

Attachment I

Community Engagement Summary

When considering a Special Rate Variation, IPART requires councils to conduct community awareness and engagement. The purpose is to ensure councils fully consult with their communities, demonstrate the financial impact the proposed SRV would have, and give the community an opportunity to provide feedback. The detail of this reports provides an overview of the community awareness and engagement activities for the proposed Special Rate Variation.

To meet the criteria set by IPART, Council placed the amended Delivery Program 2017-21 on public exhibition from 24 May and 21 June 2019.

A targeted community engagement program specifically related to the proposed Special Rate Variation was then held from 31 July to 30 September 2019. This program included consulting with the community through a variety of methods. These included:

- An online-community survey on Council's Your Say Lismore page. This included access to relevant information including fact sheets and FAQs, timelines for the next steps in the process, and a Q&A forum where the community could ask staff questions. People could also register on this page to attend a community workshop.
- Fifteen face to face information kiosks held at local community events, markets and locations within the Lismore Local Government. Fact sheets and FAQs were available to the community, along with the opportunity to speak with staff face-to-face and ask questions in relation to the Special Rate Variation proposal.
- All information including copies of the survey, fact sheets and FAQs were available at Council's Corporate Centre and at the Lismore and Goonellabah Libraries.
- An independent randomly selected telephone survey conducted by Micromex Research and Consulting was undertaken in the first week of September 2019. Approximately 30 community members were also recruited through this survey to participate in a community workshop.
- Two community workshops were facilitated by Micromex – one with self-nominated community members and one with community members recruited randomly by Micromex through the telephone survey process. During these workshops Micromex provided a summary of the telephone survey results; discussed results of community satisfaction surveys which identified a performance gap between Council service delivery and community expectations in roads and economic development; and provided background on Lismore's current state of economic development and roads and the benefits of the Special Rate Variation proposal to both. Participants took part in an activity to list positives and negatives of each of the three Special Rate Variation proposals, in relation to their own household and the Lismore LGA as a whole.

Council used a variety of communications to inform the community about the Special Rate Variation consultation and opportunities to provide feedback including media releases, articles in *Local Matters*, paid social media posts on Facebook and Instagram, information on Council's website, subscriber emails, posters in rural areas and paid radio, newspaper and online advertising.

Below are details of the specific engagement activities and supporting communications for each round of consultation and a summary of the outcomes.

The community consultation for the proposed Special Rate Variation has included three elements:

1. Public exhibition of the relevant Council planning documents.
2. Round 1 consultation – two Special Rate Variation options.
3. Round 2 consultation – three Special Rate Variation options.

IP&R documents on public exhibition

Purpose: Engage and consult with the community about the Draft Revised Delivery Program 2017-21 and Operational Plan 2019/20 that contained a proposal for a Special Rate Variation.

Method	Community Participation	Date
Dedicated engagement page on Your Say Lismore on the Draft Revised Delivery Program 2017-21 and Operational Plan 2019/20. This document detailed the proposed Special Rate Variation.	During the exhibition of the Draft Revised Delivery Program and Operational Plan, approximately 40 submissions specifically about the Special Rate Variation proposal were received.	24 May 2019 to 21 June 2019

Communication/Promotions:

Purpose: Inform and invite feedback to the Draft Revised Delivery Program 2017-21 and Operational Plan 2019/20 that contained a proposal for a Special Rate Variation.

Method	Community Participation	Date
Local Matters		5 June 2019
Media Release		22 June 2019
Social Media posts		22 May 2019 24 May 2019 31 May 2019 17 June 2019

Round 1 Consultation – between 31 July and 2 September 2019

Community Engagement

Purpose: Engage and consult with the community relating to Round 1 of the Special Rate Variation.

Method	Community Participation	Date
Dedicated Special Rate Variation engagement page on Your Say Lismore	2000 people visited the Your Say Lismore site	From 31/7/19
Online survey	574 surveys were completed	Open 31/7/19 to 2/9/19
Hard copy surveys	17 hard copy surveys completed	
Q&A function	25 questions asked online	
Fact sheets	155 Round 1 factsheets downloaded	
FAQs	63 FAQs downloaded	
Workshop registration	13 registrations	
7 x information kiosks at key community events, markets and localities across the Lismore LGA.	Approximately 200 fact sheets and FAQs distributed during these information kiosks with as many conversations with community members.	<ul style="list-style-type: none"> • Lismore Quad: Saturday 3/8 • Lismore Quad: Wednesday 7/8 • Clunes Park: Saturday 10/8 • Lismore Quad: Wednesday 14/8 • Lismore Farmers' Market: Saturday 17/8 • Lismore Library: Tuesday 20/8 • Nimbin Markets: Sunday 25/8

Communication/Promotions:

Purpose: Inform and invite feedback relating to Round 1 of Council's Special Rate Variation community engagement campaign.

Method	Community Participation	Date
Rates brochure included in July rates notices to all ratepayers	14,693 mailed out and 1693 electronic	31/7/19
Media release		1/8/19
Social media – paid boosted posts (Facebook/Instagram)	Reach = 14,897 Post clicks = 1741	7/8/19 to 31/8/19
Banner on front page of Council website		1/8/19 to 1/10/19
Advertisement on TV screens at LCC Corporate Centre		1/8/19 to 1/10/19
Radio advertising	70 x 15 second advertisements	5/8/19 to 30/8/19
Banner ad on Lismore App		5/8/19 to 30/8/19
Newspaper advertisement	Half-page advertisement: <i>Northern Star</i> <i>NR Echo</i>	3/8 to 31/8 1/8/ to 29/8
Local Matters – Round 1 proposal		17/7/19
Your Roads newsletter – Round 1 proposal		24/7/19
Local Matters – Round 1 proposal		31/7/19
Local Matters – Round 1 proposal		14/8/19
Posters displayed in Clunes and Nimbin for information kiosks in rural areas		Week of 3/8/19 and 25/8/19

Round 2 Consultation between 3 and 30 September 2019

Community Engagement

Purpose: Engage and consult with the community relating to Round 1 of the Special Rate Variation.

Method	Community Participation	Date
Updated Special Rate Variation engagement page on Your Say Lismore	2100 visitors to the site	Open from 3 September 2019
Round 2 online survey	736 surveys completed	3/9/19 to 1/10/19
Round 2 hard copy surveys	113 hard copy surveys completed	
Q&A function	24 questions asked	
Updated FAQs	73 downloads	
Round 2 fact sheet	185 downloads	
Workshop registration	6 additional people registered to attend a workshop	
8 x information kiosks with attendance at key community events, markets and localities across the Lismore LGA.		<ul style="list-style-type: none"> • Goonellabah Shopping Centre: Tuesday 3/9 • Channon Craft Market: Sunday 8/9 • Nimbin CBD: Thursday 12/9 • Lismore Car Boot Market: Sunday 15/9 • The Quad: Saturday 21/9 • Nimbin Show: Saturday & Sunday 21 & 22/9 • Lismore CBD: Tuesday 24/9 • Lismore Shopping Square: Thursday 26/9
Workshop 1 – self nominated	13 attendees	25/9/19
Workshop 2 – recruited through telephone survey	23 attendees	26/9/19

Communication/Promotions:

Purpose: Inform and invite feedback relating to Round 2 of Council's Special Rate Variation community engagement campaign

Method	Community Participation	Date
Newsletter sent to online engagement and subscriber database	611 recipients	3/9/19
Banner on front page of Council website		1/8/19 to 1/10/19
Social media – paid boosted posts (Facebook/Instagram)	Reach = 10,799 Post clicks = 1,202	5/9/19 to 30/9/19
Newspaper advertisement	Half-page advertisement <i>Northern Star</i> Full page advertisement <i>NR Echo</i>	7/9/19 to 14/9/19 5/9/19 & 12/9/19
Updated radio advertising	75 x 30 second advertisements	1/9/19 to 20/9/19
Media Release		4/9/19
Local Matters – Round 2 proposal		11/9/19
Local Matters – Round 2 proposal		25/9/19

Community Engagement – Summary of Results

Round 1 Consultation

The Survey

- Measure awareness levels and information received about a Special Rate Variation
- Measure levels of support and preference for two different Special Rate Variation options

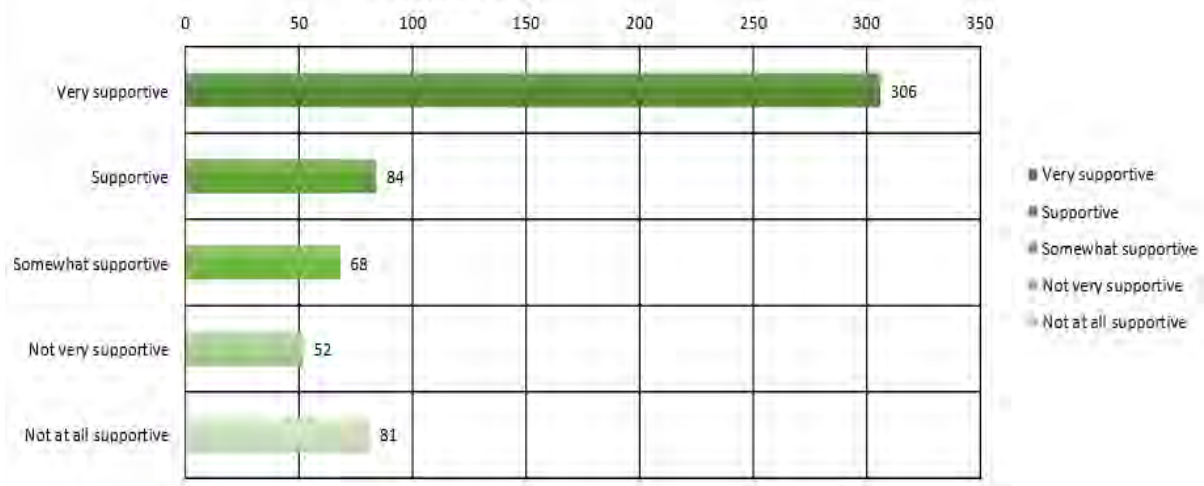
Online – 574

Hard copy – 17

Total: 591

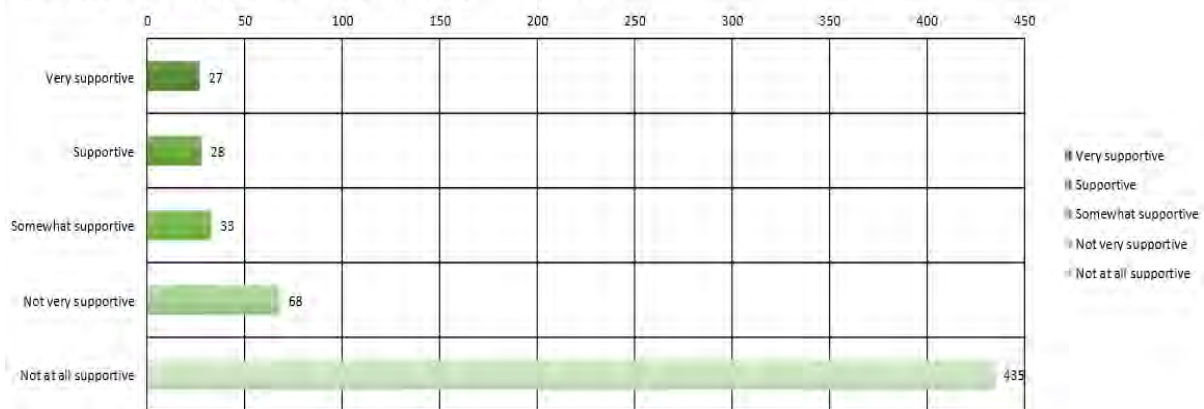
Option 1 – 77.5% support

How supportive are you of Council proceeding with Option 1? - No SRV - ratepeg only



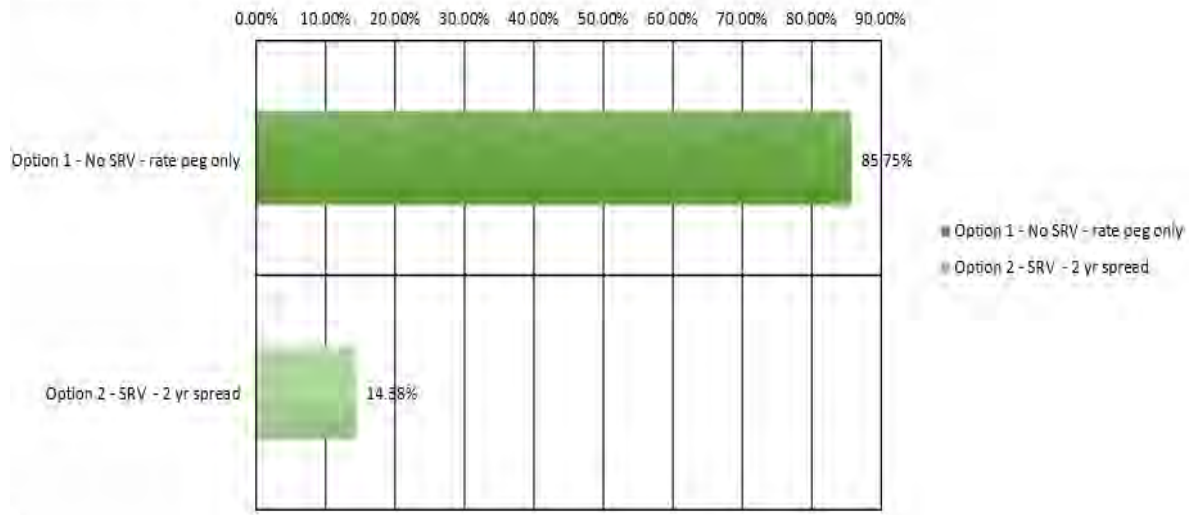
Option 2 – SRV (2 year spread) – 14.89% support

How supportive are you of Council proceeding with Option 2?



Preferences for Special Rate Variation Options

Please rank the 2 options in order of preference



Survey respondents were asked the following question in an open text field.

Q. What is the reason for choosing that option as your highest preference?

Comments relating to this question in both Round 1 and Round 2 surveys are provided in Attachment G.

Survey respondents were asked the following question:

Q, Prior to taking this survey, were you aware that Council was exploring community sentiment towards an SRV?

- 77% of residents were aware of Council's exploration of a Special Rate Variation prior to their participation in the survey.

Round 2 Consultation

The Survey

- Measure awareness levels and information received about a Special Rate Variation
- Measure levels of support and preference for three different Special Rate Variation options

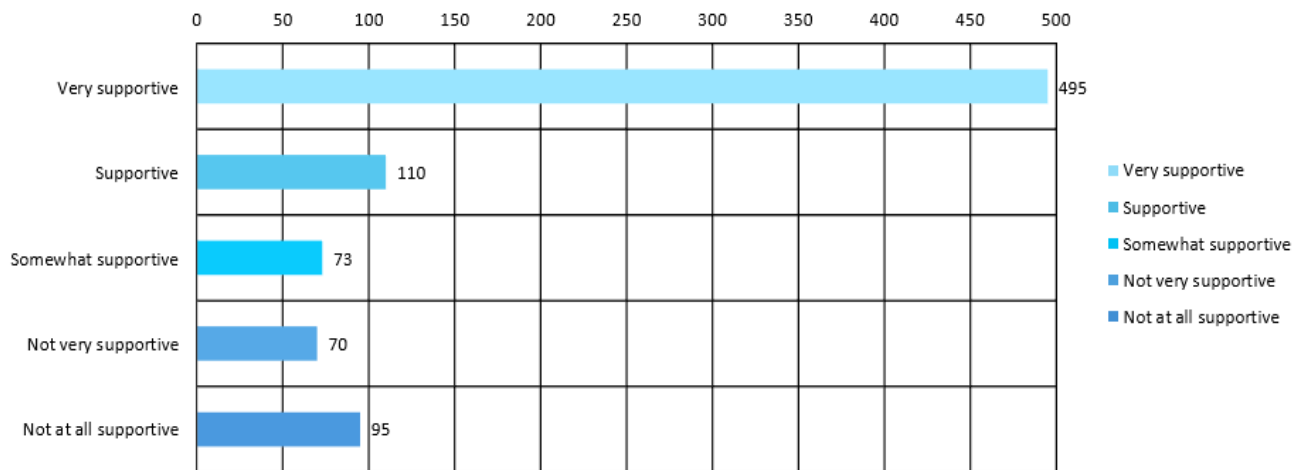
Online – 736

Hard copy – 107

Total: 843

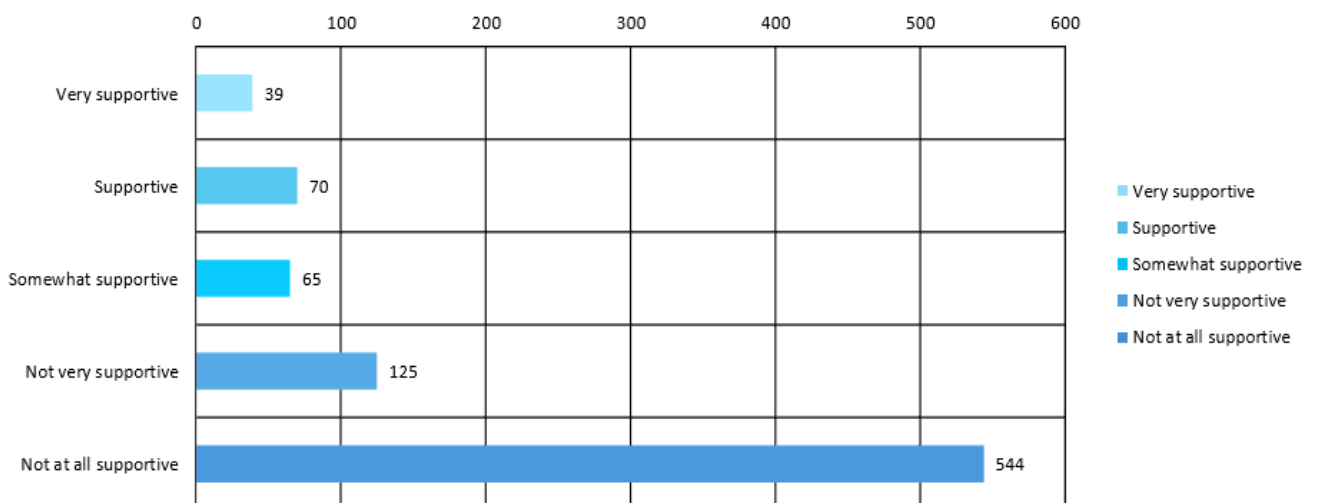
Option 1 – 80.43% support for option 1

How supportive are you of Council proceeding with Option 1? No SRV ratepeg only



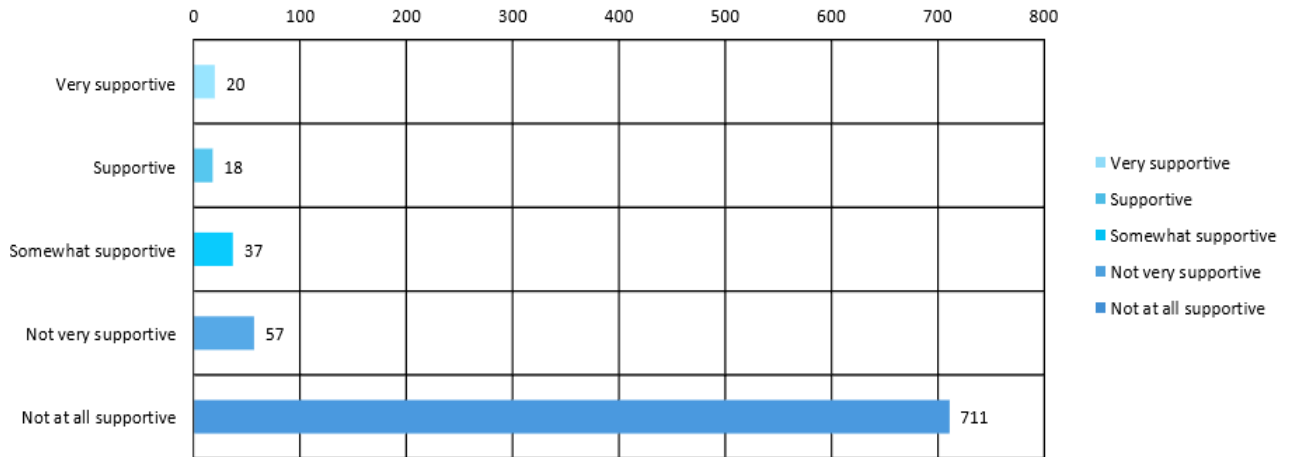
Option 2 – 20.64% support for option 2

How supportive are you of Council proceeding with Option 2? - Four year spread



Option 3 – 8.9% support for option 3

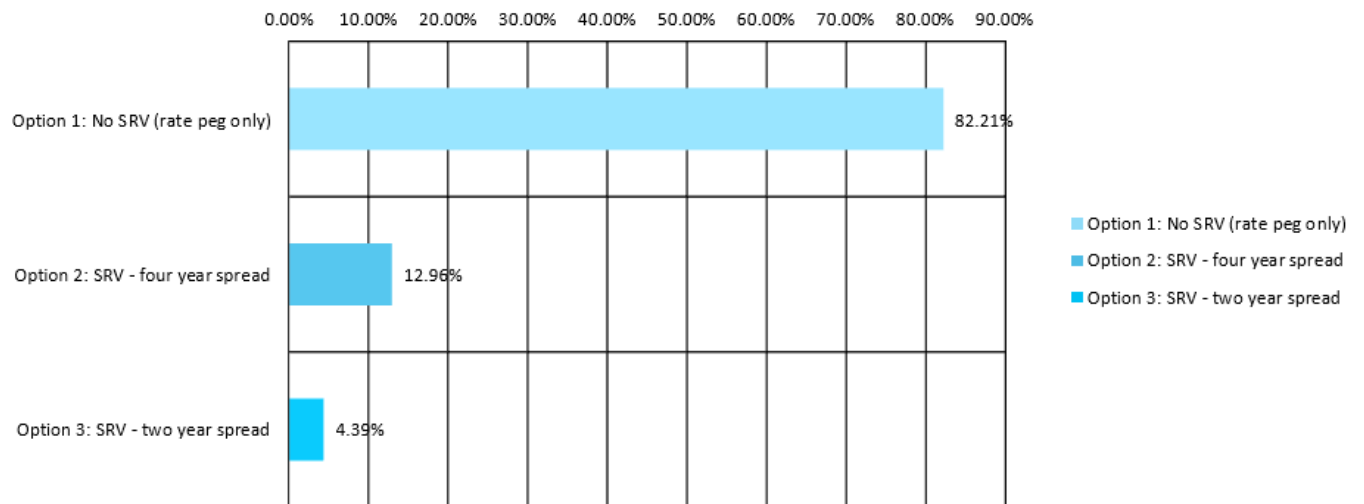
How supportive are you of Council proceeding with Option 3? - two year spread



Preferences for Special Rate Variation Options

Q. Please rank the 3 options in order of preference.

Please rank the 3 options in order of preference:



Survey respondents were asked the following question in an open text field.

Q. What is the reason for choosing that option as your highest preference?

Comments relating to this question in both Round 1 and Round 2 surveys are provided in Attachment G

Survey respondents were asked the following question:

Q. Prior to taking this survey, were you aware that Council was exploring community sentiment towards an SRV?

- 89% of residents were aware of Council's exploration of a Special Rate Variation prior to their participation in the survey.

Workshops

On 25 and 26 September, two community workshops were held to discuss the proposed Special Rate Variation. Both workshops were opened by the General Manager who provided an overview of the Special Rate Variation options and a background on the current state of roads and economic development in the Lismore LGA. Micromex provided an overview of the telephone survey. Participants were asked to write down the positive and negatives of each Special Rate Variation option, with thought to their own household as well as the Lismore LGA as a whole.

Workshop 1 was attended by community members who self-nominated to attend and registered through Your Say Lismore. Workshop 2 was attended by community members who participated in the randomly selected telephone survey and were invited to participate in a workshop.

A summary of the workshops is detailed in Attachment I.

Submissions

57 submissions were received during Round 1 and Round 2 of the consultation.

Telephone survey

An independent telephone survey of 500 randomly selected residents within the Lismore Local Government Area (LGA) was undertaken by Micromex Research and Consulting.

The telephone survey was conducted between 3 and 12 September 2019, deliberately planned towards the end of the consultation period to capitalise on the community's awareness of the proposal. It also allowed time for people to submit feedback through other channels.

Using a telephone survey approach is the most cost effective and statistically valid means of conducting a robust market benchmark. Micromex has assessed these approaches on the issue of representativeness and inclusiveness, which are the two most important criteria when conducting a statistically valid broad-based community survey.

IPART most recently has been supportive of a random sample of circa n=400, which is lower than the sample conducted for Lismore, where n=500 random telephone interviews were conducted.

Using a random selection method reduces bias. The benefit of a random sample is it represents the characteristics of the population. Bias often occurs when the survey sample does not accurately represent the population. The bias that results from an unrepresentative sample is called selection bias.

The survey investigated:

- Awareness levels and information received about a Special Rate Variation.
- Levels of support and preference for different Special Rate Variation options.
- The community's priority areas for Council.

- Community satisfaction with the performance of Council and the quality of the local road network.



Lismore City Council

SRV Community Research

Prepared by: Micromex Research

Date: September 2019





Background & Methodology



Methodology & Sample - Summary

Why?

- Measure awareness levels and information received about a Special Rate Variation (SRV)
- Measure levels of support and preference for different SRV options
- Identify the community's priority areas for Council in the local area
- Measure community satisfaction with the performance of Council and the quality of the local road network

How?

- Telephone survey (landline and mobile) to N=500 respondents
- 69 acquired through number harvesting
- We use a 5 point scale (1 = not at all satisfied, 5 = very satisfied)
- Greatest margin of error +/- 4.4%

When?

