



Hinterland • Lifestyle • Culture

COMMUNITY RESILIENCE PLAN 2022

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

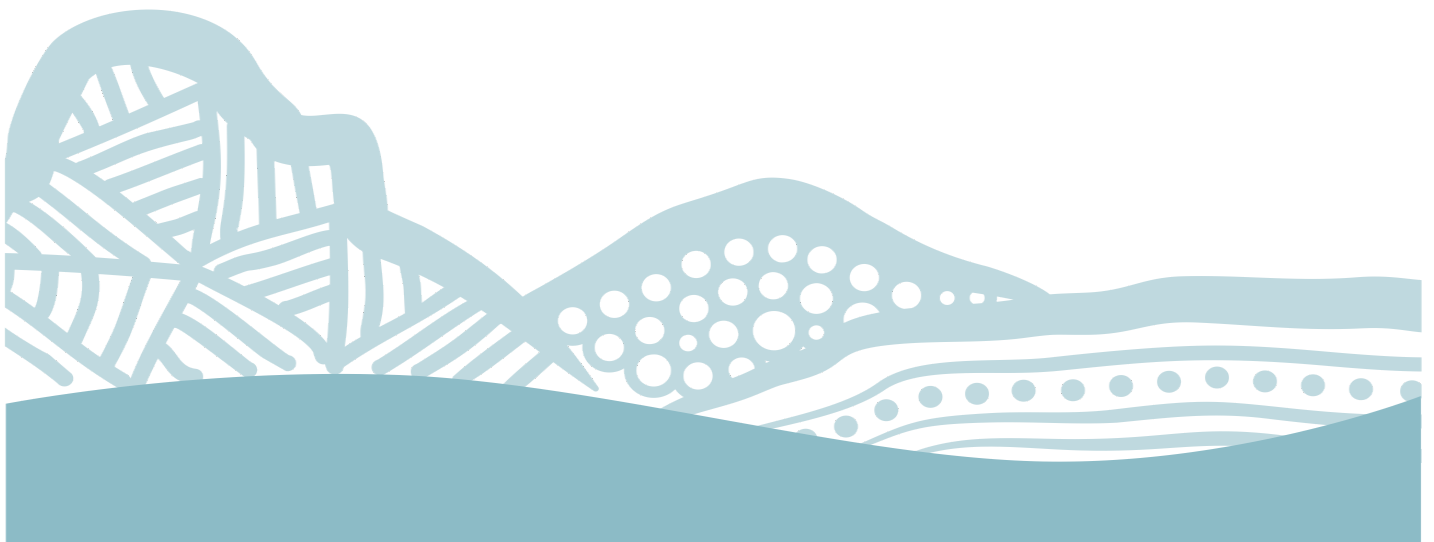


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INTRODUCTION

The past 5 to 10 years have been challenging for the Kyogle Local Government Area (LGA). In 2017 we experienced major flooding in the wake of Cyclone Debbie. Since then we've faced drought, fire, a pandemic, and unprecedented rainfall, culminating in the largest Natural Disaster event ever to hit the LGA with the floods and storms early in 2022 – all in the context of a changing and increasingly unpredictable regional, national and global environment.

We have felt the impacts of these events as individuals, but also in our families, our social circles, our businesses, our community groups, and our economy. The 2019/2020 bushfires alone affected 7% of the LGA, destroying 6 homes, damaging 126 square kilometres of primary production land, burning 75 square kilometres of bushland, and causing \$5.7 million of damage to the local economy. The 2022 floods and storms have resulted in an estimated \$160 to \$200 million worth of damage to our infrastructure, and affects across the region are on an unprecedented scale.

Through it all, our sense of community has been one of our greatest strengths and assets. Often it has been 'ordinary' individuals and grass roots community networks that have responded in times of need, working together to help themselves and each other. It's also the community that is here for the long-term, rebuilding and supporting each other long after external disaster recovery aid comes to an end.

Supporting each other is what we do in the Kyogle LGA but dealing with natural disasters one after another takes a toll, depleting social and economic resources and undermining the community's ability to bounce back.

As we look towards a future which will likely include extreme weather, more frequent and intense natural disasters, and other unpredictable challenges, it's more important than ever that we build community resilience across the LGA.

What is community resilience?

The Australian Local Government Association defines community resilience as:
The sustained ability of communities to withstand, adapt to, and recover from adversity.

The Victorian Resilience Framework for Emergency Management identifies that resilient communities are:

- **Connected** with strong networks and structures that support collaboration, communication, learning and the provision of support
- **Inclusive** with all members of the community feeling encouraged and welcome to participate
- **Aware** of the possible risks and have access to information so they can make informed decisions and act purposefully
- **Empowered** and actively engaged in sharing knowledge, accessing support and working with emergency services, local authorities and relevant organisations before, during and after emergencies
- **Safe and well** with strong health and wellbeing outcomes across all age groups and safe places to live, work and play
- **Culturally rich**, celebrate diversity and have access to a range of cultural, arts and leisure resources
- **Economically strong** and resilient to economic shocks due to diversified local employment and strong local business growth.

What are adverse events?

In the context of this plan an “adverse event” is defined as a significant event resulting from the earth’s natural processes that has severe consequences and disrupts the normal functioning of individuals and communities.

Adverse events may cause widespread disruption to private and community assets, may lead to loss of life and property, and destruction to the natural environment. Adverse events may impact community in the following forms.

- Human infectious disease
- Biosecurity
- Storms
- Floods
- Bushfires
- East Coast Low
- Heatwave
- Landslide
- Coastal and river bank erosion
- Tsunami
- Earthquake

ABOUT THIS PLAN

This Community Resilience Plan outlines the ways Kyogle Council will partner with and support communities to strengthen their own resilience, become more self-reliant, and play a more active role in planning for, preparing for, responding to and recovering from stresses and adverse events.

Building more resilient communities will not only improve our LGA's ability to withstand, adapt to, and recover from adversity, but it will also contribute to improved community wellbeing.

Developing and implementing this plan, will help Council and the community achieve the following objectives from the Kyogle Community Strategic Plan 2022-2032 (CSP).

To have resilient services, systems and communities that are prepared for and able to manage the impacts of climate change and its effects, including natural disasters. (CSP p.16)

To have engaged and active community members of all ages who participate in local life and experience high levels of physical, social, cultural and general well-being. (CSP p.14)

The *Kyogle Council Adverse Events Plan 2020*, *Kyogle Council Emergency Management Plan 8 November 2017* (EMPLAN) and the *Community Managed Action Plan for Emergency Evacuation Centres* are complimentary to this plan and should be referred to during the response to an adverse event.

How was the plan developed?

The development of this plan has been led by the Kyogle Council Community Resilience Officer – a position funded by the state and federal governments to support local disaster recovery and community resilience programs following the 2019/2020 bushfires and 2022 flood event.

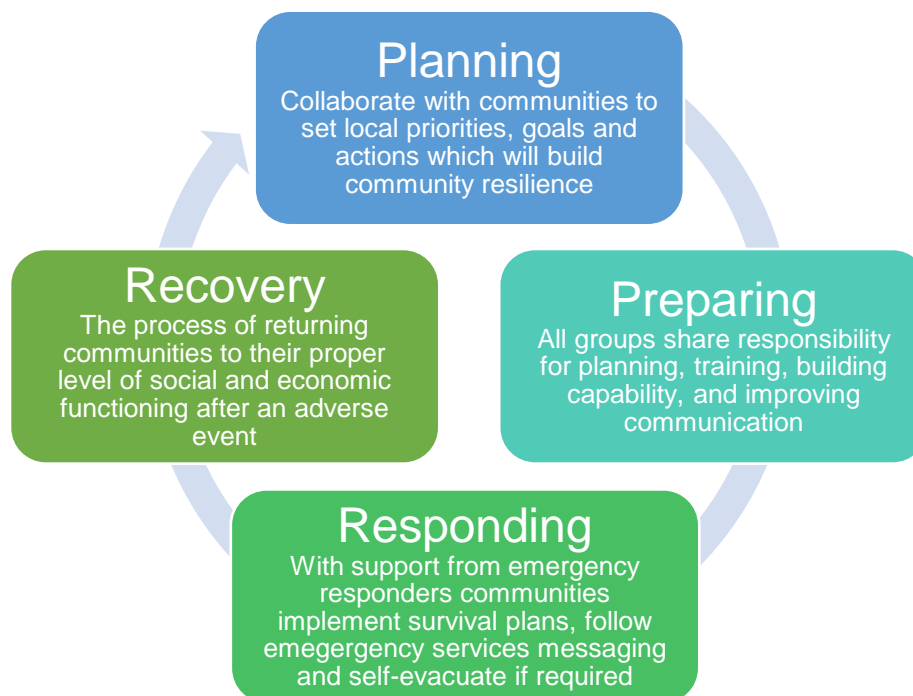
The plan brings together a range of initiatives which are in place or are being rolled out across the whole LGA, as well as specific goals and actions identified through consultation with community groups representing the following areas:

- Cawongla and surrounds
- Bonalbo and surrounds
- Kyogle and surrounds
- Wiangaree and surrounds
- Mallanganee and surrounds
- Old Bonalbo and surrounds
- Tabulam and surrounds
- Woodenbong and surrounds.

The plan will be delivered collaboratively with communities, as well as other government and non-government organisations. It will be a living plan that will continue to evolve and change based on ongoing engagement and working relationships between Council and communities.

The PRR model

The Kyogle Community Resilience Plan includes actions designed to involve and support communities through four phases of risk and disaster management.



Links to other plans

Community Strategic Plan

The Kyogle Community Strategic Plan 2022-2032 (CSP) includes a number of objectives and strategies which will contribute to improved community resilience across the LGA. These include

- strategies in the 'prosperity' focus area which aim to enhance economic capital
- strategies in the 'liveability' focus area which aim to enhance social capital and community engagement and participation
- strategies in the 'sustainability' focus area which aim to improve how the LGA responds to the challenges of climate change and adapts to the impact it is having on our lives.

Adverse Events Plan

The *Kyogle Council Adverse Event Plan, 2020* was prepared in response to the federal government's Drought Communities Programme. The plan offers information and resources relating to preparing for an adverse event and response protocols for various disasters and emergencies. Council is continuing to implement the key strategies and actions in the Adverse Events Plan in order to improve preparedness for and ability to manage adverse events.

