Social Plan has been developed and will be implemented. The objectives of the strategic framework are fundamental to the development of the Social Plan to ensure consistency in approach and the integration of strategy outcomes.

3.1 Social planning requirements

Under current legislative provisions, all councils in NSW are required to:

- Develop and submit a current adopted social/community plan to the Department of Local Government at least once every five years
- Consider access and equity activities for inclusion in their management plan
- Report on these access and equity activities in their annual report.

The aim of this is to encourage councils to manage their social/community planning processes within a five-year cycle so that identified social and community needs accurately inform management plans and relevant outcomes are reported in access and equity statements.

Kyogle Council's Management Plan and Community Strategic Plan were prepared using information from the 2005-2009 Social Plan and will be reviewed and updated once the 2009-2013 Social Plan is prepared. The key focus areas of the Management Plan and Community Strategic Plan guided the themes of the Kyogle Social Plan.

3.2 Kyogle Council Management Plan

The Management Plan sets out the activities and priorities of Council in 2009/2010 and the projected budget for the next three years (2009/2010 to 2011/2012) so that the needs and expectations of the community can be responded to. The plan outlines Council's strategic objectives and what it will do to achieve its goals and measure its performance.

Council has funded a number of projects under the Management Plan that are particularly supportive of the community's well-being, including:

- ▶ Improvements to community buildings and toilets;
- ▶ Regional road rehabilitation, safety and bridge works;
- ▶ Urban roads rehabilitation/reconstruction, initial sealing and resealing works;
- ▶ Rural roads rehabilitation, initial sealing and re-sheeting works;
- ▶ Kyogle water supply upgrade; and
- ▶ Waste facility upgrades.

3.3 Community Strategic Plan

Council recently developed a Community Strategic Plan for 2007-2017 which represents a shared vision for the future. The Strategic Plan was formulated with the input, ideas and views of key stakeholders in

the community, Kyogle Council's elected representatives and Council's senior management through a series of workshops. The Strategic Plan will be reviewed during 2009/2010.

The Strategic Plan has identified six priorities that will be used to guide decision making over the ensuing ten years. The priority areas are:

- ▶ Waste and water;
- ▶ Village life (town and village development);
- ▶ Customer service;
- ▶ Environmental and pastoral;
- ▶ Roads and infrastructure; and
- ▶ Economic development.

4. A profile of the Kyogle LGA community

This chapter explores the population characteristics of the Kyogle LGA and includes an assessment of population change, the population characteristics and a socio-economic snapshot of the LGA.

4.1 Population characteristics at a glance

The Kyogle LGA includes the settlements of Kyogle, Bonalbo, Mummulgum, Cawongla, Old Bonalbo, Geneva, Wiangaree, Woodenbong, Mallanganee and Tabulam. The most recent 2006 Census shows the Kyogle LGA has a population of 9,686, of which 49.1% (4,759) are female and 50.9% (4,927) are male. This represents a growth in population since the last Census in 2001 when the population was 9,169.

The Kyogle LGA has a 5.8% proportion (531 people), of Aboriginal or Torres Strait Islander descent living in the community. This is an increase of 91 people from the 2001 Census.

The Kyogle LGA is part of the larger Richmond Tweed Statistical Division (SD). A comparative analysis between Kyogle LGA and Richmond Tweed SD has been conducted in order to provide a perspective on trends in the Kyogle LGA in relation to other Council areas.

Key population characteristics include:

- ▶ **78.3% (7,585) of the total population of the Kyogle LGA (9,686) is aged 15 years and over.** This is a significant increase from 70.9% in 2001. Compared to Richmond Tweed SD with 80.7%, Kyogle has a slightly lower proportion of its population aged 15 years and over, resulting in a slightly younger age profile than that of Richmond Tweed SD;
- ▶ **28.9% (2,733) of the total population of the Kyogle LGA (9,686) are over the age of 55 years.** Compared to Richmond Tweed SD with 29.7%, Kyogle has a marginally lower proportion of its population aged 55 years and over;
- ▶ **8.5% of the total population of the Kyogle LGA were born overseas.** Compared to Richmond Tweed SD with 12.2%, Kyogle has a lower proportion of its population born overseas;
- ▶ **86.4% of persons stated they were born in Australia.** Other common responses within Kyogle LGA were: England 2.8%; New Zealand 1.4%, Germany 0.8%, US 0.4% and Scotland 0.3%;
- ▶ **94.3% of people stated English as the only language spoken at home.** The most common languages other than English spoken at home were: German 0.6%, Italian 0.3%, Bundjalang 0.1%, French 0.1% and Swedish 0.1%; and
- ▶ **The median age for the Kyogle LGA is 42 years with the median individual weekly income being \$305 and the average household size being 2.5.** The median age for Richmond Tweed SD was also 42 years, however the median individual weekly income is slightly higher at \$370 and the average household size was 2.4.

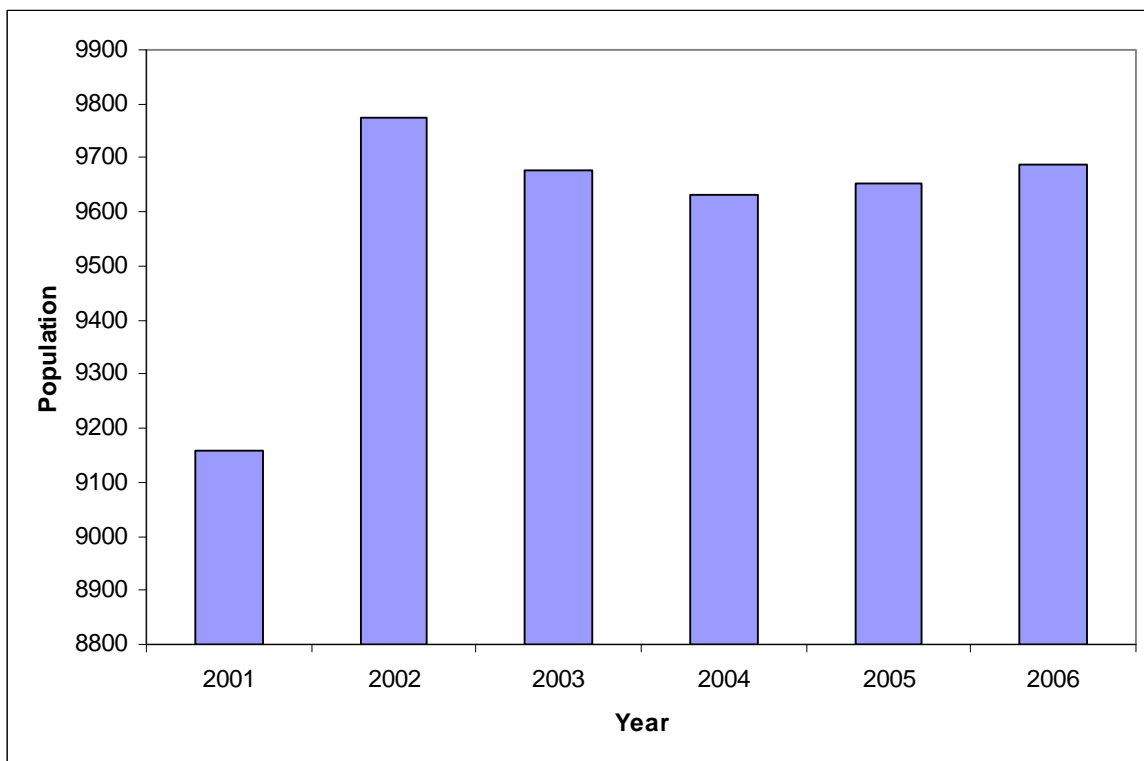
4.2 Population change and growth

As discussed in section 4.1, the population of the Kyogle LGA has seen growth in the inter-Census period between 2001-2006.

Table 3 LGA population

	2001	2006	% change
Kyogle LGA	9,169	9,686	5.3%

Figure 1 Kyogle population 2001-2006



This time series data also shows an increase in population from 2001 to 2002 with a slight decrease in 2003 and 2004. The decreasing trend is not uncommon for regional areas across NSW, with a number of social and economic factors attributing to out-migration. However, population numbers slightly increased again in 2005 and 2006, bringing them back to 2003 levels.

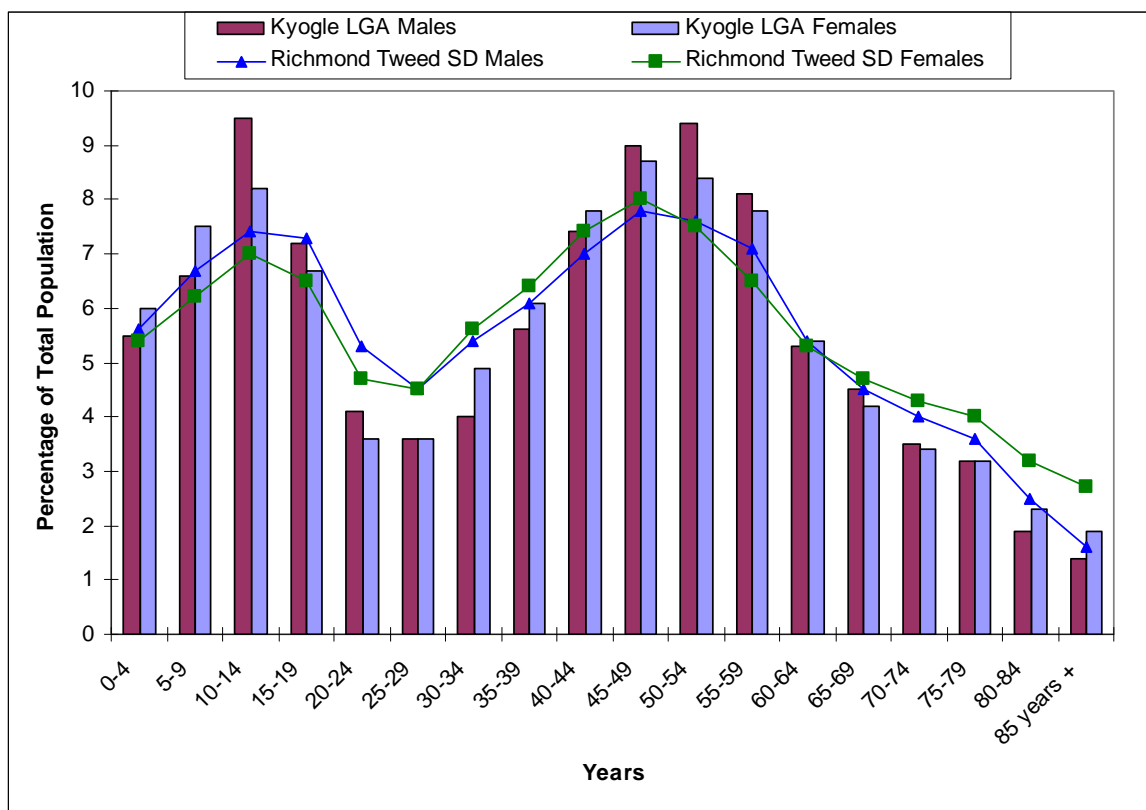
Statistics referred to in the remainder of the demographic profile are from the 2006 Census, compiled by the Australian Bureau of Statistics, therefore the total population has been calculated at 9,689 for 2006, unless otherwise stated.

4.2.1 Age and sex distribution

Kyogle largely mirrors the continuing trend across Australia and NSW alike of an ageing population. For instance at the 2001 Census, the population aged 65 years or over in Kyogle was 1,338 persons (or 14.6% of the population) and this had risen in 2006 to 1,441 persons (or 14.9% of the population). This is lower than Richmond Tweed SD which has 17.6% aged 65 or over. Kyogle has a comparatively higher

proportion of children aged 14 or under at 21.7% (2,101 persons) than the Richmond Tweed SD which has an average of 19.3%.

Figure 2 Population distribution by age and gender, Kyogle LGA and Richmond Tweed SD, 2006



As shown in Figure 2 there is a relatively high number of people aged 0-19, but a sharp decline in numbers of people in the 20-34 age bracket. Issues of youth migration are common across regional NSW where opportunities for advancement of career or education are limited.

Kyogle LGA has 4,927 males (50.9%) and 4,759 females (49.1%).

4.2.2 Household type

Kyogle's population is characterised primarily by household types consisting of two parent families (1,079 or 43.5%) and couples without children (966 or 38.9%) There are also a relatively high number of one-parent families (399 or 16.1%) within the LGA. Table 9 below provides a comparison of household types between the 2001 and 2006 Census:

Table 4 Selected family types and households, Kyogle LGA, Richmond Tweed SD and NSW (2001-2006)

	Kyogle LGA 2001		Kyogle LGA 2006		Richmond Tweed SD 2006	NSW 2006
	No.	%	No.	%	%	%
Family type						
Couple with children	1,079	43.5	961	38.0	37.8	46.2
Couple without children	966	38.9	1,087	43.0	41.9	36.0
One parent family	399	16.1	438	17.3	19.0	16.1
Other	37	1.5	40	1.6	1.3	1.7
Households						
Group household	73	2.1	84	2.3	3.9	3.0
Lone person	866	24.5	972	26.6	25.3	9.5

The table above shows a decrease in the number of couples with children and an increase in the number of couples without children living within the Kyogle LGA. There has also been an increase in one parent families and an increase in lone person households. When compared to NSW, Kyogle has a significantly lower proportion of couples with children and a significantly higher proportion of couples without children. The biggest difference between Kyogle LGA and the rest of NSW is Kyogle's high percentage of lone person households at 26.6% compared with only 9.5% in NSW.

4.2.3 Aboriginal and Torres Strait Islanders

At the last Census in 2006, there were 539 (or 5.8%) Indigenous people living within Kyogle LGA. Overall, there has been a slight increase in the number of Indigenous persons living in Kyogle since the last Census (448 persons in 2001). Kyogle has a higher proportion of Indigenous people than Richmond Tweed SD, which has 3.3%. It must be noted that there are inaccuracies relating to statistics for the Indigenous population, which may result in an under-representation of the total amount of Indigenous people living in Kyogle.

Issues relating to Aboriginal and Torres Strait Islanders are addressed in Chapter 10.

4.2.4 Birthplace, languages and religion

The vast majority of people in the Kyogle LGA, 8,585 (or 92.8%), were born in Australia compared with 786 (8.5%) who were born overseas. Comparatively, in 2001, 93.1% (8,529) of the total population of Kyogle were born in Australia and 7.2% (662) were born overseas, showing there has been little or no relative change. Compared to Richmond Tweed SD with 82.2% of its total population born in Australia and 17.8% born overseas, Kyogle has a relatively higher proportion of Australian born residents.