- Implementation 3rd – 12th September 2019





Sample Profile



Sample Profile

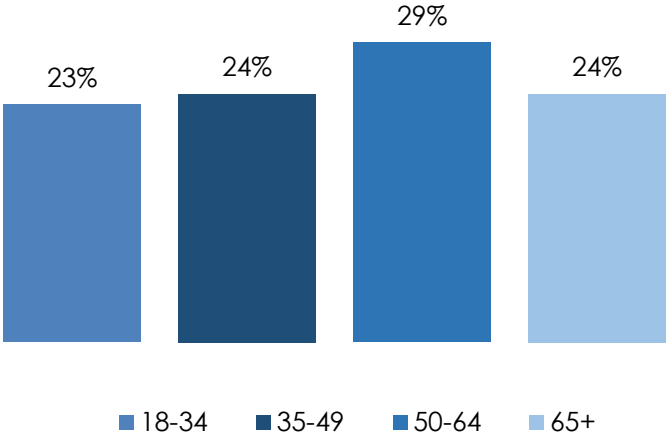
N=500
Surveys Completed
Via Telephone with
Residents

Gender

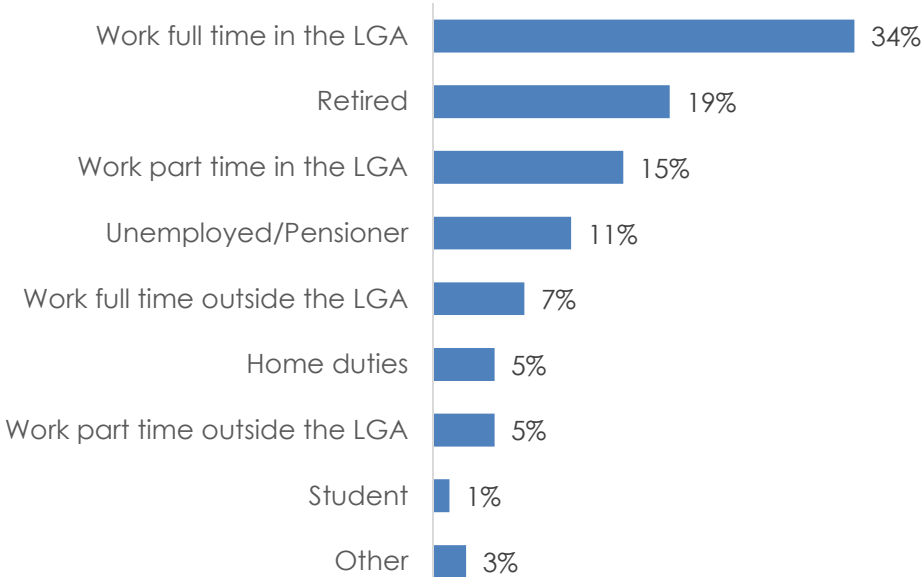


Female 52% Male 48%

Age



Employment Status*



Ratepayer Status**




Ratepayer
79%



Non-ratepayer
21%

The sample was weighted by age and gender to reflect the 2016 ABS community profile of Lismore City.

*One respondent refused to answer ratepayer status
**two respondents refused to answer employment status



General Community Diagnostics

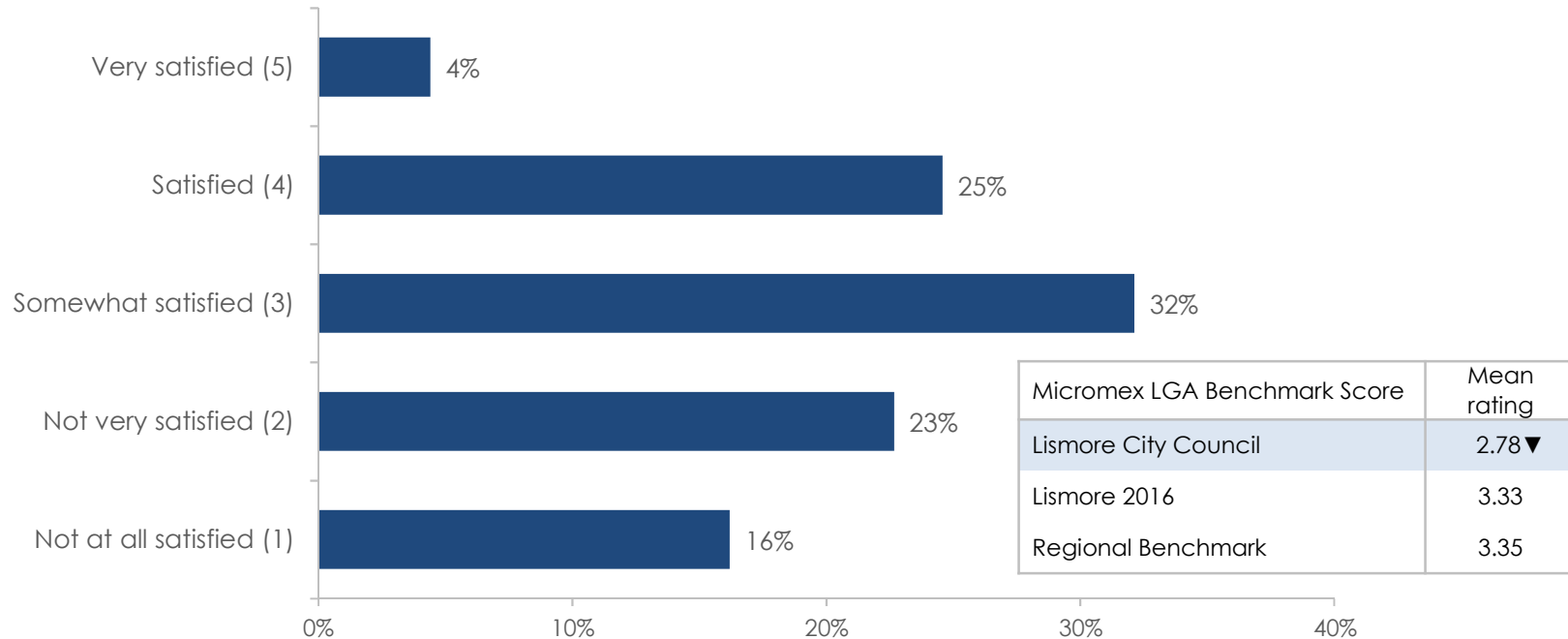


Overall Satisfaction with the Performance of Council

Q1b. Overall, for the last 12 months, how satisfied are you with the performance of Council, not just on one or two issues but across all responsibility areas?

	Overall	Male	Female	18-34	35-49	50-64	65+
Mean rating	2.78	2.74	2.82	2.87	2.79	2.67	2.83
Base	500	240	260	116	119	147	118

	Ratepayer	Non-ratepayer	Aware of the SRV prior to the call	Unaware/Not sure
Mean ratings	2.71	3.06▲	2.65	2.99▲
Base	394	105	302	198



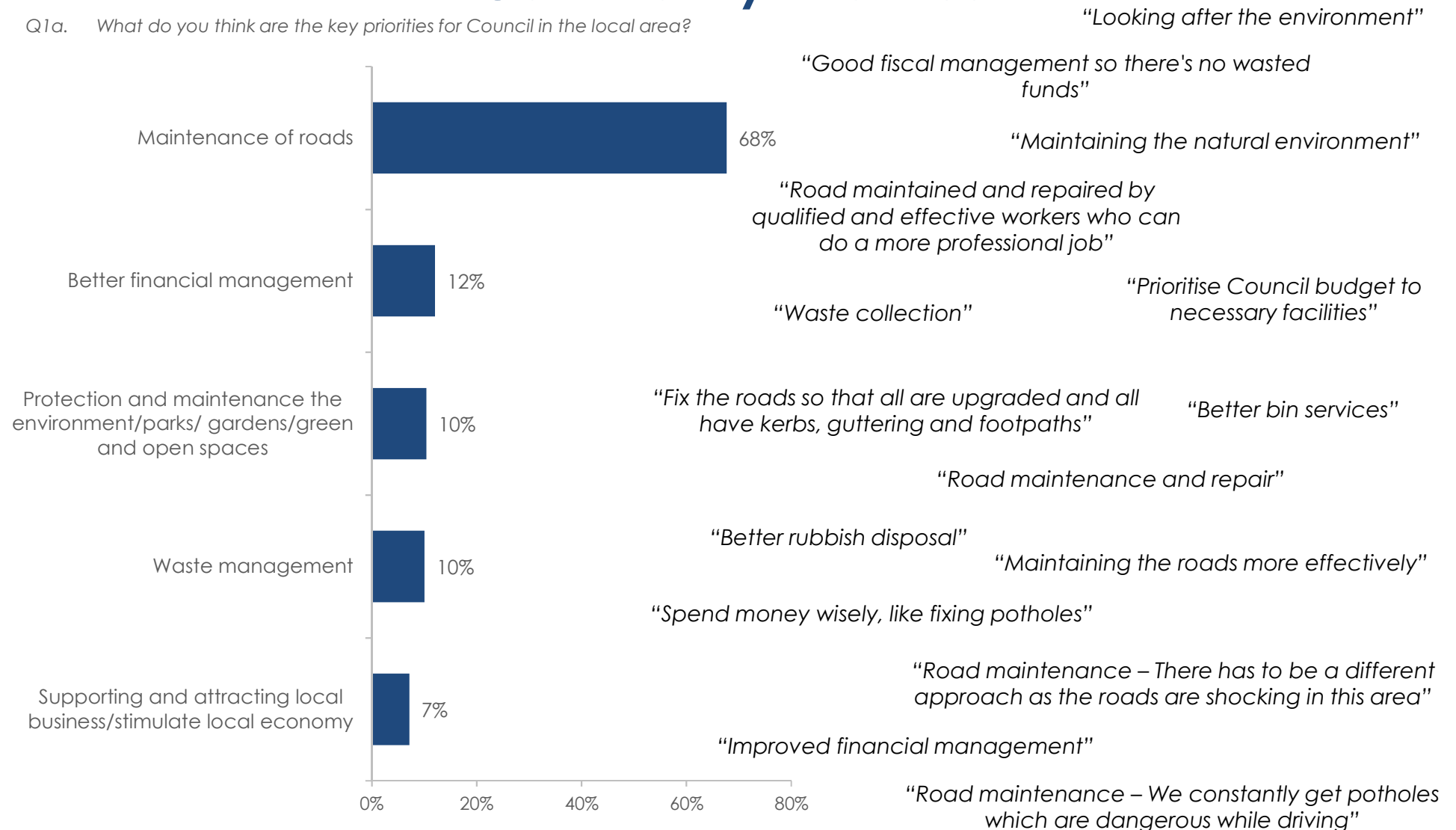
Base: N=500

Scale: 1 = not at all satisfied 5 = very satisfied
 ▲ ▼ = A significantly higher/lower level of satisfaction (by group)

61% of residents are at least 'somewhat satisfied' with the performance of Council, demonstrating the community perception of performance have significantly weakened since 2016.
The difference in performance ratings between those aware and unaware of the SRV indicates that the SRV is having an impact on perceptions.

Community Priorities

Q1a. What do you think are the key priorities for Council in the local area?



Note: Please see Appendix B for the complete list

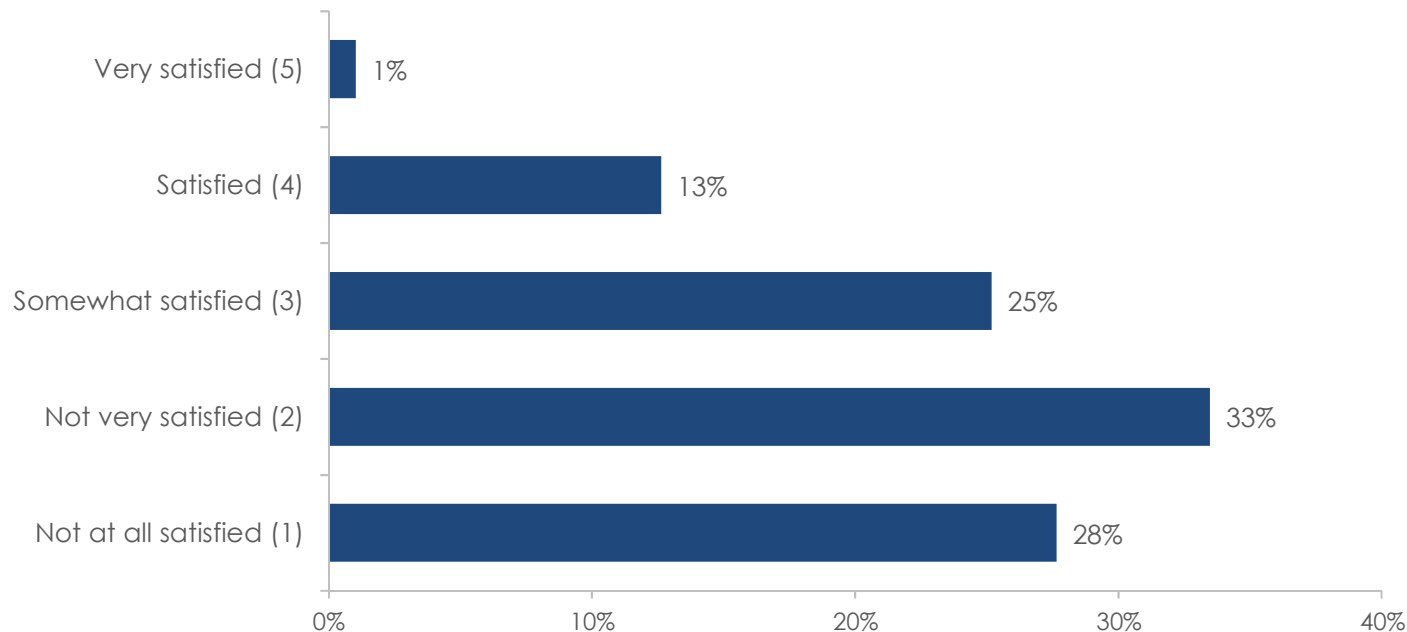
Maintenance of roads is a clear priority for residents, with 68% providing this unprompted response. 12% of respondents also mentioned better financial management and 10% believe environmental protection/management and waste management are key priorities.

Satisfaction with the Quality of Road Network in the LGA

Q1c. How satisfied are you with the quality of the road network in the Lismore Local Government Area?

	Overall	Male	Female	18-34	35-49	50-64	65+
Mean rating	2.26	2.33	2.20	2.41	2.29	2.06 ▼	2.34
Base	498	238	260	116	117	147	118

	Ratepayer	Non-ratepayer	Aware of the SRV prior to the call	Unaware/Not sure
Mean ratings	2.21	2.45	2.16	2.41 ▲
Base	394	104	302	196



Base: N=498

Scale: 1 = not at all satisfied 5 = very satisfied
 ▲ ▼ = A significantly higher/lower level of satisfaction (by group)

39% of residents were at least 'somewhat satisfied' with the quality of the road network in the LGA. Those with no prior awareness of the SRV were significantly more satisfied, while those aged 50-64 were significantly less satisfied.



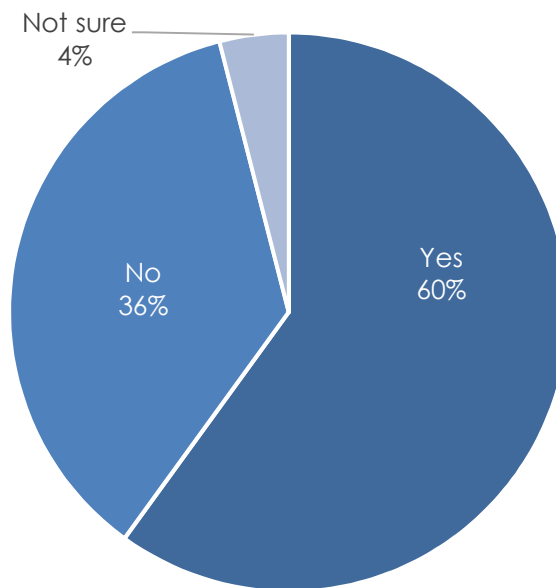
Awareness of the Special Rate Variation



Awareness of the Special Rate Variation

Q4a. Prior to this call, were you aware that Council was exploring community sentiment towards a Special Rate Variation?

	Overall	Male	Female	18-34	35-49	50-64	65+	Ratepayer	Non-ratepayer
Yes	60%	65%	56%	40%▼	56%	70%▲	72%▲	67%▲	35%
No	36%	32%	39%	52%▲	40%	27%▼	25%▼	30%▼	57%
Not sure	4%	3%	5%	8%▲	4%	2%	2%	3%▼	9%
Base	500	240	260	116	119	147	118	394	105



Base: N = 500

▲▼ = A significantly higher/lower level of awareness (by group)

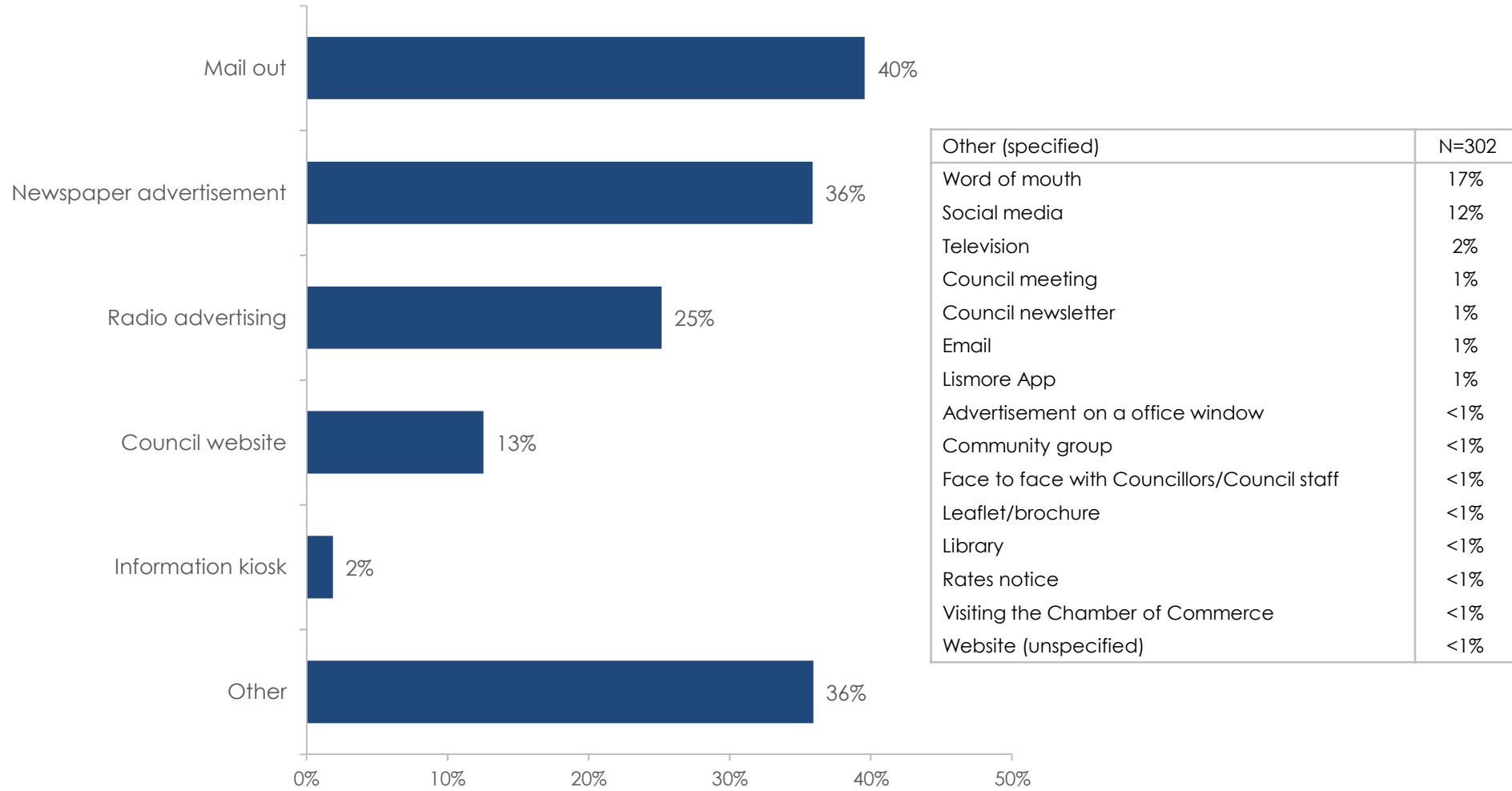
60% of residents were aware of Council's exploration of a Special Rate Variation prior to their participation in this research.

Ratepayers and those aged 50+ were more likely to be aware.

Means of Being Informed of the Special Rate variation

Q4b. How were you informed of the Special Rate Variation?

Of those aware of the SRV



Base: N=302

Note: Please see Appendix B for results by demographics

Of those aware of the SRV, 40% were informed via a mail out, 36% newspaper advertisement and 25% radio advertising. 17% were informed of the SRV via word of mouth.



Support for the Special Rate Variation



Concept Statement

Residents were read the following concept statement prior to being asked to rate their support:

Currently Lismore City Council delivers a broad range of services from roads and rubbish collection, parks and playgrounds, cultural facilities and events, libraries, swimming pools, environmental protection and much more.

At present, Council's revenue is regulated by the NSW Independent Pricing and Regulatory Tribunal (IPART). IPART limits the amount by which councils can increase rates from one year to the next. At the moment, that amount, known as the rate peg, is an annual increase of 2.5%.

Council is facing the challenge of balancing community expectations with future financial sustainability. There is a growing gap between the cost of providing services and facilities and the available funding to meet those costs. This is a result of a long term 'cap' on Council's ability to increase rates, and costs rising more than the 2.5% rate peg.

Over recent years, Council has implemented a range of productivity savings, reduced costs across our operations, but there are no easy solutions to addressing this increasing funding gap. If Council does not address this gap now, our community assets (in this case roads) will deteriorate and our economy will suffer due to lack of investment. To address this situation, councils are able to apply for rate increases above rate peg. This is called a Special Rate Variation (SRV).

Council acknowledges that any rate increase may adversely impact some community members. Council has a Hardship Policy and alternative payment options to assist ratepayers should they have difficulty keeping up with their rate payments.

Lismore City Council is considering applying for a permanent SRV, there are three options which I would like you to consider. Each option will have varying impacts on what Council can deliver.

Let's look at the options in more detail.

Council wants to get community feedback on the following 3 options:

- Option 1 – No Special Rate Variation. Roads would continue to decline with more roads in poor condition, and our capacity to provide services will diminish
- Option 2 – Special Rate Variation spread over four years. An investment into the road network and economic development
- Option 3 – Special Rate Variation spread over two years. An investment into the road network and economic development



**The concept statement was read to participants.
Option exposure was randomised to nullify order effect.**

Option 1: No Special Rate Variation

This option would continue the status quo with rates only increasing by the assumed rate peg amount of 2.5% per year. Each year, the average residential ratepayer currently paying \$1,229 per year would pay approximately \$31 more than the previous year in general rates.

After 2 years, this would amount to an average annual charge of \$1,291 by 2021/2022.

Under this option the impact would be:

- Sealed and gravel road networks would deteriorate
- Council's backlog of roadworks would continue to increase and gravel roads would not be improved
- A lack of investment in economic development could lead to a stagnant economy, closure of businesses and fewer local jobs

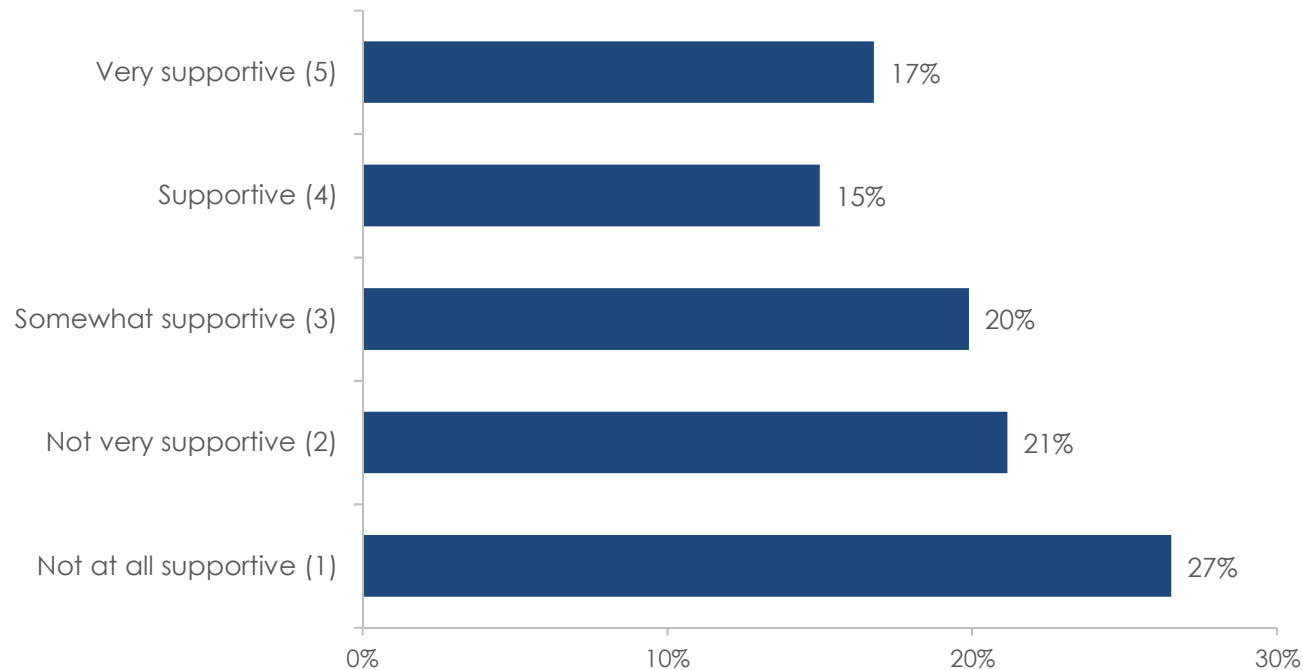


Support for Option 1: No Special Rate Variation

Q2a. How supportive are you of Council proceeding with Option 1?

	Overall	Male	Female	18-34	35-49	50-64	65+
Mean rating	2.75	2.90▲	2.61	2.68	2.63	2.85	2.82
Base	500	240	260	116	119	147	118

	Ratepayer	Non-ratepayer	Aware of the SRV prior to the call	Unaware/Not sure
Mean ratings	2.86▲	2.36	2.93▲	2.47
Base	394	105	302	198



Base: N=500

Scale: 1 = not at all supportive 5 = very supportive

▲▼ = A significantly higher/lower level of support (by group)

52% of residents are at least 'somewhat supportive' of Option 1 – No Special Rate Variation. Male residents, ratepayers and those with prior awareness of the SRV were more supportive of this option.

Option 2: Special Rate Variation – Four Year Spread

The proposed SRV would be introduced over 4 years:

- In year one (2020/21) rates would rise by 7.5%, which includes the 2.5% rate peg. This means the average residential ratepayer currently paying \$1,229 per annum would pay \$1,321 in Year 1, an increase of \$92
- In year two (2021/22) rates would rise by an additional 9.4%, which includes the 2.5% rate peg. This means the average residential ratepayer would pay \$1,445 in Year 2, a further increase of \$124
- In year three (2022/23) rates would rise by an additional 3.9%, which includes the 2.5% rate peg. This means the average residential ratepayer would pay \$1,501 in Year 3, a further increase of \$56
- In year four (2023/24) rates would rise by an additional 3.2%, which includes the 2.5% rate peg. This means the average residential ratepayer would pay \$1,555 in Year 4, a further increase of \$54

In subsequent years, the annual rate rise would return to the rate peg amount, which is currently 2.5%.

The SRV will generate an additional income, of which \$3.74 million will be allocated into sealed road reconstruction and gravel re-sheeting. The other \$1 million would be invested into local economic development.