Emergency Management Plan

The Northern Rivers EMPLAN is the guiding document for emergency services' response during emergencies including natural disasters. It is a shared plan with Lismore City Council and Richmond Valley Council.

Community Managed Action Plan for Emergency Evacuation Centres

Due to the topography and landforms within the Kyogle LGA, first responders and support services are sometimes not able to access rural village communities during the early stages of a natural disaster. This means community members often need to be relied upon in advance of disasters to provide the best possible safety outcomes. Kyogle Council supports six Community Managed Evacuation Centres (CMEC's) across the LGA located within the villages of Bonalbo, Kyogle, Mallanganee, Tabulam, Wiangaree, and Woodenbong. CMECs are operated according to the *Kyogle LGA Community Managed Action Plan for an Emergency Evacuation Centres* under the primary responsibility of the Department of Communities and Justice.

These facilities provide support for registration of evacuees, short term respite and assembly areas for people displaced during evacuations. In rare circumstances CMECs may provide temporary accommodation for small numbers of evacuees who are unable to find, or be provided with, suitable alternative accommodation.

Visions of Village Life – Village Master Plans

The consultation with communities that has been undertaken to develop this plan, builds on earlier work undertaken to develop Village Master Plans for Bonalbo, Kyogle, Mallanganee, Tabulam, Wiangaree and Woodenbong. Feedback received in recent surveys demonstrates that the visions in these plans remain consistent with current community sentiment. Furthermore, the actions in the plans which aim to improve infrastructure, quality of life and social connectivity, will contribute to enhanced community resilience.

Council will continue to partner with communities and residents to implement and monitor the actions outlined in these plans.

Climate Change Risk Assessment and Adaptation Initiatives

The *Kyogle Council Review of Climate Change Assessment and Adaptation Initiatives Report, July 2019* uses the international risk management standards to assess climate change risks and the impacts on the organisation using projections of nationally and internationally recognised scientific research including data from the CSIRO, Office of Environment and Heritage (OEH), and the Intergovernmental Panel on Climate Change (IPCC).

The *Sustainable Councils and Communities Kyogle Council Action Plan, May 2019* document is an action plan to help Council prioritise and implement energy efficiency measures and renewable energy upgrades. This plan was prepared by 100% Renewables on behalf of Council and the OEH under the NSW Government's Sustainable Councils and Communities Program, and includes a discussion on the targets around carbon emissions and renewable energy.

Floodplain Risk Management

Flood studies examine and define the flood behaviour of the study area, including the associated floodplain. These studies are aimed at producing information on flood behaviour for a wide range of flood events under existing floodplain conditions, using the most up-to-date modelling techniques currently available, to comply with the requirements of the NSW Government's Flood Policy. Ultimately, information in the flood studies is used to develop a Floodplain Risk Management Plan which will set out measures to minimise the risk and consequences of future flooding. Current flood studies and floodplain risk management plans for areas within the Kyogle LGA are listed below;

- Kyogle Flood Study, Feb 2004
- Kyogle Floodplain Risk Management Plan, April 2009
- Kyogle Floodplain Risk Management Study, April 2009
- Tabulam Floodplain Risk Management Study and Plan, Dec 2019
- Bonalbo Flood Study, Oct 2021
- Urbenville and Woodenbong Flood Study, Feb 2022

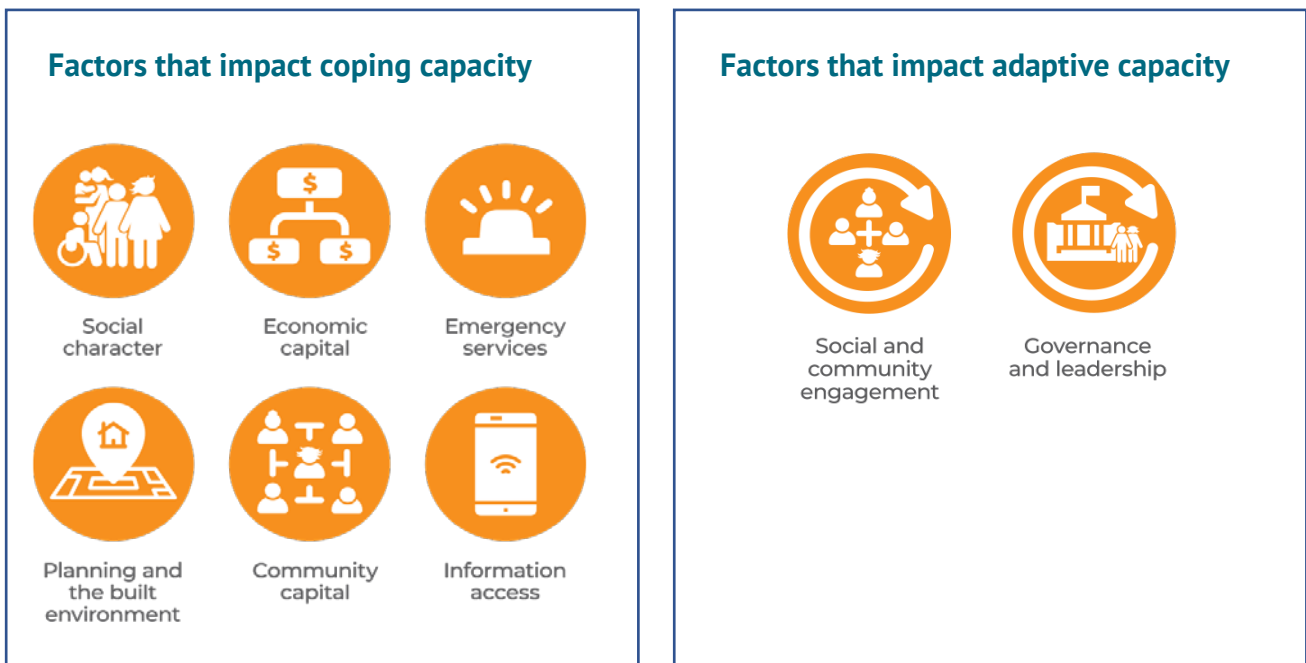
RESILIENCE FACTORS

According to the Australian National Disaster Resilience Index, the Kyogle LGA has been assessed as currently having low capacity for disaster resilience based on a range of challenges and strengths.

The Kyogle LGA Natural Disaster Resilience Index is 0.4316. By comparison, Lismore LGA has a high capacity for disaster resilience (0.6745) and the Tweed/Murwillumbah region has a moderate capacity for disaster resilience (0.5758).

The Kyogle LGA also has a high risk of impact from natural disasters. For example, based on the number of flood relief and recovery applications received, it is estimated that the 2022 flood event impacted around 29% of people in the LGA. A total of 65 homes were flood affected and large areas of agricultural land were flooded. A total of \$11.8 million was paid in flood relief payments up to April 2022, with this continuing to increase over time as the full extent of the 2022 flood event is realised.

This Community Resilience Plan, along with a range of other plans, programs and initiatives being undertaken by Council, aims to build the community's coping and adaptive capacity by focusing on the key resilience factors identified in the Australian Disaster Resilience Index.



Social character

The social and demographic characteristics of the community such as household and family composition, age, sex, education, employment, disability, language, and length of residence have well-known influences on capacity to prepare for, respond to and recover from natural hazards.

Based on 2021 Census data, the population of the Kyogle LGA has been growing slowly over recent years – up by 0.3% in 2018, 0.4% in 2019 and 0.6% in 2020 and 2021 to reach a total of 9,359 people. The three largest ancestry groups are Australian, English and Irish, and 5.6% of the population identifies as Aboriginal or Torres Strait Islander. Around 10% of people were born overseas and 3.3% of people speak a language other than English at home. Around

7.4% of people need assistance in their daily lives due to disability and 37.7% with one or more long term health condition

The population is ageing, with the largest number of people in the 60-64 year age group. This can be a strength for community resilience as retired people often have more time to participate in community and volunteer activities.

Around 91% of the population are employed either full time or part time. Some work in the Kyogle LGA while around 1,100 travel outside the LGA for work. Around 5.8% of people are unemployed and looking for work. There are 4,700 dwellings across the LGA and an average household size of 2.23 persons per dwelling.

Economic capital

The economic characteristics of the community and economic capital can contribute to the reduction of losses from natural hazard events through improved mitigation and risk management, individual flexibility and adaptation, enhanced recovery, market continuity and business continuity.

In 2021/22, the gross regional product of the Kyogle LGA grew by 4.7% to \$0.34 billion. The primary drivers of economic activity are agriculture and forestry which generated 669 jobs with an economic output of \$176 million. Construction, health care and social services, and manufacturing are the next big drivers worth \$89.3, \$48.7 and \$58.8 million respectively. These industry sectors are particularly vulnerable to impact from natural disasters which has a flow on effect to the rest of the local economy and community. The Kyogle CSP includes a range of strategies aimed at building diversity in the local economy to address this issue.

The local business sector plays an important role in planning and preparing for disasters as well as disaster response and recovery efforts through the provision of services, goods, and professional assistance to community. Businesses are significantly impacted by natural disasters so it is important they are supported to put in place effective business continuity plans and strategies.

Emergency services

The presence and resourcing of emergency services is a core state government service that is integral to natural hazard preparation, response and recovery. Emergency services undertake a range of activities to assist communities before, during and after natural hazards.

Emergency services are generally large, state-wide supporting agencies which provide high level coordination, collaboration and sharing of resources to assist communities to respond to disasters. Emergency services rely heavily on community volunteers to implement disaster responses at the local level which can equate to under resourcing in small local communities with a low volunteer base to draw from. The Kyogle LGA has significant gaps in coverage for local SES and RFS emergency services and relies heavily on a small pool of local volunteers.

Planning and the built environment

The presence of legislation, plans, structures or codes is aimed at protecting communities and their built environment. Land use planning articulates and regulates relationships between development and hazards from natural disasters. Planning reduces current and future risk and enhances the readiness and capacity of households and organisations to respond to adverse events.

The Kyogle LGA is a relatively high-risk environment with numerous dwellings located in flood prone areas and a significant proportion of the LGA at risk of bushfire. Further works and mapping is required to quantify the number of dwellings at risk. In this context, it is important

Council puts in place land use planning guidelines that minimise risk and that communities and landowners are aware of and comply with those guidelines.