In 2006, of those born overseas, the majority (2.8% of total population) were born in the United Kingdom. Other main countries of origin included New Zealand (1.4%), Germany (0.8% of total population) and the United States (0.4%). This compares with Richmond Tweed SD, which has 4.0% of its total population born in United Kingdom, 1.8% born in New Zealand, 0.6% born in Germany and 0.5% born in the Scotland.

In Kyogle LGA, 94.3% (8,726) of the total population only spoke English at home, compared to Richmond Tweed SD where 92% only spoke English.

In the 2006 Census, the most common responses for religious affiliation for Kyogle LGA were Anglican 23.4%, Catholic 20.7%, No religion 18.4% Uniting Church 9.3% and Presbyterian and reformed 6.1%. This compares with Richmond Tweed SD, which has Catholic 24.1%, Anglican 23.7%, No religion 19.1%, Uniting Church 6.0% and Presbyterian and reformed 5.4%.

4.3 Socio economic indicators

4.3.1 Income

According to the 2006 Census, the average annual taxable income for the 2005/06 financial year in the Kyogle LGA was \$33,901 and the average wage and salary income was \$31,474 for the same financial year. In addition, 3,113 taxable individuals and 1,198 non-taxable individuals were living in the LGA.

In 2006, the median weekly individual income was \$305 and median weekly household income was \$599. Compared to Richmond Tweed SD where the median weekly individual income was \$370, Kyogle has a lower individual weekly income. The same applies to the median weekly household income where it was \$713, which is a \$114 difference per week. The average wage and salary income was \$32,422 in Richmond Tweed in 2005-06, which was higher than average incomes in Kyogle.

4.3.2 Labour force participation

Labour force participation rates provide an important indication of the ability of the population to gain employment, the effects this may have on availability of services for those on income support and the broader employment and economic trends of the LGA. Table 10 examines labour force participation statistics in the period between the 2001 and 2006, compared to Richmond Tweed SD in 2006.

Table 5 Labour Force Participation (over 15 years of age) – Kyogle LGA

	Kyogle LGA 2001	Kyogle LGA 2006	Richmond-Tweed SD 2006	NSW 2006
	No.	No.	No.	No.
Employed:				
Full-time	1,877	1,967	48,287	1,879,628
Part-time	1,096	1,204	32,398	842,715
Unemployed	475	385	7,587	183,157
Total labour force	3,559	3,772	93,925	3,092,604
Not in the labour force	3,043	3,154	72,156	1,801,010
Unemployment rate	13.3%	9.8%	8.1%	5.9%

The following conclusions can be drawn from these statistics:

- ▶ The labour force participation rate increased during between the 2001 and 2006 Census period in Kyogle LGA;
- ▶ The number of people not in the labour force has slightly increased in Kyogle LGA;
- ▶ The number of people in full-time work has remained relatively static, whilst the number of part-time workers has slightly increased; and
- ▶ Compared to NSW unemployment rate of 5.9% in 2006, Kyogle LGA had an extremely high unemployment rate in 2001 (13.3%), which fell to 9.8% in 2006, but it was still high in comparison.

Further statistics from the Department of Education, Employment and Workplace Relations in 2009 indicate that the Richmond Tweed and it's nearby Clarence Valley neighbour have:

- ▶ High unemployment;
- ▶ High levels of youth unemployment; and
- ▶ A large increase in the number of unemployment benefit recipients.

As Table 6 below shows, the unemployment rate of Kyogle in 2008 and 2009 was the highest out of all other areas in the Richmond Tweed and Clarence Valley region. In addition, the recipients¹ of unemployment benefits are the highest in Kyogle (10%) compared to neighbouring regions. Recent 2009 data from the Department of Education, Employment and Workplace Relations also shows that of all employers, 44% had one or more unsuitable applicants in their most recent recruitment round. The reasons for applicant uncertainty included:

- ▶ Insufficient experience to perform job duties;
- ▶ Insufficient qualifications or training to perform job duties; and
- ▶ Poor attitude or lack of basic work readiness skills.

¹ Recipients as a proportion of working age population

Table 6 2008 and 2009 unemployment rates

Local Statistical Area	March 2008	March 2009	% changed in number unemployed
Byron (A)	7.5	9.3	22%
Kyogle (A)	7.6	9.4	20%
Lismore (C) - Pt A	6.5	7.4	12%
Lismore (C) - Pt B	6.3	7.5	19%
Richmond Valley (A) - Casino	5.1	6.8	30%
Richmond Valley (A) Bal	5.7	8.1	45%
Tweed (A) - Tweed-Heads	4.8	6.0	28%
NSW	4.6	5.2	14%
AUS	4.3	4.6	10%

Source: Australian Government Department of Education, Employment and Workplace Relations (2009)

4.3.3 Employment by occupation

Table 11 identifies the change in occupation of those employed in the labour force between the 2001 and 2006 Census. Overall, there has been a significant increase in the manager, professional, labourer, and technician and trade occupations within the LGA but there has been a marked decrease in the clerical and administrative and sales occupations throughout the LGA.

Table 7 Employment by occupation, Kyogle LGA and Richmond Tweed SD (2001-2006)

Occupation	Kyogle LGA 2001	Kyogle LGA 2006	Richmond Tweed SD 2006	NSW 2006
	%	%	%	%
Managers	20.9	23.3	13.4	13.6
Professionals	12.7	14.2	16.9	21.2
Technicians and tradespersons	9.9	12.8	14.9	13.6
Clerical and administrative	10.6	9.7	12.3	15.4
Sales	12.2	6.7	11.3	9.7
Labourers	13.7	15.4	13.6	9.5

Occupation	Kyogle LGA 2001	Kyogle LGA 2006	Richmond Tweed SD 2006	NSW 2006
	%	%	%	%
Inadequately described/not stated	2.8	1.8	1.6	1.9

4.3.4 Employment by industry

In the 2006 Census, the most common industry of employment in Kyogle LGA was agriculture, forestry and fishery sectors. This was followed by health care and social assistance and retail trade sectors. Kyogle LGA only had 34 people working in the electricity, gas, water and waste water services sectors. However, Richmond Tweed and NSW also had low employment numbers in this sector compared to other sectors. Richmond Tweed SD, on the other hand, had a large construction sector with 7,138 people working in that industry, followed by a large retail sector. NSW employed the most people in the retail sector, followed by health care and social assistance sectors. Table 8 below examines industry trends.

Table 8 Employment by Industry, Kyogle LGA, Richmond Tweed SD and NSW 2006.

	Kyogle LGA 2006	Richmond Tweed SD 2006	NSW 2006
Industry			
Agriculture, forestry and fishing	689	3,401	78,661
Electricity, gas, water and waste water services	34	583	29,184
Retail trade	345	5,118	323,929
Education and training	331	2,547	219,679
Health care and social assistance	419	2,621	304,335
Construction	234	7,138	212,729

4.3.5 Crime

The following data presents the crime rate statistics as published by the NSW Bureau of Crime Statistics and Research for the Kyogle LGA:

Table 9 Crime statistics for Kyogle LGA in 2008

Offence	Offences in 2008	Rate per 100,000 people
Assault – Domestic violence related	65	671.1
Assault – Non domestic violence related	98	1,011.8
Sexual offences	30	309.7

Source: NSW Bureau of Crime Statistics and Research

Driving related offences were the most prevalent form of crime with over 680 offences in 2005 and 669 in 2006. There were high numbers of malicious damage to property with 259 cases recorded in 2005 – 06, and 148 cases of non-domestic violence related assault.

Kyogle LGA ranked very highly in NSW LGAs ranked by rate of recorded criminal incidents, which is a concerning, statistic for the LGA:

- ▶ For domestic violence related assault, Kyogle LGA ranked 17 out of 50 NSW LGAs;
- ▶ For non domestic violence related assault, Kyogle LGA ranked 15 out of 50 NSW LGAs; and
- ▶ For sexual offences, Kyogle LGA ranked 9 out of 50 NSW LGAs.

4.3.6 Education

According to the 2006 Census, more females than males attended pre-school and primary school, however, this trend was reversed in high school where more males were attending. In both technical or further education and university, significantly more females than males attended and the participation rate of people attending university by those in Kyogle (1.4%) was approximately half that of Richmond Tweed (2.7%), and a third of the NSW average (3.8%) as outlined in the table below.

Table 10 Type of educational institution attending – Kyogle LGA, Richmond Tweed SD and NSW 2006

	Kyogle LGA				Richmond Tweed SD 2006		NSW
	Males	Females	Persons	%	%	%	
Pre-school	92	95	187	1.9	1.7	1.8	
Primary	451	452	903	9.3	8.7	8.7	
Secondary	398	373	771	7.9	7.0	6.9	
Technical or further education institution	65	98	163	1.7	2.1	2.6	
University or other tertiary institution	52	82	134	1.4	2.7	3.8	
Other	16	37	53	0.5	0.5	0.7	
Not stated	282	294	576	5.9	7.7	8.9	
Total	1,356	1,431	2,787	28.8	30.4	33.4	

Table 15 below shows the highest level of schooling achieved broken down by sex. The data shows that significantly that more males than females have not attended school at all and more females than males have a year 12 or equivalent schooling. However, the total percentage of people in Kyogle to complete year 12 (19.5%) is approximately half that of the NSW state average (35.5%) as demonstrated below.

Table 11 Highest level of schooling by sex – Kyogle LGA and Richmond Tweed SD 2006

Level of schooling	Kyogle LGA				Richmond Tweed SD 2006		NSW
	Males	Females	Persons	%	%	%	
Year 12 or equivalent	860	1,032	1,892	19.5	26.2	35.5	
Year 11 or equivalent	227	248	475	4.9	5.8	5.0	

	Kyogle LGA				Richmond Tweed SD 2006		NSW
Year 10 or equivalent	1,263	1,231	2,494	25.7	26	21.6	
Year 9 or equivalent	511	448	959	9.9	8.1	6.6	
Year 8 or equivalent	447	334	781	8.1	6.5	5.6	
Did not go to school	24	7	31	0.31	0.2	0.9	
Highest year of school not stated	310	295	605	6.2	7.6	8.6	
Total	3,642	3,595	7,237	74.7	80.5	83.8	

5. Children

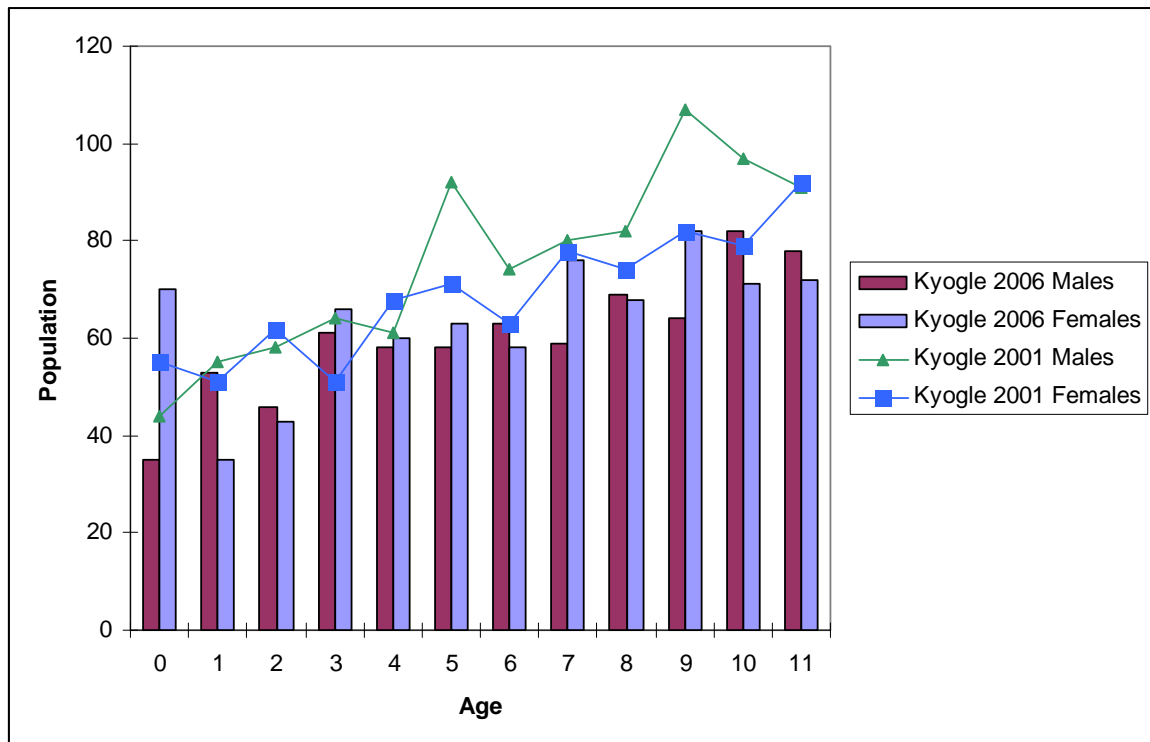
This chapter outlines the needs of children in Kyogle, as identified via research and during the community consultation activities. It also provides recommendations on how to meet the needs of this target group.

5.1 Overview

The Social and Community Planning and Reporting Guidelines (2002) define the 'Children' target group as being aged between 0 and 11 years. In 2006, there were 1,490 children aged 0-11 years, representing 16.2% of Kyogle LGA's total population.

From the graph below, there were more children in Kyogle LGA between 0-11 years in 2001 than 2006, with a decrease of 241 children, especially males aged 8 and 9 years.

Figure 3 Population distribution by age and gender (0-11 years) in Kyogle LGA, 2001 and 2006



It is important to recognise the specific need of this group in relation to access to education and health care. Access to all the available facilities for children is essential to ensure quality of life. However, this is not always achievable for all families and can lead to children becoming marginalised and disadvantaged further in the future. Particular groups at risk are those in the lower socio-economic bracket or from an Indigenous background. In 2006, there were 128 Indigenous children aged between 0 and 10 years in Kyogle LGA who may not receive equitable access to services.

The following sections outline all the current services available to children in the Kyogle LGA. They also discuss the local issues and recommended actions to overcome and improve facilities for this target group.

5.2 Current activities

An overview of children services and facilities found in Kyogle LGA is provided in the table below.

Table 11 Children services and facilities in Kyogle LGA

Services and facilities	Details²
<i>Preschools and Playgroups</i>	
Bonalbo & District Pre-school Inc	Enrolments of children (2-5 years)
Bonalbo Playgroup	
Bundgeam Pre-school Inc.	Preschool service to children in rural setting, servicing future pupils of 4 small schools.
Cawongla Playhouse Inc.	Community based preschool run by a parent committee.
Collins Creek Play Together	
Eden Creek Fairymount Pre-school	
Jumbunna Community Pre-school & early intervention	
Kyogle Pre-school & OSHC	
Tabulam & District Community Pre-school	
Woodenbong Playgroup	
Woodenbong Pre-school Kindergarten Inc.	
<i>Schools</i>	
Afterlee Public School	
Barkers Vale Public School	
Bonalbo Central School	
Collins Creek Public	
Collins Creek Community Hall	Saturday School
Doubtful Creek Public School	

² Details on services and facilities have been added to the plan if appropriate ..