With this additional funding:

- Council will reconstruct more roads and undertake increased gravel road maintenance. This would improve the road network over time and allow Council to reduce the roads backlog that exists due to lack of funding
- Council will invest in the Lismore economy to increase jobs, and bring more visitors to the Local Government Area. Council would use funds to enhance the CBD and riverbank areas and provide incentives for new business and industry to open

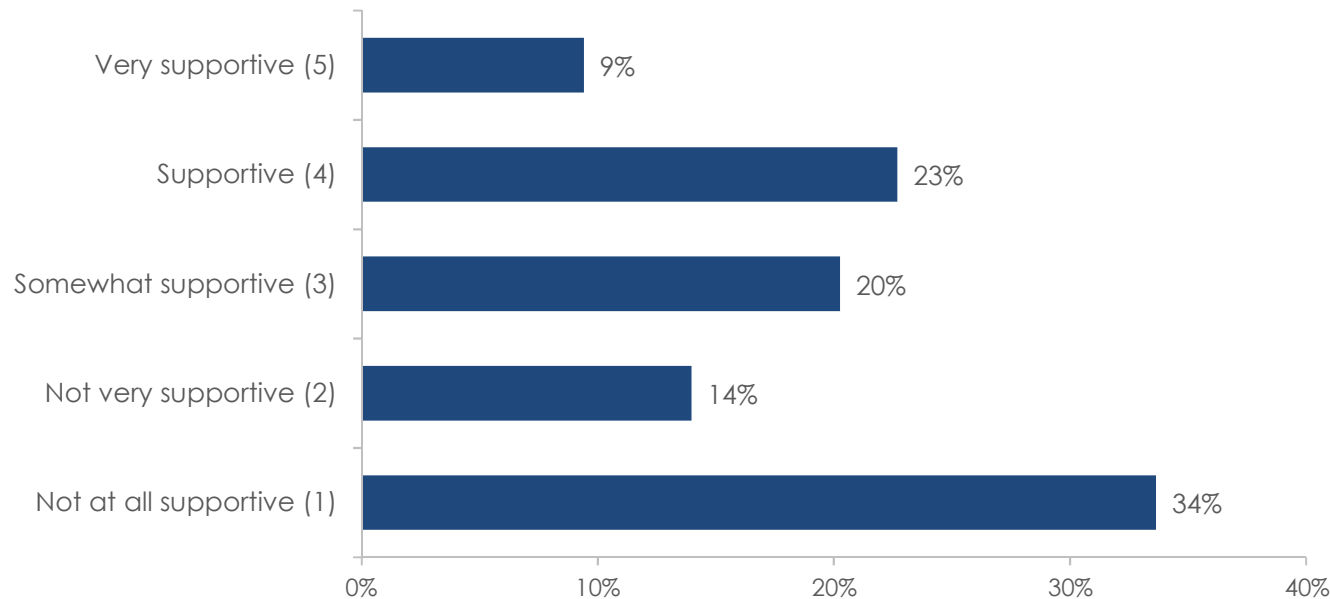


Support for Option 2: Special Rate Variation – Four Year Spread

Q2b. How supportive are you of Council proceeding with Option 2?

	Overall	Male	Female	18–34	35–49	50–64	65+
Mean rating	2.60	2.50	2.69	2.68	2.67	2.48	2.61
Base	500	240	260	116	119	147	118

	Ratepayer	Non-ratepayer	Aware of the SRV prior to the call	Unaware/Not sure
Mean ratings	2.52	2.92▲	2.46	2.82▲
Base	394	105	302	198



Base: N=500

Scale: 1 = not at all supportive 5 = very supportive
▲▼ = A significantly higher/lower level of support (by group)

52% of residents are at least 'somewhat supportive' of Option 2 – SRV with a 4 year spread. Non-ratepayers and those who were previously unaware of the SRV were more supportive of this option.

Option 3: Special Rate Variation – Two Year Spread

The proposed SRV would be introduced over 2 years:

- In year one (2020/21) rates would rise by 17%, which includes the 2.5% rate peg. This means the average residential ratepayer currently paying \$1,229 per annum would pay \$1,438 in Year 1, an increase of \$209
- In year two (2021/22) rates would rise by an additional 6.9%, which includes the 2.5% rate peg. This means the average residential ratepayer would pay \$1,537 in Year 2, a further increase of \$99

In subsequent years, the annual rate rise would return to the rate peg amount, which is currently 2.5%.

The SRV will generate an additional income, of which \$4 million has been allocated into sealed road reconstruction, and \$500,000 for gravel re-sheeting. The other \$1.6 million would be invested into local economic development.

With this additional funding:

- Council will reconstruct more roads and undertake increased gravel road maintenance. This would improve the road network over time and allow Council to reduce the roads backlog that exists due to lack of funding
- Council will invest in the Lismore economy to increase jobs, and bring more visitors to the Local Government Area. Council would use funds to enhance the CBD and riverbank areas and provide incentives for new business and industry to open

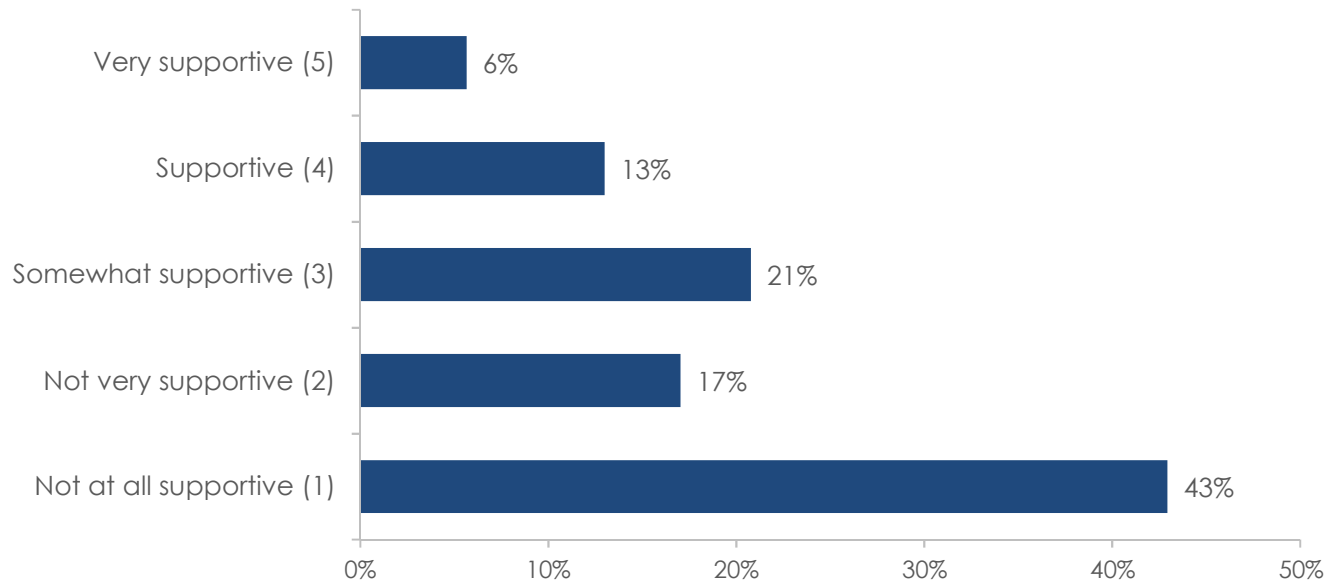


Support for Option 3: Special Rate Variation – Two Year Spread

Q2c. How supportive are you of Council proceeding with Option 3?

	Overall	Male	Female	18-34	35-49	50-64	65+
Mean rating	2.22	2.20	2.23	2.48	2.20	2.09	2.14
Base	500	240	260	116	119	147	118

	Ratepayer	Non-ratepayer	Aware of the SRV prior to the call	Unaware/Not sure
Mean ratings	2.08	2.74▲	2.01	2.55▲
Base	394	105	302	198



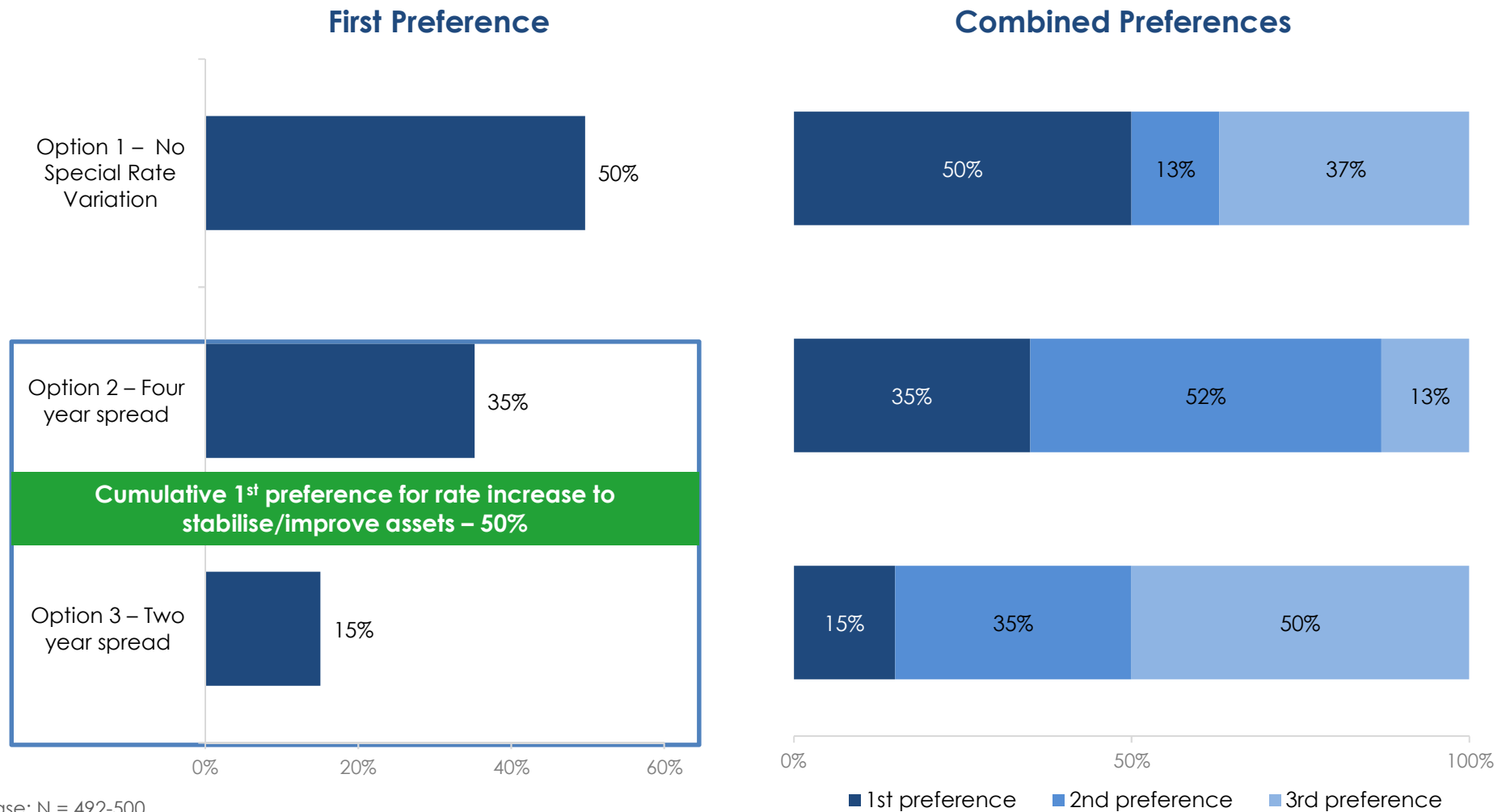
Base: N=500

Scale: 1 = not at all supportive 5 = very supportive
 ▲▼ = A significantly higher/lower level of support (by group)

40% of residents are at least 'somewhat supportive' of Option 3 – SRV with a 2 year spread. Again, non-ratepayers and those who were previously unaware of the SRV were most supportive.

Preferences for Special Rate Variation Options

Q3a. Please rank the 3 options in order of preference:



Base: N = 492-500

Note: Please see Appendix B for data cross analysed by demographics and satisfaction levels

Whilst 50% of residents prefer Option 1 (no Special Rate Variation), the other 50% prefer one of the 2 SRV options.

Residents who preferred Option 1 (no Special Rate Variation) were more likely to have a lower level of satisfaction with the performance of Council and with the quality of the road network in the Lismore Local Government Area.

Reasons for Preferring Option 1: No Special Rate Variation (50%)

Q3b. What is your reason for choosing that option as your highest preference?

"Already struggling with rate increases"

"Council is being extremely irresponsible with spending money so community shouldn't have to pay extra"

"Rates are already too high"

"Personal financial situation would not allow me to keep up with rates"

"Not ratepayers' responsibility to pay for Council's mismanagement of funds"

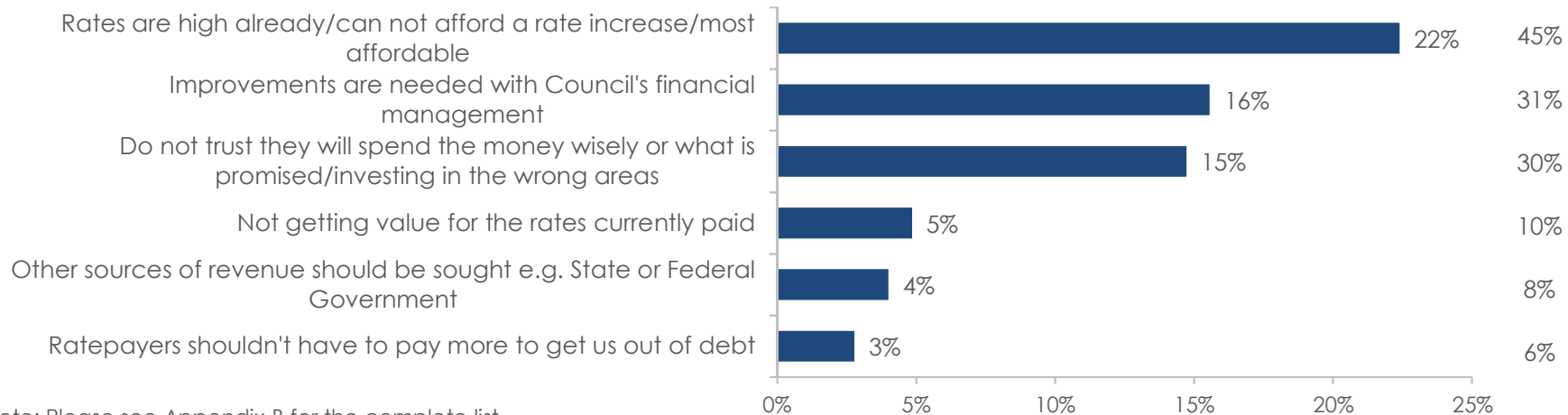
"The average person would have trouble paying the other two options"

"Council has demonstrated a continuous waste of funds on projects that are not necessary"

"Rates are currently too expensive"

Option 1: No Special Rate Variation % of total sample (N=500)

% of respondents preferring Option 1 (N=248)



Note: Please see Appendix B for the complete list

Those preferring Option 1 indicated affordability and that Council need to improve its financial management before increasing the rates.

Reasons for Preferring Option 2: Special Rate Variation – Four Year Spread (35%)

Q3b. What is your reason for choosing that option as your highest preference?

“Spreads the rate increase over a longer period”

“Gives the Council extra money but over a longer period of time so that the money is used over a longer period of time and not wasted”

“Council needs the money to improve things in the community, but they have to take into account that the money comes from limited sources”

“Rates spread over longer period is better for community as a lot of people can't afford large rate rises”

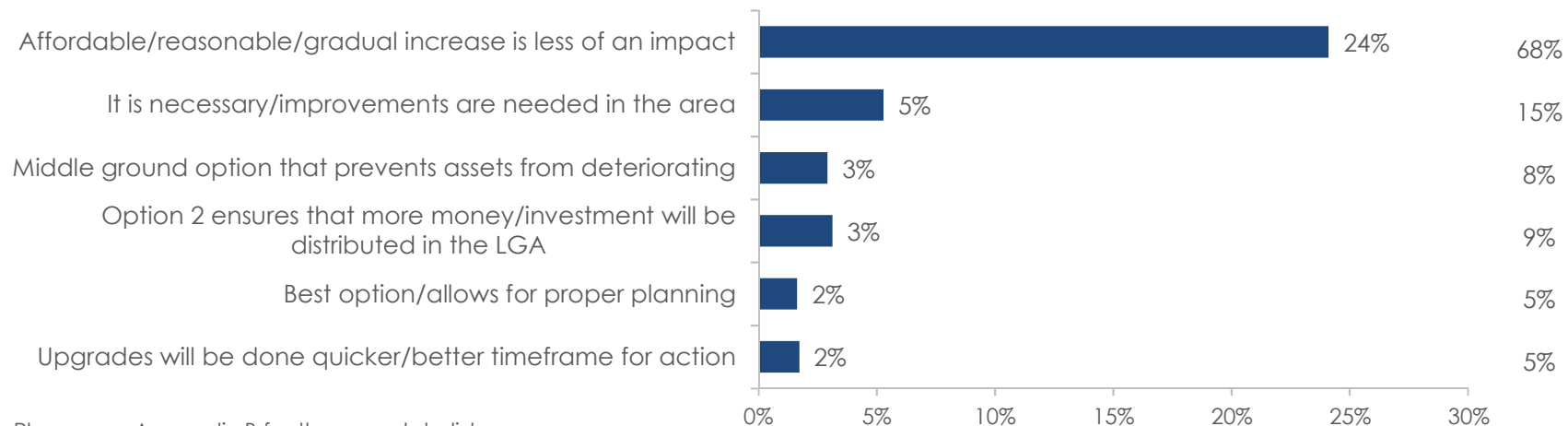
“Council needs the money to fix infrastructure but Option 2 is less of an impact on ratepayers”

“Gradual increase of rates which is less impact on residents”

Option 2: Special Rate Variation – Four Year Spread

% of total sample (N=500)

% of respondents preferring Option 1 (N=176)



Note: Please see Appendix B for the complete list



Residents supporting Option 2 were generally of the sense that a SRV was required, but that it should be introduced gradually

Reasons for Preferring Option 3: Special Rate Variation – Two Year Spread (15%)

Q3b. What is your reason for choosing that option as your highest preference?

“More would be done to beautify the town and get things done better”

“Community needs more money to increase jobs, industry and new businesses”

“More immediate impact”

“It embraces the problem straight up”

“This could stimulate the economy to a certain degree”

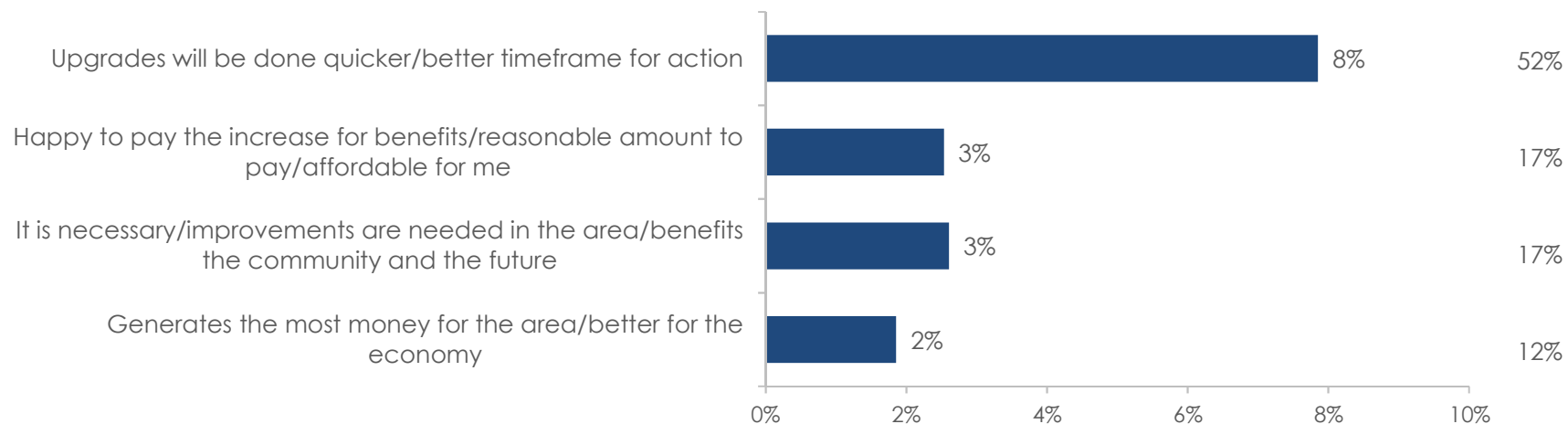
“Raising the money sooner would allow the work to commence sooner”

“Something needs to happen to improve services”

Option 3: Special Rate Variation – Two Year Spread

% of total sample (N=500)

% of respondents preferring Option 1 (N=75)



Note: Please see Appendix B for the complete list



Those supportive of Option 3 as they believe this will be most conducive to more timely upgrades/maintenance.



Summary & Recommendations



Summary and Recommendations

Summary

61% were at least somewhat satisfied with Council's performance and, only 39% were at least somewhat satisfied with the quality of the local road network.

The maintenance of roads is seen as a key priority by 68% of the community.

Prior to contact, a high proportion of respondents (60%) were aware Council was exploring community sentiment towards a potential SRV.

→ ***This indicates that Council has successfully managed to reach out and inform a significant majority of the community about this consultation***

When exposed to the three options:

- 52% of residents are at least 'somewhat supportive' of Option 1 – No Special Rate Variation
- 52% of residents are at least 'somewhat supportive' of Option 2 – SRV with a 4 year spread
- 40% of residents are at least 'somewhat supportive' of Option 3 – SRV with a 2 year spread



Summary and Recommendations

Summary (continued)

Ultimately preference was split:

- 50% of the community preferred Option 1 and the other 50% preferred some form of Special Rate Variation (35% Option 2 and 15% Option 3)
- Those supporting Option 1 generally indicated affordability issues and/or have concerns regarding Council's current financial management and spend allocation
- Those preferring either Option 2 or Option 3 indicated that there is a need for investment into the area

Recommendations

If Council wishes to increase community support for an SRV, Council will need to:

- ***Demonstrate that it has already achieved budgetary efficiencies, and that it is being fiscally responsible***
- ***Address the hardship/affordability concerns of residents***
- ***Clearly articulate tangible benefits that the proposed SRV will provide to the road network and the local economy***



Other Findings of Interest


Awareness of the potential SRV was highest amongst those aged 50+

Residents who preferred Option 1 (no Special Rate Variation) were more likely to have a lower level of satisfaction with the performance of Council and with the quality of the road network in the Lismore Local Government Area

Support for Options 2 and 3 (i.e. a Special Rate Variation) is driven by those with an investment in the future → 59% of 18-34 year olds prefer an SRV of some sort

- Female residents expressed a significantly higher preference for the introduction of an SRV of some sort (Options 2 and 3 – 56%)
- 53% of residents who believe the maintenance of roads should be a key priority for Council prefer the introduction of some form of SRV





Appendix A: Methodology & Demographics



Background and Objectives

Background

Currently Lismore City Council delivers a broad range of services from roads and rubbish collection, parks and playgrounds, cultural facilities and events, libraries, swimming pools, environmental protection and much more.

At present, Council's revenue is regulated by the NSW Independent Pricing and Regulatory Tribunal (IPART). IPART limits the amount by which councils can increase rates from one year to the next. At the moment, that amount, known as the rate peg, is an annual increase of 2.5%.

Council is facing the challenge of balancing community expectations with future financial sustainability. There is a growing gap between the cost of providing services and facilities and the available funding to meet those costs. This is a result of a long term 'cap' on Council's ability to increase rates, and costs rising more than the 2.5% rate peg.

As such, they are consulting with the community about the potential to address the shortfall with a Special Rate Variation (SRV), presenting the community with 3 options to consider and provide feedback on.

Objectives of the survey

To obtain a statistically robust and clear measure of the community's understanding and attitude towards a potential SRV.

Specifically:

- Measure awareness levels and information received about a Special Rate Variation
- Measure levels of support and preference for different SRV options
- Identify the community's priority areas for Council in the local area
- Measure community satisfaction with the performance of Council and the quality of the local road network



Methodology & Sample

Data collection

Micromex Research, together with Lismore City Council developed the questionnaire.

Telephone interviewing (CATI) was conducted during period 3rd – 12th September 2019.

Sample

N=500 interviews were conducted. A sample size of 500 provides a maximum sampling error of plus or minus 4.4% at 95% confidence. This means that if the survey was replicated with a new universe of N=500 residents, that 19 times out of 20 we would expect to see the same results, i.e. +/- 4.4%.

For the survey under discussion the greatest margin of error is 4.4%. This means for example, that an answer 'yes' (50%) to a question could vary from 46% to 54%. As the raw data has been weighted to reflect the real community profile of Lismore City Council the outcomes reported here reflect an 'effective sample size'; that is, the weighted data provides outcomes with the same level of confidence as unweighted data of a different sample size. In some cases this effective sample size may be smaller than the true number of surveys conducted.

Interviewing

431 of the 500 of respondents were selected by means of a computer based random selection process using the electronic White Pages and SamplePages.

In addition 69 respondents were recruited face-to-face, this was conducted at a number of areas around the Lismore City LGA, i.e. Flock on Woodlark Street, The Quad, Goonellabah Village and the Farmers Markets, Lismore Showgrounds.



Methodology & Sample

Data analysis

The data within this report was analysed using Q Professional.

Significance difference testing is a statistical test performed to evaluate the difference between two measurements. To identify the statistically significant differences between the groups of means, 'One-Way Anova tests' and 'Independent Samples T-tests' were used. 'Z Tests' were also used to determine statistically significant differences between column percentages.

Within the report, ▲▼ are used to identify statistically significant differences between groups, i.e., gender, age, ratepayer status and awareness of the SRV.

Percentages

All percentages are calculated to the nearest whole number and therefore the total may not exactly equal 100%.



Demographics

QB. Please stop me when I read out your age bracket:

	%
18-34	23%
35-49	24%
50-64	29%
65+	24%
Base	500



Demographics

QC. Which town/village do you live in/near?

	%
Goonellabah	26%
Lismore City	13%
East Lismore	7%
Lismore Heights	7%
South Lismore	5%
Dunoon	3%
Nimbin	3%
Bexhill	2%
Clunes	2%
Girards Hill	2%
North Lismore	2%
Richmond Hill	2%
The Channon	2%
Wyrallah	2%
Caniaba	1%
Goolmangar	1%
South Gundurimba	1%
Other	19%
Base	500

Other (specified)	Count
Modanville	10
Jiggi	9
Rock Valley	6
Larnook	5
Tregeagle	5
Georgica	4
Rosebank	4
Corndale	3
Dorroughby	3
Eltham	3
Ruthven	3
Tuckurimba	3
Tullera	3
Broadwater	2
Coraki	2
Leycester	2
Lillian Rock	2
Lindendale	2
McKees Hill	2
McLeans Ridges	2
Numulgi	2
Repentance Creek	2
Tuntable Creek	2

Other (specified)	
Bentley	1
Blakebrook	1
Chilcotts Grass	1
Coffee Camp	1
East Coraki	1
Keerrong	1
Koonorigan	1
Marom Creek	1
Monaltrie	1
Rox Valley	1
Stony Chute	1
Whian Whian	1
Refused	1



Demographics

Q5. Which of the following best describes the house where you are currently living?