Natural disasters including bushfires and floods don't respect local government boundaries and sometimes these boundaries don't reflect community connections to a particular location or nearby village. Emergency services, government departments and service providers also have overlapping or separate boundary systems based on regional population structures which further complicates the understanding of disaster response and recovery efforts.

Community capital

The cohesion and connectedness of the community is expressed as social or community capital. Community capital is a resource that facilitates collective action for mutual benefit. A strong sense of community fosters participation, community competency, pro-social behaviour and preparedness through working with others to solve shared local problems.

The Kyogle LGA benefits from high levels of community capital and participation. This is thanks to the many community groups and non-government organisations that build community connections through arts and crafts activities, farmers markets, community events, sporting events and much more. These groups also provide services to small rural villages, through things like village maintenance agreements, after school and holiday care programs, and support for vulnerable community members.

Community participation in the villages and rural areas can be impacted by geographic isolation, economic costs for travel to social events, and community leaders having reached saturation point in regard to planning and organising social events that may engage their own and adjacent villages.

The importance of volunteers

Community members who volunteer their time to provide services, build social connections and act as first responders during adverse events, are absolutely vital to community resilience. Sadly, volunteerism is declining in many communities across Australia due to things like an ageing population, changing demographics, and volunteer burnout.

While the Kyogle LGA is fortunate to have volunteers with strong community spirit, there are generally only small numbers of active volunteers in each village who often participate in several different volunteer organisations. A significant number of current volunteers are at retirement age and small village populations present a challenge in terms of recruiting new volunteers. Although some areas are seeing an influx of new residents moving from other places, this isn't currently translating into increased volunteering.

The net outcome is an increased risk of volunteer burnout and reduced capacity for existing volunteers to take on new roles in community resilience building. Kyogle's CMECs rely heavily on community volunteers which places additional stress on volunteers and risks negative outcomes during adverse events.

Information access

The potential for communities to engage with emergency services and natural hazard information is determined by telecommunication and internet access to inform communities before, during and after disaster events. Mobile phone communications are used by emergency services to alert communities of hazards associated with natural disasters and to issue evacuation orders for communities.

Some community members across the LGA experience major disadvantage in relation to access to information, due to mobile phone blackspot areas, associated reliance on fixed landline phone services and lack of internet connection at home. This lack of connectivity poses a risk to community members before and during a natural disaster as it can prevent emergency services messaging and information from reaching at-risk community members at the appropriate time.

Social and community engagement can also be impacted by a lack of access to telecommunications as it limits opportunities for remote or online meetings, engagement and learning.

Social and community engagement

Social and community engagement is the capacity within communities to adaptively learn and transform in the face of complex change. Characteristics of adaptive communities include social engagement, trust, cooperation, learning and wellbeing.

Village communities across the Kyogle LGA have strong social networks which helps mitigate shocks and speed up recovery from disasters. There are however some community members who are not as involved, sometimes due to isolation, economic or time constraints, and sometimes due to the fact that they are absentee landowners or weekend residents.

It is important that more is done to support the inclusion and involvement of local Aboriginal communities, including working in collaboration with each community to identify individual needs, goals and aspirations and working with community Elders to develop and implement tailored resilience programs. The inclusion of Aboriginal people's cultural knowledge, experience and land management approaches should be respected and integrated into natural resource management actions through inclusion, capability and capacity building, and financial consideration.

Governance and leadership

Adaptive institutions have conditions suited to the development of the skills, knowledge and culture for managing complex change. They have flexibility and can learn from experience, innovate and adjust.

The increasing frequency and intensity of adverse events requires Council, local businesses and community organisations to increase their capacity to adaptively learn, review and adjust policies, procedures and practices. Leadership through the Community Resilience Program provides communities with access to timely and accurate information, connectivity, awareness, inclusiveness, empowerment, safety and diversity, and assists communities to build on and increase self-agency.

As private land ownership changes, due to an aging population and increased purchase of rural properties by 'tree changers', there can be a loss of intergenerational knowledge and skills about risks and appropriate land management approaches to mitigate those risks. This can increase threats for rural residents and nearby villages. Leadership through rural landholder education and extension programs and connecting landholders with government and non-government services, provides an opportunity to address this, improving land management skills and reducing risk and hazard through improved land management practices.

VISION

What would a resilient Kyogle LGA look like?

Kyogle Council will:

- Be working collaboratively with local communities, who often best understand the risks they face, to help them plan and prepare for, minimise the impact of, and recover from natural hazard induced disasters.
- Be supporting communities to be self-reliant and resilient, accepting personal responsibility for planning and preparation for adverse events, disaster mitigation and response.

The community, including community groups, households and individuals, will:

- Understand the role of emergency services, Council, and other government agencies in natural disaster planning, preparation, response and recovery.
- Be aware of the risk of future disasters and the disaster recovery process.
- Have improved capacity and capability to respond to adverse events and be better able to withstand and recover from adverse events
- Be able to identify and access the resources, training/education, community connections and community assets required to facilitate community safety and recovery from natural disasters.
- Be prepared and self-reliant to evacuate to safe locations during the height of natural disasters and adverse events.
- Be able to express changing disaster recovery needs, including the needs of vulnerable groups, so these can be addressed in the disaster recovery process.

Relevant government agencies, industry, businesses and other organisations will:

- Be actively engaged in plans for preparedness and management of local disaster response and recovery.

TARGET OUTCOMES

To achieve our vision for a resilient Kyogle LGA, this plan includes a range of strategies and actions designed to build community, economic, community asset, and natural environment resilience.

Community resilience outcomes

Community resilience outcomes for this plan include:

<i>Outcome</i>	<i>What does this mean?</i>
Increased community connectedness, engagement and participation	Citizen engagement is high with community members actively involved in decision-making processes and community building. Community groups are strong and developing into social enterprises which are self-sustaining, income generating community organisations that strengthen and build social cohesion.
Enhanced community preparedness and response	Communities and individuals take personal responsibility and work together to improve their own preparedness for, and ability to, respond to adverse events.
More volunteerism	Community groups are able to retain existing and recruit new volunteers. More people are actively engaged in community groups, Community Managed Evacuation Centres, RFS, SES and other government and non-government volunteer organisations.
Greater cross-cultural awareness	Aboriginal people's culture, knowledge and practices are understood, respected and integrated into the broader community and community resilience activities, through engagement, building enhanced relationships and financial consideration with Aboriginal peoples.
Improved access to support services	Community members have improved access to appropriate and coordinated social services for disaster recovery.

Economic resilience outcomes

Economic resilience outcomes for this plan include:

<i>Outcome</i>	<i>What does this mean?</i>
Stronger local businesses	Businesses are thriving and contributing to local employment and prosperity. Industry, businesses and other organisations identify risks and implement adequate mitigation practices for threats through effective business continuity planning.
More economic opportunities from tourism	Building on existing tourism opportunities through the National Park system, adventure tourism through the State Forest network and agritourism through the large agricultural sector.
More resilient and sustainable agricultural sector	Build capacity into the existing agricultural industry through diversification to improve economic viability and look for new opportunities so agriculture can adapt and thrive in changing climatic conditions.

Community asset resilience outcomes

Community asset resilience outcomes for this plan include:

<i>Outcome</i>	<i>What does this mean?</i>
Improved essential infrastructure	Essential infrastructure, including water, energy and telecommunications infrastructure, is developed and maintained to help withstand future disasters and meet changing recovery needs.
Improved community assets and gathering places	Community assets like halls, parks and sporting fields are managed in a way that supports sustained high levels of community amenity, accessibility and planning. Cultural or heritage sites and assets of importance are restored, where possible, in a way that provides these values to the community.
Reliable transport connections	Transport infrastructure including road and rail networks, is well maintained and reliable to connect communities locally, regionally and nationally during and after adverse events.
Improved communication infrastructure	Communities have communication protocols and redundancy of communication systems for better communication with emergency responders and support agencies during adverse events.

Natural environment resilience outcomes

Natural environment resilience outcomes for this plan include:

<i>Outcome</i>	<i>What does this mean?</i>
Enhanced environmental resilience	A stronger, better managed, more balanced natural environment reduces the impact of future disasters on biodiversity and the ecosystem functions we rely on. Aboriginal people's cultural knowledge in relation to land management is respected and integrated into natural resource management through inclusion, capability and capacity building, and financial consideration.

COMMUNITY PRIORITIES

To make sure the Community Resilience Plan is a community-led plan, Council has established community resilience networks in collaboration with local Progress Associations, Community Hall Committees, and other established community groups in each of the main villages across the LGA.

This approach:

- Provides communities with a direct voice to Council about the individual needs of their local community and area
- Enables community leadership and self-determination
- Develops cooperative and collaborative relationships in the community which help build and strengthen community resilience
- Enhances relationships between community and Council which strengthens the PPRR model.

The community resilience focus areas are based around the main population centres together with their surrounding areas so that rural and remote residents are also included in community resilience activities.

For the purposes of this plan, the 8 community resilience focus areas are:

- Bonalbo and surrounds
- Cawongla and surrounds
- Kyogle and surrounds
- Mallanganee and surrounds
- Old Bonalbo and surrounds
- Tabulam and surrounds
- Wiangaree and surrounds
- Woodenbong and surrounds.

Each of these communities has its own distinct identity, goals and aspirations which are also documented within the Visions of Village Life Master Plans for most of these villages.

As part of the consultation process, the Community Resilience Officer held meetings with community representatives and surveyed each area to find out what they love most about their community and to understand their goals and aspirations.

Each area also identified the priority actions they would like to pursue to improve their community, economic, community asset and natural environment resilience. The priority actions identified by each area have been captured in this plan.

BONALBO AND SURROUNDS

From the feedback received, it was clear people love living in and around Bonalbo because it offers a friendly and active community in a unique, green and peaceful place. They value their sense of space and privacy as well as their services including the school, hospital, pharmacy and supermarket.

Visions of Village Life – Vision for Bonalbo

For Bonalbo to be a safe, diverse, economically viable village where people can access health, education and recreation facilities and enjoy culture and events.

To build its own resilience, the Bonalbo and surrounds community sees the importance of:

- Encouraging greater community participation, including among younger people and new residents
- More communication from community groups about what's happening in the area
- Community events and festivals that attract a big attendance
- Supporting the Progress Association which represents all groups
- Improving village infrastructure, including roads
- Attracting industry and lifestyle businesses to the village
- Building on existing services to become more self-reliant as a community.
- Having a stronger arts and culture scene to share stories and build community.