Services and facilities	Details²
Grevillia Public School	
Kyogle Public School	
Mallanganee Public School	
Mummulgum Public School	
Old Bonalbo Public School	
Rukenvale Public	
St Brigid's Primary School	
Stratheden Public School	
Tabulam Public School	
The Risk Public School	
Wiangaree Public School	
Woodenbong Central School	
Children's services	
Royal Far West Children's Health Scheme	Provide health care services that are not usually accessible due to financial disadvantage or distance, for country children of NSW.
Jumbunna Early Intervention	Early childhood intervention for children with disabilities, delayed development or at risk of delayed development and their families. Provide education and therapy services. Manage the Department of Community Services (DOCs) Scheme for Children with Additional Needs (SCAN) for birth to school aged children and Jumbunna Intensive Parenting Programme (JIPP).
Kyogle Out of School Care	
Kyogle Vacation Care	Provides quality affordable and fun care for school aged children during vacation periods.
Kyogle Families First Parenting Project	Provides support for parents with young children. Run activities including an informal playgroup during school term on Mondays, supporting kid's time on Wednesday morning, parenting workshops and childminding.
The before school screening service	A service available for children aged 4 ½

Services and facilities	Details²
	years, to screen for hearing, vision, language and physical skills.
Kyogle Quota International	Provides donations to various groups and individuals, including funds for disadvantaged children and for hearing impaired children.
Children's groups	
Kids Breakfast	2 days/week Bonalbo Central School
Bonalbo Brownies	

5.3 Needs assessment

Consultation was undertaken with 19 children from the Bonalbo Central School.

The comments received from the children, aged mostly 11 years old, were very typical of young school kids. They recognise the importance of family, friends, their home, nature and the environment (especially water and animals), pets, history and recreation/their hobbies.

Comments from a number of children indicate a love of trees and a real concern when trees are cut down. There is an understanding of the importance of commerce with a number of children wanting a larger supermarket and post office so that more people will move into town. Other suggestions were about improving roads, improving the showground, building a bigger fire shed and repainting the lettering on the war memorial.

Issues relating to children were also discussed during the general community consultation sessions. The two big issues were transport and opportunities for recreation. The feedback indicated that there are now fewer activities for children than there were previously and a lack of reliable transport makes it difficult to travel to other towns for activities such as soccer and rugby league. This was particularly true for Tabulam residents. The Bonalbo Hall is an important venue for parents to get together and let their children play, although there were some concerns raised about some parents using the hall as a babysitting facility.

Childcare was an issue raised in the previous Social Plan. A comment from the Woodenbong consultation was that it is still very difficult to find childcare for children aged under three, while there is childcare available for older children.

Child abuse and strategies to eliminate it were discussed during one of the community sessions.

Also raised during the consultation was the issue of baby change rooms and pram access to public toilets. The community recommended that more baby change room facilities and ramp access to public access to toilets should be provided.

5.3.1 Recommendations

- Review current childcare and pre-school facilities for children under 3 years old.
- Continue to promote current services and facilities for children aged 0-11 years old.
- Provide improved baby change rooms and ramp access to public toilets.
- Investigate more funding sources for pre-schools and raise awareness of funding opportunities.
- Facilitate submission writing workshops.
- Explore opportunities for improved transport services.
- Promote services, which enhance the development of relationship skills, child abuse prevention and better parenting strategies.

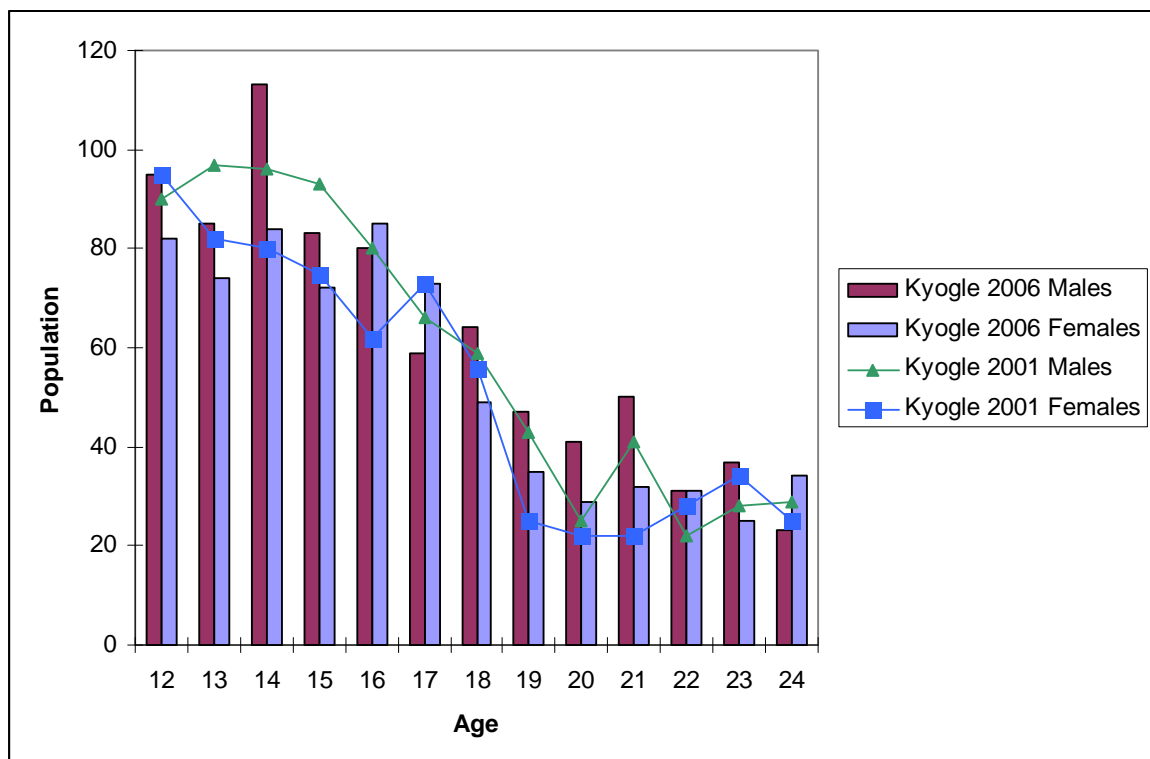
6. Young people

This chapter outlines the needs of young people in Kyogle, as identified via research and during the community consultation activities. It also provides recommendations on how to meet the needs of this target group.

6.1 Overview

The Social & Community Planning and Reporting Guidelines define young people as being those aged between 12 and 24 years of age. In 2001, 1,448 people or 15.8% of the total population of Kyogle LGA were aged between 12 and 24 years. However, this increased in the inter-Census period and in 2006, there were 1,513 young people or 16.5% of the total Kyogle LGA population.

As briefly addressed in Chapter 4, there is a disproportionately lower number of people in the 20-24 years bracket within the LGA compared to other age groups. This 'youth out-migration' is a trend in many regional areas across the state where limited opportunities in relation to education, employment and economic status exist.



Young people have contrasting needs and experience many different challenges and barriers. This is due to 'young people' incorporating a number of stages in life including children, teenagers and young adults. Consideration also needs to be given to whether they are at school/university or have left the education system, living at home or independently, employed or unemployed, Australian born or born overseas, Indigenous or non-Indigenous, married, single or have a family.

The following sections discuss the local issues and recommended actions to overcome and improve planning of service and facility provision for young people in Kyogle LGA.

6.2 Current services

The following table outlines services and facilities currently available to Youth in Kyogle LGA.

Table 12 Services and facilities available to young people in Kyogle LGA

Services and facilities	Details³
Schools	
Kyogle High School	
Bonalbo Central School	
Woodenbong Central School	
Youth groups	
Kyogle Youth Action Inc.	Activities centre, information and referrals for crisis counselling, mentoring, training, run self-defence and cooking classes and activities for youth on Friday nights and during the holidays.
Kyogle Rural Youth	A youth social group for people interested in agriculture.
Kyogle Youth Action	
Kyogle Youth Ventures	Mentoring and camps for youth at risk.
Kyogle Girl Guides	
Youth services	
Yowie Bus	Bus service for groups of young people 12-15 who need help with transport.
Kids Breakfast	2 days/week at Bonalbo Central School.
After school and vacation services	

³ Details on services and facilities will be added to the plan if appropriate.

6.3 Needs assessment

6.3.1 Youth involvement

During the consultation, it was agreed that Council should consult young people to obtain their ideas and understand their needs. It was felt that young people had good, and often different, ideas that should be considered. It was mentioned that involving young people in the decision making process would give more ownership over what happens in the area.

Regular youth forums through Kyogle Youth Action were suggested as possible means to obtain input into the facilities and activities that young people need. It was felt that Council should promote its range of youth activities at the youth centre but that this same information should be made available at other locations including the skate park and notice boards in each town.

People's perceptions of young people and the relationship between young people and the police was discussed during the consultation. Many felt that the police unfairly targeted young people and carried out bag searches for no reason. Suggestions for how to improve people's perceptions of young people included older and younger people spending more time together, sharing learning experiences, not being judgemental and articles on achievements of local youth.

6.3.2 Education, employment & training

Limited education and employment opportunities were identified as being important issues facing the Kyogle community. Young people suggested introducing a mini TAFE in Kyogle and providing more local training opportunities.

An interrelated issue was the availability of a range of job opportunities. Limited employment opportunities for school leavers and lack of access to apprenticeships were seen as issues facing youth. Council was seen to have a role to play by attracting new industries and businesses to Kyogle. Feedback from some young people was that finding a job really depended on who you knew or what family you came from.

Another suggestion was to liaise with the Repco Rally organisers to explore the possibility of sponsorship and scholarship opportunities. One comment was that the event will already provide some driver education training for 15-17 year olds in Bonalbo and that other opportunities should be considered.

6.3.3 Out migration of young people

Out migration of young people was discussed during most consultation sessions. The community perceived that many young people leave the area in search of better education and job opportunities. The lack of quality job opportunities, poor transport linkages and limited recreation were viewed as the causal factors.

According to the National Youth Affairs Research Scheme's 'Rural and Regional Young People and Transport report (2005)', a lack of access to transport can be a major problem for young people in rural and regional areas. Inaccessibility to public transport means greater reliance on private vehicles and for young people continued dependence on the family and friends for access to education, employment, training, recreation and social activities. Without transport, access to activities is limited and economic and social opportunities can be restricted.

The loss of young people in the area was seen to adversely affect the older population, as they traditionally provide support networks for the elderly. There was concern about who will replace the older carers and volunteers as they retire.

It was suggested that Council should try to attract more businesses to the area and increase employment opportunities for young people to curb the migration. Addressing transport issues (to help with travel to study and recreation venues) and funding more activities at the youth centre were other suggested ways of encouraging youth to stay.

6.3.4 Services and facilities

There was discussion during the consultation about whether there were enough places for youth to get together and be creative. Many said there were and mentioned the youth centre, skate park and pool. While an upgrade and providing more activities were suggested, the youth centre was well liked and appreciated.

Suggested improvements to youth facilities included keeping the youth centre open longer, providing shade and seats at the skate park, providing more activities for girls at the youth centre, advertising or a newsletter about what's available, youth spaces in each village, introducing an Aboriginal specific youth worker, an upgrade to computers and a council youth worker to visit people west of the ranges.

The issue of vandalism was raised a number of times during the consultation, especially regarding the skate park. While it was acknowledged that some young people engage in anti-social behaviour, many felt it was important to point out that not all young people are the same. It was also mentioned that vandalism was not only done by young people.

Some expressed that having more activities for young people may help combat vandalism and anti-social behaviour. Suggested activities or solutions included installing a graffiti wall, upgrading the skate park and include a BMX bike track, having role models at the skate park, providing more funds so that the youth centre could be open longer and on Friday and Saturday nights, bus trips, a games arcade, transport to help people get to activities and other towns. Another suggestion that came out of the wider consultation group was that a youth volunteer program to assist others such as the elderly would be beneficial to everyone.

6.3.5 Housing for young people

On the subject of housing, most young people agreed that there were not many affordable options and that some real estate agents did not like leasing to young people. Most agreed that crisis accommodation was not available but friends or family were usually willing to help out. Some suggestions included Kyogle Youth Action getting involved to monitor youth rental agreements and providing cheap but clean short-term housing at the caravan park.

6.3.6 Support services

There was limited discussion about youth support services during the consultation. The youth centre was seen as a positive venue that could benefit from being open longer and with more activities available. Other comments during the community consultation were that binge drinking needs to be addressed and more mentoring should be provided for young people with more support given to Kyogle Youth Ventures.

6.3.7 Recommended actions

- Continue regular liaison between Council staff and local youth workers.
- Identify youth needs in collaboration with local youth, local services providers and youth workers.
- Promote current activities and programs available to youth via noticeboards, youth centre, skate park noticeboard, website, pamphlets.
- Provide support to Kyogle Youth Ventures.
- Facilitate better access to Department of Sports & Recreation holiday programs.
- Investigate funding opportunities for youth programs/services.
- Investigate sources of funding for development of youth infrastructure (social & recreational) and subsidise youth events, such as youth camps.
- Council staff to work with local businesses and youth workers to develop employment opportunities and a business network.
- Investigate youth volunteer opportunities and programs in LGA, particularly those that help older people and the elderly.
- Assess outcome of Community Corps idea from the federal government's 2020 Summit.
- Facilitate more local education opportunities including adult education and TAFE outreach courses.
- Provide work experience placements for youth.
- Promote and support employment assistance schemes, including Greencorps.
- Liaise with Repco Rally organisers to explore the possibility of sponsorship and scholarship opportunities.
- Encourage local newspapers to feature regular articles on achievements of youth in Kyogle LGA.
- Consider developing a youth page on Council's website that promotes the achievements of youth and also outlines services and activities.
- Promote the Kyogle Car Pool Bulletin Board.
- Facilitate discussion between Kyogle Youth Action and local real estate agents to discuss fair leasing of properties to young people.
- Investigate a coordinated approach between Council and Kyogle Youth Action to provide clean short-term housing at the caravan park.
- Promote alcohol abuse awareness programs.
- Council staff to liaise with aboriginal youth.
- Promote the Youth on Wheels Inc (YOWI) bus service.
- Council to discuss the feasibility of extending services, both in frequency and routes, with local community bus operator.
- Explore opportunities for improved transport links to other towns.