	%
I/We own/are currently buying this property	79%
I/We currently rent this property	21%
Base	499

Q8. Gender.

	%
Male	48%
Female	52%
Base	500

Q6. Which of the following best describes your current employment status?

	%
Work full time in the LGA	34%
Retired	19%
Work part time in the LGA	16%
Unemployed/Pensioner	11%
Work full time outside the LGA	7%
Work part time outside the LGA	5%
Home duties	4%
Student	1%
Other	2%
Base	498

Other (specified)	
Carer	5
Semi-retired	1
Volunteer	1





Appendix B: Additional Analysis



Means of Being Informed of the Special Rate Variation

Q4b. How were you informed of the Special Rate Variation?

Of those aware of the SRV

	Overall	Male	Female	18-34	35-49	50-64	65+
Mail out	40%	40%	39%	9%▼	39%	42%	55%▲
Newspaper advertisement	36%	38%	34%	24%	20%▼	35%	56%▲
Radio advertising	25%	31%▲	19%	29%	23%	29%	21%
Council website	13%	13%	12%	22%	10%	11%	11%
Information kiosk	2%	2%	2%	0%	2%	1%	4%
Other	36%	31%	41%	44%	47%	39%	20%▼
Base	302	156	145	46	67	104	85

	Ratepayer	Non-ratepayer
Mail out	42%▲	19%
Newspaper advertisement	39%▲	10%
Radio advertising	26%	17%
Council website	11%	22%
Information kiosk	2%	4%
Other	34%	54%
Base	265	37

▲▼ = A significantly higher/lower percentage (by group)



Preferences for Special Rate Variation Options

Q3a. Please rank the 3 options in order of preference:

1 st Preference	Male	Female	18–34	35–49	50–64	65+
Option 1 – No Special Rate Variation	56%▲	44%	41%	51%	54%	51%
Option 2 – Four year spread	29%	42%▲	37%	36%	35%	35%
Option 3 – Two year spread	16%	15%	22%	15%	10%	15%

2 nd Preference	Male	Female	18–34	35–49	50–64	65+
Option 1 – No Special Rate Variation	10%▼	17%▲	14%	14%	12%	14%
Option 2 – Four year spread	58%▲	45%	48%	58%	52%	48%
Option 3 – Two year spread	32%	37%	39%	27%	35%	38%

3 rd Preference	Male	Female	18–34	35–49	50–64	65+
Option 1 – No Special Rate Variation	34%	39%	45%	35%	33%	35%
Option 2 – Four year spread	12%	13%	16%	5%▼	13%	16%
Option 3 – Two year spread	53%	48%	39%▼	58%	54%	48%

▲ ▼ = A significantly higher/lower percentage (by group)



Preferences for Special Rate Variation Options

Q3a. Please rank the 3 options in order of preference:

1 st Preference	Ratepayer	Non-ratepayer	Aware of the SRV prior to the call	Unaware/Not sure
Option 1 – No Special Rate Variation	53%▲	36%	58%▲	37%
Option 2 – Four year spread	36%	36%	32%	42%▲
Option 3 – Two year spread	12%	28%▲	11%	22%▲

2 nd Preference	Ratepayer	Non-ratepayer	Aware of the SRV prior to the call	Unaware/Not sure
Option 1 – No Special Rate Variation	14%	13%	11%	18%▲
Option 2 – Four year spread	52%	50%	56%▲	45%
Option 3 – Two year spread	34%	37%	33%	37%

3 rd Preference	Ratepayer	Non-ratepayer	Aware of the SRV prior to the call	Unaware/Not sure
Option 1 – No Special Rate Variation	33%	51%▲	31%	45%▲
Option 2 – Four year spread	12%	14%	12%	13%
Option 3 – Two year spread	54%▲	35%	56%▲	41%

▲▼ = A significantly higher/lower percentage (by group)



Preferences for Special Rate Variation Options

Q3a. Please rank the 3 options in order of preference:

Q1a. What do you think are the key priorities for Council in the local area?

Analysis of Preference by Key Priority Areas (Q1a)

	Maintenance of roads	Better financial management	Protection and maintenance the environment/parks/gardens/green and open spaces	Waste management	Supporting and attracting local business/stimulate local economy
Option 1: No Special Rate Variation	47%	77%▲	32%	41%	53%
Nett: Option 2: Four year spread/ Option 3: Two year spread	53%	23%	68%▲	59%	47%
Base	339	60	52	50	36

▲▼ = A significantly higher/lower percentage (by group)



Reasons for Preferring Option 1: No Special Rate Variation (50%)

Q3b. What is your reason for choosing that option as your highest preference? – Complete list

Option 1 – No Special Rate Variation	N=500
Rates are high already/cannot afford a rate increase/most affordable	22%
Improvements are needed with Council's financial management	16%
Do not trust they will spend the money wisely or what is promised/investing in the wrong areas	15%
Not getting value for the rates currently paid	5%
Other sources of revenue should be sought e.g. State or Federal Government	4%
Ratepayers shouldn't have to pay more to get us out of debt	3%
Roads need to be improved regardless of rate increases	2%
Deceptive or untrustworthy figures/no evidence to suggest that Option 2 and 3 are the best options	2%
Jobs should be done correctly the first time to avoid reinvestment	1%
Lack of detail/communication/engagement about this	1%
Leave as is/roads can't get any worse	1%
Don't support any increase in rates	1%
Other options won't benefit me	<1%
Option 2 and 3 will have a negative impact to the current economy	<1%
Target business owners/those who rent for SRV as they benefit from results	<1%
Don't know/nothing	<1%



Reasons for Preferring Option 2: Special Rate Variation – Four Year Spread (35%)

Q3b. What is your reason for choosing that option as your highest preference? Complete list

Option 2: Special Rate Variation – Four year spread	N=500
Affordable/reasonable/gradual increase is less of an impact	24%
It is necessary/improvements are needed in the area	5%
Middle ground option that prevents assets from deteriorating	3%
Option 2 ensures that more money/investment will be distributed in the LGA	3%
Best option/allows for proper planning	2%
Upgrades will be done quicker/better timeframe for action	2%
Has the potential to bring in more for the area	1%
Improvements are needed with Council's financial management/current budget not sustainable	1%
Any higher is not necessary	<1%
Generates more money for the area/better for the economy	<1%
Other sources of revenue should be sought	<1%
Would like more details	<1%
Don't know/nothing	1%



Reasons for Preferring Option 3: Special Rate Variation – Two Year Spread (15%)

Q3b. What is your reason for choosing that option as your highest preference? Complete list

Option 3: Special Rate Variation – Two year spread	N=500
Upgrades will be done quicker/better timeframe for action	8%
Happy to pay the increase for benefits/reasonable amount to pay/affordable for me	3%
It is necessary/improvements are needed in the area/benefits the community and the future	3%
Generates the most money for the area/better for the economy	2%
Better option	1%
Improvements are needed with Council's financial management/current budget not sustainable	1%
Prioritises important services e.g. roads	1%
More likely that this option will be approved	<1%
More money can be allocated to the environment	<1%
Option 3 can provide more jobs/encourage new business	<1%
Would like more details	<1%



Community Priorities

Q1a. What do you think are the key priorities for Council in the local area? – Complete List

	N=500
Maintenance of roads	68%
Better financial management	12%
Protection and maintenance the environment/parks/gardens/green and open spaces	10%
Waste management	10%
Supporting and attracting local business/stimulate local economy	7%
Lower rates/stop increasing rates	6%
Beautifying/improving/modernising the CBD	5%
Keeping up with Council responsibilities/maintain services and facilities that Council provides	4%
Update infrastructure	4%
Water management and cleanliness	4%
Flood management/stormwater drainage	3%
Cleanliness and general maintenance of the area	3%
Providing employment opportunities	3%
Provision of quality/affordable housing	3%
Improve health services	3%
Access to parking facilities/enforcement of parking regulations	2%
Access to public transport, including direct services	2%
Addressing climate change	2%
Attract more people to the area	2%
Engaging youth in activities	2%
Greater involvement with the community	2%
Managing development/town planning	2%
Provision and maintenance of footpaths	2%
Recreation activities/events	2%
Review and restructure Council staff/leadership	2%
Traffic management/congestion	2%

Community Priorities

Q1a. What do you think are the key priorities for Council in the local area? – Complete List

	N=500
Access to more shopping facilities	1%
Adequate library services	1%
Animal management	1%
Better communication with Council	1%
Crime prevention e.g. domestic violence	1%
Enforcing smoke-free areas	1%
Funding and support for community groups	1%
Greater focus on cultural activation/facilities e.g. Aboriginal organisations	1%
Invest in sustainable energy	1%
Maintain sewage and septic services	1%
More pool facilities in the area	1%
More sporting facilities	1%
More support and welfare services e.g. Salvation Army	1%
NBN connection	1%
Provision of services/facilities for families/children	1%
Quality/access to education in the area	1%
Rebates or vouchers for water/solar/tip services	1%
Recognition and retain the history and heritage of the area	1%
Refining Council's priorities	1%
Remove public art/scrap the art gallery	1%
Access to services for elderly/aged care	<1%
Allowing new subdivisions	<1%
Art gallery money well spent	<1%
Controlling noise pollution	<1%
Create cycleways separate to roads	<1%
Less holiday installations	<1%
Look for efficiencies with projects	<1%
Maintaining an equitable society	<1%
Obtain more funding/support from State government	<1%
Shelters for homeless	<1%
Street lighting	<1%
Support for local farmers e.g. less intrusion of sub divisions	<1%
Don't know/nothing	3%



Appendix C: Questionnaire



Lismore
Lismore City Council
Community Survey – Special Rate Variation
August 2019

Good morning/afternoon/evening, my name is from Micromex Research and we are conducting a survey on behalf of Lismore City Council on a range of local issues. The survey will take about 10-15 minutes, would you be able to assist us please?

QA. Before we start, I would like to check whether you or an immediate family member works for Council.

- Yes (Terminate)
 No

QB. Please stop me when I read out your age bracket: Prompt

- 18-34
 35-49
 50-64
 65+

QC. Which town/village do you live in/near?

- Bexhill
 Caniaba
 Clunes
 Dunoon
 East Lismore
 Girards Hill
 Goolmangar
 Goonellabah
 Lismore City
 Lismore Heights
 Nimbin
 North Lismore
 North Woodburn
 Richmond Hill
 South Gundurimba
 South Lismore
 The Channon
 Wyrallah
 Other (please specify).....

Q1a. What do you think are the key priorities for Council in the local area?

.....

Q1b. Overall, for the last 12 months, how satisfied are you with the performance of Council, not just on one or two issues but across all responsibility areas? Prompt

- Very satisfied
 Satisfied
 Somewhat satisfied
 Not very satisfied
 Not at all satisfied

Q1c. How satisfied are you with the quality of the road network in the Lismore Local Government Area? Prompt

- Very satisfied
 Satisfied
 Somewhat satisfied
 Not very satisfied
 Not at all satisfied

Read concept statement:

Currently Lismore City Council delivers a broad range of services from roads and rubbish collection, parks and playgrounds, cultural facilities and events, libraries, swimming pools, environmental protection and much more.

At present, Council's revenue is regulated by the NSW Independent Pricing and Regulatory Tribunal (IPART). IPART limits the amount by which councils can increase rates from one year to the next. At the moment, that amount, known as the rate peg, is an annual increase of 2.5%.

Council is facing the challenge of balancing community expectations with future financial sustainability. There is a growing gap between the cost of providing services and facilities and the available funding to meet those costs. This is a result of a long term 'cap' on Council's ability to increase rates, and costs rising more than the 2.5% rate peg.

Over recent years, Council has implemented a range of productivity savings, reduced costs across our operations, but there are no easy solutions to addressing this increasing funding gap. If Council does not address this gap now, our community assets (in this case roads) will deteriorate and our economy will suffer due to lack of investment. To address this situation, councils are able to apply for rate increases above rate peg. This is called a Special Rate Variation (SRV).

Council acknowledges that any rate increase may adversely impact some community members. Council has a Hardship Policy and alternative payment options to assist ratepayers should they have difficulty keeping up with their rate payments.

Lismore City Council is considering applying for a permanent SRV, there are three options which I would like you to consider. Each option will have varying impacts on what Council can deliver.

Let's look at the options in more detail.

Council wants to get community feedback on the following 3 options:

- Option 1 – No Special Rate Variation. Roads would continue to decline with more roads in poor condition, and our capacity to provide services will diminish
- Option 2 – Special Rate Variation spread over four years. An investment into the road network and economic development
- Option 3 – Special Rate Variation spread over two years. An investment into the road network and economic development

Option 1: No Special Rate Variation

This option would continue the status quo with rates only increasing by the assumed rate peg amount of 2.5% per year. Each year, the average residential ratepayer currently paying \$1,229 per year would pay approximately \$31 more than the previous year in general rates.

After 2 years, this would amount to an average annual charge of \$1,291 by 2021/2022.

Under this option the impact would be:

- Sealed and gravel road networks would deteriorate
- Council's backlog of roadworks would continue to increase and gravel roads would not be improved
- A lack of investment in economic development could lead to a stagnant economy, closure of businesses and fewer local jobs

Q2a. How supportive are you of Council proceeding with Option 1? Prompt

- Very supportive
- Supportive
- Somewhat supportive
- Not very supportive
- Not at all supportive

Option 2: Special Rate Variation – Four year spread

The proposed SRV would be introduced over 4 years:

- In year one (2020/21) rates would rise by 7.5%, which includes the 2.5% rate peg. This means the average residential ratepayer currently paying \$1,229 per annum would pay \$1,321 in Year 1, an increase of \$92
- In year two (2021/22) rates would rise by an additional 9.4%, which includes the 2.5% rate peg. This means the average residential ratepayer would pay \$1,445 in Year 2, a further increase of \$124
- In year three (2022/23) rates would rise by an additional 3.9%, which includes the 2.5% rate peg. This means the average residential ratepayer would pay \$1,501 in Year 3, a further increase of \$56
- In year four (2023/24) rates would rise by an additional 3.2%, which includes the 2.5% rate peg. This means the average residential ratepayer would pay \$1,555 in Year 4, a further increase of \$54

In subsequent years, the annual rate rise would return to the rate peg amount, which is currently 2.5%.

The SRV will generate an additional income, of which \$3.74 million will be allocated into sealed road reconstruction and gravel re-sheefing. The other \$1million would be invested into local economic development.

With this additional funding:

- Council will reconstruct more roads and undertake increased gravel road maintenance. This would improve the road network over time and allow Council to reduce the roads backlog that exists due to lack of funding
- Council will invest in the Lismore economy to increase jobs, and bring more visitors to the Local Government Area. Council would use funds to enhance the CBD and riverbank areas and provide incentives for new business and industry to open

Q2b. How supportive are you of Council proceeding with Option 2? Prompt

- Very supportive
- Supportive
- Somewhat supportive
- Not very supportive
- Not at all supportive

Option 3: Special Rate Variation – Two year spread

The proposed SRV would be introduced over 2 years:

- In year one (2020/21) rates would rise by 17%, which includes the 2.5% rate peg. This means the average residential ratepayer currently paying \$1,229 per annum would pay \$1,438 in Year 1, an increase of \$209
- In year two (2021/22) rates would rise by an additional 6.9%, which includes the 2.5% rate peg. This means the average residential ratepayer would pay \$1,537 in Year 2, a further increase of \$99

In subsequent years, the annual rate rise would return to the rate peg amount, which is currently 2.5%.

The SRV will generate an additional income, of which \$4 million has been allocated into sealed road reconstruction, and \$500,000 for gravel re-sheeting. The other \$1.6 million would be invested into local economic development.

With this additional funding:

- Council will reconstruct more roads and undertake increased gravel road maintenance. This would improve the road network over time and allow Council to reduce the roads backlog that exists due to lack of funding
- Council will invest in the Lismore economy to increase jobs, and bring more visitors to the Local Government Area. Council would use funds to enhance the CBD and riverbank areas and provide incentives for new business and industry to open

Q2c. How supportive are you of Council proceeding with Option 3? Prompt

- Very supportive
- Supportive
- Somewhat supportive
- Not very supportive
- Not at all supportive

Q3a. Please rank the 3 options in order of preference:

	1 st preference	2 nd preference	3 rd preference
Option 1 – No Special Rate Variation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Option 2 – (Special Rate Variation) – Four year spread	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Option 3 – (Special Rate Variation) – Two year spread	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q3b. What is your reason for choosing that option as your highest preference?

.....

Q4a. Prior to this call, were you aware that Council was exploring community sentiment towards a Special Rate Variation?

- Yes
- No (Go to Q5)
- Not sure (Go to Q5)

Q4b. How were you informed of the Special Rate Variation? Please answer yes or no as I read each one. Prompt

- Mail out
- Council website
- Newspaper advertisement
- Radio advertising
- Information kiosk
- Other (please specify).....

Demographics

The following information is used for demographic purposes only.

Q5. Which of the following best describes the house where you are currently living? Prompt

- I/We own/are currently buying this property
- I/We currently rent this property

Q6. Which of the following best describes your current employment status? Prompt

- Work full time in the LGA
- Work full time outside the LGA
- Work part time in the LGA
- Work part time outside the LGA
- Home duties
- Student
- Retired
- Unemployed/Pensioner
- Other (please specify).....

Council may wish to conduct some further research with residents in the coming weeks to discuss this issue in more detail.

Q7a. Would you be interested in participating in future research?

- Yes
- No

Q7b. Please provide relevant contact details.

Name [MUST PROVIDE].....
 Email [MUST PROVIDE].....
 Phone.....
 Postcode.....

Q8. Gender by voice:

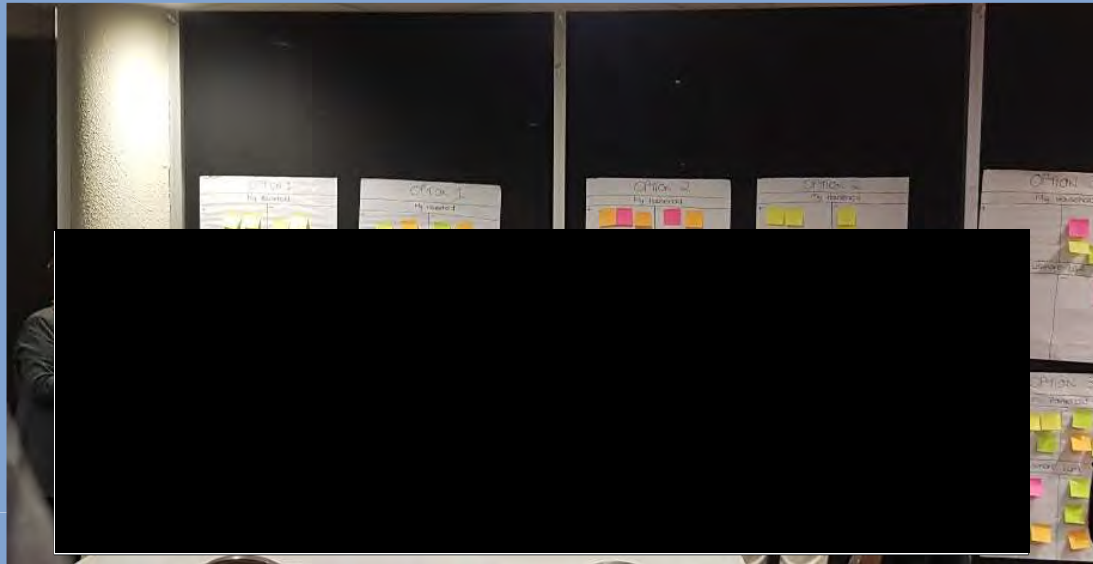
- Male
- Female

Thank you for your time and assistance. This market research is carried out in compliance with the Privacy Act, and the information you provided will be used only for research purposes. Just to remind you, I am calling from Micromex Research on behalf of Lismore City Council. To find out more information about Lismore City Council's policies and Special Rate Variation proposal, please access <https://yoursay.lismore.nsw.gov.au>



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Lismore City Council

Special Rate Variation – Workshops

Prepared by: Micromex Research
Date: October, 2019



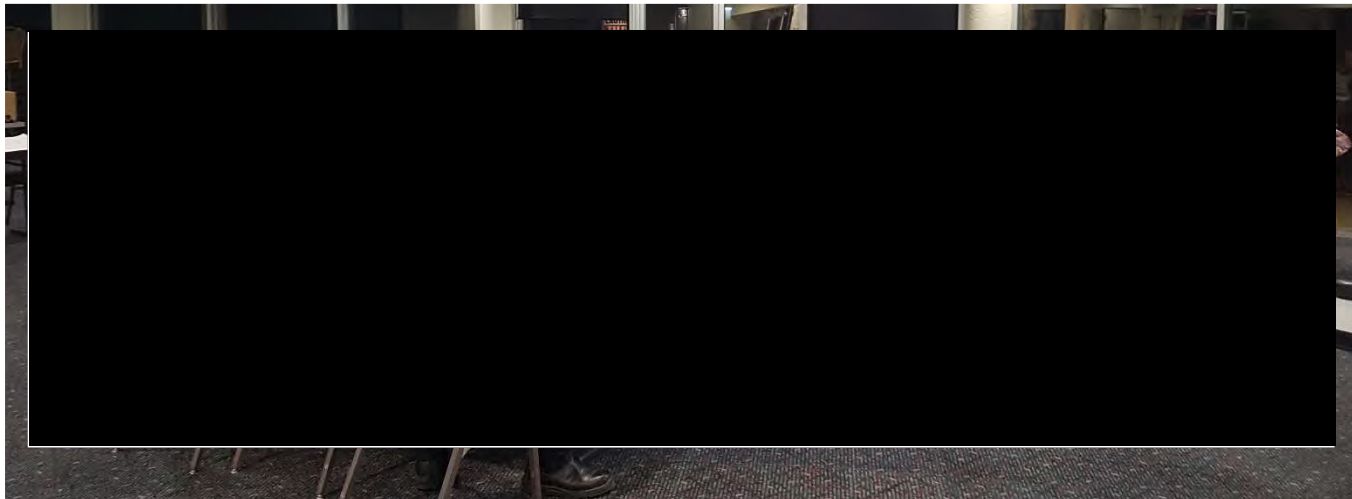


Background



Background & Context

- As part of the Special rate variation engagement Lismore City Council requested that Micromex facilitate 2 workshop sessions with residents to identify their views on the positive and negative implications of each SRV option.
- A total of 33 residents participated. Session 1, held on Wednesday 25th of September, had 14 participants, all of which volunteered to take part. Session 2, held on Thursday 26th of September, had 21 participants, 14 recruited by Micromex Research from earlier community research, and 7 additional attendees that were the partners of those recruited or volunteer participants.
- Due to the high level of volunteer participation it is important to clarify that the anecdotal qualitative data should be seen as reflective of the mood/sentiment of the sessions, and should not be considered to be quantitatively reflective, or a statistically representation of the broader community's perceptions .



Workshop Review

- Participants were briefed on the purpose of the workshops by Council's GM, Shelley Oldham. This section discussed Council's current financial position, initiatives to date, the SRV Options proposed and what the Special Rate Variation will deliver to the LGA.
- Following was a short presentation outlining the findings of the 500 telephone surveys that were conducted earlier in the month.
- Participants were then broken out into groups and asked to identify the positive and negative implications each SRV option would pose to both the household and the LGA. This exercise was facilitated by a Council staff member at each break out group.
- Facilitators of each group were to summarise the key positive and negative themes.
- Council member explained the next steps of the project, and how engagement outcomes will be used





Key Findings



Key Findings

Option 1: No Special Rate Variation

Observed Positives

Most affordable and financially viable

Council would be forced to review their current fiscal management

Observed Negatives

Continued deterioration of roads and services in the LGA

Possible impact on the local economy, and or reduced investment in the area

Option 2: Four Year Spread

Observed Positives

Reasonable compromise to increase rates to maintain infrastructure

Residents would have time to adapt to the gradual increase

Observed Negatives

Concern of affordability issues with any increase, regardless if it was gradual

Reduced household income could result in less expenditure in local businesses

Option 3: Two Year Spread

Observed Positives

Community assets would be considerably improved

Quicker outcomes for proposed delivery of services

Observed Negatives

A larger increase within a smaller timeframe would cause major financial stress and social equity issues

Some participants also had doubts that Council would use the funds wisely and on what was proposed





Section 1: Workshop Exercise



Option 1: No Special Rate Variation - Household

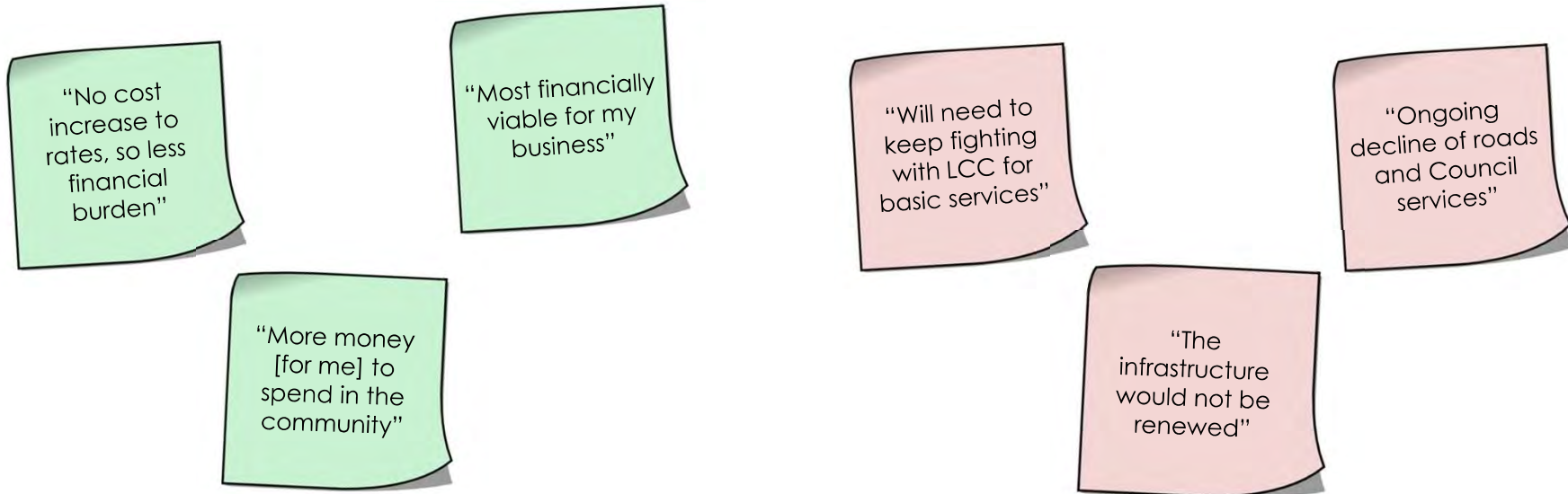


Positives for the Household

Rates are high already/can not afford a rate increase/most affordable	26
Certainty that the increase is only 2.5%	1
Other sources of revenue should be sought	1
Services remain the same	1

Negatives for the Household

Infrastructure and roads will continue to deteriorate	20
Improvements are needed with Council's financial management/current budget not sustainable	4
Rates are high already/can not afford a rate increase	4
Businesses and the economy will suffer	1
Council may increase fees elsewhere	1
Not getting value for the rates currently paid	1
No negatives	1



The key positive theme observed for Option 1 from the perspective of households, is that it is the most affordable and financially viable option for the individual.