Bonalbo's action plan

The following actions are things that the Bonalbo and surrounds community can do itself, deliver with support from Council, or deliver in partnership with Council and other government and non-government organisations. Some of these actions may also be suitable for funding through external grant programs, with delivery led by community.

Community resilience

<i>Target outcomes</i>	<i>Action item</i>
Increased community connectedness, engagement and participation	Host community events to bring the community together
	Schedule regular community resilience team meetings
	Develop information packs for residents that promote active community groups and their functions
Enhanced community preparedness and response	Develop an Evacuation Plan for Bonalbo village
	Develop contact lists and phone trees for village residents
	Develop a Welcome Information Pack for new residents, including information on disaster preparedness
	Conduct 'Get Ready Days' - education and information days with emergency services to help community members and households prepare for disasters
	Work with Bonalbo Central School to develop a disaster management response education program for students
	Improve facilities in the Bonalbo Hall
	Put in place procedures to ensure food security and volunteer food preparation during disaster events
	Develop protocols for sharing information to volunteers and emergency responders during disaster events
Conduct community debriefs after disaster events	

More volunteerism	Run volunteer drives and events to promote volunteerism for all community groups
	Support volunteer groups with mental health first aid, first aid and accidental counsellor training programs
Greater cross-cultural awareness	Hold Aboriginal art and craft workshops in the hall
Improved access to support services	Establish a Bonalbo Community Service Hub

Economic resilience

<i>Target outcomes</i>	<i>Action item</i>
Stronger local businesses	Develop a register of local businesses
	Help local businesses access support and advice
More economic opportunities from tourism	Host all ages events to attract tourism and economic stimulus
More resilient and sustainable agricultural sector	Conduct training for rural landowners to prepare farms and undertake prescribed burning
	Conduct training for farmers to prepare livestock movement plans for disasters

Community asset resilience

<i>Target Outcomes</i>	<i>Action Item</i>
Improved community assets and gathering places	Deliver improvements to the Bonalbo Community Hall including, <ul style="list-style-type: none"> • Polish floor suitable to host dances • Back up generator and electrical works
	Install two multi-purpose tennis / basketball courts in the village
Improved communication infrastructure	Improve telecommunications during disaster events, for example through the use of UHF radios and satellite phones
	Install digital information signage on both sides of the town

Natural environment resilience

<i>Target outcomes</i>	<i>Action item</i>
Enhanced environmental resilience	Conduct LandCare and RiverCare education and awareness workshops
	Initiate a RiverCare catchment health program
	Initiate a LandCare bush regeneration and tree planting program
	Conduct invasive species workshops
	Conduct cultural burning and cultural land management workshops

Bonalbo's resilience enablers

Through consultation, the Bonalbo community identified a number of things which are beyond the scope of community to deliver but which would improve its resilience. Many of these actions are already captured in other Kyogle Council plans, including the CSP and the Bonalbo Village Master Plan, or are matters Council is already advocating for on behalf of communities. New and existing priorities are captured here for Council and community reference and action.

Safe and reliable road access

- Clarence Way road improvements and increased flood immunity at Culmaran and Tunglebung creeks

Reliable telecommunications

- Improved landline and NBN services
- Elimination of mobile service blackspots

Disaster mitigation measures

- River height measurement gauges on Peacock Creek
- Flood mitigation measures around Bonalbo village
- Improved stormwater drainage in Yabbra Street and Woodenbong Road
- A fire break around the village

Government services and support

- Stable or growing school enrolments and services
- Local hospital offering a full range of medical care
- Immediate emergency relief for community during disaster events

Attractive village

- Streetscaping Bonalbo village
- Seating in the CBD
- Improved village maintenance

Well managed natural environment

- Access to National Parks and State Forests for recreation
- Appropriate prescribed burning in state, Crown and private lands
- Improved fire trail and fire break maintenance

CAWONGLA AND SURROUNDS

One of the things people love most about living in and around Cawongla is the natural environment, trees and wildlife which creates a shared sense of place and connection to the land. They also value the community spirit, friendship and feeling of caring for each other that is demonstrated in good times and bad.

To build its own resilience, the Cawongla and surrounds community sees the importance of:

- Bringing people together through sports, dances or other activities that unite the community
- Establishing better, more inclusive community networks so neighbours can communicate in times of crisis
- Building community awareness of risks, including fire, drought and threats to biodiversity
- Establishing the Hanging Rock Hall as a safe space in a time of need
- Improving links between the community and Council
- Putting in place specific strategies to address social, environmental, economic, and cultural needs of the community
- Better access to grants, services and assistance
- Having an agreed community evacuation plan.

Cawongla's action plan

The following actions are things that the Cawongla and surrounds community can do itself, deliver with support from Council, or deliver in partnership with Council and other government and non-government organisations. Some of these actions may also be suitable for funding through external grant programs with delivery led by community.

Community resilience

<i>Target outcomes</i>	<i>Action item</i>
Increased community connectedness, engagement and participation	Hold education days and/or fundraising events to bring business and community together in a cooperative and sustainable way
	Hold community events, meetings and workshops at the Hanging Rock Hall
Enhanced community preparedness and response	Develop evacuation plans for multiple occupancy properties
	Develop an emergency services road network plan for multiple occupancy properties
	Develop a bushfire plan including location of water sources for fire fighting
	Establish a local flood warning system
	Conduct 'Get Ready Days' - education and information days with emergency services to help community members and households prepare for disasters
	Put in place procedures to ensure food security and volunteer food preparation during disaster events
	Establish a dedicated evacuation centre for Cawongla and surrounds
Improved access to support services	Improve fire trail maintenance on private lands and multiple occupancy properties to ensure access for RFS vehicles
	Have a dedicated Council representative to bring government agencies, non-government organisations and community together
	Establish a Hanging Rock Hall Community Hub

Economic resilience

<i>Target outcomes</i>	<i>Action item</i>
More economic opportunities from tourism	Establish primitive camping at Hanging Rock Hall

Community asset resilience

<i>Target Outcomes</i>	<i>Action Item</i>
Improved community assets and gathering places	Upgrade Hanging Rock Hall facilities to enable potential use as a community safe space, including: <ul style="list-style-type: none"> • Water tanks and pump • Back up generator and electrical works • Portable pet cages • Beds and partitions
Improved communication infrastructure	Improve telecommunications during disaster events through the use of UHF radios and satellite phones

Natural environment resilience

<i>Target outcomes</i>	<i>Action item</i>
Enhanced environmental resilience	Conduct education and training days at the Hanging Rock Hall: <ul style="list-style-type: none"> • Weed control • Feral animal control • Natural environment and conservation • Bush regeneration • Water conservation
	Conduct cultural burning and cultural land management training workshops
	Provide support for LandCare projects

KYOGLE AND SURROUNDS

Even though Kyogle township is the main centre of the LGA and home to more than 3,000 people, it is the small-town atmosphere, slower pace of life and the strong sense of community that people love about living there. There's also a strong sense of connection to the surrounding farming community, National Parks and picturesque countryside.

To build its own resilience, the Kyogle and surrounds community sees the importance of:

- More community networking to strengthen bonds, amplify advocacy efforts, and create communication pathways and connections
- Ensuring community assets are relevant, useable, maintained and safe to access
- Preserving, expanding and protecting the natural environment and wilderness areas
- Having strong social services in place
- Keeping Kyogle with a rural feel and encouraging sustainable and regenerative farming
- Helping the community accept the realities of the changing climate, environment and social conditions
- Welcoming growth of the population and industries that provide employment.

Kyogle's action plan

The following actions are things that the Kyogle and surrounds community can do itself, deliver with support from Council, or deliver in partnership with Council and other government and non-government organisations. Some of these actions may also be suitable for funding through external grant programs, with delivery led by community.

Community resilience

<i>Target outcomes</i>	<i>Action item</i>
Increased community connectedness, engagement and participation	Hold community group forums and regular meetings to grow and develop ideas, facilitate collaboration between groups and combine skills and resources
	Community participation in decision-making
	Initiate community art projects
	Encourage cottage crafts
	Expand Neighbourhood Watch
Enhanced community preparedness and response	Develop a Kyogle Community Evacuation Plan, including support for vulnerable community members and building awareness of: <ul style="list-style-type: none"> • Community evacuation and assembly areas • Safe exit routes • Community groups and contact people
	Develop information packs for new residents including information about disaster preparedness
	Conduct 'Get Ready Days' - education and information days with emergency services to help community members and households prepare for disasters
	Establish a program to ensure each household has an emergency plan and evacuation kit, including medication, food and water
	Put in place procedures to ensure food security and volunteer food preparation during disaster events
	Build and upgrade evacuation centres and have dedicated teams assigned to ensure they are ready for use

	Establish a Kyogle Community Emergency Information Facebook page
More volunteerism	Conduct education and information days for new and existing residents about community groups, support services and volunteer organisations
	Conduct volunteer recruitment drives
	Support volunteer groups with mental health first aid, first aid and accidental counsellor training programs
Greater cross-cultural awareness	Learn from the past and from the local Aboriginal people
	Hold education and tolerance workshops including fun activities for the whole community
	Advocate for a new date for Australia Day
	Plant a traditional food trail
Improved access to services	Provide support for children and young people during disasters (e.g. the Red Cross Pillow Case Program)
	Establish a community safe house for domestic and family violence support and mental health needs
	Investigate a tiny home project to address homelessness
	Support the Red Cross for Rediplan and Pillow Case project
	Develop education materials that highlight the connection between the environment and mental health

Economic resilience

<i>Target outcomes</i>	<i>Action item</i>
Stronger local businesses	Implement programs and strategies to support local businesses to build their resilience and recover from adverse events
	Establish more networking opportunities for business
	Local business and industry to undertake disaster management planning
More economic opportunities from tourism	Showcase community assets and find ways to use our natural resources and habitats to attract tourism
More resilient and sustainable agriculture sector	Conduct education and training days and programs for sustainable agriculture and transition to regenerative farming practices
	Host a film screening of the regenerative agriculture documentary 'Kiss the Dirt'

Community asset resilience

<i>Target Outcomes</i>	<i>Action Item</i>
Improved community assets and gathering places	Community groups seek funding support to undertake projects in communal spaces
	Improve facilities for community groups
	Purchase a defibrillator for Green Pigeon Hall
Improved communication infrastructure	Improve telecommunications during disaster events through the use of UHF radios and satellite phones

Natural environment resilience

<i>Target outcomes</i>	<i>Action item</i>
Enhanced environmental resilience	Conduct education and information days about environmental protection (e.g. live softer on the land)
	Establish a 'Caring for Country' project to re-introduce Aboriginal cultural practices into land management, including cultural fire management training for government, emergency services and landowners
	Organise a 'Clean up Kyogle' day
	Run a citizen science project to establish baselines for river health as well as Koala and other species distribution and health
	Seek ways to involve school children in environmental projects
	Seek funding for a bush regeneration program to restore riparian areas so they are more flood resilient
	Encourage removal of Lantana from private property to reduce fuel loads
	Increased support for Landcare

Kyogle's resilience enablers

Through consultation, the Kyogle community identified a number of things which are beyond the scope of community to deliver but which would improve its resilience. Many of these actions are already captured in other Kyogle Council plans, including the CSP, or are matters Council is already advocating for on behalf of communities. New and existing priorities are captured here for Council and community reference and action.