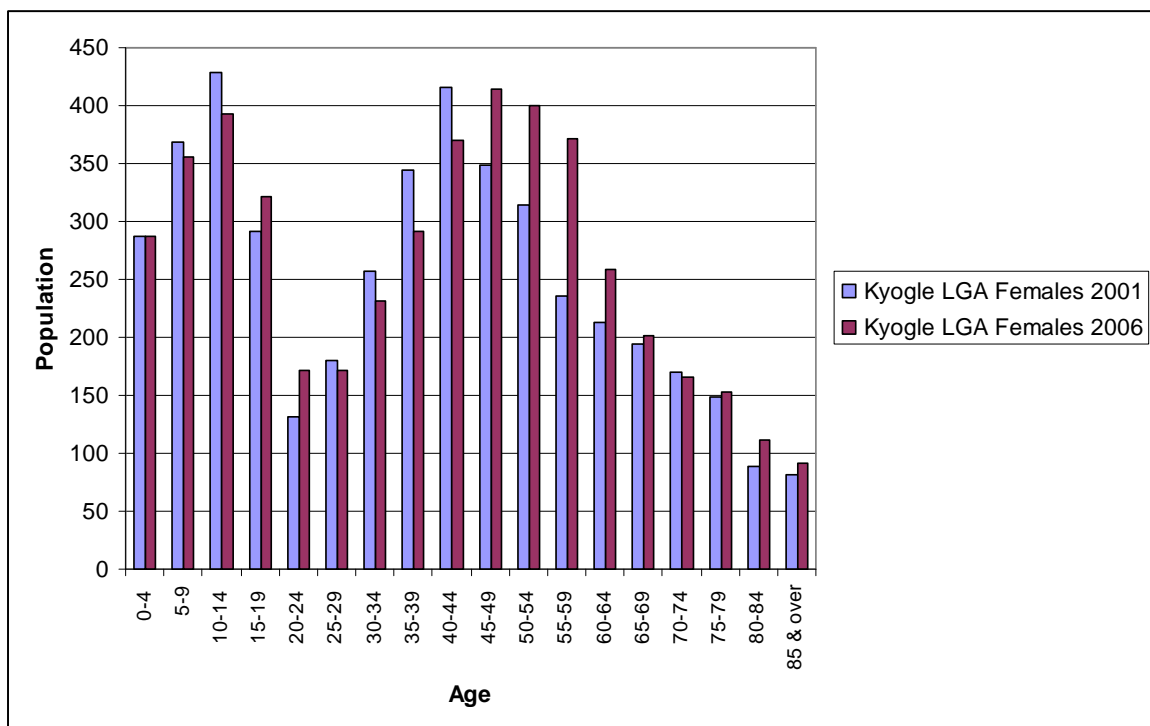
7. Women

This chapter outlines the needs of women in Kyogle, as identified during the community consultation activities. It also provides recommendations on how to meet the needs of this target group.

7.1 Overview

The Social and Community Planning & Reporting Guidelines (2002) require the provision of services and facilities be targeted to the needs of the female community. In 2006, women represented approximately 49.7% of the total population of the Kyogle LGA with a total population of 4,596, a very slight increase from 2001 with 4,498. Figure 3 below shows the population distribution of females by age in the Kyogle LGA in 2001 and 2006.

Figure 4 Female population distribution by age for Kyogle LGA (2001 and 2006)



The following sections discuss the local issues and recommended actions to overcome and improve planning of service and facility provision for women in Kyogle LGA.

7.2 Current services

An overview of services and facilities currently available for women in Kyogle is provided in the table below.

Table 13 Services and facilities available to women in Kyogle LGA

Services and facilities	Details⁴
<i>Housing</i>	
Women up North Housing Incorporated	Emergency accommodation, Lismore.
<i>Womens groups</i>	
Country Women's Association Kyogle	
Country Women's Association Old Bonalbo	
Country Women's Association NSW Woodenbong	
Country Women's Association Tabulam	Rooms available for baby clinic, immunization clinic, voting in Council elections, meeting rooms for chamber of commerce, W R Historical Association/UCH&W respite.
Quota International of Kyogle Inc.	A diverse group of women who offer support where needed.
Kyogle RSL Women's Auxiliary	Raises money to support ex-servicemen.
RSL Bonalbo Womens Auxiliary	Fundraising for local charities.
<i>Sporting clubs</i>	
Kyogle Netball Association Inc.	Fun & fitness activities for women and girls.
Kyogle Lady Golfers	To provide opportunities for lady golfers to enjoy competing and socializing at local, district and state levels.
Kyogle Rugby League Club Ladies Auxiliary	
<i>Support services for Women</i>	
Kyogle Family Support Services	Provision of training and support groups

⁴ Details on services and facilities have been added where appropriate.

Services and facilities	Details⁴
Women's Resource Centre	Lismore
Womens Domestic Violence Court Advocay Court Support and Advocacy Service	Provides assistance for women who need to attend Court. Based in Lismore.

7.3 Needs assessment

Some of the feedback from the community consultation was that while there had been some recent positive changes, not all women felt that they were respected or listened to in the community.

Access to female health professionals and fair representation of women in institutions like Council was important. It was noted that there is still a female doctor in the district as well as two female councillors.

Domestic violence and a lack of support on this issue was a concern, however it was mentioned that the local police respond to this issue appropriately. There was discussion about the need for a women's refuge or safe house and support services for men as well.

Another issue was a lack of support for people that had been bullied or harassed in the workforce. It was felt that there needed to be more education on proper workplace behaviour and education for young men and boys at school about ethics and how to treat women.

There was a desire for strong leadership to bring about fairer processes, less favouritism and less bias towards those people from the "right family" or religious network.

Another key issue reported was that women wanted to be able to speak up and be heard without being judged or vilified. It was mentioned that there are many women with skills and knowledge to contribute to the community. It was also mentioned that those that do contribute should be acknowledged.

The Repco Rally was seen as a male motor support that had been rushed through mostly by men.

A common theme that came out of this consultation was that attitudes to women and how they are valued will change over time as people with fresh or different attitudes move to the LGA from other areas.

Housing choice was mentioned as an issue in the 2005-2009 Social Plan. The recent consultation raised a concern that single elderly women living on large blocks might have to move into nursing homes early because they cannot manage their properties.

7.3.1 Recommended actions

- Increase access to support groups, such as mental health, substance abuse and domestic violence.
- Encourage local employers to develop a Code Of Acceptable Behaviour and a Bullying Policy and Council to lead by example.
- Liaise with the Local Government and Shires Association to get increased interest and participation of women in Council processes.

- Request training or an information session to be provided by the NSW Anti-Discrimination Board's Community Education Officer (on harassment and bullying in the workplace).
- Increase delivery of the 'Love Bites' program. 'Love Bites' is a school-based early intervention and prevention program that has been developed for High School students on the Mid North Coast. The program focuses on the issues of sexual assault and family/domestic violence.
- Continue support for the Family Support Services 'Domestic Violence Project'.
- Support White Ribbon Day, which aims to eliminate violence against women by promoting culture-change around the issue.

8. Older people

This chapter outlines the needs of older people (aged 55 years and over) and the elderly (aged 70 years and over) in Kyogle, as identified during the community consultation activities. It also provides recommendations on how to meet the needs of this target group.

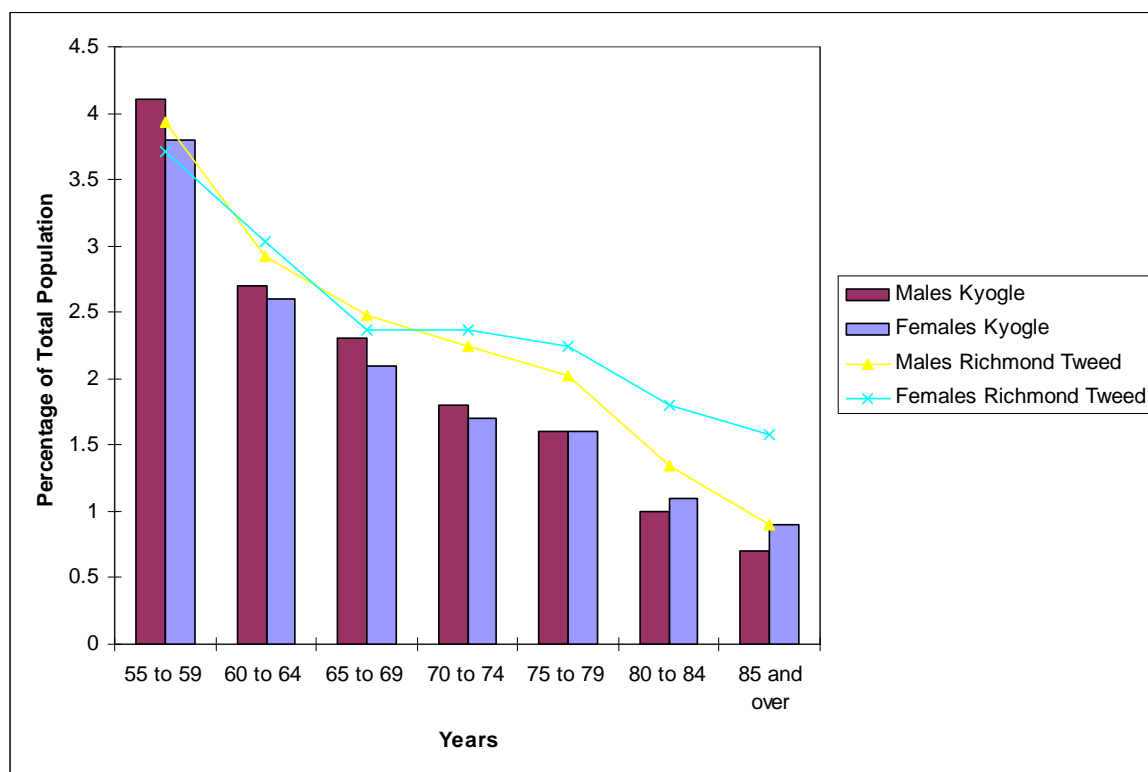
8.1 Overview

According to The Social and Community Planning & Reporting Guidelines (2002), Older People are defined as those aged 55 years and over for non-Indigenous people, and 45 years and over for Indigenous people.

In 2006, there were 2,733 people aged 55 years and over in Kyogle LGA representing 28.2% of the total population. This has increased by 197 people from 2001, where there were 2,390 people aged 55 years and over in the LGA.

From Figure 4, it can be seen that the proportion of older people living in Kyogle is similar to the Richmond Tweed SD profile from ages 55 to 69 years. However, the proportion of people living in Richmond Tweed from age 70 (referred to as elderly people) and above is significantly higher than that of Kyogle LGA. Figure 4 also shows that there are more elderly females than males over the age of 80 living in both regions.

Figure 5 Population distribution by age and gender (55 years and over), Kyogle LGA and Richmond Tweed SD, 2006



Like Australia and NSW alike, Kyogle has an ageing population with the ‘baby boomer’ generation now moving towards the Older People target group. Over the next 5-10 years Councils need to plan services and facilities for the influx of people into the 55 years and over age group.

The following sections discuss the local issues and recommended actions to overcome and improve planning of service and facility provision for older people, including the two distinct groups of the active elderly and frail aged, in Kyogle LGA.

8.2 Current services

Services and facilities for older and elderly people in Kyogle are outlined in the table below.

Table 14 Services and facilities for older people in Kyogle LGA

Services and facilities	Details ⁵
<i>Aged care facilities</i>	
Caroona Homes Hostel for the Aged	Located in Bonalbo

⁵ Details on services and facilities will be added to the plan where appropriate.

Services and facilities	Details⁵
Kyogle Court Hostel	Low care residential aged care facility with 31 beds for respite care and ageing.
Kyogle Court Home for the Aged	
Urbenville and District Multipurpose Centre.	
<i>Support services for older people</i>	
Kyogle and District Care Connections	Services people 65 years and older, helping them maximise opportunities to remain living independently or with a carer.
Home Care Services of NSW	
Kyogle Food Service	Provides daily meals to people 65 years and over.
Kyogle Seniors Daycare	Provides services to people 65 years and older.
Neighbourhood Aid	Located at Bonalbo Hospital
Friends of Kyogle Court	Provides shopping service, morning teas, exercise and craft activities, entertainment and fund raising.
The Caring Circle	Provides support for people with disabilities, frail aged and life threatening illness, their carers and families.
Northern Rivers Community Transport	Services include transport to: medical appointments; Respite Day Care Centres; shopping; Veterans transport; social outings; group transport; health related transport.
Upper Clarence Health & Welfare Council Inc	Community bus services Tabulam, Bonalbo, Urbenville & Woodenbong – providing access to medical services, day care and shopping.
<i>Seniors clubs</i>	
Kyogle Seniors Centre	

Services and facilities	Details⁵
Kyogle Citizens Sunshine Club	Senior citizens club which meets every Thursday.
Border Ranges Day Club	Monday social club providing mental and physical stimulation run by volunteers.
Upper Clarence Senior Citizens Club	Volunteers provide social interaction with other seniors.

8.3 Needs assessment

The issues discussed generally centred around infrastructure issues and village life. Overall, people were happy living in the area and felt there was adequate support provided for older people. Suggested improvements included better footpaths and accessibility, more pedestrian crossings, increased bus services and more carers.

8.3.1 Services and facilities

One of the suggestions was that there should be more post boxes outside of town. It was mentioned that the toilets at the Kyogle Memorial Institute need a ramp and hand rails installed. There was also a call for more seats in the main street. The increasing cost of power bills also came up a number of times.

There was discussion around the need for another supermarket and a Country Target. People were looking forward to the new IGA being finished.

8.3.2 Accessibility

One of the issues raised was access for the elderly (those aged 70 and above). It was recognised that the population is ageing and so community infrastructure should be appropriately designed to cater for older people. Consideration should be made at the design stage of roads, pathways and buildings and when considering development applications. It was felt that individuals have a responsibility to consider access issues when choosing where to live and that these decisions should not be left too late.

The state of existing footpaths and entrances to public buildings were seen to present problems for older people. In particular, the height of kerbs was seen as a problem, as elderly people are unable to manage stepping up and down at the existing height. There was positive mention of areas where lower kerbs and guttering had been installed.

It was suggested that shops and older buildings could be made more accessible by installing access ramps at entrances. There is a ramp near the clock in the main street but there needs to be another ramp on the opposite footpath.

There was a discussion about the need for more pedestrian crossings. This was important for the elderly and for people in wheelchairs and scooters. It was felt that the crossings were too far apart and that another crossing at the clock in the main street would be beneficial.

8.3.3 Transport

Transport was also raised as a key issue for older people and the elderly. The limited transport services, especially to Casino and Lismore, present a barrier for the elderly in accessing essential services. A community bus service and shopping excursions are available, however there is a need to provide additional services across Kyogle LGA and other means of transport to link rural communities and provide access to amenities. People were not keen to use the school buses.