However, participants also acknowledged that with no special rate variation, the condition of roads and infrastructure would continue to decline.

Option 1: No Special Rate Variation - LGA



Positives for the LGA

Will force Council to live within their budget/improve internal processes	14
Rates are high already/can not afford a rate increase/most affordable	11
Other sources of revenue should be sought	3
Certainty that the increase is only 2.5%	2
People will stop complaining about SRV	1
Services remain the same	1
Slows gentrification in the area	1
No positives	3

Negatives for the LGA

Infrastructure and roads will continue to deteriorate	27
Economy will suffer/less investment in Lismore	5
Council red tape	2
Do not trust they will spend the money wisely or what is promised/investing in the wrong areas	2
Social unrest/increased crime	2
Jobs should be done correctly the first time to avoid reinvestment	1
Rates are high already/can not afford a rate increase/most affordable	1

"Will encourage LCC to fully review spending and focus on necessary uses"

"Will force LCC to live within current budget"

"It may keep a few more businesses alive in Lismore, it will protect renters/tenants from a rent rise"

"Infrastructure will not be maintained, Council town will wither"

"Deterioration reduces attractiveness for business and new settlement"

"Condition of roads will make visitors reluctant to visit the Lismore LGA"

From an LGA perspective, participants believed that with no special rate variation, Council would be compelled to review their current fiscal management and to live within their budget.

The key negative observed for the LGA if Option 1 was to occur, would again be continued deterioration of roads and infrastructure, which in turn could deter future investment in Lismore. 9

Option 2: Four Year Spread - Household



Positives for the Household

Middle ground option that prevents assets from deteriorating	11
Affordable/reasonable/gradual increase is less of an impact	9
Has the potential to bring in more for the area	3
Can leverage off rental income	1
Improvements are needed with Council's financial management/current budget not sustainable	1
Option 2 ensures that more money/investment will be distributed in the LGA	1
No positives	5

Negatives for the Household

Rates are high already/can not afford a rate increase	24
Do not trust they will spend the money wisely or what is promised/investing in the wrong areas	2
Not getting value for the rates currently paid	2
Ratepayers shouldn't have to pay more to get us out of debt	1
Upgrades will be done slower/poorer timeframe for action	1
Same increase, but over 4 years, not 2	1

"Facilities continue to be renewed, increased costs are more adequately covered, debts of Council are addressed"

"Increased rates but in a gradual rise in payment compared with Option 3"

"Funding for economic development will be good for job security"

"My budget will need to change, I will need to work more to earn more"

"Will not make any difference to me, as I'm not in any major investment area"

"Far too expensive, our incomes do not rise at such a rate"

Participants recognised that Option 2 would be a reasonable compromise to prevent assets from deteriorating and that the gradual increase would be less of an impact than Option 3. However, the main negative implication Option 2 would cause for the household, is of financial concern, with the average household not able to afford an increase.

Option 2: Four Year Spread - LGA



Positives for the LGA

Middle ground option that prevents assets from deteriorating	17
Affordable/reasonable/gradual increase is less of an impact	3
Generates more money for the area/better for the economy	2
Option 2 ensures that more money/investment will be distributed in the LGA	1
No positives	2

Negatives for the LGA

Rates are high already/can not afford a rate increase	13
Economy and businesses will suffer	6
Do not trust they will spend the money wisely or what is promised/investing in the wrong areas	5
Upgrades will be done slower/poorer timeframe for action	3
Council has less power to drive reform	2
Just throwing more money at the problem	2
Less jobs in the CBD for young people	1
Not getting value for the rates currently paid	1
Ratepayers shouldn't have to pay more to get us out of debt	1

"There will be improved roads and economic activity if funded correctly"

"Roads would be improved meaning more people are willing to visit the area"

"More economic development"

"Commercial landlords are currently struggling, vacant properties may push our limits"

"People will not spend money locally, they will look for a better deal"

"Social equity issues, unable to pay cost of living, pushes business over limit"

Positives observed for Option 2 from an LGA perspective discuss the benefits an increase would bring to the local area, with specific mention to roads and economic development.

In contrast, participants felt that any increase in rates is unaffordable, which in turn could have a detrimental impact on businesses as there would be less money spent in the local area.

Option 3: Two Year Spread - Household



Positives for the Household

Prioritises important services e.g. roads	9
Happy to pay the increase for benefits/reasonable amount to pay/affordable for me	3
Upgrades will be done quicker/better timeframe for action	2
Has the potential to bring in more for the area	1
No positives	8

Negatives for the Household

Rates are high already/can not afford a rate increase	29
Do not trust they will spend the money wisely or what is promised/investing in the wrong areas	3

"Better quality roads, less likely to cause damage to our vehicles"

"Quicker outcomes"

"More infrastructure for our families to use"

"Makes financial viability of my business less certain"

"Expensive, ratepayers won't be able to afford it in their budgets"

"Unrealistic, unaffordable, residents will be under stress"

Whilst the majority were against Option 3, participants were able to identify some positive effects it could have on the household, for instance, the prioritisation of important services, namely roads.

Not surprisingly, the main concern with Option 3 was the financial stress it would cause to the individual, as well as the lack of trust that the additional funds would be spent correctly.

Option 3: Two Year Spread - LGA



Positives for the LGA

Prioritises important services e.g. roads	10
Upgrades will be done quicker/better timeframe for action	5
Has the potential to bring in more for the area	4
Generates the most money for the area/better for the economy	3
Improvements are needed with Council's financial management/current budget not sustainable	2
Options 3 can provide more jobs/encourage new business	2
Community has time to adapt to price increase	1
No positives	2

Negatives for the LGA

Rates are high already/can not afford a rate increase	11
Do not trust they will spend the money wisely or what is promised/investing in the wrong areas	7
Economy and businesses will suffer	7
Council has less power to drive reform/red tape	5
Improvements are needed with Council's financial management/current budget not sustainable	2
Concerned that after the 2 year period, Council could increase rates again	1
Target business owners/those who rent for SRV as they benefit from results	1
No negatives	1

"Better roads and resources. Council can attract more businesses/residents to the LGA"

"If put into roads, they would get fixed quickly"

"Council gets benefit of funds sooner"

"Heavy social equity issues, big rate increase flowing from landlords to tenants"

"Will only be wasted on unnecessary things"

"If rates increase, businesses will be affected as there is less money to spend in shops"

When assessing Option 3 from an LGA perspective, participants understood that the additional funds would be used to prioritise services and results would occur faster than Option 2.

Key concerns regarding the effect Option 3 would have over the LGA is the unaffordability of the increase, which would reduce resident spending habits in local businesses, negatively impacting Lismore's economy. Also mentioned was the distrust that Council would use the funds wisely, or on what is proposed in the plan.



Section 2: Verbatim Comments





Option 1: No Special Rate Variation - Household Positives



"No cost increase to rates, so less financial burden"

"Able to afford rates"

"Saves money"

"More money to spend in the community"

"This is affordable for farmers, businesses and residential urban renters"

"Affordable"

"Less cost compared to other options"

"Affordability"

"Maintain budget"

"My budget won't change"

"Have trouble paying bills as it is. It would be hard to pay higher rates"

"Financially things would remain the same"

"2.5% certainty"

"Most financially viable for my business"

"Provide more events as funding opportunities"



Option 1: No Special Rate Variation - Household Positives Continued



"Farmland is peaceful"

"Not having to pay extra"

"More income p.a. for me and my family"

"Minimal change to my financial situation from rates"

"Able to pay our rates"

"Pay our rates"

"Services stay as they are"

"Out of flood"

"It will go a long way to keep Lismore households viable financially"

"Makes no difference to me personally"

"Affordability"

"We can still afford to live here when we are older"

"Affordability"

"Unrealistic in todays world"

"Slower rate increase, slows the gap between rate growth and wage increase"



Option 1: No Special Rate Variation - Household Negatives



"Roads are dangerous, OH&S issue"

"Roads keep deteriorating"

"The economy continues to stagnate, there will be no growth or Council investment in sports and culture"

"Over 4 years this is affordable but CBD suffers"

"Roads are dangerous"

"No change"

"My gutters won't be repaired"

"The cost for people on limited income (elderly)"

"Will need to keep fighting with LCC for basic services"

"Slightly more inconvenient to drive around LGA"

"Lismore Council has the highest rates in all of the Shire already"

"Little change in services"

"Less expectation of Council. May increase fees"

"The infrastructure would not be renewed"

"No garbage collection or sewage, and gravel road continues. No water, have to use tanks only"

"Wear and tear on motor vehicles would cost more because roads would go downhill"



Option 1: No Special Rate Variation - Household Negatives Continued



"Increase of any type removes free income from our household budget and spending in CBD"

"Increase of rates impact me financially"

"My gravel road would be worse, meaning more damage to our vehicles which is costly"

"The roads would progressively get worse"

"Ongoing decline of roads and Council services"

"Road will get worse"

"No perceived issues"

"No garbage service or roads"

"No garbage service"

"Hardly any negatives if Council could prioritise in a far more effective manner"

"Deteriorating assets and services"

"It will force Council to make better decisions on what to spend money on"

"No impact as not much is done anyway"

"Depends on what the Council can do to concentrate on priorities"

"Better control of the Council funds"

"Perhaps the Council will do less to maintain roads"



Option 1: No Special Rate Variation - LGA

Positives



"Council trusted to just increase by pegs, some form of reassurance in that"

"No immediate cost increase to the rate payer"

"Council does not go under"

"Pressure on Council to reform and renovate"

"People will stop complaining about the SRV"

"Slows gentrification and phenomena being rated out"

"Will force LCC to live within current budget"

"Roads are no worse than 40 years ago"

"The community would only be charged 2.5% extra per year"

"Improved services within limits"

"Will force LCC to address bloated and inefficient bureaucracy"

"Most financially viable for most ratepayers"

"Will encourage LCC to fully review spending and focus on necessary uses"

"Rates would remain affordable"

"Costs more than many people can afford"

"Apply for more grants"

"Going to be more friendly, less stressed"

"Focus on financial management, show where all the funding is going. Upload this on Council's website"



Option 1: No Special Rate Variation - LGA

Positives Continued



"Not making financial stress worse for those who are struggling"

"Not paying more"

"I cannot think of anything positive"

"No actual advantage"

"Affordability for all"

"Improved fiscal management"

"Work to 2.5%"

"Improve your fiscal management"

"Affordability as Council should operate to a budget"

"People are struggling, tenants (who make up 30% of the total population) may survive"

"It may keep a few more businesses alive in Lismore, it will protect renters/tenants from a rent rise"

"Need new Council"

"Improve book keeping"

"Develop CBD so money doesn't leave Lismore"

"Affordability for pensioners already struggling and businesses who are failing already"

"Hopefully we wouldn't get any more rainbow crossings or boats in Woodlark St"

"Sell Goonellabah Sports Centre. It is a constant drain on ratepayers"



Option 1: No Special Rate Variation – LGA Negatives



- "No roads fixed"
- "Council goes broke"
- "Council has to close resources"
- "Stress as people worry if the town is in trouble"
- "Die quicker"
- "Will need to keep fighting with LCC for basic services"
- "Pot holes need filling. Council needs new performance goals and change work practices "
- "Losing some businesses in town, families move away"
- "No positives as Council goes down to hell in a handbasket"
- "Status quo of current poor road conditions"
- "Not fair for rural residents compared to town"
- "Council changes to management"
- "Infrastructure will not be maintained, Council town will wither"
- "The quad is a plus. All ratepayers suffer from an increase, especially the unemployed and pensioners"
- "No growth in population or growth in infrastructure"
- "Some peoples roads are in such poor condition that it causes more damage to a car than the cost of higher rates"
- "LCC refuses to really reform and renovate"
- "Roads stay the same"
- "Hold contractors accountable for roadworks and have 20 year durability warranty/quality assurance"
- "Improve Council internal staff to build better roads"
- "Poor roads and infrastructure"



Option 1: No Special Rate Variation - LGA

Negatives Continued



"No difference, Council's help in the CBD is almost none now"

"Crime and socio demographic will continue"

"All costs rising = less real increase"

"Lack of trust, most money will go to Lismore Central"

"Deterioration reduces attractiveness for business and new settlement"

"The community doesn't benefit from renewal of facilities"

"Condition of roads will make visitors reluctant to visit the Lismore LGA"

"No increase in any improvements"

"Wouldn't change anything. Being rural residential, we have no garbage, no tarred roads and no water"

"Will struggle to service local roads"

"Increased pressure on Council budgets. Ongoing decline in local services"

"Road conditions will worsen"

"Less investment in economic development = less investment in Lismore"

"Roads are a disgrace from years of neglect"

"Stop wasting ratepayers money such as the boat and rainbow crossing"

"Lismore has lack of parts for farming"

"No business incentive"

"Same old, same old"

"Council red tape"

"Services not met"



Option 2: Four Year Spread - Household Positives



"Less potholes"

"We may get improved parks"

"Nil"

"Better roads, less damage and injuries"

"Roads get fixed"

"Best of the 3 options for my fixed income household"

"Funding for economic development will be good for job security"

"Option 2 is better than Option 3, but Option 1 is more affordable"

"Better jobs and roads"

"Increase pressure and homelessness would secure my employment"

"Would have better roads eventually"

"Facilities continue to be renewed, increased costs are more adequately covered, debts of Council are addressed"

"Potential to reduce amount spent on car repairs and option to drive on more roads"

"Increased rates means increased rents and improve our rental income"

"Can't think of one"



Option 2: Four Year Spread - Household Positives Continued



"Not any"

"Might get better roads"

"Gives promise to make our roads better"

"Option 2 is more affordable than Option 3. Better roads would be good, but not necessary"

"Increase in community assets"

"Money is spread more efficiently with contractors"

"No problem to me personally"

"Very little, we are promised better roads and asked to believe they will materialise"

"Will not help me"

"We just have to balance funds"

"Affordable"

"I will not notice a difference"

"Improved and safer roads so less car maintenance"

"Gravel road graded at current/increased frequency"

"Increased rates but in a gradual rise in payment compared with Option 3"



Option 2: Four Year Spread - Household Negatives

"Council does not reform its delivery"

"Cost will blow out"

"My budget will need to change. I will need to work more to earn more"

"Rates increase"

"Cost of Council rates"

"Higher cost to living, less money to spend in the local economy"

"A lot of ratepayer are unable to meet their cost of living now"

"Higher cost of living"

"Same nonsense except it is 4 years, not 2"

"Any increase will impact my farming profitability, and my rates are already \$6000 p.a."

"Too costly"

"Could find it easier to afford if cattle prices increased"

"Increased cost of living"

"Increasing our costs"

"Cannot see any advantage for my household"

"Unfair that rate payers need to pay more"



Option 2: Four Year Spread - Household Negatives

Continued



"Will affect our income"

"Have to find more hours to work"

"Greater living costs"

"I don't get any service now"

"Costs money that I don't want to pay"

"More pressure on low-socio economic region"

"Frustration"

"Unaffordable to me personally, but also the general ratepayer"

"Far too expensive. Our incomes do not rise at such a rate"

"Will not make any difference to me, as I'm not in any major investment area"

"Hard to meet rates"

"Just more money for Council to waste"

"Financial stress and vulnerability"

"Higher cost to household"

"Increased rate payments but slower speed of improvements to services compared with Option 3"



Option 2: Four Year Spread - LGA Positives



"Safer roads"

"More economic development"

"We might manage our money better"

"Best of the 3 options for a fixed income household"

"Able to fix stuff"

"CBD needs help, drop unnecessary choices"

"There will be improved roads and economic activity if funded correctly"

"More funding, and more local jobs"

"Improved roads and local activity"

"Facilities continue to be renewed, increased costs are more adequately covered, debts of Council are addressed"

"Roads would be improved meaning more people are willing to visit the area"

"The Channon may have money invested into the community"

"Cosmetics "

"Will put money into roads, town and businesses"

"Better roads"

"Will grow more businesses and roads"



Option 2: Four Year Spread - LGA Positives Continued



"Better roads and it will help people outside the CBD/in town"

"More events in the community"

"Affordable for all"

"Zero"

"Just more promises and projections"

"There doesn't seem to be much proof of accountability if it is increased"

"Commitment by fair distribution of funds"

"Maintains current roads so they are not getting worse = status quo"

"More roads will improve"

"Safer roads"



Option 2: Four Year Spread - LGA Negatives



"CEO loses/has less power to drive reform"

"People will not spend money locally, they will look for a better deal"

"CEO loses power to reform"

"Loss of business"

"Residents unable to pay rates, Council income lost as much as expected"

"Social equity issues - increased rates passed on by landlords to fixed income tenants"

"Higher cost of living imposed on all areas - will be passed on in rental businesses/residents"

"Commercial landlords are currently struggling, vacant properties may push our limits"

"It would take longer to achieve the results"

"Jobs needed in the CBD for young people"

"Social equity, unable to pay cost of living, pushes business over limit"

"Bloated LCC will have more money to waste on unnecessary spending (roads and rubbish)"

"Another incremental increase is being rated out"

"Financial stress without any advantages"

"Increase in rates will cause rents to increase and reduce spending in the CBD"

"That peoples cost of living goes up"

"Angry that we have to pay for Council's mismanagement"

"Council wastes so much money"



Option 2: Four Year Spread - LGA Negatives Continued



"Decrease in farmers"

"Putting more money into a sinking ship"

"LCC does not look after roads at the boundary of the Shire"

"Throwing more money at the problem"

"Little rise is no quick improvement, more businesses will close"

"Confidence is important, people can't see change easily"

"Promises, but no guarantees. CBD will become empty"

"Locally, even though it's a lesser increase, it could still be too high to meet"

"Businesses aren't just in the CBD, there is dairy, beef and timber industries"

"More money for Council to waste"

"You will see even more empty shops"

"Slower outcome"

"Chance people cannot pay and will leave the area"

"Financial hardship to vulnerable households"

"Just more financial expense"

"Likely deterioration in national/global economic conditions in the next few years. Council may fund more resistant to rates in the future"



Option 3: Two Year Spread - Household Positives



"Less potholes"

"More infrastructure for our families to use maybe"

"Will Richmond Hill Rd be fixed?"

"Reassurance, as roads are safer"

"Cowlong Road is fixed"

"Nil"

"My road is fixed, and will be safer"

"None"

"None"

"Nil"

"Less cars to repair"

"Won't be noticeable"

"Better quality roads, less likely to cause damage to our vehicles"

"There is no positive"

"Gets 'the worst' out of the way early"

"Less financial pain, but less renewal of facilities"



Option 3: Two Year Spread - Household Positives Continued



"No positives for our household"

"Quicker outcomes"

"No problem personally"

"Will really affect my household's standard of living"

"None what so ever"

"Easier to travel to my parents house, and will fix roads faster"

"Better roads and services"



Option 3: Two Year Spread - Household Negatives



"Too much"

"Greater cost"

"Budget suffering"

"Makes financial viability of my business less certain"

"Awful financial impact"

"Residential - urban village (2019-2020 \$1260 - year 1 \$31, Year 2 \$31, Year 3 \$32, year 4 \$33) increase after 4 years is \$126, which is unacceptable. My rates are \$6000 per year"

"I'm a pensioner, \$14.80 a fortnight. The figures don't add up, something has to give"

"Unable to pay, it's unaffordable"

"Expensive. Ratepayers can't afford it in their budgets"

"Fixed income, duress due to heavy rate increase"

"Unable to pay rates"

"Massive impact on cost of living, no way!"

"Unrealistic, unaffordable, residents under stress"

"Financially daunting"

"We will have to tighten our belts"

"Costly"



Option 3: Two Year Spread - Household Negatives

Continued

"Too dear"

"A financial burden"

"Immediate financial stress"

"Financial stress"

"No chance for income growth to match rate rise"

"That facilities and debt aren't addressed as quickly"

"Horrendous budget wise, a real killer"

"The extra money will be wasted"

"No way, not affordable"

"This would not be possible to meet personally"

"Affordability concerns, increased rates with no return"

"Too expensive, too much cost all at once"

"No one can afford it"

"Not really interested about roads, but rather the evolution of the community"

"More costs"

"Too dear"



Option 3: Two Year Spread - LGA Positives



"Maybe more assets. Will make Lismore look better to more investors"

"Short term, but costly in long run"

"If Council is in perpetuity, maintain the increase in road budget percentage then roads will improve"

"Better roads and local activity"

"Better roads and resources, Council can attract more businesses/residents to the LGA"

"Labourers will be employed/contractors to increase work on roads"

"Economic development, more jobs and job security"

"Sporting fields. Our city is changing, we need some direction for all"

"Lismore looks like it is going ahead to outsider"

"Not against rate variation as long as 100% goes to roads"

"Possibly fiscal management may improve"

"Would be happier if it all went to roads"

"If put into roads, they would get fixed quickly"

"If it could be spent on roads, it would be okay"

"Better roads = more engaged in community and increased investments e.g. new business and jobs"

"Roads would be in better condition apparently"



Option 3: Two Year Spread - LGA Positives Continued



"Builds roads"

"Council gets benefit of funds sooner"

"Roads and facilities would improve"

"The community has longer time to adapt to price increase"

"Quicker outcome"

"Zero"

"Might be good for the Council, but not financially affordable for many"

"Will be the end of the town. Council will go down as the body that killed the town"

"Assist Council at the cost of ratepayers"

"Fixes roads faster"

"Changes are quicker, positive outcomes"

"Better for Lismore"

"Safer, cleaner, lower crime, better roads, river and services"



Option 3: Two Year Spread - LGA Negatives



"People won't be happy with the money being spent"

"False reform, CEO has less power"

"Destroys local economy"

"There is no guarantee future Councils, as in the past, will reduce road budget as percent of the budget"

"No disbenefit that I can see"

"Council management, social equity, town centre decline. Can't open new business"

"Residents concerned that Council will once again stuff up"

"Can people afford to open new business? Town continues to decline"

"Uproar, unstable Council and community is disenchanted. Mayor increases the cost of living across all areas"

"Will only be wasted on unnecessary things"

"Residents are hurting now, impossible dream"

"Living in Lismore on fixed income, and low income earners will start leaving the LGA"

"Heavy social equity issues, big rate increase flowing from landlords to tenants"

"Wasted in red tape"

"In that path of having excellent roads but will have many dead businesses and fewer employment options"

"More red tape"

"How money is spent"

"Red tape"

"Concern that even after this option is taken up, Council could increase % again soon after"



Option 3: Two Year Spread - LGA Negatives Continued



"Financial hardship"

"Reduced spending in the CBD"

"If rates increase, businesses will be affected as there is less money to spend in shops"

"Could result in more disadvantages and jobless in rural areas"

"Not all members of the community pay rates, renters need to pay for this as well"

"Has not addressed the debts or renewal of infrastructure"

"A social and financially disadvantaged aged community is placed under further stress"

"Disastrous financially, Lismore is a poor town, not the Eastern Suburbs of Sydney"

"Turn businesses away"

"Will send people homeless"

"Affordability concerns for majority of population"

"CBD work not necessary"

"More cost upfront, harder to pay"

"Difficult to sustain"

"Community voice is not recently correct, we need a focus to create a sense of community. Pools are important to create that sense of place/space for communities to form and be informed"

"Red tape"



Appendix A: Moderators Guide





Lismore City Council – SRV Focus Groups – Sept 25/26 2019

Moderator's Guide

Introduction – Mark Mitchell – 5 minutes

Welcome the participants. Introduce Council Team and Micromex Team.

Housekeeping rules:

- Participate – but:
 - Only one person speaks at a time
 - Respect different views
 - No right or wrong answers
- I may cut discussion
- Informal session – relax!
- Is being audio recorded
- Bathrooms
- Mobiles off
- In case of emergency...

Purpose of Workshops by Shelley Oldham (GM) – 15 minutes

- Council's financial position
- Initiatives to date (i.e.: savings, efficiencies)
- SRV Options
- What SRV will deliver

Community Engagement to Date – Stu Reeve – 5 minutes

- Brief PowerPoint presentation on community survey findings



Breakout Groups – 45 minutes (overall facilitation by Mark, tables facilitated by Stu and LCC staff)

- Ideally a summary of all three SRV options shown on a screen during this exercise.
- Materials needed: Lots of post-its (ideally 75mm x 75mm), pens, large butchers paper/flip charts (one set per table per group, each page with a summary of SRV at top and ruled down the middle with headings 'Positives' and 'Negatives' – order of options can be randomised per table).
- 15 mins per SRV Option:
 - Task 1 per SRV option: Using post-its, each respondent individually records up to two positives and two negatives of first SRV option (to ensure everyone's views are recorded).
 - Task 2: Each table to group their post-its into key positive and negative themes – and facilitators to seek clarifications if needed.
 - Repeat for the other two options

Regroup and Summary Presentations by Facilitators – 15 minutes (overall facilitation by Mark, each table reported back by facilitator)

- Facilitators from each Breakout Group to summarise key positive and negative themes.

Next Steps – 5 minutes (Council)

- Council to explain how engagement outcomes will be used.

Appendix B:

Issues Raised at the Workshops

Concluding both workshops, participants were asked to raise concerns or questions that weren't discussed in the initial exercise.

Issues Raised

- *One comment was raised that residents have lost confidence in Council and their abilities, which participants universally agreed.*
- *A few participants suggested that Council should be more accountable with financial management, with more consideration around spending habits around the LGA.*
- *There was some belief that overtime, Option 2 was no different to Option 3, as the accumulated cost over the four year spread would equate to the same cost if the two year spread was executed.*
- *One participant would like to access the information shared in the workshop (details of SRV and survey results), available on hardcopy.*
- *There was some confusion around what will happen after the end of each SRV period, for example, if the rate value would revert to the value before the variation period.*
- *One participant believed that Council has proposed the Special Rate Variation as a result of Council's debt.*
- *Some felt the figures presented in the SRV proposal were misleading and that Council should review this or provide clarity.*
- *There is also concern that Council would waste the funds and ultimately end up in the same position.*
- *One participant would like Council to explore if there is a middle option between Option 1 and Option 2.*





micromex
research

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Have Your Say on the SRV

We are seeking feedback from the community on the proposed SRV. Feedback is due by 4.30pm on Monday, 30 September.