Safe and reliable road access

- Improved roads and road maintenance

Reliable telecommunications

- Improved landline and mobile phone communications across the LGA

Government services and support

- Adequate government services delivered at the local level
- Affordable community housing for those that need it
- Short term accommodation and mental health support options for community members experiencing homelessness
- Support for community to recover from Covid-19 pandemic
- Support for agriculture businesses to replace lost income during disasters
- Drought support and help in times of crisis
- Support for businesses, including tourism businesses, to re-open as soon as possible after disasters

Attractive town

- Tree planting and recycling bins in Kyogle main street
- Shade sails and shade trees in recreation parks

Strong economy

- Encouraging investment and growth in Kyogle

Well managed natural environment

- Appropriate cultural burning in National Parks and State Forests to reduce fuel loads
- Supporting the work of the Climate Change Working Group

MALLANGANEE AND SURROUNDS

The people who live in Mallanganee and surrounds describe their community as friendly, happy and welcoming. They enjoy the rural surroundings and country life where they are close to everything but far enough away to be peaceful and quiet.

Visions of Village Life – Vision for Mallanganee

For Mallanganee to remain a beautiful, quiet, small village where people can enjoy nature, wildlife and the country town atmosphere.

To build its own resilience, the Mallanganee and surrounds community sees the importance of:

- Building awareness of resilience and what it means
- Activities which show community organisations are active and will be available in a crisis
- More social activities and ways of welcoming and involving new and existing members to the community.

Mallanganee’s action plan

The following actions are things that the Mallanganee and surrounds community can do itself, deliver with support from Council, or deliver in partnership with Council and other government and non-government organisations. Some of these actions may also be suitable for funding through external grant programs with delivery led by community.

Community resilience

<i>Target outcomes</i>	<i>Action item</i>
Increased community connectedness, engagement and participation	Organise social events for the community <ul style="list-style-type: none"> • Morning tea or lunch events at the hall • Parent meetup or playgroup at the hall • Togetherness networking events for community groups • Recovery events which include the whole community • Comedy night • Clean Up Australia Days in the village
	Further leverage sporting events like Rugby and Camp Draft to bring everyone together
	Develop an orientation pack for new residents and adopt a ‘grass roots’ approach to welcoming and including newcomers
Enhanced community preparedness and response	Undertake a planning exercise to identify houses most at risk in the village, particularly on the northern side of Sandilands Street
	Develop evacuation plans for vulnerable community members
	Conduct ‘Get Ready Days’ - education and information days with emergency services to help community members and households prepare for disasters
	Create fridge magnets with emergency services information specific to the village
	Put in place procedures to ensure food security and volunteer food preparation during disaster events
	Conduct fire extinguisher training for community hall and evacuation centre
	Install fire fighting appropriate water fittings to all water tanks in Mallanganee village as well as at Mummulgum Hall
Maintain a mown firebreak along the verges of Deep Creek Road	

	Remove vegetation from roadside verges, particularly on Willock Street, to reduce fire hazard, improve access to businesses, and movement during evacuations
	Ensure accurate, real time information is available during disaster events
	Conduct community debrief BBQ events after disasters
More volunteerism	Volunteer and community group education days so potential volunteers can find out more
	Support volunteer groups with mental health first aid, first aid and accidental counsellor training programs
Improved access to services	Connect community members that need support with services during disaster events
	Education and information days to connect community with government and non-government support services

Economic resilience

<i>Target outcomes</i>	<i>Action item</i>
Stronger local businesses	Seek opportunities to re-open the café, which was a drawcard to the village
More economic opportunities from tourism	Make local arts and crafts and information about local tourist attractions available at the driver reviver rest stop
	Find ways to show visitors what's on offer in the village and surrounding areas

Community asset resilience

<i>Target Outcomes</i>	<i>Action Item</i>
Improved community assets and gathering places	Purchase sporting equipment for the Rugby Club
	Purchase defibrillator for the hall and Rugby Club
	Undertake improvement works at the community hall: <ul style="list-style-type: none"> • Outdoor lighting • Awning over the driveway • Heating inside • Electrical work to achieve compliance
	Place vehicle bollards on the Mallanganee Oval
Improved communication infrastructure	Improve telecommunications during disaster events through the use of UHF radios and satellite phones

Mallanganee's resilience enablers

Through consultation, the Mallanganee community identified a number of things which are beyond the scope of community to deliver but which would improve its resilience. Many of these actions are already captured in other Kyogle Council plans, including the CSP and Mallanganee Village Master Plan, or are matters Council is already advocating for on behalf of communities. New and existing priorities are captured here for Council and community reference and action.

Safe and reliable road access

- Keep transport links open to sustain commerce
- Reposition No Through Road sign on Sandilands Street
- Install a turning circle at the end of Sandilands Street
- Install vehicle bollards at the end of Sandilands Street
- Install Give Way sign where Willock Street meets Sandilands Street

Reliable telecommunications

- Improved communication links to sustain commerce

Essential infrastructure and services

Development of a reticulated sewerage system for Mallanganee, including consideration of reuse opportunities when the sewerage treatment plant is delivered

Attractive village

- Streetscaping and beautification of the village

OLD BONALBO AND SURROUNDS

Based on survey responses received, the people who live in and around Old Bonalbo love their active community where people all know each other, support each other and are involved in community life. They also value their local school and the peaceful, green and beautiful scenery.

Visions of Village Life – Vision for Old Bonalbo

For Old Bonalbo to become an attractive, vibrant village that is home to a united, inclusive community and offers a unique small-town experience for residents and visitors.

To build its own resilience, the Old Bonalbo and surrounds community sees the importance of encouraging greater participation in community groups, especially among the younger generation and new residents to the area.

Old Bonalbo’s action plan

The following actions are things that the Old Bonalbo and surrounds community can do itself, deliver with support from Council, or deliver in partnership with Council and other government and non-government organisations. Some of these actions may also be suitable for funding through external grant programs with delivery led by community.

Community resilience

<i>Target outcomes</i>	<i>Action item</i>
Increased community connectedness, engagement and participation	Organise community social events in the Old Bonalbo Hall <ul style="list-style-type: none"> • Dinners • BBQs • Dances
Enhanced community member preparedness and response	Develop an Old Bonalbo village evacuation plan
	Develop a welcome information pack for new residents, including information on disaster preparedness
	Conduct ‘Get Ready Days’ - education and information days with emergency services to help community members and households prepare for disasters
	Initiate a program of individual household clean-ups to enable properties to be defensible during disasters
	Put in place procedures to ensure food security and volunteer food preparation during disaster events
	Establish an RFS fire permit and education program for landowners, including training regarding farm preparation and prescribed burning
	Remove vegetation from roadside verges to reduce fire hazard and improve access and movement during evacuations
More volunteerism	Host events and activities to promote volunteer groups and volunteering
	Support volunteer groups with mental health first aid, first aid and accidental counsellor training programs
Improved access to services	Support community members to access government and non-government support during disaster events

Economic resilience

<i>Target outcomes</i>	<i>Action item</i>
More economic opportunities from tourism	Seek ways to leverage the surrounding environment for agritourism and ecotourism
More resilient and sustainable agriculture sector	Establish an Old Bonalbo farming/agricultural cooperative
	Provide education or extension training days and services in sustainable agriculture, farm management, weed management and water use
	Conduct training for rural landowners to prepare farms and undertake prescribed burning
	Conduct training for farmers to prepare livestock movement plans for disasters

Community asset resilience

<i>Target Outcomes</i>	<i>Action Item</i>
Improved essential infrastructure	Install a community water bore and water tank to improve village drought resilience and fire fighting
	Encourage village storm water collection for drought resilience
	Advocate for reduced or subsidised DA fees for household water tanks
Improved community assets and gathering places	Undertake improvement works at the community hall: <ul style="list-style-type: none"> • Shower facilities • Ramps for disabled access • Back up generator and electrical works
Improved communication infrastructure	Improve telecommunications during disaster events through the use of UHF radios and satellite phones
	Install digital information signage for the village

Natural environment resilience

<i>Target outcomes</i>	<i>Action item</i>
Enhanced environmental resilience	Conduct education and training days in environmental management <ul style="list-style-type: none"> • Weed control • Feral animal control • The environment
	Conduct cultural burning and cultural land management workshops and reintroduce cultural burning into the landscape

Old Bonalbo's resilience enablers

Through consultation, the Old Bonalbo community identified a number of things which are beyond the scope of community to deliver but which would improve its resilience. Many of these actions are already captured in other Kyogle Council plans, including the Community Strategic Plan, or are matters Council is already advocating for on behalf of communities. New and existing priorities are captured here for Council and community reference and action.

Reliable telecommunications

- Improved land line and mobile phone coverage, including replacement batteries at the telephone exchange
- Improved RFS radio communications, including replacement batteries at the RFS radio tower

Disaster mitigation measures

- River height measurement gauges on the Clarence River

Government services and support

- Stable or growing school enrolments and services
- Immediate emergency relief for community during disaster events

Well managed natural environment

- Improved prescribed burning in state, Crown and private lands
- Improved fire trail and fire break maintenance

TABULAM AND SURROUNDS

Like most areas in the Kyogle LGA, the people who live in Tabulam and surrounds love their small, friendly community where people know and help their neighbours. They also value diversity which brings different perspectives to the community.