The need for a bypass to reduce large trucks going through town was also mentioned a number of times during the consultation.

8.3.4 Support services

It was felt that support services were adequate but that they are under-funded and under-resourced. The community workers at council and Care Connections are very good but more care workers are needed.

There was also a call for more carers for the elderly and disabled. A suggestion was for more younger carers as the volunteers are often older people or elderly themselves.

The Caring Circle is a support organisation operating in Kyogle who deal with vulnerable fragile people, including the elderly, who often manage without outside help due to isolation. The organisation received 4 year funding from the NSW Government Area Assistance Scheme. Caring Circle is working to encourage older people to use their services.

Some people were of the opinion that many older people (aged 55 and over) are missing out on services through lack of awareness. There are adverts in the local paper and on the community noticeboard, however improved communication, especially with those living away from town, is needed.

8.3.5 Social isolation

There was a general feeling that life in Kyogle is good and that people were happy with the services and entertainment available to older people. However, it was mentioned that it was not always convenient to get involved and that people had to make the effort. There may be a need for better communication of services and encouragement to get people involved in activities. A bus service for people that live away from town would also help.

There was also discussion about the need for more local employment for young people as there are fewer young people around to assist older community members and the elderly.

8.3.6 Health services

There was limited discussion about health services during the consultation. It was mentioned that x-ray services are no longer available in Casino and that people must now travel to Lismore. Community cars are available for trips to hospital. It was also stated that emergency or respite care was available in Casino and Ballina but nothing in Kyogle. It was suggested that more carers and a fully-funded house for people with disabilities (not just aged people) should be made available.

8.3.7 Housing

A number of issues facing older people and the elderly in relation to housing were raised during the consultation. These included older people (aged 55 years and above) living alone in ageing houses and

having to move into nursing homes due to the cost of repairs and not being able to manage anymore. It was acknowledged that people should consider issues with access before they get older.

A suggestion that came up during the wider community consultation was that there should be an aged care facility in Bonalbo. This would then free up homes so that younger families might be encouraged to move into the area. An aged care residential project was suggested for Woodenbong too. Creating smaller properties in Kyogle was also mentioned as a potential solution for older people wanting to leave their larger properties.

8.3.8 Recreation

During the consultation, it was recognised that there are number of good services and facilities currently available for older people and the elderly in Kyogle, including the Senior Citizens Centre, craft classes, shopping excursions, computer training at the Community Technology Centre, golf, indoor/outdoor bowls, a good library and the cinema.

The services offered at the Senior Citizens Centre and the Community Technology Centre were highly valued. The cinema is enjoyed but there was a request for more variety in what was being shown.

8.3.9 Recommended actions

- Review current services for older people and investigate opportunities for expanding services to rural communities.
- Update the directory of services for older and elderly people and distribute across the LGA.
- Facilitate a programme of activities for over 50s utilising existing service providers and advertise the activities via the Council newsletter, noticeboards and local press.
- Utilise the Seniors Centre for workshops on services for the elderly and how to apply for support services.
- Encourage people to become volunteer carers/helpers, especially young people.
- Conduct an accessibility audit of roads, pathways and community buildings and upgrade facilities where necessary.
- Council to discuss the feasibility of extending services, both in frequency and routes, with local community bus operator.
- Explore opportunities for improved transport services.
- Encourage Australia Post to ensure adequate post boxes provided in each of the towns and outlying areas.
- Conduct an audit of housing needs for all people, taking into account the need for smaller properties for older people and more aged care.
- Encourage local youth and community groups to volunteer their time to assist the elderly in the home or around the yard.

9. People with disabilities

This chapter outlines the needs of people with disabilities in Kyogle, as identified during the community consultation activities. It also provides recommendations on how to meet the needs of this target group.

9.1 Overview

According to 2006 ABS data, 6% of the total population of Kyogle LGA are people with a disability that require assistance, however the actual type of assistance is not specified. This shows that Kyogle LGA has a high proportion of people with a disability, however the LGA has a higher than average ageing population for NSW.

The following services are provided for members of the Kyogle community with a disability:

Services and facilities	Details⁶
<i>Support services</i>	
Kyogle and District Care Connections	Helps people with disabilities maximise opportunities to remain living independently or with a carer.
Kyogle Food Services	Provides daily meals.
The Caring Circle	Provides support for people with disabilities, frail aged and life threatening illness, their carers and families.
Kyogle & District Spastic Centre	
Louisa Johnston Training and Employment Centre Inc.	Community based non-profit organisation, dedicated to the well-being of the people with a disability residing in the Upper Valley of the Clarence River. Louisa's offers supported employment to people with a disability, providing a flexible training program tailored to meet individual needs. Employment opportunities exist with Louisa's Fine Foods and Louisa's Plant Nursery.
Red Inc (Realising every dream)	Fosters attitudes which enable young adolescents with disabilities to make the transition from school to community participation and adulthood in a self-

⁶ Details on services and facilities will be added to the plan where appropriate.

Services and facilities	Details ⁶
	empowered way.
Spinal Cord Injuries Australia	Rehabilitation and Peer Support Service for the Northern Rivers area, based Lismore, provides an advocacy and information service to people with spinal cord injuries, their carers and their families.
Caroona Auxiliary	
Northern Rivers Community Transport Inc.	Services include transport to: medical appointments; Respite Day Care Centres; shopping; Veterans transport; social outings; group transport; health related transport.
Upper Clarence Health & Welfare Council Inc	Community bus services Tabulam, Bonalbo, Urbenville & Woodenbong – providing access to medical services, Daycare and shopping.
Disability & Aged Information Service (DAISI)	
Home Maintenance & Modification Service	
Commonwealth Carer and Respite Centre	Operated out of Lismore
North Coast Head Injury Service	Operated out of Lismore
On-Focus Inc	Operated out of Lismore
Red Inc (Realising every dream)	Operated out of Lismore
Deaf Community Association Northern Rivers	Operated out of Lismore
Royal Blind Society	Operated out of Lismore
Guide Dogs NSW/ACT	Operated out of Lismore

9.2 Needs assessment

9.2.1 Access to community services and facilities

The good work of the Disability Access Committee (Access of Kyogle) was praised during the discussions. Access of Kyogle is a committee established in 1996 as a response to the Disability Discrimination Act. The committee considers issues of access, safety and convenience within the Council area for all, including people with disabilities or mobility problems.

While there was some positive feedback about the good work done by Council to improve local footpaths, there were also comments about access to shops and banks still being a problem. Improving access into buildings and providing more pedestrian crossings, especially in the middle of the main street, would help people with mobility problems.

Transport is a major issue. While additional disabled parking spots have been provided, there was discussion about the need for parking spots to be spread out along the main street. Policing the misuse of disabled parking and providing more wheelchair-accessible taxis and buses were other suggestions on how to improve access. Providing suitable local recreation, training and work opportunities would reduce the burden of having to find transport to other towns.

Another issue raised was the lack of public toilets with wheelchair access and handrails. This was a problem locally and in the national park.

9.2.2 Health and support services

A common statement that came out of a number of different consultation sessions was that there is a need for more carers and more support for carers themselves. People with disabilities only receive a once a week service.

A number of people raised concerns about the difficulty of gaining independence. One suggestion was for a fully-funded house for people with disabilities so that people that wished to move out of home could move closer to town and live relatively independently. Another comment was that there should be adequate support for those people that wanted to stay at home.

9.2.3 Recommended actions

- Review current services and facilities for people with disabilities, including suitable transport options and accessible public toilets.
- Promote existing services and facilities for people with disabilities.
- Conduct audit of disabled parking spot locations to identify if improvements possible.
- Assess housing options for people with disabilities.
- Work with Northern Area Health to improve services for people with disabilities, such as additional community development workers.
- Continue to build partnerships with local service providers and funding agencies.
- Seek funding for local government aged and disability worker from ADD and HACC.

10. Aboriginal and Torres Strait Islander people

This chapter outlines the needs of Aboriginal and Torres Strait Islander people in Kyogle, as identified during the community consultation activities. It also provides recommendations on how to meet the needs of this target group.

10.1 Overview

The Social and Community Planning & Reporting Guidelines (2002) outlines Aboriginal and Torres Strait Islander people as one of the mandatory target groups. This group includes people who are of Aboriginal and/or Torres Strait Islander descent, who identify themselves as such and are accepted by the respective Aboriginal and Torres Strait Islander communities.

People of Aboriginal or Torres Strait Islander ancestry make up 5.8% (539 persons) of the total population of the Kyogle LGA. This is a significant proportion and represents an increase of 91 people since the 2001 Census. While Aboriginal and Torres Strait Islander people are grouped under 'Indigenous' it is important to consider the individual needs of each group and its cultural differences.

The following sections discuss the local issues and recommended actions to overcome and improve planning of service and facility provision for Indigenous people in Kyogle LGA.

10.2 Current services

Services and facilities provided for Aboriginals and Torres Strait Islanders, as indicated by the community directory online, are listed in the table below.

Services and facilities	Details⁷
Gugin Gudduba Local Aboriginal Land Council	Located in Kyogle.
Jubullum Local Aboriginal Land Council	Located in Tabulam.
Muli Muli Aboriginal Land Council	Located in Woodenbong.
Bunawlbu Aboriginal Corporation and Community Centre	Located in Bonalbo
Jubal Aboriginal Corporation	Located in Tabulam
Support services	
Indigenous Health service	Muli Muli Aboriginal Community
Kyogle Aboriginal Sporting Club	
Aboriginal Medical Services	Based in Casino

⁷ Details on services and facilities will be added to the plan where appropriate.

10.3 Needs assessment

There have been positive changes in the LGA since the last social plan was prepared. For some, things have generally changed for the better, while for others the positive changes are coming more slowly. Transport, maintenance and minimal job opportunities are the key problems.

The refurbished Aboriginal Art Gallery and Bunawlbu Café in Bonalbo was opened in early 2009. The Bunawlbu Café offers visitors an opportunity to discover the area's ancient heritage in the tastes of traditional Aboriginal Bush Foods with modern Australian cuisine. The community meeting space was transformed with a new kitchen, dining room and bathroom facilities and has a new gallery space offering opportunity to purchase local aboriginal artworks.

The major issues reported through the consultation were a lack of transport and incomplete maintenance. The two maintenance examples mentioned related to incomplete paths and curbing near the Bunawlbu Art Gallery and the Norman Johnson Oval toilets not being ready in time for a multi-cultural day.

According to the NSW Aboriginal Transport Network, isolation from transport services and infrastructure is a defining characteristic for many Aboriginal communities in NSW. The barriers experienced by many Aboriginal people in gaining transport can exacerbate existing problems accessing employment, education, services, and recreation.

The lack of transport, especially in outlying areas, was reported as a problem generally. For young people it's particularly a problem as they have limited opportunities and facilities locally and need transport to get to Kyogle or other towns. One suggestion was for Council to advocate local driver training for young people so that older volunteers will have people to replace them when needed.

Feedback from the consultation was that a lack of job and business opportunities is impacting people's lives. The Community Training Program did provide some opportunities but it has now ended. One suggestion from the wider consultation was to provide business and administration assistance to the Muli Muli Aboriginal community to assist with the development of the community gardens.

Feedback about Council staff was that they are very helpful, although the Councillors less so. There was a suggestion to talk to the community more about Council plans, be upfront and listen to feedback.

10.4 Recommended actions

- Explore opportunities to increase transport services, both in extended routes and frequency, for Aboriginal children and research funding opportunities to finance additional community transport services.
- Research opportunities for staff to provide aboriginal liaison services and potential to part fund and share resource with neighbouring councils.
- Examine maintenance program and report back to community on progress.
- Identify opportunities to apply for funding for a (bus) driver training program.
- Identify opportunities for council to assist with the community gardens at Muli Muli.

- Continue to organise and promote events that celebrate Aboriginal heritage.

11. People from culturally and linguistically diverse backgrounds

This chapter outlines the needs of people from culturally and linguistically diverse backgrounds in Kyogle, as identified during the community consultation activities. It also provides recommendations on how to meet the needs of this target group.

11.1 Overview

The Social and Community Planning & Reporting Guidelines (2002) define people from culturally and linguistically diverse backgrounds as people from racial, ethnic and ethno-religious diverse groups.

In 2006:

- ▶ **8.5% of the total population of the Kyogle LGA were born overseas.** Compared to Richmond Tweed SD with 12.2%, Kyogle has a lower proportion of its population born overseas;
- ▶ **86.4% of persons stated they were born in Australia.** Other common responses within Kyogle LGA were: England 2.8%; New Zealand 1.4%, Germany 0.8%, US 0.4% and Scotland 0.3%; and
- ▶ **94.3% of people stated English as the only language spoken at home.** The most common languages other than English spoken at home were: German 0.6%, Italian 0.3%, Bandjatang 0.1%, French 0.1% and Swedish 0.1%.

Overall, Kyogle does not have high proportions of people from culturally or linguistically diverse backgrounds. It is therefore necessary for these people to have more support than what may be typically required for people from a cultural or linguistically diverse background that move into well-established larger migrant communities, typically located closer to larger metropolitan areas.

The following section discusses the local issues and recommended actions to overcome and improve planning of service and facility provision for people from culturally and linguistically diverse backgrounds in Kyogle LGA.

11.2 Current services

Council is not aware of any services specifically available for people from culturally and linguistically diverse backgrounds.

11.3 Needs assessment

Issues facing people from culturally and linguistically diverse backgrounds were not discussed very much during the consultation. This may be because they do not represent a significant group in the community or because they did not become involved in the consultation.

It was noted that the population make up of the area was changing and that new ideas would come with this. It was also recognised that education may be needed to ensure that new-comers are treated with respect and that those from different cultural groups are involved in the community and heard.

11.4 Recommended actions

- Continue to hold community events and festivals to promote and celebrate cultural diversity.
- Review Council's Access and Equity policies and statement to ensure they respond to discrimination on the basis of race of cultural background.

12. General community needs

This chapter outlines the needs of the general community in Kyogle, as identified during the community consultation activities. It also provides recommendations on how to meet the needs of the Kyogle community.

12.1 Current services

A wide range of community services and facilities are currently available in Kyogle. A full list of these services and facilities is in Appendix B.

12.2 The role of Council

The community believe Council should not only undertake the traditional role of maintaining infrastructure but also be a leader that listens to what the community needs and helps facilitate employment opportunities and the provision of community services.

Some parts of the community perceived recent Council decisions as being based on inappropriate town planning. The example of the supermarket located at the bottom of a hill was cited a number of times. Current land use and future needs should be addressed. Some people also called for more accountability in Council decisions, more consultation and more transparency including more community-friendly meeting times.