There are several ways to provide your feedback or find out more information.

We have a dedicated page on our website with all the information you need to make an informed decision.

You can complete our community survey online or find hard copies at our Corporate Centre in Goonellabah, or at the Lismore and Goonellabah Libraries.

Other community consultation includes:

- A telephone survey of residents through an independent research company.
- Community workshops.
- Information kiosks where you can talk to staff face-to-face.

For more information please go to:
www.yoursay.lismore.nsw.gov.au

Your
Say
Lismore

More information and next steps

This brochure provides a summary of the proposed SRV. To view full details of the proposal, please go to www.yoursay.lismore.nsw.gov.au.

You can also find hard copy information and community surveys at our Corporate Centre, 43 Oliver Avenue, Goonellabah, or the Lismore and Goonellabah Libraries.

Community consultation closes

Monday, 30 September

Council provided with community consultation results

Tuesday, 5 November

Council votes on whether to apply for an SRV

Tuesday, 12 November

Application to IPART due

February 2020

43 Oliver Avenue
Goonellabah NSW 2480
Phone: 1300 87 83 87
Email: council@lismore.nsw.gov.au



Have Your Say

Important information about a
proposed Special Rate Variation



Your
Say
Lismore

Introduction

Lismore City Council is facing the challenge of balancing community expectations for services with levels of funding.

Like many NSW councils, we deliver a broad range of services from roads to rubbish collection, parks and playgrounds, cultural activities and events, libraries and swimming pools, environmental protection, and much more.

The reality Council faces is that it cannot continue to provide these current services without more revenue. Council needs to address its roadworks backlog, otherwise these community assets will continue to deteriorate in the future. Council also needs to invest in economic development activities that attract business, increase jobs, promote tourism, and grow Lismore as a regional city.

At present, Council's revenue is regulated by the NSW Independent Pricing and Regulatory Tribunal (IPART). IPART sets a 'rate peg' that limits the amount by which councils can increase rates from one year to the next. For many years, the rate peg has not kept pace with the increasing cost to maintain our assets and provide services to the community.

We are now seeking feedback on a proposed permanent Special Rate Variation (SRV) that would apply to all Lismore ratepayers. This would increase Council's total rates revenue by \$6.1 million.

Without this rate increase, Council cannot continue to provide its current services at the same level.

We need your feedback to help us decide what is best for the future of Lismore.

www.yoursay.lismore.nsw.gov.au



How would the SRV be spent?

The proposed SRV would provide a range of benefits to the community in two key areas:

Roads

We will rebuild more roads and undertake increased gravel road maintenance. This would improve our road network over time and allow us to reduce the backlog of works that exist due to lack of funding.



Improving the local economy

We need to establish new businesses in Lismore, increase jobs, and bring more visitors to our city. We would use funds to enhance our CBD and riverbank areas and provide incentives for new businesses to open.



The proposed SRV

Council is proposing to apply to IPART for a permanent SRV. This would be introduced over two years.

In year one (2020/21) rates would rise by 17% and in year two (2021/22) by an additional 6.9%. From 2022/23, rate increases would return to the assumed rate peg of 2.5% only.

This equates to an annual increase for the average urban residential ratepayer of:

Year 1: \$209

Year 2: \$99



The total cumulative increase including rate pegging over two years would be \$308 for the average urban residential ratepayer.

The below tables calculate land rates only for the average urban residential property. They exclude other charges such as waste, water, sewer etc.

Option 1: Decreasing Services

No rate increase above the annual rate peg.

This option would see our road network deteriorate and our backlog of roadworks would continue to get worse. We would have no funds to invest in economic development activities.

**2.5% is the assumed average rate peg.*

	No rate increase above rate peg*	Average urban residential rate
Current rate		\$1229
2020/21	2.5%	\$1260
2021/22	2.5%	\$1291
2022/23	2.5%	\$1323

Option 2: Improving Services

Rate peg plus proposed rate increase.

This scenario includes the proposed SRV. We would improve our roads and reduce our backlog of works as well as boost economic development. Over time our road network would improve and we would increase jobs and growth in Lismore.

	Proposed rate rise with SRV and rate peg	Average urban residential rate
Current rate		\$1229
2020/21	17%	\$1438
2021/22	6.9%	\$1537
2022/23	2.5% (rate peg only)	\$1575

Rates Consultation Fact Sheet



Your
Say
Lismore



Introduction

Lismore City Council is facing the challenge of balancing community expectations for services with levels of funding.

Like many NSW councils, we deliver a broad range of services from roads to rubbish collection, parks and playgrounds, cultural activities and events, libraries and swimming pools, environmental protection, and much more.

The reality Council faces is that it is unable to provide all these current services without increased revenue. We need to have a conversation with the community about rates and how we tackle these funding challenges.

At present, Council's revenue is regulated by the NSW Independent Pricing and Regulatory Tribunal (IPART). IPART sets a 'rate peg' that limits the amount by which councils can increase rates from one year to the next. For many years, the rate peg has not kept pace with the increasing cost to maintain our assets and provide services to the community.

We are now undertaking a two-part consultation with our community about rates.

Part one will gather community feedback on a proposed permanent Special Rate Variation (SRV). The proposed SRV would raise \$4.5 million for roads and \$1.6 million for economic development annually above the rate pegging limit. It would be introduced over a two-year period (2020/21 and 2021/22) and would apply to all Lismore ratepayers. Part one of this consultation asks ratepayers to look at the benefits of this SRV and provide feedback on whether Council should proceed with an application to IPART.

Part two is a conversation about future rating options for other projects over a further five to 10-year period. During this part of the community consultation we ask questions about the future of our open spaces and sporting/recreational facilities. We ask the community to tell us what level of importance they place on these services; what projects are most important to them within this service delivery area; and what willingness there is to pay for enhanced infrastructure and associated maintenance and upgrades.



We need your feedback to help us decide what is best for the future of Lismore.

Part 1: SRV 2020-2022

Council is considering whether to apply to IPART for a permanent SRV to increase Council's total rates revenue. This proposed SRV would be introduced over two years.

In year one (2020/21) rates would rise by 17% and in year two (2021/22) by an additional 6.9%. From 2022/23, rate increases would be at the assumed rate peg of 2.5% only.

This equates to an annual increase for the average urban residential ratepayer of:

Year 1: \$209

Year 2: \$99



The total cumulative increase including rate pegging over two years would be \$308 for the average urban residential ratepayer.

The benefits provided by this proposed SRV would be:

Roads

We would rebuild more roads and undertake increased gravel road maintenance. This would improve our road network over time and allow us to reduce the roads backlog that exists due to lack of funding.

Improving the local economy

We would use funds to enhance the Lismore CBD and other town centres, provide incentives for new business and industry to open, help increase jobs and bring more visitors to our city.

**Your
Say
Lismore**

Benefits of the Proposed SRV

Economic Development

The proposed SRV would deliver an additional \$1.6 million annually to pursue economic development.

This would be used to fund projects and incentives that increase jobs, drive business and industry growth, support our local businesses to thrive, and attract new tourism and investment.

Additional SRV funds would be used to:

1. Fund initiatives arising from the new Lismore Economic Development Strategy. Council is currently undertaking community consultation in Lismore, Nimbin and our rural areas to develop this strategy.
2. Improve Lismore CBD infrastructure and streetscaping. Increase activity in the Lismore CBD at night to create a vibrant and safe city centre after dark. Improve lighting and introduce more activities such as pop-up events, buskers and markets.
3. Provide support to Nimbin and villages to activate town centres with initiatives such as improved lighting and safety. Projects would be developed in close consultation with those communities to address specific needs.
4. Fund an incentive program to encourage new businesses to establish in Lismore.
5. Support the growth of new industries and help expand our existing business and industry sectors. We would help develop precincts where businesses could co-locate, making Lismore the regional centre for those services. We would develop our health precinct, professional services sector and agricultural industries as well as grow our aviation, education and training, culture, and sport and recreation sectors.
6. Fund programs that stimulate and grow tourism – encourage new tourism developments throughout the region.
7. Introduce telecommunications infrastructure such as free Wi-Fi in the Lismore CBD.
8. Improve cultural infrastructure such as our performing arts spaces.
9. Cut unnecessary red tape and streamline the processes that aid the establishment of new businesses and encourage development.



If the SRV does not go ahead...

- Lismore could see development and business opportunities pass us by and go to other council areas.
- We may miss out on important funding from state and federal governments because we cannot demonstrate that we are a regional city ready for growth and development.
- We may not have enough jobs for young people to stay in the area.
- A lack of investment now into Lismore, Nimbin and our greater region could lead to a stagnant economy, closure of businesses and less jobs for all.

Benefits of the Proposed SRV

Roads

The proposed SRV would deliver an additional \$4.5 million for roads each year. This includes \$4 million for sealed roads and \$500,000 for gravel roads.

Sealed Roads

Additional SRV funding would be used to reconstruct roads that are in very poor condition. Roads would be reconstructed and then regularly resurfaced so they stay in good condition for as long as possible.

Ongoing resurfacing keeps our roads in good condition, keeps them waterproof, protects the foundations from becoming damaged and gets the full life out of every road.

It is more cost effective to fix a road that hasn't completely failed than to fix a road that has fallen into disrepair. We need enough funding to fix roads as they wear out, rather than trying to fix them when they have completely failed.

Over a 10-year period, these additional SRV funds would see the road network improve right across the Local Government Area.

The proposed SRV would enable us to reconstruct an additional 3.4km of sealed roads each year and begin to reduce the roadworks backlog of \$65 million (reported in 2017/18) that currently exists.

Over the next 10 years, the SRV would generate \$40 million to address this backlog.

In a nutshell, the proposed SRV would ensure the following:

- A greater number of roads in good condition, meaning less potholes and other failures.
- A greater number of roads in good condition, resulting in more funding being available for planned maintenance and upgrades, and less money being spent on patching and repairing failed roads.
- Roads would be reconstructed and receive ongoing resurfacing to stand the test of time.
- Only a small percentage of roads would be in a very poor condition at any one time.
- The average condition of the entire road network would improve.

If the SRV does not go ahead...

- Sealed roads might remain in very poor condition indefinitely or even revert to gravel roads.
- More funding would need to be spent on maintenance of poor roads as there would be insufficient funds to properly reconstruct them.
- The number of roads in very poor condition would increase.

What is the difference between reconstruction and resurfacing?

A simple analogy to describe the two types of roadwork is to think about a weatherboard house.

Painting is a bit like resurfacing (doing a new bitumen layer on top of the road to protect it) while replacing weatherboards can be compared to reconstruction (fully ripping up the road and redoing the whole lot).

With a weatherboard home, if you don't paint, sooner or later the rain will cause the paint to peel and the weatherboards to rot, and then you have a bigger problem. So you repaint every few years before it gets too bad, to stop a greater problem and even more expense. This is exactly the same as our roads.

We aim to RESURFACE as many kilometres of bitumen as possible each year, ensuring roads are fixed before they start to fall into poor condition. We also RECONSTRUCT failed roads each year, and then ensure they are regularly resurfaced so they do not fall into disrepair again.

This approach saves money and keeps our roads in good condition for longer. Over time, it also means that the whole network improves.

Continued →

Benefits of the Proposed SRV

Gravel Roads

Of the \$4.5 million raised for roads from the proposed SRV, \$500,000 would be allocated each year to improve gravel roads.

We would be able to complete the following works in addition to our ongoing grading program every year:

- 10km of gravel re-sheets
- Four culvert/causeway extensions or upgrades
- Bitumen seal on three gravel road intersections

At present, Council does not have funds for any gravel re-sheeting. Re-sheeting involves placing new gravel on the road and reshaping and rolling to decrease potholes and surface defects and improve wet weather access. It also reduces dust volumes and provides a smoother driving experience.

Council maintains 400km of gravel roads. Over a 10-year period, the proposed SRV would see 100km or 25% of the entire gravel road network re-sheeted. Thirty gravel intersections would be bitumen sealed across the LGA and 40 culverts would be upgraded, reducing the wear and tear around these sections of road. Council would also continue its ongoing grading program.

If the SRV does not go ahead...

- Residents would still continue to have their roads graded, but roads would never improve beyond this.
- Over time, the condition of all unsealed roads would deteriorate as the existing gravel wears out. This would be most noticeable during wet weather.

**3.4km additional
road reconstruction
annually**



**Increased gravel
maintenance, culvert upgrades
and intersection seals**



**Extra \$40 million to
reduce the backlog
over 10 years**



Impact on Rates

The following tables show how average rates across all rating categories will be impacted by the two rating options under consideration.

Option 1 – Rate Peg Only

Option 2 – Proposed SRV

Average Farmland Rates	2019/20	2020/21	2021/22	2022/23	2023/24	Total Rate Increase Over 4 Years
Option 1	\$2,471	\$2,533	\$2,596	\$2,661	\$2,728	
Annual Increase		\$62.00	\$63.00	\$65.00	\$67.00	\$257.00
Option 2	\$2,471	\$2,890	\$3,090	\$3,167	\$3,246	
Annual Increase		\$419.00	\$200.00	\$77.00	\$79.00	\$775.00
Average Residential – Urban/Village Rates	2019/20	2020/21	2021/22	2022/23	2023/24	Total Rate Increase Over 4 Years
Option 1	\$1,229	\$1,260	\$1,292	\$1,324	\$1,357	
Annual Increase		\$31.00	\$32.00	\$32.00	\$33.00	\$128.00
Option 2	\$1,229	\$1,438	\$1,537	\$1,575	\$1,615	
Annual Increase		\$209.00	\$99.00	\$38.00	\$40.00	\$386.00
Average Residential – Rural Rates	2019/20	2020/21	2021/22	2022/23	2023/24	Total Rate Increase Over 4 Years
Option 1	\$1,544	\$1,583	\$1,622	\$1,663	\$1,704	
Annual Increase		\$39.00	\$39.00	\$41.00	\$41.00	\$160.00
Option 2	\$1,544	\$1,806	\$1,931	\$1,979	\$2,029	
Annual Increase		\$262.00	\$125.00	\$48.00	\$50.00	\$485.00
Average Business – Urban Rates	2019/20	2020/21	2021/22	2022/23*	2023/24	Total Rate Increase Over 4 Years
Option 1	\$4,647	\$4,763	\$4,882	\$5,004	\$5,129	
Annual Increase		\$116.00	\$119.00	\$122.00	\$125.00	\$482.00
Option 2	\$4,647	\$5,437	\$5,812	\$5,957	\$6,002	
Annual Increase		\$790.00	\$375.00	\$145.00	\$45.00	\$1,355.00
Average Business – Inner CBD Rates	2019/20	2020/21	2021/22	2022/23*	2023/24	Total Rate Increase Over 4 Years
Option 1	\$8,647	\$8,863	\$9,085	\$9,312	\$9,545	
Annual Increase		\$216.00	\$222.00	\$227.00	\$233.00	\$898.00
Option 2	\$8,647	\$10,116	\$10,815	\$11,085	\$11,168	
Annual Increase		\$1,469.00	\$699.00	\$270.00	\$83.00	\$2,521.00

Continued →

Impact on Rates

Average Business – Other Rates	2019/20	2020/21	2021/22	2022/23	2023/24	Total Rate Increase Over 4 Years
Option 1	\$1,784	\$1,829	\$1,874	\$1,921	\$1,969	
Annual Increase		\$45.00	\$45.00	\$47.00	\$48.00	\$185.00
Option 2	\$1,784	\$2,087	\$2,231	\$2,287	\$2,344	
Annual Increase		\$303.00	\$144.00	\$56.00	\$57.00	\$560.00

Average Nimbin Business Rates	2019/20	2020/21	2021/22	2022/23	2023/24	Total Rate Increase Over 4 Years
Option 1	\$2,451	\$2,512	\$2,575	\$2,639	\$2,705	
Annual Increase		\$61.00	\$63.00	\$64.00	\$66.00	\$254.00
Option 2	\$2,451	\$2,867	\$3,065	\$3,142	\$3,220	
Annual Increase		\$416.00	\$198.00	\$77.00	\$78.00	\$769.00

*Note 1: SBRVL expiry occurs on 30 June 2023.

Impact on Rates

The following tables provide further detail on how different rates will be affected under each option, depending on the rateable value of different properties.

Option 1 – Rate Peg Only Farmland Rates

Rates calculation on maximum value in range

Land Value	Value	No. of Properties	Rates 2019/20	Rates 2020/21	Rates 2021/22	Rates 2022/23	Rates 2023/24
\$0 to 200k	200,000	131	1,397	1,432	1,468	1,505	1,542
\$201k to 400k	400,000	1008	2,389	2,449	2,510	2,573	2,637
\$401k to 600k	600,000	483	3,382	3,466	3,553	3,642	3,733
\$601k to 800k	800,000	168	4,374	4,483	4,595	4,710	4,828
\$801k to 1m	1,000,000	61	5,366	5,500	5,638	5,779	5,923
\$1.01m to 1.5m	1,500,000	35	7,847	8,043	8,244	8,450	8,661
\$1.501m to 2m	2,000,000	7	10,327	10,585	10,850	11,121	11,399
\$2.01m to 3.15m	3,150,000	2	16,032	16,433	16,844	17,265	17,696

Option 2 – Proposed SRV Farmland Rates

Rates calculation on maximum value in range

Land Value	Value	No. of Properties	Rates 2019/20	Rates 2020/21	Rates 2021/22	Rates 2022/23	Rates 2023/24
\$0 to 200k	200,000	131	1,397	1,616	1,723	1,766	1,810
\$201k to 400k	400,000	1008	2,389	2,816	3,020	3,095	3,173
\$401k to 600k	600,000	483	3,382	4,017	4,317	4,425	4,536
\$601k to 800k	800,000	168	4,374	5,218	5,614	5,755	5,899
\$801k to 1m	1,000,000	61	5,366	6,418	6,912	7,084	7,261
\$1.01m to 1.5m	1,500,000	35	7,847	9,420	10,155	10,408	10,669
\$1.501m to 2m	2,000,000	7	10,327	12,421	13,398	13,732	14,076
\$2.01m to 3.15m	3,150,000	2	16,032	19,325	20,856	21,378	21,912

Impact on Rates

Option 1 – Rate Peg Only Residential Urban/Village Rates

Rates calculation on maximum value in range

Land Value	Value	No. of Properties	Rates 2019/20	Rates 2020/21	Rates 2021/22	Rates 2022/23	Rates 2023/24
\$0 to 100k	100,000	2571	1,022	1,048	1,074	1,101	1,129
\$101k to 200k	200,000	8870	1,640	1,681	1,723	1,766	1,810
\$201k to 300k	300,000	993	2,257	2,314	2,371	2,431	2,492
\$301k to 400k	400,000	97	2,875	2,946	3,020	3,096	3,173
\$401k to 500k	500,000	17	3,492	3,579	3,669	3,761	3,855
\$501k to 600k	600,000	9	4,109	4,212	4,317	4,425	4,536
\$601k to 1m	1,000,000	7	6,579	6,743	6,912	7,085	7,262
\$1.01m to 1.191m	1,191,000	5	7,758	7,952	8,151	8,355	8,564

Option 2 – Proposed SRV Residential Urban/Village Rates

Rates calculation on maximum value in range

Land Value	Value	No. of Properties	Rates 2019/20	Rates 2020/21	Rates 2021/22	Rates 2022/23	Rates 2023/24
\$0 to 100k	100,000	2571	1,022	1,189	1,274	1,306	1,338
\$101k to 200k	200,000	8870	1,640	1,963	2,122	2,175	2,230
\$201k to 300k	300,000	993	2,257	2,737	2,970	3,045	3,121
\$301k to 400k	400,000	97	2,875	3,511	3,819	3,914	4,012
\$401k to 500k	500,000	17	3,492	4,285	4,667	4,784	4,903
\$501k to 600k	600,000	9	4,109	5,059	5,515	5,653	5,795
\$601k to 1m	1,000,000	7	6,579	8,154	8,909	9,131	9,359
\$1.01m to 1.191m	1,191,000	5	7,758	9,632	10,529	10,792	11,062

Impact on Rates

Option 1 – Rate Peg Only Residential Rural Rates

Rates calculation on maximum value in range

Land Value	Value	No.of Properties	Rates 2019/20	Rates 2020/21	Rates 2021/22	Rates 2022/23	Rates 2023/24
\$0 to 100k	100,000	272	908	930	954	978	1,002
\$101k to 200k	200,000	911	1,411	1,446	1,482	1,519	1,557
\$201k to 300k	300,000	1201	1,913	1,961	2,010	2,061	2,112
\$301k to 400k	400,000	459	2,416	2,477	2,539	2,602	2,667
\$401k to 500k	500,000	89	2,919	2,992	3,067	3,143	3,222
\$501k to 600k	600,000	28	3,422	3,507	3,595	3,685	3,777
\$601k to 1m	1,000,000	11	5,433	5,569	5,708	5,851	5,997
\$1.01m to 1.35m	1,350,000	3	7,193	7,373	7,557	7,746	7,940

Option 2 – Proposed SRV Residential Rural Rates

Rates calculation on maximum value in range

Land Value	Value	No.of Properties	Rates 2019/20	Rates 2020/21	Rates 2021/22	Rates 2022/23	Rates 2023/24
\$0 to 100k	100,000	272	908	1,034	1,099	1,127	1,155
\$101k to 200k	200,000	911	1,411	1,653	1,773	1,818	1,863
\$201k to 300k	300,000	1201	1,913	2,272	2,447	2,508	2,571
\$301k to 400k	400,000	459	2,416	2,890	3,121	3,199	3,279
\$401k to 500k	500,000	89	2,919	3,509	3,795	3,890	3,987
\$501k to 600k	600,000	28	3,422	4,128	4,469	4,581	4,695
\$601k to 1m	1,000,000	11	5,433	6,603	7,165	7,344	7,527
\$1.01m to 1.35m	1,350,000	3	7,193	8,769	9,523	9,761	10,005

Impact on Rates

Option 1 – Rate Peg Only Business Urban Rates

Rates calculation on maximum value in range

Land Value	Value	No. of Properties	Rates 2019/20	Rates 2020/21	Rates 2021/22	Rates 2022/23	Rates 2023/24
\$0 to 100k	100,000	220	2,008	2,058	2,110	2,162	2,216
\$101k to 200k	200,000	320	3,611	3,701	3,794	3,889	3,986
\$201k to 300k	300,000	138	5,214	5,344	5,478	5,615	5,755
\$301k to 400k	400,000	69	6,817	6,987	7,162	7,341	7,525
\$401k to 500k	500,000	38	8,420	8,631	8,846	9,067	9,294
\$501k to 600k	600,000	19	10,023	10,274	10,530	10,794	11,064
\$601k to 1m	1,000,000	33	16,435	16,846	17,267	17,699	18,141
\$1.01m to 2m	2,000,000	23	32,465	33,277	34,109	34,961	35,835
\$2.01m to 5m	5,000,000	5	80,555	82,569	84,633	86,749	88,918
\$5.01m to 12.1m	12,100,000	1	194,368	199,227	204,208	209,313	214,546

Option 2 – Proposed SRV Business Urban Rates

Rates calculation on maximum value in range

Land Value	Value	No. of Properties	Rates 2019/20	Rates 2020/21	Rates 2021/22	Rates 2022/23	Rates 2023/24
\$0 to 100k	100,000	220	2,008	2,317	2,470	2,532	2,563
\$101k to 200k	200,000	320	3,611	4,219	4,514	4,627	4,679
\$201k to 300k	300,000	138	5,214	6,121	6,558	6,722	6,795
\$301k to 400k	400,000	69	6,817	8,024	8,603	8,818	8,911
\$401k to 500k	500,000	38	8,420	9,926	10,647	10,913	11,027
\$501k to 600k	600,000	19	10,023	11,828	12,691	13,009	13,143
\$601k to 1m	1,000,000	33	16,435	19,436	20,869	21,390	21,607
\$1.01m to 2m	2,000,000	23	32,465	38,457	41,312	42,344	42,767
\$2.01m to 5m	5,000,000	5	80,555	95,520	102,641	105,207	106,247
\$5.01m to 12.1m	12,100,000	1	194,368	230,569	247,786	253,980	256,483

Impact on Rates

Option 1 – Rate Peg Only Business Inner CBD Rates

Rates calculation on maximum value in range

Land Value	Value	No. of Properties	Rates 2019/20	Rates 2020/21	Rates 2021/22	Rates 2022/23	Rates 2023/24
\$0 to 100k	100,000	111	6,058	6,210	6,365	6,524	6,687
\$101k to 200k	200,000	64	11,711	12,004	12,304	12,612	12,927
\$201k to 300k	300,000	37	17,364	17,798	18,243	18,699	19,167
\$301k to 400k	400,000	9	23,017	23,593	24,183	24,787	25,407
\$401k to 500k	500,000	6	28,671	29,387	30,122	30,875	31,647
\$501k to 600k	600,000	4	34,324	35,182	36,061	36,963	37,887
\$601k to 933k	933,000	5	53,148	54,477	55,839	57,235	58,666

Option 2 – Proposed SRV Business Inner CBD Rates

Rates calculation on maximum value in range

Land Value	Value	No. of Properties	Rates 2019/20	Rates 2020/21	Rates 2021/22	Rates 2022/23	Rates 2023/24
\$0 to 100k	100,000	111	6,058	7,074	7,562	7,751	7,826
\$101k to 200k	200,000	64	11,711	13,733	14,699	15,067	15,205
\$201k to 300k	300,000	37	17,364	20,391	21,836	22,382	22,584
\$301k to 400k	400,000	9	23,017	27,050	28,973	29,697	29,963
\$401k to 500k	500,000	6	28,671	33,709	36,110	37,013	37,342
\$501k to 600k	600,000	4	34,324	40,367	43,247	44,328	44,720
\$601k to 933k	933,000	5	53,148	62,541	67,013	68,688	69,292

Impact on Rates

Option 1 – Rate Peg Only Business Other Rates

Rates calculation on maximum value in range

Land Value	Value	No.of Properties	Rates 2019/20	Rates 2020/21	Rates 2021/22	Rates 2022/23	Rates 2023/24
\$0 to 100k	100,000	39	1,290	1,322	1,355	1,389	1,424
\$101k to 200k	200,000	23	2,175	2,229	2,285	2,342	2,401
\$201k to 300k	300,000	15	3,060	3,136	3,215	3,295	3,377
\$301k to 400k	400,000	3	3,945	4,043	4,144	4,248	4,354
\$401k to 500k	500,000	2	4,830	4,950	5,074	5,201	5,331
\$601k to 992k	992,000	4	9,183	9,413	9,648	9,889	10,137

Option 2 – Proposed SRV Business Other Rates

Rates calculation on maximum value in range

Land Value	Value	No.of Properties	Rates 2019/20	Rates 2020/21	Rates 2021/22	Rates 2022/23	Rates 2023/24
\$0 to 100k	100,000	39	1,290	1,501	1,606	1,646	1,687
\$101k to 200k	200,000	23	2,175	2,586	2,786	2,855	2,927
\$201k to 300k	300,000	15	3,060	3,671	3,966	4,065	4,167
\$301k to 400k	400,000	3	3,945	4,757	5,146	5,275	5,406
\$401k to 500k	500,000	2	4,830	5,842	6,326	6,484	6,646
\$601k to 992k	992,000	4	9,183	11,182	12,132	12,435	12,746

Impact on Rates

Option 1 – Rate Peg Only Nimbin Business Rates

Rates calculation on maximum value in range

Land Value	Value	No.of Properties	Rates 2019/20	Rates 2020/21	Rates 2021/22	Rates 2022/23	Rates 2023/24
\$0 to 100k	100,000	5	1,519	1,557	1,596	1,636	1,677
\$101k to 200k	200,000	22	2,633	2,699	2,767	2,836	2,907
\$201k to 302k	302,000	15	3,770	3,864	3,961	4,060	4,161

Option 2 – Proposed SRV Nimbin Business Rates

Rates calculation on maximum value in range

Land Value	Value	No.of Properties	Rates 2019/20	Rates 2020/21	Rates 2021/22	Rates 2022/23	Rates 2023/24
\$0 to 100k	100,000	5	1,519	1,747	1,861	1,908	1,955
\$101k to 200k	200,000	22	2,633	3,078	3,297	3,379	3,464
\$201k to 302k	302,000	15	3,770	4,436	4,761	4,880	5,002

Part 2: Future Rating Options

In addition to asking you about an SRV in part one, Council would like to gauge from the community what a longer-term rating strategy could look like.