Visions of Village Life – Vision for Tabulam

To promote Tabulam as a friendly, riverside village which celebrates its connections to local agribusiness and invites visitors to discover its diverse culture and heritage.

To build its own resilience, the Tabulam and surrounds community sees the importance of:

- More community preparation activities including developing local plans and doing drills
- Digital tools that the community can use to stay informed about risks and resilience activities and also for information during disasters
- Having festivals and other activities that encourage social networking and community cohesion.

Tabulam’s action plan

The following actions are things that the Tabulam and surrounds community can do itself, deliver with support from Council, or deliver in partnership with Council and other government and non-government organisations. Some of these actions may also be suitable for funding through external grant programs with delivery led by community.

Community resilience

<i>Target outcomes</i>	<i>Action item</i>
Increased community connectedness, engagement and participation	Organise community social events, like dinners and dances in the Tabulam Hall
	Establish a Battle of Romani - Light Horse Festival
	Re-establish the Tabulam Blueberry Festival
	Establish a community garden
	Run activities for men and women at the Shed of Hope
	Hold regular community resilience meetings
Enhanced community member preparedness and response	Conduct ‘Get Ready Days’ - education and information days with emergency services to help community members and households prepare for disasters
	Create contact list and phone tree for village residents
	Put in place procedures to ensure food security and volunteer food preparation during disaster events
	Procure fire fighting trailers for locating within the village
More volunteerism	Provide information about volunteering and conduct volunteer drives at the markets
	Support volunteer groups with mental health first aid, first aid and accidental counsellor training programs
Greater cross-cultural awareness	Hold NAIDOC Week events in the village
	Host Aboriginal Cultural Festival and associated events in and around the village
Improved access to services	Support community members in need to access government and non-government support during disaster events
	Generate financial and in-kind support to Tabulam charities and not-for-profit service organisations

Economic resilience

<i>Target outcomes</i>	<i>Action item</i>
Stronger local businesses	Create a local business register
More economic opportunities from tourism	Develop tourist self-guided tours and drives: <ul style="list-style-type: none"> • Harry Mundine Place • Old Stock Route • Battle of Romany • Rock Cairns – Dick Smith, Hamilton Family • Racecourse
	Explore opportunities for short-term tourist accommodation
	Provide improved camping and accommodation options to boost tourism and reduce impacts of free camping
	Install wayfinding tourist signage to the showground and river
More resilient and sustainable agriculture sector	Conduct Women on the Land training days at the hall

Community asset resilience

<i>Target Outcomes</i>	<i>Action Item</i>
Improved essential infrastructure	Install a water tank on the hill for fire fighting and sprinkler irrigation around the village
	Advocate for a Clarence River Hydroelectric feasibility study for the Tabulam area
	Deliver improvements to the Tabulam Cemetery and continue project to identify unmarked grave sites
Improved community assets and gathering places	Undertake improvement works at the community hall: <ul style="list-style-type: none"> • New seating • Back-up generator and electrical works
	Enhance Tabulam Oval <ul style="list-style-type: none"> • Fencing around the oval • A sporting complex with gym and dressing rooms • Shade cover and shade trees
	Purchase sporting equipment for the Tabulam Turtles
	Install community art on the pylons of the old heritage-listed bridge
Improved communication infrastructure	Improve telecommunications during disaster events through the use of UHF radios and satellite phones
	Install digital signage in town

Natural environment resilience

<i>Target outcomes</i>	<i>Action item</i>
Enhanced environmental resilience	Conduct LandCare and RiverCare education workshops
	Conduct cultural burning and cultural land management workshops and reintroduce cultural burning into the landscape

Tabulam's resilience enablers

Through consultation, the Tabulam community identified a number of things which are beyond the scope of community to deliver but which would improve its resilience. Many of these actions are already captured in other Kyogle Council plans, including the CSP and Tabulam Village Master Plan, or are matters Council is already advocating for on behalf of communities. New and existing priorities are captured here for Council and community reference and action.

Safe and reliable road access

- Traffic calming devices on the Bruxner Highway through Tabulam village
- Speed camera on Tabulam Bridge

Essential infrastructure and services

- Implementation of the Tabulam potable water supply project
- Development of a reticulated sewerage system for Tabulam, including consideration of reuse opportunities when the sewerage treatment plant is delivered

Disaster mitigation measures

- River height measurement gauges on the Clarence River

WIANGAREE AND SURROUNDS

Wiangaree is the closest village to Kyogle and benefits from a range of local facilities and services including a primary school, popular local shop, showground, play park, lagoon picnic area and community hall.

Visions of Village Life – Vision for Wiangaree

For Wiangaree to be a family and visitor friendly village that celebrates and shares its diverse culture, knowledge and history.

To build its own resilience, the Wiangaree and surrounds community sees the importance of:

- Having community-led, well communicated local disaster plans
- More community togetherness and use of local facilities
- Enhancing the family-friendly nature of the village
- Building disaster preparedness and response skills within the community.

Wiangaree’s action plan

The following actions are things that the Wiangaree and surrounds community can do itself, deliver with support from Council, or deliver in partnership with Council and other government and non-government organisations. Some of these actions may also be suitable for funding through external grant programs with delivery led by community.

Community resilience

<i>Target outcomes</i>	<i>Action item</i>
Increased community connectedness, engagement and participation	Hold community events like dances and BBQs at the hall and showground
	Hold collaborative community events to improve communication networks
	Install a community noticeboard at the showground
Enhanced community preparedness and response	Develop a colour-coded village map to identify community members who are vulnerable in a disaster
	Conduct ‘Get Ready Days’ - education and information days with emergency services to help community members and households prepare for disasters
	Create a welcome pack for new residents advising of disaster preparedness and response, community groups and support services
	Put in place procedures to ensure food security and volunteer food preparation during disaster events
	Enhance the schools capacity during evacuations through initiatives such as; <ul style="list-style-type: none"> • Portable pet cages • First aid kit, including Ventolin • Stocks of bottled water • Disabled access • Improved emergency vehicle access
	Provide flood-free access from the village to the school
	Provide water supplies to households during drought
	Connect community with response and recovery information during disasters

More volunteerism	Conduct volunteer drives as well as community group promotion and information events
	Support volunteer groups with mental health first aid, first aid and accidental counsellor training programs
Improved access to services	Connect community members in need with services and support during emergencies
	Improve access to mental health and suicide prevention services

Economic resilience

<i>Target outcomes</i>	<i>Action item</i>
More economic opportunities from tourism	Develop a self-guided history walking tour of the village
	Install artwork on power poles to encourage visitation
More resilient and sustainable agriculture sector	Conduct training for farmers to prepare livestock movement plans for disasters
	Conduct training for rural landowners to prepare farms and undertake prescribed burning
	Conduct education and extension days for farmers <ul style="list-style-type: none"> • Landscape rehydration • Regenerative agriculture

Community asset resilience

<i>Target Outcomes</i>	<i>Action Item</i>
Improved community assets and gathering places	Undertake improvement works at the community hall: <ul style="list-style-type: none"> • New seating • Water tank, filter and pump for potable water • Back-up generator and electrical works
	Improve the local park for children <ul style="list-style-type: none"> • Fence the play park • Install shade sails
Improved communication infrastructure	Improve telecommunications during disaster events through the use of UHF radios and satellite phones
	Install an electronic disaster notice board in the village

Natural environment resilience

<i>Target outcomes</i>	<i>Action item</i>
Enhanced environmental resilience	Support LandCare to implement land management practices
	Conduct cultural burning and cultural land management workshops and reintroduce cultural burning into the landscape
	Enhance Koala habitat corridors
	Implement weed management programs along the river
	Include wildlife care contact details on the community noticeboard

Wiangaree's resilience enablers

Through consultation, the Wiangaree community identified a number of things which are beyond the scope of community to deliver but which would improve its resilience. Many of these actions are already captured in other Kyogle Council plans, including the CSP and Wiangaree Village Master Plan, or are matters Council is already advocating for on behalf of communities. New and existing priorities are captured here for Council and community reference and action.

Safe and reliable road access

- Speed camera on Summerland Way
- Traffic calming devices on Summerland Way through the village
- Wiangaree village heavy vehicle by-pass
- Footpath from the village to the school
- Access path from the showground to the river
- A school crossing attendant

Essential infrastructure

- Undertake a Wiangaree village water availability and sustainability study

Development of a reticulated sewerage system for Wiangaree, including consideration of reuse opportunities when the sewerage treatment plant is delivered

Disaster mitigation measures

- Investigate the feasibility of relocating Wiangaree village to higher ground, out of the flood zone
- Development and implementation of a flood early warning system

Well managed natural environment

- Appropriate planned burning, hazard reduction and fire trail and fire break maintenance in National Parks and State Forests

WOODENBONG AND SURROUNDS

Based on the survey responses received, the people who live in Woodenbong and surrounds love the sense of history they feel in the village as well as the beautiful surrounding countryside. The local school brings a youthful energy to the village

Visions of Village Life – Vision for Woodenbong

For Woodenbong to be a prosperous, harmonious village where people of all ages can live well and contribute to the community.

To build its own resilience, the Woodenbong and surrounds community sees the importance of:

- Learning from the past and working as a united community towards building a better future
- Listening to each other and the local cultural knowledge handed down from previous generations
- More participation from all sectors of the community
- Involving the young people in resilience activities and community life
- Having a wider range of employment and business opportunities.

Woodenbong’s action plan

The following actions are things that the Woodenbong and surrounds community can do itself, deliver with support from Council, or deliver in partnership with Council and other government and non-government organisations. Some of these actions may also be suitable for funding through external grant programs with delivery led by community.