There was an expectation that Council should help facilitate new employment and industries coming to the area. It was mentioned that Council should encourage appropriate development but should do so in consultation with the community.

The community felt that Council should lead by example on a number of fronts. It was felt that Council should be a model for a discrimination and harassment free workplace. Its workers should strive to listen to the community and values other people's opinions. It was also mentioned that Council should take the lead on climate change and educate the community on the changes that are underway and what can be done about it.

Those who participated in the consultation identified that community services need to be better resourced to meet the needs of the community. The role of the Community Projects Officer was seen as a valuable asset, but additional resources were seen to be necessary to provide support to the community. It was also felt that Council should assist community groups with the high cost of insurance.

12.2.1 Recommendations

- Conduct customer satisfaction and community perception survey.
- Develop social planning framework, policy and guidelines for fair and transparent implementation of social plan.
- Update and promote Council's community consultation policy and communications plan.
- Hold community forums/public meetings on community matters where necessary.
- Consult the community on the best venue and time to hold community meetings.
- Ongoing maintenance of the website and distribution of Council newsletters to all ratepayers and community locations.

- Advertise Council meeting dates and times via noticeboards/local newspapers/Council website.
- Work in partnership with CTC to consolidate and maintain the Kyogle LGA community directory online.
- Ensure Council staff lead by example with proper workplace behaviour as set out in Council's Code of Conduct.
- Explore potential for Council support in the form of insurance cover for local community organisations who run community events.
- Council staff to provide assistance and support to community groups.

12.3 Rural towns & villages

There is a perception that Council concentrates its efforts on Kyogle and does not give other towns or villages as much attention.

Social isolation, which can sometimes result from living in outlying villages and remote rural areas, was perceived to contribute to social problems in the region. This was seen as a particular problem for those living on farms, retirees who move to the area, families and older people. The community considered that Council should facilitate transport improvements and should have a role in supporting and facilitating opportunities for social interaction.

During the consultation, it was remarked that there is a difference in the way Council services different parts of the LGA. It was felt that there had been infrequent and incomplete maintenance of infrastructure in and around Bonalbo for example, with a lot of money spent on Kyogle including the Memorial Institute and Senior Citizens Centre. The community would like to see improvements to local roads, parks and toilets completed.

12.3.1 Recommendations

- Review maintenance policy, budgets and schedules for parks, reserves and street cleaning.
- Update the community on maintenance activities and locations via regular newsletters.
- Council to consider rotating community meetings between each town.
- Council to discuss the feasibility of extending services, both in frequency and routes, with local community bus operator.

12.4 Health

With regard to health, lack of doctors in the area was raised as an issue. While a doctor is available now, there is concern about finding a replacement as retirement age approaches. Finding locums is a problem and patients are often taken to Casino when the doctor is away. On a positive note, it was mentioned that a female doctor is available and there is a naturopath at the hospital.

The need to expand and protect Kyogle Hospital was discussed at a number of sessions. The community does not want to see any more jobs lost. There was a call for the birthing unit to be reopened so people no longer have to travel all the way to Lismore.

Difficulty in finding suitable transport for medical appointments was discussed. One comment was that better transport to Lismore is needed as the community can no longer get x-rays in Casino.

There was a lot of concern in the community about mental illness, which seems to be a growing problem. There was a reported lack of support services with no psychologist and one mental health nurse who has to cover the whole area with just one visit every week.

Suicide and binge drinking were other health issues that came up during the consultation. The need for more carers, whether for the disabled, elderly or sick, was also discussed.

12.4.1 Recommendations

- Promote existing health and support services.
- Increase access to support groups, such as mental health, substance abuse and domestic violence.
- Attract more doctors and nurses to the Kyogle LGA.
- Explore opportunities for improved transport links to other towns.

12.5 Economic development

The community see Council as having a role to play in the economic development of the area. A number of economic development issues and proposals were discussed during the consultation, including timber plantations, carbon trading, the Repco Rally, tourism, climate change, food production and regional councils.

The Repco Rally was also discussed during a number of the consultation sessions. On a positive note, some people felt the rally would bring money and tourists into the area, provide sponsorship and scholarship opportunities and improve some local roads. Most people felt that the decision to hold the rally in the area had been rushed, with minimal community consultation and no transparency. Concerns about the rally centred around whether Council would make a profit or loss from its investment, damage to the land, lack of viable viewing spots and whether there would be enough accommodation.

12.5.1 Recommendations

- Inform the community about the Government's progress on carbon trading and encourage the community to provide feedback to Government.
- Work with State Forests to negotiate agreements to use local labour in forestry industry.
- Continue to work with NPWS to improve local national parks to facilitate greater recreational use.
- Promote existing community facilities as tourist attractions.
- Continue to work with local tourism board to develop tourist guides of the Kyogle LGA and surrounds.
- Work with tourism information centre to improve signage to community facilities.
- Obtain regular feedback from tourist information centre.
- Oppose carbon trading measures that will result in additional costs for cattle farming.
- Continue to work with the RTA to provide improved road signage and directional signage for tourist attractions and facilities.
- Prepare web-based 'welcome kit' for new residents.

12.6 Water and wastewater

Water and wastewater was a key discussion point during the consultation. The issues and suggestions have been collated based on the community meetings held in Bonalbo, Kyogle and Woodenbong.

Bonalbo

The quality of the drinking water was discussed. It was acknowledged that a new treatment plant is being built. Some people mentioned that the council, hospital and Development Association have all done tests to check the water quality against guidelines. Concerns were raised about the management of the water catchment, with cows eroding the unfenced creek banks. There was also discussion about the use of chemicals in forestry activities and whether this might affect the water supply.

Kyogle

There was discussion around making services available for new developments, the need to clean drains more often, preventing livestock from eroding the drinking water catchment, the erosion effects of flooding and whether development can be allowed in the floodplain. There was also discussion about how water could be used to generate power in the wet season.

Woodenbong

Concerns about the quality of drinking water were raised. It was noted that a new treatment facility should address this issue, however the community feels it is long overdue.

12.6.1 Recommendations

- Inform the community about the requirements of the Australian Water Guidelines and Council's water quality monitoring program.
- Work with local catchment management authority to protect local catchment land.
- Consider potential for power generation from local waterways/pipelines.

12.7 Roads and infrastructure

The feedback from the community was that there needs to be more transport options, improved roads and better maintenance of existing infrastructure and facilities.

12.7.1 Recommendations

- Conduct an accessibility audit of roads, pathways and community buildings and upgrade facilities where necessary.
- Continue implementation of upgrades for local roads and footpaths including the main streets program.
- Conduct regular health & safety audits of community facilities.
- Explore opportunities for improved local transport and better transport links to other towns.
- Work with service providers to ensure Urbenville benefits from improved mobile phone coverage.
- Review the need for a Kyogle bypass.
- Work with the RTA to assess the need for a truck stop in Kyogle.

- Assist the Tabulam community get their hall up and running.

12.8 Environment

The consultation indicated a general concern about the risk of fire due to the forestry plantations. Some people were concerned about farmland being sold off for forestry while others were concerned that not enough land is being made available for housing. There was also concern about the impact of weeds brought by floods and trucks and also the effect of planting (and spraying) only one type of tree in the plantations.

Children and young adults raised concerns about trees being cut down around town. They felt the trees make the place more beautiful and provide much-needed shade.

There was also general interest about climate change. Many people are committed to “doing their bit” but are looking to Council to lead by example.

The impact of floods and natural disasters was discussed. It was felt that more could be done to educate the community, especially new-comers, about what to do in an emergency. There was discussion around the Community Disaster Plan, whether enough short-term accommodation was available and whether there is information available online.

12.8.1 Recommendations

- Inform the community about Council's Disaster Management Plan, Floodplain Management Plan and Weed Management Plan.
- Solar power to be considered.
- Promote environmental awareness in the community.
- Consult the community about tree removal in sensitive locations.
- Work with the Rural Fire Service to assess fire risk of forestry plantations and consider this in development applications and fire prevention strategies.

12.9 Crime

The community expects Council to help them and the relevant authorities address issues of domestic violence, child abuse, alcohol related crime, drugs, vandalism and graffiti.

12.9.1 Recommendations

- Review current arrangements for local policing in Kyogle LGA including out of hours service.

13. Strategies

The chapter details the strategies designed to meet the needs of the Kyogle community. The action plan identifies key tasks, timeframes, priorities, roles and responsibilities for implementation of the strategies, and performance measures. The last column will be updated by Council annually to show progress against the strategies.

13.1 Understanding the action plan

The series of tables that follow provide strategies for each target group and the general community, to meet the identified needs outlined in Chapters 5 to 12. Activities listed under each strategy are categorised in terms of responsibility for implementation, the role of Council, priority and status as follows:

Responsibility

- Council – Council are responsible for full implementation of the activity
- Government Agency – This activity could be implemented by a government agency, but falls outside the remit of Council.
- Joint – This activity relies on joint work between Council and other stakeholders.
- Community organisation – This activity relies on implementation by a community organisation.

Role of Council

- Providing – Council provide a service.
- Coordinating – Council coordinate provision of a service.
- Resourcing – Council identify budget to provide a service.
- Facilitating – Council promote, encourage or lobby for provision of a service or facility.

Priority

- High: 1-2 years
- Medium: 2-4 years
- Low: 4-5 years

Status

This is an assessment of progress achieved to date against each activity and will be updated in each annual review of the social plan:

- No action – no advancement made against activity
- In progress – work has started on the activity

- Completed – the activity has been achieved and no further work is planned against the activity
- Stalled – Part or no progress has been made, but activity is on hold due to other circumstances, e.g. dependent on funding and funding application was not granted within timeframe.

13.2 Implementation of the action plan

The activities outlined in this Social Plan will be implemented via Council's Management Planning process. Council will select tasks from this social plan each year for inclusion in the Annual Management Plan, using the timeframe and priority allocation as a guide. Once translated into the Management Plan, the activities become programmed works with budget allocations for that year. At the end of each year, Council reports on the activities identified in the Management Plan for implementation via an Annual Report

Children

Strategy 1: Support the provision of affordable, accessible and age appropriate services and facilities for 0-11 year olds

Key Activities	Goal	Responsibility	Role of Control	Priority (L,M,H)	Timeframe	Performance measures	Status
1.1 Review need for more childcare and pre-school facilities for children under 3.	To ensure the needs of under 3's are catered for in Kyogle LGA.	Joint (Council & Government Agencies)	Coordinating	H	By December 2010	Review current list of facilities & survey the needs of parents.	
1.2 Continue to promote current services & facilities for children aged 0-11.	To inform parents of available services & facilities.	Joint (Council & Government Agencies)	Providing	M	Annually	Online Community Directory updated. Directory/pamphlets available in community locations.	
1.3 Provide improved baby change rooms & ramp access to public toilets.	To meet the needs of parents with young children.	Council	Providing	H	By June 2011	Improved baby change rooms & ramps installed.	
1.4 Investigate more funding sources for pre-schools & raise awareness of funding opportunities.	To assist local service providers to access grants to maintain pre-school facilities.	Council	Providing	M	Annually	List of funding opportunities updated and posted on website.	
1.5 Facilitate submission writing workshops	To assist pre-school operators to access funding.	Council	Coordinating	M	By June 2012	Workshops held.	

Key Activities	Goal	Responsibility	Role of Control	Priority (L,M,H)	Timeframe	Performance measures	Status
1.6 Explore opportunities for improved transport services between towns.	To assist children attend health appointments & extra-curricular activities.	Joint (Council & local service providers)	Facilitating	M	By June 2012	Discussions held with service providers.	
1.7 Promote services that enhance relationship skills, child abuse prevention & better parenting.	To support the needs of parents and children.	Government Agency	Facilitating	H	By June 2010	Pamphlets distributed to community locations.	

Youth (12-24 years)

Strategy 2: Facilitate opportunities for youth to contribute to decision making

Key Activities	Goal	Responsibility	Role of Council	Priority (L,M,H)	Timeframe	Performance measures	Status
2.1 Continue regular liaison between Council staff & local youth workers	To ensure youth programs & activities are appropriate. To facilitate & support youth services.	Joint (Council & youth workers)	Providing Coordinating Resourcing	H	By June 2010	Regular discussions held.	
2.2 Identify youth needs in collaboration with local youth, local service providers & youth workers.	To provide social & recreation opportunities tailored to the needs of youth in Kyogle LGA.	Joint (Council, youth workers, local service providers)	Coordinating	H	By June 2010		

Strategy 3: Support the provision of appropriate after school and vacation activities for youth

Key Activities	Goal	Responsibility	Role of Council	Priority (L,M,H)	Timeframe	Performance measures	Status
3.1 Promote current activities & programs available to youth via noticeboards, youth centre, skate park noticeboard, website & pamphlets.	To inform youth & parents of opportunities.	Joint (Council, youth workers, local service providers)	Coordinating	H	By June 2011	Needs identified.	

Key Activities	Goal	Responsibility	Role of Council	Priority (L,M,H)	Timeframe	Performance measures	Status
3.2 Continue to support Kyogle Youth Ventures.	To provide mentoring for young people in the Kyogle LGA.	Joint (Council, Government Agencies, local service providers)	Resourcing Facilitating	M	By June 2012	Funding provided. Support from other agencies requested.	
3.3 Facilitate better access to Department of Sports & Recreation holiday programs.	To meet the diverse needs of youth.	Government Agency	Facilitating	M	By June 2012	More youth from Kyogle LGA attending Sports & Recreation holiday programs.	
3.4 Investigate funding opportunities for youth programs/ services.	To provide local programs for youth.	Council	Facilitating	M	By June 2012	List of funding opportunities generated.	
3.5 Investigate sources of funding for development of youth infrastructure (social & recreational) and subsidise youth events, such as youth camps.	To gauge potential to upgrade facilities or provide additional facilities & hold regular youth events.	Joint (Council & Government Agency)	Facilitating	M	By June 2012	Needs identified.	

Strategy 4: Facilitate the provision of appropriate education, training & employment opportunities for youth

Key Activities	Goal	Responsibility	Role of Council	Priority (L,M,H)	Timeframe	Performance measures	Status
4.1 Council staff to work with local businesses & youth workers to develop employment opportunities & a business network.	To support local businesses & coordinate economic development & support youth employment initiatives.	Council	Resourcing	M	By June 2013	Ongoing assistance provided to Economic Development Officer.	
4.2 Investigate & encourage youth volunteer opportunities & programs in Kyogle LGA, particularly those that help the elderly.	To involve youth in community activities & build positive relationships across age groups.	Joint (Council, youth workers, local service providers)	Coordinating Facilitating	M	By June 2013	List of volunteer opportunities & programs generated. Youth informed about opportunities.	
4.3 Investigate federal Government's Community Corps idea (from 2020 Summit).	To assist youth reduce HECS/HELP debt & be involved in the community.	Joint (Council, Government Agency)	Facilitating	M	By June 2014	Information on Community Corps received. Advice given to youth on any opportunities.	
4.4 Facilitate more local education opportunities, including TAFE outreach courses.	To enable youth to obtain qualifications & training in Kyogle LGA.	State Agency	Facilitating	H	By June 2010	Number of TAFE courses offered.	