This part of the rating consultation relates to improving and maintaining our open spaces and sporting/recreational facilities.

Council has several open space and sporting/recreational projects that are currently unable to proceed due to lack of funding. Council also needs additional funds to ensure our open spaces and our sporting/recreational facilities are properly maintained into the future.

We are seeking feedback from the community on what projects and services are most important to them and if people are willing to consider funding these through a special rate variation in the future.

This information will help Council determine if future rate increases are supported by the community and what a longer-term rating strategy could look like.



**Your
Say
Lismore**

Feedback for the Future

As part of our community-wide survey, we are asking residents and ratepayers about the following key projects relating to open spaces and sporting/recreational facilities.

We want the community to consider options and tell us what projects are important to them.

1. Sporting/Recreational Facilities Upgrades

Improve and upgrade facilities such as our sporting amenity blocks and improve disability access.

2. Cycleway Infrastructure

Increase and improve cycleway infrastructure. Increase connectivity across the city and improve/build more shared pathways for recreational use.

3. Improving river access and beautification (Bridge to Bridge project)

Implement the Bridge to Bridge project to create spaces on the riverbank for residents to use and appreciate. This would include a walking/cycling loop along the riverbank that connects the CBD and South Lismore as well as beautified open spaces so people can exercise, relax and enjoy spending time by the Wilsons River.

4. Creating the Lismore Regional Sports Hub

Continue sporting upgrades of major facilities to deliver world-class facilities that can transform Lismore into a true Regional Sports Hub. Expand our calendar of major sporting events and tournaments to boost sports tourism and grow the Lismore economy.

5. Lismore Park (ongoing costs only)

Council is applying for state and federal government grants to fund the \$21 million Lismore Park redevelopment. This project would turn Lismore's central green space into an area with paved boulevards, market and events spaces, improved lighting, a water play area, kiosk and amphitheatre. Council needs to discuss the ongoing maintenance costs of this project with the community.

Please have your say before 30 September.



Rates Consultation
www.yoursay.lismore.nsw.gov.au

**Your
Say
Lismore**

How to Get Involved

Have Your Say

We are seeking feedback from the community on the proposed SRV.
Feedback is due by 4.30pm on Monday, 30 September.

There are several ways to provide your feedback:

- [Complete the community survey.](#)
- [Register for our community workshop.](#)
- [Attend an information kiosk and talk to staff face-to-face.](#)

Detailed information and the online community survey is available at:
www.yoursay.lismore.nsw.gov.au.

Hard copy information and community surveys are also available
at our Corporate Centre, 43 Oliver Avenue, Goonellabah,
or the Lismore and Goonellabah Libraries.

Timelines and Next Steps

[Community consultation closes](#)

Monday, 30 September

[Council provided with community consultation results](#)

Tuesday, 5 November

[Council votes on whether to apply to IPART for an SRV](#)

Tuesday, 12 November

[Application to IPART due](#)

February 2020

Your Say Lismore

www.yoursay.lismore.nsw.gov.au

Frequently Asked Questions

What is a Special Rate Variation?

A Special Rate Variation (SRV) allows a council to increase its general rates income above the annual rate peg. The NSW Independent Pricing and Regulatory Tribunal (IPART) sets the rate peg and determines applications for an SRV.

What is a rate peg?

IPART annually reviews council rates and sets the maximum increase councils can apply to their general rates income – this is called the rate peg.

The rate peg is mainly based on the Local Government Cost Index (LGCI) and may include a reduction for productivity gains. The LGCI measures price changes over the previous year for the goods and labour an average council will use. The rate peg applies to existing works and services, and not to new infrastructure and/or additional service needs.

IPART has advised councils to assume a rate peg increase of 2.5% for future years.

What is IPART?

IPART is the state's main independent pricing regulator for water, public transport, local government, electricity and gas industries, as well as the licence administrator of water, electricity and gas, and the scheme administrator and regulator for the Energy Savings Scheme.

IPART also undertakes reviews and investigations into a wide range of economic and policy issues and performs a number of other roles at the NSW Government's request.

Under delegation from the NSW Minister for Local Government, IPART's functions include setting the annual rate peg, and assessing and determining SRV applications.

How are my rates calculated?

Rates are levied to all rateable properties using a combination of a base amount and land valuation. The base amount is the same for all properties and reflects a council's assessment of costs that could reasonably be said to be common to all ratepayers regardless of property use or location, while the land value is determined by the Valuer General of NSW.

Rates levied on property owners based on land value vary according to:

- Your land category or sub-category (e.g. residential, farmland, business).
- Your land value (not including the value of your home or other structures).
- Council's rating policy (e.g. business rates are higher than residential rates).

In addition to rates, other charges may appear on your rates notice that are not subject to the rate peg such as a waste management charge, sewerage service charge and waste minimisation charge.

Why is Council considering applying for an SRV?

Like almost every other NSW council, Lismore City Council is struggling to balance community expectations for services with current levels of funding.

The on-ground cost to deliver services continues to rise by CPI or higher annually and the state government continues to ask more of local government every year. However, Council's revenue only rises by the legislated rate peg of 2.5%.

The reality Council now faces is that it is unable to provide its current services without increased revenue.

Continued →

Frequently Asked Questions

What will the impact be on my rates?

You can find full details about how this will affect rates in our Rates Consultation Fact Sheet. This covers average residential, farmland and business rates under each of the proposed SRV options, as well as a detailed overview of impacts based on the rateable value of properties.

The land valuations used to calculate the SRV's impact on rates in the fact sheet is current, however, the NSW Valuer General will issue new valuations in 2020. This will change rates from 1 July 2020. It is not possible to pre-empt what the change in valuation will be at this time.

What will the SRV funds be used for?

Council proposes to use additional income from the SRV to deliver better roads and increase economic development activity. We will rebuild more roads and undertake increased gravel road maintenance. The additional funds will also be used to improve the local economy by enhancing our CBD and riverbank areas and provide incentives for new businesses to open. Please read our Rates Consultation Fact Sheet for more detailed information.

How will pensioners be affected?

Pensioners will continue to receive the statutory pensioner rebates from Council and the state government.

I do not pay rates but I live in the Lismore LGA. How will the proposed SRV affect me?

Council rates are levied on property owners. However, higher rates form part of costs which non-ratepayers may bear, including tenants currently paying rent in the Lismore LGA, and the cost of goods and services. Infrastructure, facilities and services are provided by Council for all residents of, and visitors to, the Lismore LGA. Building better infrastructure, facilities and improving services benefits everyone.

I own property and pay rates in Lismore but live elsewhere. How will the proposed SRV affect me?

Improved infrastructure, facilities and services benefit both tenants and non-residents as well as those living in Lismore. All ratepayers of Lismore received information with their rates notice in July 2019 about the process and the opportunities to find out more and provide feedback on this proposed SRV.

If Council's SRV application is successful, the rate increase would apply to all ratepayers, including residents and non-residents.

What is the SRV application process?

Applications for an SRV are assessed by IPART against criteria set by the NSW Office of Local Government.

These criteria state that Council must:

- Clearly articulate and identify in the Council's strategic documents the need for, and purpose of, the SRV.
- Ensure community awareness of the need and extent of the proposed increase in rates.
- Show that the impact on affected ratepayers is reasonable.
- Ensure that Council's strategic documents are exhibited and adopted by Council.
- Council must explain the productivity improvements and cost containment strategies that have been realised and are planned to be realised.

The Council will decide at its ordinary meeting on 12 November 2019 if it will make an SRV application. If an application is to be lodged, it must be submitted to IPART by February 2020. IPART will determine the applications in May 2020.

Continued →

Frequently Asked Questions

How do our rates compare to other councils?

Lismore is a regional city and has a total population of 43,843 – the second largest population in the region after Tweed Shire.

Council provides the necessary services and infrastructure to support a regional city. With major public and private hospitals, tertiary education services, a regional airport, retail services and large sporting and cultural events, Lismore is a place of work for thousands of daily visitors and a destination for thousands of tourists each year.

Comparing our rates with that of other councils does not necessarily provide a relevant comparison, as we are a regional city and as such provide more services than other Northern Rivers towns.

The additional income generated by this proposed SRV would place Council's rating structure in line with that of other regional cities in NSW. Comparison Table 1 shows how Lismore measures up against other regional cities while Table 2 shows how we measure up against other Northern Rivers councils.

Table 1. Regional Cities Rating Comparison

Council	Average Residential Rate	Average Business Rate	Population
Lismore City Council	\$1,254	\$5,004	43,843
Albury City Council	\$1,317	\$6,209	53,767
Orange City Council	\$1,408	\$5,995	42,056
Port Macquarie-Hastings Council	\$1,188	\$3,842	83,131

Table 2. Northern Rivers Councils Rating Comparison

Council	Average Residential Rate	Average Business Rate	Population
Lismore City Council	\$1,254	\$5,004	43,843
Ballina Council	\$1,038	\$3,584	44,208
Byron Council	\$1,250	\$3,325	34,574
Richmond Valley Council	\$960	\$2,857	23,399
Kyogle Council	\$1,026	\$1,255	8,870

Continued →

Frequently Asked Questions

Has Council considered alternative streams of funding?

Yes. Council has considered other ways to fund road improvements and economic development initiatives. Other options Council has looked at are:

1. Funding the required increase from its general revenue – this would require substantial cuts or even elimination of services in other areas.
2. User fees and charges – this was not considered feasible and would be impracticable to implement. Council does not have authority to implement tolls on its roads for instance. Section 94 charges are already in place for traffic generating developments, such as new subdivisions, but these funds cannot be used to undertake other major roadworks.
3. Borrowings – this was not considered feasible as there is a need for recurrent funding on an annual and ongoing basis. Large one-off borrowings would further exacerbate Council's debt. These borrowings would need to be repaid thus further impacting other services.
4. Reserves – these funds have already been set aside to bolster delivery of essential maintenance/reconstruction of roads where necessary.
5. Grant funds – Council could seek to rely on grant funds, however, there are no grant programs that deliver ongoing funding to the level required to address the roads backlog and implement ongoing economic development initiatives.

What else is Council doing to improve its financial management and efficiency?

- In January 2019, Council undertook a due diligence study that recommended a range of strategies to improve efficiency within Council. These included implementing technology and software upgrades to limit manual data entry and double handling; improvement of governance and procurement procedures to streamline these areas; and a reconfiguration of the organisation to utilise staff skills more effectively. These are all currently being implemented.
- During the 2019/20 budget process, Council resolved to cancel or defer 33 projects from the Imagine Lismore Delivery Program 2017-2021. Staff resources that were being used to progress these projects are now being used for other core activities.
- Council is undergoing internal reviews to find further efficiencies with no impact to service delivery.
- Council is investigating new revenue streams to ensure a financial return that helps fund the ongoing costs to maintain Council facilities. An example of this could be the introduction of entry fees and/or other reasonable user charges to cover operating costs.

Does Council's recent budget deficit have anything to do with this SRV?

No. At its budget meeting on 25 June 2019, Lismore City Council forecast a cash surplus of \$957,400 – turning around the cash deficit that was discovered in January 2019.

Council made cuts across almost all areas of Council to resolve the cash deficit problem. However, this did not provide a solution for the long-term delivery of services. Council is still financially vulnerable.

The reality Council faces is that it is unable to provide its current services without increased revenue. This is why Council is proposing an SRV.

Continued →

Frequently Asked Questions

How do we know Council will spend the SRV funds on what it said?

Council is required to spend the SRV funds only on what Council has written in its application to IPART. Council will inform the community in its Annual Report each year about the activities undertaken with SRV funds. This ensures that the community has confidence about how the funds are spent.

Will roadworks funded by the SRV be undertaken by Council staff or contractors?

Contractors will be used where necessary to complete additional works. The \$4.5 million in additional SRV funds for roads would be expended every year on road reconstruction and gravel road maintenance.

Rates Consultation: New Proposal



Your
Say
Lismore

Introduction

Lismore City Council has been undertaking a community consultation on rates since 1 August.

Like many councils in NSW, Lismore City Council is facing the challenge of balancing community expectations for services with levels of funding.

At present, Council's revenue is regulated by the NSW Independent Pricing and Regulatory Tribunal (IPART). IPART sets a 'rate peg' that limits the amount by which councils can increase rates from one year to the next. For many years, the rate peg has not kept pace with the increasing cost of maintaining our assets and providing services to the community.

The reality is that councils today are struggling to continue to provide their broad range of services without increased revenue. This is why we have been having a conversation with the community about rates and how we tackle these funding challenges.

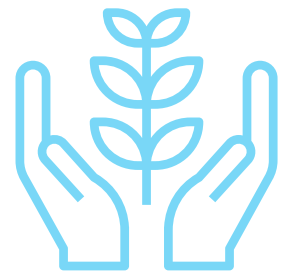
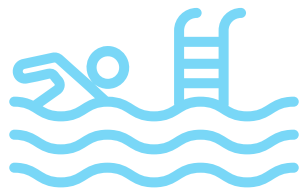
The original proposal we put to the community was for a Special Rate Variation (SRV) with a year one increase of 17% and a year two increase of 6.9%.

Feedback from the community since the rates consultation began has told us that the year one increase was higher than expected.

Council has responded to community feedback by developing a new SRV proposal for people to consider. Round one of the consultation is now closed and the community is being asked to provide comment on the new proposal during round two.

Residents and ratepayers now have three options to consider and we ask that you take the new survey and provide feedback.

As part of round two, we will continue to ask people about future rating scenarios for our open spaces and sporting/recreational facilities.



Continued →

Introduction

The round two rates consultation survey asks residents and ratepayers to complete Part A and Part B.

Part A

Part A is gathering community feedback on a new SRV proposal. There are three options for the community to consider.

Part A of the consultation asks the community to look at the benefits of the SRV options and provide feedback on whether Council should proceed with an application to IPART.

Part B

Part B is a conversation about future rating options for other projects over a further five to 10-year period. During this part of the consultation, we ask questions about the future of our open spaces and sporting/recreational facilities. We ask the community to tell us what level of importance they place on these services; what projects are most important to them; and what willingness there is to pay for enhanced infrastructure and associated maintenance and upgrades.

We need your feedback to help us decide what is best for the future of Lismore.



Part A: SRV Options

Council is considering whether to apply to IPART for a permanent SRV to increase Council's total rates revenue. There are three options to consider.

Option 1: No Special Rate Variation

Rates would rise only by the rate peg limit set by IPART. This is assumed at a rate of 2.5% each year.

The result:

- Roads in the Lismore Local Government Area would continue to deteriorate and Council's backlog of works would increase.
- Some sealed roads in poor condition would not be repaired and may even revert to gravel roads, and the number of roads in poor condition would increase.
- Economic development initiatives would not be funded, which could lead to a stagnant economy, closure of businesses and less jobs for all.
- Lismore, Nimbin and the greater region would also potentially miss out on significant investment and new development.

Option 2: Special Rate Variation over four years

This option provides \$3.74 million total additional funds for roads and \$1 million total additional funds for economic development over four years.

Rates would rise by 7.5% in year one (2020/21), 9.4% in year two (2021/22), 3.9% in year three (2022/23) and 3.2%* in year four (2023/24) inclusive of the annual rate peg.

This equates to an annual increase for the average urban residential ratepayer of:

Year 1: \$92	Year 2: \$124	Year 3: \$56	Year 4: \$54
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The result:

- Roads across the Lismore Local Government would improve with an additional 2.75km of sealed roads reconstructed each year.
- This would significantly improve the road network as funds are progressively diverted from pothole repairs and maintenance to reconstructing and resurfacing roads.
- Over a 10-year period this would reduce Council's backlog of sealed roadworks by \$32 million.
- Significant improvements would be made to the gravel road network including re-sheeting of failed gravel roads, culvert upgrades and replacements, and sealing intersections where gravel and bitumen meet.
- Economic development initiatives would be funded that help attract new development and investors to Lismore, Nimbin and the greater region.
- Nimbin and villages would be provided with support to activate town centres and improve safety.

* The effect of the proposed SRV in 2023/24 equates to an increase of 3.6%, including rate pegging, however on 30 June 2023 a current SRV relating to the Business-Urban and Business-Inner CBD categories expires. When this expiry is factored in the two relevant Business categories percentages reduce to 1.7% and the overall percentage reduces to 3.2%.

Continued →

**Your
Say
Lismore**

Part A: SRV Options

Option 3: Special Rate Variation over two years

This option provides \$4.5 million total additional funds for roads and \$1.6 million total additional funds for economic development over two years.

Rates would rise by 17% in year one (2020/21) and 6.9% in year two (2021/22) inclusive of the annual rate peg.

This equates to an annual increase for the average urban residential ratepayer of:

Year 1: \$209

Year 2: \$99

The result:

- Roads across the Lismore Local Government would improve with an additional 3.4km of sealed roads reconstructed each year.
- This would significantly improve the road network as funds are progressively diverted from pothole repairs and maintenance to reconstructing and resurfacing roads.
- Over a 10-year period this would reduce Council's backlog of sealed roadworks by \$40 million.
- Significant improvements would be made to the gravel road network including re-sheeting of failed gravel roads, culvert upgrades and replacements, and sealing intersections where gravel and bitumen meet.
- Economic development initiatives would be funded that help attract new development and investors to Lismore, Nimbin and the greater region.
- Lismore's streetscape and CBD would be improved with better infrastructure such as lighting and street furniture as well as more events, activities and attractions.
- Nimbin and villages would be provided with support to activate town centres and improve safety.
- New businesses and tourism would be promoted to stimulate the economy and increase jobs.

Please consider these options and give your feedback.



**Your
Say
Lismore**

Investing in Economic Development

What would an SRV deliver?

Both of the proposed SRV options would deliver funds for projects and incentives that increase jobs, drive business and industry growth, support our local businesses to thrive, and attract new tourism and investment.

SRV Option 2 would provide \$1 million total additional funds for economic development.

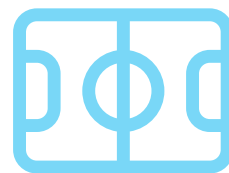
SRV Option 3 would provide \$1.6 million total additional funds for economic development.

Additional SRV funds would be used to:

- Fund initiatives arising from the new Lismore Economic Development Strategy. Council has recently conducted community consultation in Lismore, Nimbin and our rural areas to develop this strategy.
- Improve Lismore CBD infrastructure and streetscaping. Increase activity in the Lismore CBD at night to create a vibrant and safe city centre after dark.
- Improve Lismore CBD lighting and host activities such as pop-up events, buskers and markets.
- Provide support to Nimbin and villages to activate town centres with initiatives such as improved lighting and safety. Projects would be developed in close consultation with those communities to address specific needs.
- Fund an incentive program to encourage new businesses to establish in Lismore.
- Support the growth of new industries and help expand our existing business and industry sectors. We would help develop precincts where businesses could co-locate, making Lismore the regional centre for those services. We would develop our health precinct, professional services sector and agricultural industries as well as grow our aviation, education and training, culture, and sport and recreation sectors.
- Fund programs that stimulate and grow tourism – encourage new tourism developments throughout the region.
- Introduce telecommunications infrastructure such as free Wi-Fi in the Lismore CBD.
- Improve cultural infrastructure such as our performing arts spaces.
- Cut unnecessary red tape and streamline the processes that aid the establishment of new businesses and encourage development.

If an SRV does not go ahead...

- Lismore could see development and business opportunities pass us by and go to other council areas.
- We may miss out on important funding from state and federal governments because we cannot demonstrate that we are a regional city ready for growth and development.
- We may not have enough jobs for young people to stay in the area.
- A lack of investment now into Lismore, Nimbin and our greater region could lead to a stagnant economy, closure of businesses and less jobs for all.



Investing in Roads

Sealed Roads

Additional SRV funding would be used to reconstruct roads that are in very poor condition. Roads would be reconstructed and then regularly resurfaced so they stay in good condition for as long as possible.

Over a 10-year period, additional SRV funds would see the road network improve right across the Local Government Area.

SRV Option 2 would enable us to reconstruct an additional 2.75km of sealed roads each year. It would provide \$32 million over 10 years to address the roadworks backlog of \$65 million (reported in 2017/18) that currently exists.

SRV Option 3 would enable us to reconstruct an additional 3.4km of sealed roads each year. It would provide \$40 million over 10 years to address the roadworks backlog of \$65 million (reported in 2017/18) that currently exists.

In a nutshell, an SRV would ensure:

- A greater number of roads in good condition, meaning less potholes and other failures.
- A greater number of roads in good condition, resulting in more funding being available for planned maintenance and upgrades, and less money being spent on patching and repairing failed roads.
- Roads would be reconstructed and receive ongoing resurfacing to stand the test of time.
- Only a small percentage of roads would be in a very poor condition at any one time.
- The average condition of the entire road network would improve.

If an SRV does not go ahead...

- Sealed roads might remain in very poor condition indefinitely or even revert to gravel roads.
- More funding would need to be spent on maintenance of poor roads as there would be insufficient funds to properly reconstruct them.
- The number of roads in very poor condition would increase.

Gravel Roads

Both of the proposed SRV options would deliver \$500,000 annually to improve gravel roads. We would be able to complete the following works in addition to our ongoing grading program every year:

- 10km of gravel re-sheets
- Four culvert/causeway extensions or upgrades
- Bitumen seal on three gravel road intersections

At present, Council does not have funds for any gravel re-sheeting. Re-sheeting involves placing new gravel on the road and reshaping and rolling to decrease potholes and surface defects, and improve wet weather access. It also reduces dust volumes and provides a smoother driving experience.

Council maintains 400km of gravel roads. Over a 10-year period, the proposed SRV would see 100km or 25% of the entire gravel road network re-sheeted. Thirty gravel intersections would be bitumen sealed across the LGA and 40 culverts would be upgraded, reducing the wear and tear around these sections of road. Council would also continue its ongoing grading program.

If an SRV does not go ahead...

- Residents would still continue to have their roads graded, but roads would never improve beyond this.
- Over time, the condition of all unsealed roads would deteriorate as the existing gravel wears out. This would be most noticeable during wet weather.

Impact on Rates

The following table shows how average rates across all rating categories will be impacted by the three rating options under consideration.