Community resilience

<i>Target outcomes</i>	<i>Action item</i>
Increased community connectedness, engagement and participation	Hold community events at the hall and showground <ul style="list-style-type: none"> • Dances • BBQ • Movie nights • All ages community events
	Provide more sporting activities and opportunities for community
	Hold events at the Golf Club <ul style="list-style-type: none"> • RFS support day • Billy cart day
	Hold a community brainstorming event
	Develop information packs promoting active community groups and their functions
	Develop a welcome information pack for new residents
	Conduct grant writing workshops for community
	Support the Woodenbong Community Facebook page
	Create a community mural wall to bring people together
	Enhanced community preparedness and response
Establish community support teams to assist the community during disasters	
Conduct ‘Get Ready Days’ - education and information days with emergency services to help community members and households prepare for disasters	
Conduct emergency management scenario training days	

	Work with Woodenbong School to develop a disaster management response education program for students
	Put in place procedures to ensure food security and volunteer food preparation during disaster events
	Improve the capacity of existing community building/s for evacuations through; <ul style="list-style-type: none"> • Access to medical and pharmacy support • Portable pet cages
	Establish a second helicopter landing site for emergencies
	Conduct community debriefs after adverse events
More volunteerism	Host events and activities to promote volunteer groups and volunteerism
	Support volunteer groups with mental health first aid, first aid and accidental counsellor training programs
Greater cross-cultural awareness	Implement a listening project to learn from our past and work towards a better future via Truth Saying
	Hold NAIDOC Week events in the village
	Establish a Koori Cultural Games event
	Hold Aboriginal art and craft workshops in the hall
	Develop Elder-led youth programs to hand down cultural knowledge and skill-up young people
	Establish a Woodenbong Reconciliation Committee to bring Urbenville, Muli Muli and Woodenbong together
	Support the work of the Woodenbong School Reconciliation Committee
Improved access to services	Support the establishment of a Woodenbong Community Service Hub

Economic resilience

<i>Target outcomes</i>	<i>Action item</i>
Stronger local businesses	Create a local business register
	Establish a business and employment support network to connect local businesses with support and advice
	Initiate Aboriginal employment programs for local businesses
More economic opportunities from tourism	Establish an Aboriginal Cultural Tourism Centre to develop linkages with local Aboriginal history and culture
	Develop the Woodenbong Walking Trail Network
	Seek funding to host events that will attract tourism and economic stimulus
More resilient and sustainable agriculture sector	Provide farmers with access to agricultural education and extension services <ul style="list-style-type: none"> • Weed management • Pasture management • Water management
	Conduct training for farmers to prepare livestock movement plans for disasters
	Conduct training for rural landowners to prepare farms and undertake prescribed burning

Community asset resilience

<i>Target Outcomes</i>	<i>Action Item</i>
Improved community assets and gathering places	Undertake improvement works at the community hall, including back-up generator and electrical works
	Undertake improvement works at the showground, including installation of air-conditioning
Improved communication infrastructure	Improve telecommunications during disaster events through the use of UHF radios and satellite phones
	Install digital information signage for the town

Natural environment resilience

<i>Target outcomes</i>	<i>Action item</i>
Enhanced environmental resilience	Conduct LandCare and RiverCare education and awareness workshops
	Establish a Githabul 'Caring for Country' program to educate about and reintroduce cultural burning and land management into the landscape
	Establish a Githabul 'Sacred Headwaters' river care catchment health program
	Conduct invasive species workshops
	Implement LandCare bush regeneration and tree planting programs
	Initiate a youth and Elder climate change project

Woodenbong's resilience enablers

Through consultation, the Woodenbong community identified a number of things which are beyond the scope of community to deliver but which would improve its resilience. Many of these actions are already captured in other Kyogle Council plans, including the CSP and Woodenbong Village Master Plan, or are matters Council is already advocating for on behalf of communities. New and existing priorities are captured here for Council and community reference and action.

Safe and reliable road access

- Clarence Way road improvements
- Repairs to concrete causeway access over Tooloom Falls, subject to National Parks consent

Reliable telecommunications

- Improved landline and mobile phone services

Essential infrastructure and services

- Reliable water and power utilities and services

Disaster mitigation measures

- River height measurement gauges on Tooloom Creek

Government services and support

- Stable or growing school enrolments and services
- Medical, mental health and ambulance services
- Immediate emergency relief for community during disaster events

Attractive village

- Streetscaping the village
- Seating in the CBD

Well-managed environment

- Access to National Parks and State Forests for recreation
- Appropriate prescribed burning in state, Crown and private lands
- Improved fire trail maintenance in state and Crown lands

COUNCIL'S ROLE

Council plays a key role in planning and preparing for, responding to, and recovering from adverse events.

In emergencies Council works collaboratively with emergency services, support agencies, and the community and is an important source of information on local issues. During disasters, Council's Local Emergency Management Officer (LEMO) and Council Liaison Officers are responsible for providing timely and accurate messaging and information from the Emergency Operations Command (EOC) to the network of Community Managed Evacuation Centres and the community more generally. The LEMO and Liaison Officers are also able to provide feedback on unfolding events and local needs directly from communities to the EOC during the height of disaster management responses.

Council also has a role to play in supporting communities to build the social cohesion which underpins community resilience. Through the internal Community Development team, Council will engage with and maintain connections to businesses, community groups and small village communities with a focus on encouraging:

- Bonding – improving connections within community groups
- Bridging – expanding connections between community groups; and
- Linking – connections to community external service providers and authorities

Helping grow community capital

From consultation we know that villages right across the LGA show strong community spirit and participation. Community connection between the villages is less consistent due to a range of factors such as geographic isolation, the cost of travel, and community leaders who don't have the capacity to organise community events across village boundaries.

To assist Council will:

- Work collaboratively with communities so they are able to develop tailored resilience activities and empower residents to plan and prepare households, communities, businesses and rural properties for disasters.
- Educate community groups on the importance of social capital, support volunteer retention and recruitment efforts, and provide training and incentives for volunteers
- Provide forums to bring village community leaders together, encourage cross-pollination of ideas, build and strengthen social cohesion, and enable villages to better support each other during adverse events
- Look for opportunities to scale up local resilience activities and roll them out across the LGA to reduce the implementation effort while building connection, knowledge, skills and capacity in disaster planning, preparation, response and recovery.

Building economic capital

Businesses and industry, particularly the agricultural sector, are often directly impacted by natural disasters. There can also be indirect economic impacts like loss of turn over and reduced economic output.

To assist, Council will:

- Continue to work with the Kyogle and District Chamber of Commerce, Progress Associations, business community and business support services to assist business with disaster planning, preparation, response and recovery to ensure a strong and vibrant local economy.

For further information on Council's approach to economic capital refer to [Kyogle's Economic Development Future – Pathways to prosperity and the Northern Rivers Economic Development Strategy](#) and associated [REDS Fire Impact Addendum](#).

Working with emergency services

Kyogle Council works in close partnership with emergency services to ensure the safety of residents during adverse events.

As identified in the resources section of this plan, Council already:

- Delivers 'Get Ready' programs designed to help the community plan and prepare for adverse events
- Participates in the Northern Rivers EMPLAN Annual scenario planning meetings and Emergency Operations Command to promote greater community preparedness and improve the area's response to natural disasters.

Community Managed Evacuation Centres

The Kyogle Community Managed Evacuation Centre (CMEC) model has proven to be effective over several natural disasters. It is reliant on collaboration between Council, community volunteers, Red Cross and the Department of Communities and Justice. Council recognises that community halls are pivotal for village communities, not only as Community Managed Evacuation Centres during times of crisis, but also as hubs for community activity.

To ensure the ongoing effectiveness of the CMEC network, Council will:

- Continue to collaborate with government agencies, non-government-organisations, and community volunteers to ensure CMEC's provide a safe space for community during disasters.
- Support the improvement and maintenance of community halls utilised for CMEC's through direct investment and also financial grants to community groups and volunteers who play a role in the management, maintenance and upgrade of the hall network.

Regional collaboration

Natural disasters don't respect council boundaries. To ensure a coordinated approach, Council currently has formal arrangements to share resources with Richmond Valley Council and Lismore City Council through the Northern Rivers Local Emergency Management Committee and with Logan City Council through the Queensland Disaster Management Group.

To further assist, Council will collaborate with Tenterfield and Clarence Valley Councils to coordinate disaster responses and recovery efforts for small communities along the Clarence River.

Improving planning and the built environment

Council adopts a continuous improvement approach to land use planning and the built environment to respond to evolving disaster response and recovery needs.

As identified in the CSP, Council is

- Updating bushfire prone land mapping
- Assessing flood hazards and ensuring the LEP and DCP contain provisions to reduce risk
- Delivering the actions identified in Floodplain Risk Management Plans.

Council will also continue to conduct risk assessments to protect community assets, roads, water and sewer infrastructure

Climate Change and adverse event abatement, mitigation and adaptation

As outlined in the CSP, Kyogle Council has committed to taking action on climate change abatement and mitigation through a range of strategies including improved energy efficiency reduced resource consumption and recycling/reuse.

Council will continue to:

- Collaborate with and support the work of the Climate Change Working Group, which provides advice and recommendations around climate change, management of climate risk and implementation of targets relating to climate change and renewable energy
- Review policies to include climate change adaptation, mitigation and response strategies.

For further information please refer to the [Climate Change Adaptation Risk Assessment](#) and [Sustainable Communities Action Plan](#).

Advocating for better information access

Council understands that access to information plays a key role in resilience, particularly during the response phase to a natural disaster. Improved mobile phone and internet services also contribute to recovery by supporting economic resilience and improving social connection.

As outlined in the CSP Council is:

- Actively advocating to government and service providers regarding the need for fast, reliable and resilient telecommunications and digital services across the Kyogle LGA.

Council will

- Continue to liaise with telecommunications service providers regarding improved mobile phone coverage and internet services across the LGA
- Identify and educate the community on options available for improved internet services.

Building social and community engagement

While each area has strong social networks, there are some sectors of communities which are not as engaged. These might include young people, working people, or absentee land owners and weekend residents. Our communities will be more resilient when everyone is included and involved, and that is particularly true when it comes to Aboriginal people who have cultural knowledge and skills which directly relate to land management and natural environment resilience.

To assist Council will

- Work collaboratively with Aboriginal communities and representatives to identify specific needs and goals and engage Elders in the development and implementation of community specific resilience programs.
- Work closely with Tenterfield Shire Council and the Jubullum community, which is located in the Tenterfield Shire but is more associated and connected to the Tabulam community, to ensure a seamless approach to community resilience for the benefit of both communities.

Improving community governance and leadership

The Kyogle LGA is fortunate to have a large number of community groups that provide support to their communities. It is important that we build on this strength by supporting existing groups to transition to a more sustainable and effective social enterprise model. Social enterprises are self-sustaining, income generating organisations that strengthen and build social cohesion.

To assist Council will:

- Provide training for community leaders to improve business acumen skills and change mindset towards not-for-profit, self-sustaining, income generating community organisations.
- Assist with applications for grants and project manage programs on behalf of collectives of individual community organisations to create scale and connectivity.