Key Activities	Goal	Responsibility	Role of Council	Priority (L,M,H)	Timeframe	Performance measures	Status
4.5 Provide work experience placements for youth.	To provide skill development opportunities for youth.	Joint (Council, schools, local businesses)	Coordinating Facilitating	M	By June 2012	Number of work experience placements increased	
4.6 Promote & support employment assistance schemes.	To assist youth to gain employment.	Centrelink	Facilitating	M	By June 2012	Number of enrolments in employment assistance scheme. Information on website.	
4.7 Explore potential for sponsorship or scholarship from Repco Rally.	To assist youth to gain education.	Joint (Council, Repco Rally organisers)	Facilitating	H	By December 2011	Scholarship potential discussed.	

Strategy 5: Ensure all youth have the opportunity to participate in social & recreation activities

Key Activities	Goal	Responsibility	Role of Council	Priority (L,M,H)	Timeframe	Performance measures	Status
5.1 Encourage local newspapers to feature regular articles on achievements of youth in Kyogle LGA.	To encourage youth involvement & break down negative perceptions of youth.	Joint (Council, local service providers, local press)	Facilitating Providing	M	By December 2011	Number of articles published or reported on Council's website.	

Key Activities	Goal	Responsibility	Role of Council	Priority (L,M,H)	Timeframe	Performance measures	Status
5.2 Provide a youth page on Council's website.	To involve youth in the community & inform youth about services & activities.	Council	Providing	H	By December 2010	Youth page on Council's website.	
5.3 Promote Kyogle Car Pool Bulletin Board.	To assist youth travel to education venues.	Joint (Council, local service providers)	Facilitating Providing	M	By December 2011	Kyogle Car Pool Bulletin Board mentioned in Council newsletter & online.	
5.4 Assist youth gain rental agreements.	To assist youth in finding appropriate accommodation.	Joint (Council, local service providers)	Facilitating	H	By June 2011	Discussions held with local real estate agents.	
5.5 Provide information on alcohol & drug abuse.	To prevent youth addictions.	Joint (Council, Government Agency)	Facilitating Coordinating	H	By June 2010	Information available at numerous locations.	
5.6 Promote the Youth on Wheels Inc (YOWIE) bus service.	To permit equitable access to recreation & social activities.	Joint (Council, local service providers)	Facilitating	M	By June 2012	Information about YOWIE provided in Council newsletter & online.	
5.7 Explore feasibility of extending bus routes & frequency.	To assist youth in outlying areas attend recreation & social activities.	Joint (Council, local service providers)	Facilitating	M	By June 2012	Discussions held with local bus operators.	

Key Activities	Goal	Responsibility	Role of Council	Priority (L,M,H)	Timeframe	Performance measures	Status
5.8 Explore opportunities for improved transport links to other towns	To assist youth in outlying areas attend recreation & social activities.	Joint (Council, local service providers, State Government)	Facilitating	M	By June 2013	Discussions held with local service providers.	
5.9 Council staff to liaise with aboriginal youth. See 10.2	To assist Aboriginal children access activities & services.						

Women

Strategy 6: Facilitate the provision of appropriate support services & facilities for women in the Kyogle LGA

Key Activities	Goal	Responsibility	Role of Council	Priority (L,M,H)	Timeframe	Performance measures	Status
6.1 Promote access to support groups for mental health, substance abuse & domestic violence.	To provide support for sufferers & prevent domestic violence.	Joint (Council, local service providers, State Agency)	Facilitating	H	By June 2010	Information about support services distributed & available online.	
6.2 Explore potential for providing crisis accommodation.	To assist women in short-term need.	Joint (Council, local service provider, State Agency)	Facilitating	M	By June 2013	Discuss crisis accommodation potential.	

Key Activities	Goal	Responsibility	Role of Council	Priority (L,M,H)	Timeframe	Performance measures	Status
6.3 Encourage local employers to develop Code of Acceptable Behaviour & Bullying Policy.	To encourage appropriate workplace behaviour.	Joint (Council, local employers)	Providing Facilitating	H	By December 2010	Council Code of Acceptable Behaviour & Bullying Policy in place. Employers informed.	
6.4 Liaise with Local Government & Shires Association to increase interest & participation of women in Council processes.	To involve women in Council processes.	Joint (Council, Local Government & Shires Association)	Facilitating	M	By June 2013	More women involved in Council processes.	
6.5 Request information session from NSW Anti-Discrimination Board's Community Education Officer.	To promote appropriate workplace behaviour & treatment of women.	Joint (Council, Government Agency)	Facilitating	M	By December 2011	Information session provided by NSW Anti-Discrimination Board.	
6.6 Encourage North Coast Area Health Service to continue the 'Love Bites' program to Kyogle high school students.	To prevent sexual assault & domestic violence.	Joint (Council, Government Agency)	Facilitating	H	By December 2010	'Love Bites' program provided in Kyogle High School.	

Key Activities	Goal	Responsibility	Role of Council	Priority (L,M,H)	Timeframe	Performance measures	Status
6.7 Explore opportunity for YWCA to extend Family Abuse Prevention Centre service to Kyogle LGA.	To prevent domestic violence.	Joint (Council, local service provider)	Facilitating	M	By June 2012	YWCA Family Abuse Prevention Centre service made available to women in Kyogle LGA.	
6.8 Promote White Ribbon Day.	To promote awareness & prevent violence against women.	Council	Providing	M	Annually	Promote White Ribbon Day	

Older People (55 Years and older)

Strategy 7: Facilitate the provision of health, recreation & special support needs of older people in the Kyogle LGA

Key Activities	Goal	Responsibility	Role of Council	Priority (L,M,H)	Timeframe	Performance measures	Status
7.1 Review current services for older people & investigate opportunities for expanding services to rural communities.	To identify service provision gaps.	Joint (Council, local service providers, Government Agency)	Providing Facilitating	H	By June 2011	List of services updated & provided online. Potential for expanded services explored.	
7.2 Facilitate a programme of activities for the over 50's via the Council newsletter, noticeboards & in the local press.	To keep older people active & healthy.	Joint (Council, CTC, Government Agency)	Coordinating Facilitating	H	By June 2011	Activities advertised.	
7.3 Utilise the Seniors Centre for workshops on services for the elderly & how to apply for support services.	To raise awareness of services & promote better access to support services.	Joint (Council, Government Agency)	Facilitating	H	By June 2011	Greater number of older people accessing support services.	
7.4 Encourage volunteering to help the elderly.	To alleviate social isolation & provide support for the elderly.	Joint (Council, local service providers)	Facilitating	M	By June 2013	List of opportunities & programs generated & community informed.	

Strategy 8: Support the provision of appropriate, affordable & accessible housing & facilities for older people in the Kyogle LGA

Key Activities	Goal	Responsibility	Role of Council	Priority (L,M,H)	Timeframe	Performance measures	Status
8.1 Conduct accessibility audit of roads, pathways and community buildings & upgrade facilities where necessary.	To provide better safer access to community facilities for older people and the elderly.	Council	Providing	H	By June 2012	Audit complete.	
8.2 Explore feasibility of extending bus routes & frequency - See 5.7	To assist older people and the elderly access medical appointments & recreation activities.						
8.3 Explore opportunities for improved transport links to other towns See 5.8	To assist older people and the elderly access medical appointments & recreation activities.						
8.4 Encourage Australia Post to provide more post boxes in each town & in outlying areas.	To assist older people and the elderly access services.	Joint (Council, Government Agency)	Facilitating	M	By June 2013	More post boxes provided.	

Key Activities	Goal	Responsibility	Role of Council	Priority (L,M,H)	Timeframe	Performance measures	Status
8.5 Conduct audit of housing needs for the elderly.	To identify the housing needs of the elderly & consider when reviewing development applications.	Council	Providing	M	By June 2013	Audit of housing needs conducted.	

People with disabilities

Strategy 9: Facilitate the provision of appropriate accessible services & facilities for people with disabilities

Key Activities	Goal	Responsibility	Role of Council	Priority (L,M,H)	Timeframe	Performance measures	Status
9.1 Review current services & facilities that cater for people with disabilities, including suitable transport options & accessible public toilets.	To ensure the needs of people with disabilities are catered for in Kyogle LGA.	Joint (Council, Government Agency)	Coordinating Providing	H	By December 2010	List of facilities updated.	
9.2 Promote existing services & facilities for people with disabilities.	To encourage use of facilities & services.	Joint (Council, Government Agency, local service providers)	Facilitating	H	By December 2010	Information available in Braille, large print, tape & on internet.	
9.4 Conduct audit of disabled parking spots	To improve the access for disabled persons in Kyogle.	Council	Providing	M	By December 2012	Audit undertaken.	
9.6 Assess housing options & inform people with disabilities.	To ensure the needs of people with disabilities are catered for in Kyogle LGA.	Council	Providing	M	By June 2013	Assessment complete & information provided to people with disabilities.	

Key Activities	Goal	Responsibility	Role of Council	Priority (L,M,H)	Timeframe	Performance measures	Status
9.7 Work with Northern Area Health to improve services for people with disabilities, such as additional community development workers and mental health workers.	To ensure the needs of people with disabilities are catered for in Kyogle LGA.	Government Agency	Facilitating	M	By June 2013	Number of community development/ health workers increased.	
9.8 Continue to build partnerships with local service providers & funding agencies.	To plan for the needs of the disabled.	Joint (Council, Government Agencies, local service providers)	Coordinating	M	By June 2013	Number of documented partnerships.	
9.9 Seek funding for local government aged & disability worker from ADD & HACC.	To provide a resource to support people with disabilities.	Government Agency	Facilitating	M	By June 2013	Funding secured to recruit position.	

Aboriginal and Torres Strait Islander people

Strategy 10: Facilitate the provision of appropriate accessible services & facilities for Aboriginal & Torres Strait Islander people

Key Activities	Goal	Responsibility	Role of Council	Priority (L,M,H)	Timeframe	Performance measures	Status
10.1 Explore opportunities to increase transport services, both in extended routes & frequency, for Aboriginal children & research funding opportunities for additional community transport services.	To encourage greater attendance at pre-schools & improve access to services.	Joint (Council, Land Councils, local service providers)	Coordinating	M	By June 2013	Increased transport options. List of funding opportunities generated. Applications for funding made.	
10.2 Research opportunities for staff to provide aboriginal liaison services & potential to part fund & share resource with neighbouring Councils. See 5.9	To liaise with Council & the Aboriginal community.	Joint (Council, neighbouring LGAs)	Resourcing Facilitating	M	By June 2011	Council decision made on viability.	

Key Activities	Goal	Responsibility	Role of Council	Priority (L,M,H)	Timeframe	Performance measures	Status
10.3 Review maintenance program & report back to community on progress.	To inform the community of Council's maintenance program.	Council	Providing	M	By June 2012	Community informed about progress with maintenance.	
10.4 Identify opportunities to apply for funding for a (bus) driver training program.	To ensure people in outlying areas have access to appropriate transport.	Joint (Council, local service providers, Government Agency)	Facilitating	M	By June 2013	Discussions held with Government Agencies & local service providers.	
10.5 Identify opportunities for Council to assist with the community gardens at Muli Muli.	To promote economic development in the community.	Council	Providing	M	By June 2013	Opportunities to assist Muli Muli gardens identified.	

Strategy 11: Acknowledge cultural heritage & promote cross-cultural awareness

Key Activities	Goal	Responsibility	Role of Council	Priority (L,M,H)	Timeframe	Performance measures	Status
11.1 Continue to organise & promote events that celebrate Aboriginal heritage.	To promote cross cultural awareness.	Council	Resourcing Providing	M	By December 2011	Aboriginal heritage is celebrated in the community.	

People from culturally and linguistically diverse backgrounds (CALD)

Strategy 12: Support cultural diversity & harmony & promote cross-cultural awareness

Key Activities	Goal	Responsibility	Role of Council	Priority (L,M,H)	Timeframe	Performance measures	Status
12.1 Continue to hold community events & festivals to promote & celebrate cultural diversity.	To acknowledge people from culturally and linguistically diverse backgrounds.	Council	Coordinating	M	By June 2011	Community events & festivities held.	
12.2 Review Council's Access & Equity policies & statement to ensure they respond to discrimination on the basis of race or cultural background.	To ensure the needs of people from culturally and linguistically diverse backgrounds are catered for in Kyogle LGA.	Council	Providing	H	By June 2011	Review completed.	

Community

Strategy 13: Strengthen the capacity of Council & other stakeholders to respond to social & community needs in the Kyogle LGA

Key Activities	Goal	Responsibility	Role of Council	Priority (L,M,H)	Timeframe	Performance measures	Status
13.1 Conduct customer satisfaction & community perception survey.	To assist Council understand the changing needs of the community.	Council	Providing	M	By June 2012	Survey undertaken.	
13.2 Develop social planning framework, policy & guidelines.	To develop procedures or fair & transparent implementation on social plan.	Council	Resourcing Providing	H	By June 2010	Social planning framework, policy & guidelines developed.	
13.3 Update & promote Council's community consultation policy & communications plan.	To guide Council on how to engage residents & other stakeholders in the decision making process.	Council	Providing	M	By June 2012	Policy updated & community informed.	

Key Activities	Goal	Responsibility	Role of Council	Priority (L,M,H)	Timeframe	Performance measures	Status
13.4 Hold community forums on community matters when necessary, consult the community on the best venues & times & advertise via noticeboards, newspapers & Council's website.	To involve the community in Council matters.	Council	Providing	M	By June 2012	Hold forums as required. Community informed & consulted.	
13.5 Continue to update Council's website & distribute newsletters to all ratepayers.	To keep the community informed.	Council	Providing	M	Annually	Website updated & newsletters distributed.	
13.6 Work in partnership with CTC to consolidate & maintain Kyogle LGA community directory online.	To keep the community informed.	Joint (Council, CTC)	Resourcing Providing	M	By June 2011	Online community directory updated.	
13.7 Ensure Council staff lead by example with appropriate workplace behaviour	To lead by example on appropriate workplace behaviour.	Council	Providing	M	By June 2013	Appropriate workplace behaviour policy in place.	

Key Activities	Goal	Responsibility	Role of Council	Priority (L,M,H)	Timeframe	Performance measures	Status
13.8 Explore potential for Council support in the form of insurance cover for local community organisations.	To support volunteers & community groups.	Council	Providing	M	By June 2013	Potential insurance options investigated.	
13.9 Ensure Council staff adequately resourced to provide assistance & support to community groups.	To provide support to community groups.	Council	Providing	M	By June 2012	Community Projects Officer adequately resourced.	
13.10 Council to consider rotating community meetings between towns.	To promote interaction within the community.	Council	Providing	M	By June 2012	Council meetings rotated.	

Strategy 14: Establish a safe, healthy & sustainable community

Key Activities	Goal	Responsibility	Role of Council	Priority (L,M,H)	Timeframe	Performance measures	Status
14.1 Promote existing health & support services	To raise community awareness about health issues & medical services available in Kyogle LGA.	Joint (Council, Government Agency)	Coordinating Facilitating	H	By June 2010	Information available on Council website & in community locations.	

Key Activities	Goal	Responsibility	Role of Council	Priority (L,M,H)	Timeframe	Performance measures	Status
14.2 Increase access to support groups, such as mental health, substance abuse & domestic violence.	To provide assistance to the community & improve well-being.	Government Agency	Facilitating	M	By June 2012	Increased number of support groups available.	
14.3 Attract more doctors & nurses.	To meet the health needs of the community.	Joint (Council, Government)	Facilitating	H	By December 2010	Increased number of doctors & nurses in Kyogle LGA.	
14.4 Inform the community about the Australian Water Guidelines & Council's water quality monitoring.	To provide safe drinking water.	Council	Providing	M	By June 2011	Inform community about water quality guidelines & Council's monitoring services.	
14.5 Work with the local catchment management authority to protect catchment land.	To protect the drinking water catchment.	Joint (Council, Government Agency)	Facilitating	M	By June 2012	Catchment lands protected.	
14.6 Consider potential for power generation from local waterways/ pipelines & the sun.	To generate green energy.	Joint (Council, Government Agencies)	Facilitating	M	By June 2013	Discussions held with Government Agencies about green energy options.	

Key Activities	Goal	Responsibility	Role of Council	Priority (L,M,H)	Timeframe	Performance measures	Status
14.7 Promote awareness of environmental issues including Council's Disaster Management Plan, Floodplain Management Plan & Weed Management Plan	To promote awareness of environmental issues.	Council	Providing	M	By June 2013	Awareness of environmental issues raised in the community.	
14.8 Involve the community in decisions to remove trees.	To involve the community in environmental & public health issues.	Council	Providing	M	By June 2011	Community involved in decisions to remove trees in sensitive locations.	
14.9 Work with the Rural Fire Service to assess fire risk of forestry plantations.	To reduce fire hazards.	Joint (Council, forestry owners, Rural Fire Service)	Coordinating	M	By June 2011	Meeting held with interested parties.	
14.10 Review current arrangements for local policing, including out of hours service.	To protect the community.	Joint (Council, Government Agency)	Facilitating	H	By June 2011	Review of policing arrangements undertaken.	

Strategy 15: Facilitate local economic development

Key Activities	Goal	Responsibility	Role of Council	Priority (L,M,H)	Timeframe	Performance measures	Status
15.1 Inform the community about progress climate change & carbon trading & encourage the community to provide feedback to Government.	Keep the community informed about climate change impacts & provide feedback to Government	Joint (Council, community, Government)	Facilitating	M	By June 2012	Community informed. Feedback given to Government.	
15.2 Work with State Forestry to negotiate agreements to use local labour.	To increase local employment.	Joint (Council, Government Agency)	Facilitating	M	By June 2011	Discussions held with State Forestry.	
15.3 Promote local tourism by working with NPWS, the Tourist Information Centre, tourism board and RTA.	To increase local tourism & visitors to the area.	Joint (Council, Government Agencies)	Coordinating	H	By December 2010	Improved road & directional signage. Feedback obtained from Tourist Information Centre. Meetings held with NPWS to identify promotional opportunities. Web-based information kit for new residents prepared.	

Strategy 16: Facilitate the provision & maintenance of local infrastructure

Key Activities	Goal	Responsibility	Role of Council	Priority (L,M,H)	Timeframe	Performance measures	Status
16.2 Continue implementation of upgrades to local roads & footpaths including the main streets program.	To provide better safer access to community facilities.	Council	Providing	M	By June 2013	Roads & footpaths upgraded.	
16.3 Conduct regular health & safety and condition audits of community facilities.	To identify maintenance needs & ensure community safety.	Council	Providing	H	By June 2011	Regular condition reviews conducted.	
16.4 Explore feasibility of extending bus routes & frequency. See 5.7							
16.5 Explore opportunities for improved transport links to other towns See 5.8							

Key Activities	Goal	Responsibility	Role of Council	Priority (L,M,H)	Timeframe	Performance measures	Status
16.6 Work with service providers to improve mobile phone coverage to Urbenville.	To provide improved communication within & from the community.	Joint (Council, local service providers, Government agency)	Facilitating	H	By June 2010	Mobile phone coverage in Urbenville improved.	
16.7 Review the need for a Kyogle bypass and truck stop.	To improve town safety & increase economic development	Joint (Council, RTA)	Facilitating	M	By June 2013	Transport needs considered.	
16.8 Assist the Tabulam community finalise their community hall.	To provide services to the community.	Council	Facilitating	M	By June 2011	Tabulam community hall complete.	

Appendix A

Activities conducted by Council listed by
theme

Table 15 List of activities conducted by Council related to roads and infrastructure

Theme	Objective or strategy	Principle activity or initiative	Target group(s)
Roads and infrastructure	Support the provision of affordable, accessible and age appropriate services and facilities for 0-5 year olds.	Council promoted current services and facilities for 3-5 year olds through the community directory online as listed through Council webpage.	Children
		After completing a mobility access audit, Council provided improved and additional baby change rooms and ramp access to public toilets in the LGA.	Children
	Support the provision of appropriate, affordable and accessible housing and facilities for older people in the Kyogle LGA.	Council conducted an accessibility audit of community facilities, footpaths and roads to provide better and safer access to community facilities.	Older people (55 years and older)
	Provision of housing and supporting infrastructure to accommodate the needs and expectations of present and future generations in the Kyogle LGA.	Council developed a program of upgrades for local roads and footpaths to improve access to urban and rural areas.	Community
		Council developed and implemented main streets program to plan upgrades to rural and urban centres.	Community
	Facilitate the provision of appropriate, accessible services and facilities for people with disabilities.	Council promoted existing services and facilities for people with disabilities via the community directory online.	People with disabilities (including those with HIV/AIDS)
		Council conducted a signage and accessibility audit, including: <ul style="list-style-type: none"> • Ramp access to public buildings and toilets; • Disabled parking; • Disabled toilets; and • The condition of footpaths and crossings to ascertain and identify the improvements required. 	People with disabilities (including those with HIV/AIDS)

Theme	Objective or strategy	Principle activity or initiative	Target group(s)
	Provide affordable social, community, leisure and recreation opportunities, facilities and services to cater for the Kyogle community.	Council has reviewed the current use of community and sporting facilities through the Crown Reserve Strategic Plan.	Community
		Council has developed a Section 94 Contribution Plan for community facilities and open space and recreation.	Community
		Council has developed a community centre for a formal and informal exchange of ideas.	Community
		Council has reviewed maintenance policy, budgets and schedules for parks, reserves and street cleansing to provide a high standard of leisure opportunities.	Community

Table 16 List of activities conducted by Council related to economic development

Theme	Objective or strategy	Principle activity or initiative	Target group(s)
Economic development	Support the provision of affordable, accessible and age appropriate services and facilities for 0-5 year olds.	Council facilitated a submission writing workshop to assist pre-school operations to access funding.	Children
		Council investigated funding sources for pre-schools and raised awareness of funding opportunities through the 'Easy Grants' funding program.	Children
	Facilitate the provision of appropriate education, training and employment opportunities for youth and reduce out migration.	On an ad hoc basis, Council provides work experience placements to provide skill development opportunities for youth.	Youth (12-24 years)
		Council supports employment assistance schemes through 3 Greencorps programmes to assist youth to gain employment.	Youth (12-24 years)
	Support equitable and affordable access to youth support services and facilities.	Council provided a venue to operate a youth counselling and information service to provide a tailored and private service to youth.	Youth (12-24 years)
	Ensure that youth have the	Council investigated sources of funding	Youth (12-

Theme	Objective or strategy	Principle activity or initiative	Target group(s)
	opportunity to participate in social and recreational activities.	for the development of youth infrastructure (social and recreational) and subsidised youth events, such as youth camps.	24 years)
	Strengthen the capacity of Council and other stakeholders to respond to social and community needs in the Kyogle LGA.	Council has gathered and provided information on funding sources to assist community groups to apply for funding.	Community
	Facilitate local opportunities for education, training, employment and tourism to foster economic development.	Council has developed and promoted existing community facilities as tourist attractions to encourage tourism.	Community
		Council has worked with the local tourism board to develop tourist guides of the Kyogle LGA and the surrounds to promote eco tourism.	Community
		Council obtains regular feedback from the tourist information centre to ascertain needs for improvement or maintenance to current facilities	Community
		Council encourages the development of tourist accommodation, including caravan sites, in the Kyogle LGA.	Community

Table 17 List of activities conducted by Council related to town and village development

Theme	Objective or strategy	Principle activity or initiative	Target group(s)
Village life: town and village development	Support the health, recreation and special support needs of children and families in the Kyogle LGA.	A Council audit of children's play areas and equipment identified OH&S issues and maintenance requirements.	Children, families and the community
		As a result of the audit, Council upgraded 24 playgrounds on the LGA to provide a safe play environment for children.	Children, families and the community
	Ensure that youth have the	Council advocates the potential for	Youth (12-

Theme	Objective or strategy	Principle activity or initiative	Target group(s)
	opportunity to participate in social and recreational activities.	subsidised youth transport to permit equitable access to recreation and social activities through the Kyogle Public Transport Working Group.	24 years)
	Facilitate the provision of appropriate support services and facilities for women in Kyogle LGA.	Council advocated community awareness of domestic violence and supports the provision of information on support services to encourage women to seek professional help if necessary.	Women
	Facilitate the provision of health, recreation and special support needs for older people in the Kyogle LGA.	Council produced a directory of services for older people through the community directory online. This has helped inform older people about recreational and social opportunities.	Older people (55 years and older)
		Council provided a venue in support of workshops on services for older people and in turn, raised awareness and access to support services for this group.	Older people (55 years and older)
	Acknowledge cultural heritage and promote cross-cultural awareness.	In its Cultural Plan, Council has investigated opportunities for celebrating Aboriginal heritage at Council events.	Aboriginal and Torres Strait Islander people
		Council has developed a cultural management plan, policy and guidelines, using the framework provided on the Cultural Implementation Strategy.	Aboriginal and Torres Strait Islander people
	Support cultural diversity and harmony and promote cross-cultural awareness.	Council held community events and festivals to promote and celebrate cultural diversity.	People from culturally and linguistically diverse backgrounds (CALD)
		Council annually reviews its access and	People from

Theme	Objective or strategy	Principle activity or initiative	Target group(s)
		equity policies and statements to ensure they respond to discrimination on the basis of race or cultural background.	culturally and linguistically diverse backgrounds (CALD)

Table 18 List of activities conducted by Council related to social planning and community needs

Theme	Objective or strategy	Principle activity or initiative	Target group(s)
Village life: Social planning/ community needs	Strengthen the capacity of Council and other stakeholders to respond to social and community needs in the Kyogle LGA.	Council developed a social planning framework, policy and guidelines to develop procedures for fair and transparent implementation.	Community
		Council obtained up to date information on community needs through a variety of data sources including the ABS, schools, real estate agents and community groups.	Community
		Council has reviewed its current level of community facilities and explored the feasibility of providing a neighbourhood/community centre with meeting rooms for community groups.	Community
	Provide affordable social, community, leisure and recreation opportunities, facilities and services to cater for the Kyogle community.	Council has developed a community directory of recreation and sports facilities, services and clubs in the Kyogle LGA.	Community
		Council has updated its current system for booking and hiring community facilities including charges for use to ensure fair allocation of resources and equitable access.	Community

Table 19 List of activities conducted by Council related to community involvement

Theme	Objective or strategy	Principle activity or initiative	Target group(s)
Village life: Community involvement	Strengthen the capacity of Council and other stakeholders to respond to social and community needs in the Kyogle LGA.	Council promoted community groups and the services they provide through the community directory online.	Community
		Council has developed a community consultation policy and communications plan called the <i>Community Engagement Strategy</i> which is due to be updated in 2010.	Community
		Council has held community forums and public meetings on community matters where deemed necessary or required.	Community
		Council has considered 'shop front' style drop-in times for constituents to improve access to Councillors.	Community
		There is an ongoing production and distribution of Council newsletters to all ratepayers and community locations.	Community
		There is the ongoing provision of a Community Projects Officer through the 'Area Assistance Scheme'. This officer provides support for community organisations and implements Councils social plan.	Community
		Council promotes volunteering opportunities on the Kyogle Council website, on CTC website, through local schools and community information days.	Community
		Council has conducted a customer satisfaction and community perception survey to obtain regular feedback on Council services and facilities to identify areas for improvement.	Community
		Council has developed its website to include information on: <ul style="list-style-type: none"> • Community groups; • Community activities and events; 	Community

Theme	Objective or strategy	Principle activity or initiative	Target group(s)
		<ul style="list-style-type: none"> • Sporting, recreational and social clubs and activities; • Parks, open space and playgrounds; • Recycling and waste management services; • Support services; • Community facilities available to hire; • Minutes of Council meetings and business papers; and • A link to the community directory on the community technology website. 	
		Council has worked with local press to develop a 'Council News' column which encourages the inclusion of more good news stories on community achievements, particularly by youth.	Community
		Council has advertised meeting dates and times via noticeboard, local newspapers and Council website.	Community
		Council has developed a web-based 'welcome kit' for new residents.	Community
		Council has worked in partnership with CTC to consolidate and maintain the Kyogle LGA community directory.	Community
	Ensure that youth have the opportunity to participate in social and recreational activities.	Council encourages and supports youth participation in the community and works closely with youth to help facilitate this process.	Youth (12-24 years)
		Facilitate and support better access to government funded holiday programs to meet the diverse needs of youth.	Youth (12-24 years)
		Identify youth needs in collaboration with local youth, local service providers and youth workers to provide social and recreation opportunities tailored to the needs of youth in Kyogle LGA.	Youth (12-24 years)

Table 20 List of activities conducted by Council related to the environment

Theme	Objective or strategy	Principle activity or initiative	Target group(s)
Environmental and pastoral	Establish a safe, healthy and sustainable community.	Council has prepared a draft Floodplain Management Plan to explore ways to improve catchment management.	Community
		Council has improved drinking water quality in rural towns and villages to cater for the needs of the community.	Community

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