ADVERSE EVENTS PLAN ACTIONS

Below are the actions Council is already pursuing as part of the implementation of the Kyogle Council Adverse Events Plan.

Area of Concern	Actions
Water Supply security	Complete bore investigation works for Bonalbo and Tabulam
	Review town water drought management plan and secure yields
	Progress the development of a new water supply for the village of Tabulam
	Take part in the development of the North Coast Regional Water Strategy which is to be developed by the NSW Department of Planning, Industry and Environment (DPIE)
	Contribute to, and advocate for the development of a State Water Strategy
	Advocate for the raising of Toonumbar dam by 6m to increase storage volume and drought resilience
REDS addendum focus areas	Assist government and industry with the implementation of the actions from the Regional Economic Development Strategy Impact Review fire impact addendum April 2020
Emergency Management Operations	Advocate for regional and local Emergency Operations Centre Improvements
	Continue to support the Community Managed Action Plan for Emergency Evacuation Centres
	Provide support for funding applications and delivery of improvements to potential evacuation centres
	Advocate for changes to emergency services structure to remove the local government administrative involvement and remove the emergency services levy costs burden from councils
Climate Change Adaptation	Implement the actions from the Kyogle Climate Change Adaptation Risk Assessment Action Plan
	Continue to contribute to regional adaptation and resilience projects and initiates
	Implement the actions from the Sustainable Council and Community Action Plan
Natural Disaster Funding	Ensure data collection on asset condition is retained to meet the requirements for establishing pre-disaster conditions for all assets at risk
	Retain period supply contracts for key services and contractors to ensure ability to quickly response to events
Community and Council Resilience	Work with communities to promote the NSW Governments "Get Ready" and "Adapt NSW" messaging
	Advocate for improved telecommunications infrastructure across the LGA
	Advocate around improved hazard reduction in National parks and State Forests and opportunities for cultural partnership
	Advocate to both State and Federal Governments for a significant investment in improved resilience and large-scale mitigation programs aimed at reducing the impact of adverse events in the future.

FUTURE DIRECTIONS

Council has identified a number of future directions it will seek to explore with communities as the Community Resilience Plan implementation continues, and is further developed through ongoing consultation and community engagement. The direction the plan takes will depend on the changing priorities of communities as we face new challenges and community resilience planning and preparation activities mature.

Social/Cultural

- Education and training for community groups in areas of need and interest
- Grant writing workshops
- Guest speaker forums
- Community-led art recovery
- Community-led food security
- Community-led energy security

Economic

- Identify private tourism and recreational assets which are impacted by disasters
- Investigate flood investment options, including possible expansion of voluntary home buybacks, house retrofit and home raising under the “NSW Government Resilient Homes” program
- Engage businesses in continuity planning that links with community and the NSW Government Business Connect program and natural disaster management arrangements
- Encourage agribusiness resilience planning to include drought proofing, fire and flood planning and preparations, climate change adaptation, mitigation and carbon reduction and soil carbon sequestration measures

Infrastructure and community assets

- Identify infrastructure hotspots impacted by natural hazards that are not included in the EMPLAN
- Household non-reticulated potable water security for households on water tanks
- Identify public tourism and recreational assets that are impacted by disasters
- Identify further community assets that may act as safe places of refuge during adverse events
- Identification of community and private assets that can be made available to the community during heat waves

Natural Environment

- Promote the benefits of ecosystem services (atmospheric, water, soil and biodiversity systems) so they are valued, acknowledged, improved and accessible to all
- Aboriginal people’s cultural knowledge, experience and participation in land management is respected and integrated into natural resource management actions through inclusion, capability and capacity building, and financial consideration
- Promote and support LandCare initiatives to address riverbank erosion, wildlife corridors, bushland restoration/rehabilitation and biodiversity on private land holdings
- Promote and support RiverCare to work with community and landholders to improve water quality, manage erosion and improve river system health

IMPLEMENTATION

The Community Resilience Plan will be delivered collaboratively by Kyogle Council, community leaders and their communities.

The guiding document for community consultation and engagement will be the [Local Disaster Communication Planning Framework 2020](#). The framework is based on the principals of managing risk, supporting operational objectives and serving community needs in planning, preparing, responding and recovering to disasters.

Council will engage in ongoing dialogue and cooperative working relationships with communities and established community groups, to identify opportunities to embed community resilience education programs across the Kyogle LGA. Council will maintain its focus on face-to-face meetings with community members to enhance local connections and reinforce the importance of community participation in a community led and locally driven resilient municipality.

Community groups often rely on individual, annual grant funding applications to support their operations. This impedes their ability to plan for the long term and provide certainty for essential social and community programs and events. Council will continue to support community groups by identifying and promoting grant funding opportunities.

Review

The Community Resilience Plan is designed to provide a framework and guidance for ongoing improvements to community resilience for many years to come. The plan may be formally reviewed, in consultation with communities, when the need arises.

RESILIENCE RESOURCES

Local resources

'Get Ready' portal

The [Get Ready program](#) is a key way that local councils provide targeted information, resources and support to communities to build resilience and prepare for disasters.

The [Kyogle Council online Disaster Dashboard](#) includes a 'Get Ready' section which provides a valuable resource for individuals and the community to prepare for adverse events of all types. The portal:

- Describes the different types of natural disasters and adverse events which may occur
- Provides guidance on general preparedness
- Includes links to the relevant government agencies and information sources



The image is a promotional poster for the 'Get Ready' disaster preparedness program in NSW. It features a dark blue background on the left with the text 'GET READY For disasters' in orange and white, and 'Now is the time to get ready NSW' in large white letters. Below this is the website 'www.emergency.nsw.gov.au/getready'. On the right, there are five numbered steps, each with an icon and a brief description:

- 1. Know your risk**
Think about the area you live in and the types of disasters that could affect you.
- 2. Plan now for what you will do**
Sit down and talk with your family and plan for what you will do if a disaster affects your area.
- 3. Get your home ready**
Prepare your home by doing general home maintenance and checking your insurance.
- 4. Be aware**
Find out how to prepare and what to do if there is a disaster in your area. Connect with NSW emergency services to stay informed.
- 5. Look out for each other**
Share information with your family, friends, neighbours and those who may need assistance.

Disaster Dashboard

In addition to the Get Ready portal, the [Kyogle Council Disaster Dashboard](#), provides real time updates on current conditions across the LGA including:

- Fire and flood
- Road and bridge conditions
- Power outages
- Telecommunications network issues
- Weather conditions
- School closures
- Emergency services alerts
- Links to social media and radio coverage

The dashboard is checked and updated regularly during disasters and offers a single source of information that can be accessed by residents and community. It also provides links to information and resources such as "Get Ready" and emergency services websites and information.

Transport Network Vulnerabilities

An understanding of pinch points and vulnerabilities in the road network is crucial to ensuring public safety, and advising community during a disaster. Every event is different, and the road network is also affected in different ways by different types of events. Council is committed to an ongoing process to better understand transport network access and resilience issues, and to undertake improvements where possible in accordance with Councils overall asset and long-term financial planning processes. This includes critical partnerships with agencies such as Transport for NSW and external grant funding providers.

In order to provide the community and other agencies with the most up to date information available at any point in time, Council uses the system provided by Transport for NSW across the state, *Live Traffic NSW*. During Natural Disasters and other adverse events, Council places a high level of importance on the verification and update of information provided through this system, to ensure the community has access to the most up to date and reliable information available.

The **LIVE Traffic NSW** system can be accessed here;
<https://www.livetraffic.com/>

State and regional resources

NSW Reconstruction Authority

<https://www.dpie.nsw.gov.au/about-us/our-agencies/nsw-reconstruction-authority>

NSW SES

<https://www.ses.nsw.gov.au/flood-awareness-nsw/northern-rivers/kyogle-lga/>

NSW RFS

<https://www.rfs.nsw.gov.au>

Australian Red Cross

- Get Prepared <https://www.redcross.org.au/prepare/>
- Register.Find.Reunite (RFR) <https://register.redcross.org.au/>

Local roles and responsibilities

Northern Rivers Local Emergency Management Committee

The Northern Rivers Local Emergency Management Committee is responsible for developing detailed arrangements for, prevention of, preparation for, response to and recovery from emergencies within the Local Government Areas covered by the Northern Rivers EMPLAN. It encompasses arrangements for:

- Emergencies controlled by combat agencies;
- Emergencies controlled by combat agencies and supported by the Local Emergency Operations Controller (LEOCON);
- Emergency operations for which there is no combat agency; and
- Circumstances where a combat agency has passed control to the LEOCON.

Local Emergency Management Officer

The Local Emergency Management Officer, or LEMO, is a senior executive within Kyogle Council who sits on the Local Emergency Management Committee and the Emergency Operations Command that coordinates council resources during an emergency event. The LEMO is supported by Council Liaison Officers that come from the existing staff and cover areas such as transport, water and sewer, waste and community wellbeing and recovery during emergency events.

REFERENCES

Australian Disaster Resilience Index, Natural Hazards Research Australia

www.adri.bnhcrc.com.au

Bushfire and natural hazards CRC, Australian Department of Industry, Science, Energy and Resources and AusIndustry Cooperative Research Centres Program

<https://www.bnhcrc.com.au/home>

Census (2016 and 2021), Australian Bureau of Statistics

<https://www.abs.gov.au/census>

Community Resilience Framework for Emergency Management, Emergency Management Victoria

<https://www.emv.vic.gov.au/how-we-help/resilience/community-resilience-framework-for-emergency-management>

State Emergency Management Plan, NSW Government

<https://www.nsw.gov.au/rescue-and-emergency-management/state-emergency-management-plan-emplan>

Stronger Community Resilience Policy Position, Australian Local Government Association

<https://alga.com.au/policy-centre/community-resilience>

ACRONYMS

<i>Acronym</i>	<i>Meaning</i>
AEP	Kyogle Adverse Events Plan
CMEC	Community Managed Evacuation Centre
CSP	Kyogle Community Strategic Plan, 2022-2032
DCP	Development Control Plan
EMPLAN	Emergency Management Plan
EOC	Emergency Operations Control
LEMO	Local Emergency Management Officer
LEOCON	Local Emergency Operations Controller
LEP	Local Environmental Plan
LGA	Local Government Area
RFS	Rural Fire Service
SES	State Emergency Service