Option 1 – No SRV (rate peg only)

Option 2 – Proposed SRV over 4 years

Option 3 – Proposed SRV over 2 years

Farmland	Average Valuation	2019/20	2020/21	2021/22	2022/23	2023/24	Cumulative Increase
Option 1 - Average Farmland rate under rate pegging only	414,000	\$2,471	\$2,533	\$2,596	\$2,661	\$2,728	10.4%
Annual increase (%) - rate peg only		2.7%	2.5%	2.5%	2.5%	2.5%	
Cummulative Impact (\$) - of rate peg above base year levels			\$62	\$63	\$65	\$67	
Option 2 - Average Farmland rate under SRV commencing 2020/21	414,000	\$2,471	\$2,655	\$2,904	\$3,017	\$3,124	26.4%
Annual increase (%) - rate peg and SRV		2.7%	7.4%	9.4%	3.9%	3.5%	
Cummulative Impact (\$) - of SRV above base year levels			\$184	\$433	\$362	\$220	
Option 3 - Average Farmland rate under SRV commencing 2020/21	414,000	\$2,471	\$2,890	\$3,090			25.1%
Annual increase (%) - rate peg and SRV		2.7%	17.0%	6.9%			
Cummulative Impact (\$) - of SRV above base year levels			\$419	\$619			

Residential - Urban/Village	Average Valuation	2019/20	2020/21	2021/22	2022/23	2023/24	Cumulative Increase
Option 1 - Average Residential - Urban/Village rate under rate pegging only	133,000	\$1,229	\$1,260	\$1,291	\$1,323	\$1,357	10.4%
Annual increase (%) - rate peg only		2.7%	2.5%	2.5%	2.5%	2.5%	
Cummulative Impact (\$) - of rate peg above base year levels			\$31	\$31	\$32	\$33	
Option 2 - Average Residential - Urban/Village rate under SRV commencing 2020/21	133,000	\$1,229	\$1,321	\$1,445	\$1,501	\$1,555	26.5%
Annual increase (%) - rate peg and SRV		2.7%	7.5%	9.4%	3.9%	3.6%	
Cummulative Impact (\$) - of SRV above base year levels			\$92	\$216	\$180	\$110	
Option 3 - Average Residential - Urban/Village rate under SRV commencing 2020/21	133,000	\$1,229	\$1,438	\$1,537			25.1%
Annual increase (%) - rate peg and SRV		2.7%	17.0%	6.9%			
Cummulative Impact (\$) - of SRV above base year levels			\$209	\$308			

Continued →



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Impact on Rates

Residential - Rural	Average Valuation	2019/20	2020/21	2021/22	2022/23	2023/24	Cumulative Increase
Option 1 - Average Residential - Rural rate under rate pegging only	226,000	\$1,544	\$1,583	\$1,622	\$1,663	\$1,704	10.4%
Annual increase (%) - rate peg only		2.7%	2.5%	2.5%	2.5%	2.5%	
Cummulative Impact (\$) - of rate peg above base year levels			\$39	\$40	\$41	\$42	
Option 2 - Average Residential - Rural rate under SRV commencing 2020/21	226,000	\$1,544	\$1,659	\$1,815	\$1,885	\$1,952	26.4%
Annual increase (%) - rate peg and SRV		2.7%	7.4%	9.4%	3.9%	3.6%	
Cummulative Impact (\$) - of SRV above base year levels			\$115	\$271	\$226	\$137	
Option 3 - Average Residential - Rural rate under SRV commencing 2020/21	226,000	\$1,544	\$1,806	\$1,931			25.1%
Annual increase (%) - rate peg and SRV		2.7%	17.0%	6.9%			
Cummulative Impact (\$) - of SRV above base year levels			\$262	\$387			

Business - Urban	Average Valuation	2019/20	2020/21	2021/22	2022/23	2023/24	Cumulative Increase
Option 1 - Average Business - Urban rate under rate pegging only	265,000	\$4,647	\$4,763	\$4,882	\$5,004	\$5,129	10.4%
Annual increase (%) - rate peg only		2.7%	2.5%	2.5%	2.5%	2.5%	
Cummulative Impact (\$) - of rate peg above base year levels			\$116	\$119	\$122	\$125	
Option 2 - Average Business - Urban rate under SRV commencing 2020/21	265,000	\$4,647	\$4,994	\$5,463	\$5,674	\$5,772	24.2%
Annual increase (%) - rate peg and SRV		2.7%	7.5%	9.4%	3.9%	1.7%*	
Cummulative Impact (\$) - of SRV above base year levels			\$347	\$816	\$680	\$309	
Option 3 - Average Business - Urban rate under SRV commencing 2020/21	265,000	\$4,647	\$5,437	\$5,812			25.1%
Annual increase (%) - rate peg and SRV		2.7%	17.0%	6.9%			
Cummulative Impact (\$) - of SRV above base year levels			\$790	\$1,165			

Continued →



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Impact on Rates

Business - Inner CBD	Average Valuation	2019/20	2020/21	2021/22	2022/23	2023/24	Cumulative Increase
Option1 - Average Business - Inner CBD rate under rate pegging only	146,000	\$8,647	\$8,863	\$9,085	\$9,312	\$9,545	10.4%
Annual increase (%) - rate peg only		2.7%	2.5%	2.5%	2.5%	2.5%	
Cummulative Impact (\$) - of rate peg above base year levels			\$216	\$222	\$227	\$233	
Option 2 - Average Business - Inner CBD rate under SRV commencing 2020/21	146,000	\$8,647	\$9,292	\$10,165	\$10,558	\$10,739	24.2%
Annual increase (%) - rate peg and SRV		2.7%	7.5%	9.4%	3.9%	1.7%*	
Cummulative Impact (\$) - of SRV above base year levels			\$645	\$1,518	\$1,266	\$574	
Option 3 - Average Business - Inner CBD rate under SRV commencing 2020/21	146,000	\$8,647	\$10,116	\$10,815			25.1%
Annual increase (%) - rate peg and SRV		2.7%	17.0%	6.9%			
Cummulative Impact (\$) - of SRV above base year levels			\$1,469	\$2,168			

Business - Other	Average Valuation	2019/20	2020/21	2021/22	2022/23	2023/24	Cumulative Increase
Option 1 - Average Business - Other rate under rate pegging only	156,000	\$1,784	\$1,829	\$1,874	\$1,921	\$1,969	10.4%
Annual increase (%) - rate peg only		2.7%	2.5%	2.5%	2.5%	2.5%	
Cummulative Impact (\$) - of rate peg above base year levels			\$45	\$46	\$47	\$48	
Option 2 - Average Business - Other rate under SRV commencing 2020/21	156,000	\$1,784	\$1,917	\$2,097	\$2,178	\$2,256	26.5%
Annual increase (%) - rate peg and SRV		2.7%	7.5%	9.4%	3.9%	3.6%	
Cummulative Impact (\$) - of SRV above base year levels			\$133	\$313	\$261	\$159	
Option 3 - Average Business - Other rate under SRV commencing 2020/21	156,000	\$1,784	\$2,087	\$2,231			25.1%
Annual increase (%) - rate peg and SRV		2.7%	17.0%	6.9%			
Cummulative Impact (\$) - of SRV above base year levels			\$303	\$447			

Continued →



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Impact on Rates

Nimbin Business	Average Valuation	2019/20	2020/21	2021/22	2022/23	2023/24	Cumulative Increase
Option 1 - Average Business - Nimbin rate under rate pegging only	184,000	\$2,451	\$2,512	\$2,575	\$2,639	\$2,705	10.4%
Annual increase (%) - rate peg only		2.7%	2.5%	2.5%	2.5%	2.5%	
Cumulative Impact (\$) - of rate peg above base year levels			\$61	\$63	\$64	\$66	
Option 2 - Average Business - Nimbin rate under SRV commencing 2020/21	184,000	\$2,451	\$2,634	\$2,881	\$2,992	\$3,099	26.4%
Annual increase (%) - rate peg and SRV		2.7%	7.5%	9.4%	3.9%	3.6%	
Cumulative Impact (\$) - of SRV above base year levels			\$183	\$430	\$358	\$218	
Option 3 - Average Business - Nimbin rate under SRV commencing 2020/21	184,000	\$2,451	\$2,867	\$3,065			25.1%
Annual increase (%) - rate peg and SRV		2.7%	17.0%	6.9%			
Cumulative Impact (\$) - of SRV above base year levels			\$416	\$614			

*Note: SBRVL expiry occurs in 2023/24.

Part B: Future Rating Options

In addition to asking you about an SRV in Part A, Council would like to gauge from the community what a longer-term rating strategy could look like.

This part of the rates consultation relates to improving and maintaining our open spaces and sporting/recreational facilities.

Council has several projects that are currently unable to proceed due to lack of funding. Council also needs additional funds to ensure our open spaces and our sporting and recreational facilities are properly maintained into the future.

We are seeking community feedback on what projects and services are most important to them and if people are willing to consider funding these through an SRV in the future.

This information will help Council determine if future rate increases are supported by the community and what a longer-term rating strategy could look like.



Feedback for the Future

As part of our community survey, we ask residents and ratepayers about the following key projects relating to open spaces and sporting/recreational facilities.

We want the community to consider options and tell us what projects are important to them.

1. Sporting/Recreational Facilities Upgrades

Improve and upgrade facilities such as our sporting amenity blocks and improve disability access.

2. Cycleway Infrastructure

Increase and improve cycleway infrastructure. Increase connectivity across the city and improve/build more shared pathways for recreational use.

3. Improving river access and beautification (Bridge to Bridge project)

Implement the Bridge to Bridge project to create spaces on the riverbank for residents to use and appreciate. This would include a walking/cycling loop along the riverbank that connects the CBD and South Lismore as well as beautified open spaces so people can exercise, relax and enjoy spending time by the Wilsons River.

4. Creating the Lismore Regional Sports Hub

Continue upgrades of major sporting facilities to deliver world-class facilities that can transform Lismore into a true Regional Sports Hub. Expand our calendar of major sporting events and tournaments to boost sports tourism and grow the Lismore economy.

5. Lismore Park (ongoing costs only)

Council is applying for state and federal government grants to fund the \$21 million Lismore Park redevelopment. This project would turn Lismore's central green space into an area with paved boulevards, market and events spaces, improved lighting, a water play area, kiosk and amphitheatre. Council needs to discuss the ongoing maintenance costs of this project with the community.

Please have your say before 30 September.

How to Get Involved

Have Your Say

We are seeking feedback from the community on this new SRV proposal.
Feedback is due by 4.30pm on Monday, 30 September.

There are several ways to provide your feedback:

Complete the new survey.

Register for our community workshop.

Attend an information kiosk and talk to staff face-to-face.

Detailed information and the new survey is available at:

www.yoursay.lismore.nsw.gov.au

Hard copy information and surveys are also available
at our Corporate Centre, 43 Oliver Avenue, Goonellabah,
or the Lismore and Goonellabah Libraries.



Where to From Here?

Timelines and Next Steps

Community consultation closes

Monday, 30 September

Council provided with community consultation results

Tuesday, 5 November

Council votes on whether to apply to IPART for an SRV

Tuesday, 12 November

Application to IPART due

February 2020



Your Say Lismore

www.yoursay.lismore.nsw.gov.au

Frequently Asked Questions

What is a Special Rate Variation?

A Special Rate Variation (SRV) allows a council to increase its general rates income above the annual rate peg. The NSW Independent Pricing and Regulatory Tribunal (IPART) sets the rate peg and determines applications for an SRV.

What is a rate peg?

IPART annually reviews council rates and sets the maximum increase councils can apply to their general rates income – this is called the rate peg.

The rate peg is mainly based on the Local Government Cost Index (LGCI) and may include a reduction for productivity gains. The LGCI measures price changes over the previous year for the goods and labour an average council will use. The rate peg applies to existing works and services, and not to new infrastructure and/or additional service needs.

IPART has advised councils to assume a rate peg increase of 2.5% for future years.

What is IPART?

IPART is the state's main independent pricing regulator for water, public transport, local government, electricity and gas industries, as well as the licence administrator of water, electricity and gas, and the scheme administrator and regulator for the Energy Savings Scheme.

IPART also undertakes reviews and investigations into a wide range of economic and policy issues and performs a number of other roles at the NSW Government's request.

Under delegation from the NSW Minister for Local Government, IPART's functions include setting the annual rate peg, and assessing and determining SRV applications.

How are my rates calculated?

Rates are levied to all rateable properties using a combination of a base amount and land valuation. The base amount is the same for all properties and reflects a council's assessment of costs that could reasonably be said to be common to all ratepayers regardless of property use or location, while the land value is determined by the Valuer General of NSW.

Rates levied on property owners based on land value vary according to:

- Your land category or sub-category (e.g. residential, farmland, business).
- Your land value (not including the value of your home or other structures).
- Council's rating policy (e.g. business rates are higher than residential rates).

In addition to rates, other charges may appear on your rates notice that are not subject to the rate peg such as a waste management charge, sewerage service charge and waste minimisation charge.

Why is Council considering applying for an SRV?

Like almost every other NSW council, Lismore City Council is struggling to balance community expectations for services with current levels of funding.

The on-ground cost to deliver services continues to rise by CPI or higher annually and the state government continues to ask more of local government every year. However, Council's revenue only rises by the legislated rate peg of 2.5%.

The reality Council now faces is that it is unable to provide its current services without increased revenue.

Continued →

Frequently Asked Questions

What will the impact be on my rates?

You can find full details about how this will affect rates in our Rates Consultation Fact Sheet. This covers average residential, farmland and business rates under each of the proposed SRV options, as well as a detailed overview of impacts based on the rateable value of properties.

The land valuations used to calculate the SRV's impact on rates in the fact sheet is current, however, the NSW Valuer General will issue new valuations in 2020. This will change rates from 1 July 2020. It is not possible to pre-empt what the change in valuation will be at this time.

What will the SRV funds be used for?

Council proposes to use additional income from the SRV to deliver better roads and increase economic development activity. We will rebuild more roads and undertake increased gravel road maintenance. The additional funds will also be used to improve the local economy by enhancing our CBD and riverbank areas and provide incentives for new businesses to open. Please read our Rates Consultation Fact Sheet for more detailed information.

How will pensioners be affected?

Pensioners will continue to receive the statutory pensioner rebates from Council and the state government.

I do not pay rates but I live in the Lismore LGA. How will the proposed SRV affect me?

Council rates are levied on property owners. However, higher rates form part of costs which non-ratepayers may bear, including tenants currently paying rent in the Lismore LGA, and the cost of goods and services. Infrastructure, facilities and services are provided by Council for all residents of, and visitors to, the Lismore LGA. Building better infrastructure, facilities and improving services benefits everyone.

I own property and pay rates in Lismore but live elsewhere. How will the proposed SRV affect me?

Improved infrastructure, facilities and services benefit both tenants and non-residents as well as those living in Lismore. All ratepayers of Lismore received information with their rates notice in July 2019 about the process and the opportunities to find out more and provide feedback on this proposed SRV.

If Council's SRV application is successful, the rate increase would apply to all ratepayers, including residents and non-residents.

What is the SRV application process?

Applications for an SRV are assessed by IPART against criteria set by the NSW Office of Local Government.

These criteria state that Council must:

- Clearly articulate and identify in the Council's strategic documents the need for, and purpose of, the SRV.
- Ensure community awareness of the need and extent of the proposed increase in rates.
- Show that the impact on affected ratepayers is reasonable.
- Ensure that Council's strategic documents are exhibited and adopted by Council.
- Council must explain the productivity improvements and cost containment strategies that have been realised and are planned to be realised.

The Council will decide at its ordinary meeting on 12 November 2019 if it will make an SRV application. If an application is to be lodged, it must be submitted to IPART by February 2020. IPART will determine the applications in May 2020.

[Continued →](#)

Frequently Asked Questions

How do our rates compare to other councils?

Lismore is a regional city and has a total population of 43,843 – the second largest population in the region after Tweed Shire. Council provides the necessary services and infrastructure to support a regional city. With major public and private hospitals, tertiary education services, a regional airport, retail services and large sporting and cultural events, Lismore is a place of work for thousands of daily visitors and a destination for thousands of tourists each year.

Comparing our rates with that of other councils does not necessarily provide a relevant comparison, as we are a regional city and as such provide more services than other Northern Rivers towns.

The additional income generated by this proposed SRV would place Council's rating structure in line with that of other regional cities in NSW. Comparison Table 1 shows how Lismore measures up against other regional cities while Table 2 shows how we measure up against other Northern Rivers councils.

Table 1. Regional Cities Rating Comparison

Council	Average Residential Rate	Average Business Rate	Population
Lismore City Council	\$1,254	\$5,004	43,843
Albury City Council	\$1,317	\$6,209	53,767
Orange City Council	\$1,408	\$5,995	42,056
Port Macquarie-Hastings Council	\$1,188	\$3,842	83,131

Table 2. Northern Rivers Councils Rating Comparison

Council	Average Residential Rate	Average Business Rate	Population
Lismore City Council	\$1,254	\$5,004	43,843
Ballina Council	\$1,038	\$3,584	44,208
Byron Council	\$1,250	\$3,325	34,574
Richmond Valley Council	\$960	\$2,857	23,399
Kyogle Council	\$1,026	\$1,255	8,870

Continued →

Frequently Asked Questions

Has Council considered alternative streams of funding?

Yes. Council has considered other ways to fund road improvements and economic development initiatives. Other options Council has looked at are:

1. Funding the required increase from its general revenue – this would require substantial cuts or even elimination of services in other areas.
2. User fees and charges – this was not considered feasible and would be impracticable to implement. Council does not have authority to implement tolls on its roads for instance. Section 94 charges are already in place for traffic generating developments, such as new subdivisions, but these funds cannot be used to undertake other major roadworks.
3. Borrowings – this was not considered feasible as there is a need for recurrent funding on an annual and ongoing basis. Large one-off borrowings would further exacerbate Council's debt. These borrowings would need to be repaid thus further impacting other services.
4. Reserves – these funds have already been set aside to bolster delivery of essential maintenance/reconstruction of roads where necessary.
5. Grant funds – Council could seek to rely on grant funds, however, there are no grant programs that deliver ongoing funding to the level required to address the roads backlog and implement ongoing economic development initiatives.

What else is Council doing to improve its financial management and efficiency?

- In January 2019, Council undertook a due diligence study that recommended a range of strategies to improve efficiency within Council. These included implementing technology and software upgrades to limit manual data entry and double handling; improvement of governance and procurement procedures to streamline these areas; and a reconfiguration of the organisation to utilise staff skills more effectively. These are all currently being implemented.
- During the 2019/20 budget process, Council resolved to cancel or defer 33 projects from the Imagine Lismore Delivery Program 2017-2021. Staff resources that were being used to progress these projects are now being used for other core activities.
- Council is undergoing internal reviews to find further efficiencies with no impact to service delivery.
- Council is investigating new revenue streams to ensure a financial return that helps fund the ongoing costs to maintain Council facilities. An example of this could be the introduction of entry fees and/or other reasonable user charges to cover operating costs.

Does Council's recent budget deficit have anything to do with this SRV?

No. At its budget meeting on 25 June 2019, Lismore City Council forecast a cash surplus of \$957,400 – turning around the cash deficit that was discovered in January 2019.

Council made cuts across almost all areas of Council to resolve the cash deficit problem. However, this did not provide a solution for the long-term delivery of services. Council is still financially vulnerable.

The reality Council faces is that it is unable to provide its current services without increased revenue. This is why Council is proposing an SRV.

Continued →

Frequently Asked Questions

How do we know Council will spend the SRV funds on what it said?

Council is required to spend the SRV funds only on what Council has written in its application to IPART. Council will inform the community in its Annual Report each year about the activities undertaken with SRV funds. This ensures that the community has confidence about how the funds are spent.

Will roadworks funded by the SRV be undertaken by Council staff or contractors?

Contractors will be used where necessary to complete additional works. The \$4.5 million in additional SRV funds for roads would be expended every year on road reconstruction and gravel road maintenance.

How does IPART assess Council's application for an SRV?

IPART requires councils to actively engage residents in discussions about the proposed Special Rate Variation.

IPART will consider how effective each council's community inclusion has been before making a decision on its application.

Councils need to show IPART there is:

- community awareness of their plans
- a demonstrated need for higher increases to charges
- a reasonable impact on ratepayers
- a sustainable financing strategy
- a history of well-documented council productivity improvements

In addition to council's evidence, IPART will assess any other information it considers relevant, including letters from ratepayers.

Why did Council create a new proposal halfway through the consultation period?

Lismore City Council has been undertaking a community consultation on rates since 1 August.

Council put a proposal to the community for an SRV with a year one increase of 17% and a year two increase of 6.9%.

Feedback from the community told us that the year one increase was higher than expected.

Council has listened to this feedback and developed a second proposal in response to the community. Council has developed an additional SRV option with smaller annual increases spread over a greater number of years.

This new proposal would result in less net revenue to Council and smaller annual increases to the community.

Do I need to complete the survey again to give feedback on the new proposal?

Yes. Council has closed the original survey and launched a new survey that includes a second option for an SRV. This was in response to community feedback.

The round two survey asks the same questions as the round one survey, but has an additional SRV option for the community to consider.

All feedback from the first round of consultation as well as the second round will be presented to Councillors so they can make an informed decision.

22 May 2019

1300 87 83 87

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COUNCIL CALLS FOR COMMUNITY FEEDBACK ON DRAFT BUDGET

Wednesday, 22 May

Lismore City Council will place its draft Delivery Program (2017-21) and Operational Plan (2019/20 budget) on public exhibition from Friday 24 May for community feedback.

The net operating result for the year is a \$3.066 million surplus. Excluding capital revenues (grants and developer contributions) the result is a \$(3.879) million deficit. A cash surplus of \$1.198 million has also been reported.

The 2019/20 budget is \$163.522 million, which includes \$44.2 million for roads and associated infrastructure, or 27% of the budget.

A total of \$34.17 million in acquisition of assets is included in the 2019/20 financial year. Some of the major projects include:

- \$10.69 million for roads and associated activities;
- \$5.92 million on parks and recreation;
- \$4.48 million in wastewater infrastructure;
- \$4.28 million in water infrastructure;
- \$2.82 million for plant replacement;
- \$2.43 million for waste disposal – Landfill Cell 2;
- \$1.25 million for waste disposal – MRF, capping & planning; and
- \$1.23 million for Stormwater Management Services.

There have been some major changes required to provide a cash surplus. These changes include:

- the Roads Rehabilitation Program being reduced by \$1.129 million
- downscaling production at Blakebrook Quarry for at least twelve months, saving \$3.6 million
- the Drainage Reconstruction program has been reduced to \$nil (saving approximately \$200,000)
- no transfer of funds to reserve for Council share of costs for Tucki Tucki Creek Acquisitions (saving approximately \$110,000) and
- Lismore Memorial Baths swim season reduced to 6 months, saving \$61,400 p.a.

The budget also outlines some minor changes to fees and charges.

This year's budget includes a general rate increase of 2.7% (rate peg) as well as increases to waste charges (1.8%), water charges (4.6%) and wastewater charges (1.8%). For the average residential property, rate bills will increase by \$99.54 to \$3,521.

The budget also includes provision for extensive community consultation about a special rate variation (SRV) that would allow Council to improve roads and footpaths, support business growth and provide better parks and facilities.

If the community is supportive of the SRV, it would be staged over three to five years from 2020/21.

The Independent Pricing and Regulatory Tribunal of NSW (IPART) requires Council to advise the community that we will be entering into consultation about future rate increases. IPART also requires that prior to the consultation that we publish the full potential of any proposed rate increases.

Mayor Isaac Smith said it was important to have the conversation with the community about the level of service they expect from Council and how it is paid for.

"We have managed to turn a \$6 million deficit into a \$1.2 million surplus by making significant internal changes and savings without impacting upon our residents," he said. "But if we want to grow our city, improve infrastructure and the quality of life of all residents, then we will need to increase revenue into the future."

The consultation process will include a dedicated page on 'Your Say' Lismore, promotion of the consultation process, face to face workshops and information kiosks at local events and other workshops. Council proposes to undertake this consultation from August 2019.

The draft documents can be viewed at Council's Corporate Centre, 43 Oliver Avenue, Goonellabah, the Lismore and Goonellabah libraries, Nimbri Visitor Information Centre or online via the 'Your Say Lismore' community consultation portal at <https://yoursay.lismore.nsw.gov.au/>. Submissions can be made online, emailed to council@lismore.nsw.gov.au or sent to the General Manager, Lismore City Council, PO Box 23A, Lismore, NSW 2480.





COMMUNITY FEEDBACK WANTED ON RATES CONSULTATION

Thursday, 01 August

Lismore City Council is asking the community for vital input into a 10-year rating strategy over the next two months.

Lismore Mayor Isaac Smith explained that Council is facing the challenge of balancing community expectations for services with levels of funding.

"Like many NSW councils, we deliver a broad range of services from roads to rubbish collection, parks and playgrounds, cultural activities and events, libraries and swimming pools, environmental protection, and much more," he said.



"The reality Council faces is that it cannot continue to provide these current services without more revenue.

"At present, Council's revenue is regulated by the NSW Independent Pricing and Regulatory Tribunal (IPART). IPART sets a 'rate peg' that limits the amount by which councils can increase rates from one year to the next," Mayor Smith explained.

"For many years, the rate peg has not kept pace with the increasing cost to maintain our assets and provide services to the community. We are now consulting about a rating strategy that includes a proposed application to IPART to raise rates above the rate pegging limit."

Council is asking the community to provide feedback about a proposed Special Rate Variation (SRV) to be introduced in the next two years to fund roads and economic development as well as consider future projects and funding options for open spaces and sporting/recreational facilities.

Part one of the consultation asks residents to consider a proposed permanent SRV to raise \$4.5 million for roads and \$1.6 million for economic development annually above the rate pegging limit. It would be introduced over a two-year period (2020/21 and 2021/22).

Part two of the consultation looks at future rating options. Residents will be asked questions about our open spaces and sporting/recreational facilities including what services are most important to them and if people are willing to consider funding these through a special rate variation in the future.

"We need our community to carefully consider the SRV and longer-term rating options, and give us feedback on how they wish Council to proceed," Mayor Smith said.

"We encourage all residents and ratepayers to get involved in the community consultation and have their say about the services we provide."

Residents can now complete an online survey, register for a community workshop and/or visit information kiosks and talk face-to-face with staff. There will also be a random telephone survey of residents conducted by an independent research company in late August.

Feedback is due by 30 September.

To get involved and have your say, visit www.yoursay.lismore.nsw.gov.au.

Hard copy information and community surveys are also available at Council's Corporate Centre, 43 Oliver Avenue, Goonellabah, or at the Lismore and Goonellabah Libraries.

Timelines and Next Steps

Community consultation closes

Monday, 30 September

Council provided with community consultation results

Tuesday, 5 November

Council votes on whether to apply for an SRV

Tuesday, 12 November

Application to IPART due

February 2020



NEW RATES PROPOSAL NOW OPEN FOR COMMUNITY FEEDBACK

Wednesday, 04 September

Lismore City Council has launched a second round of community consultation on rates with a new proposal for consideration.

Council has been undertaking a community consultation on rates since 1 August about a proposed Special Rate Variation (SRV) that would apply to all Lismore ratepayers.

In this consultation, Council asked residents and ratepayers to consider a proposed SRV with a year one increase of 17% and a year two increase of 6.9%.

Council has responded to community feedback by developing a new SRV proposal to consider.

Round one of the consultation is now closed and the community is being asked to provide comment on the new proposal during round two.



"Community feedback told us that the year one increase was higher than expected," Lismore Mayor Isaac Smith explained.

"We have had lots of comments and suggestions and have listened to this feedback. We have developed a second round of consultation that includes a new proposal with smaller annual increases spread over a greater number of years. We are asking the community to take our new survey and provide feedback to help us make an informed decision."

In the round two consultation, residents and ratepayers have three options to consider.

Option 1: No Special Rate Variation

Rates would rise only by the rate peg limit set by the Independent Pricing and Regulatory Tribunal (IPART). This is assumed at a rate of 2.5% each year.

Option 2: Special Rate Variation over four years

This option would provide \$3.74 million total additional funds for roads and \$1 million total additional funds for economic development over four years. Rates would rise by 7.5% in year one (2020/21), 9.4% in year two (2021/22), 3.9% in year three (2022/23) and 3.2% in year four (2023/24) including the annual rate peg.

Option 3: Special Rate Variation over two years (the original proposal)

This option would provide \$4.5 million total additional funds for roads and \$1.6 million total additional funds for economic development over two years. Rates would rise by 17% in year one (2020/21) and 6.9% in year two (2021/22) including the annual rate peg.

Mayor Smith explained that additional funding from an SRV would be directed into roads and economic development.

"At present our roads are not improving – an SRV would enable us to channel more funds into road reconstruction and addressing our backlog of works. As we all use roads, additional works would improve life for all residents and ratepayers," Mayor Smith said.

"Funds would also be used to drive economic development initiatives and provide tangible benefits for the city. We want to find out how people feel about funding these initiatives as well as how they feel about funding projects relating to open spaces and sporting/recreational facilities into the future."

Mayor Smith explained that Council's revenue is regulated by IPART, which sets a 'rate peg' that limits the amount by which councils can increase rates from one year to the next.

"For many years, the rate peg has not kept pace with the increasing cost to maintain our assets and provide services to the community," he said.

"So we need to have this important conversation about rates and how we can continue to fund services adequately into the future."

Council is asking all residents and ratepayers to have their say on the new proposal during the round two consultation.

All feedback from round one and round two of the consultation will be provided to Council at its 12 November meeting where a decision on whether to make an application to IPART for an SRV will be made.

The round two rates consultation is open for community feedback until 30 September.

Visit www.yoursay.lismore.nsw.gov.au to find detailed information, take the new survey and have your say. People can also find hard copy information and surveys at Council's Corporate Centre, 43 Oliver Avenue, Goonellabah, and the Lismore and Goonellabah Libraries.

Your Roads article – 18 July 2019

Rate consultation on the way – roads on the agenda

Lismore City Council will begin a community consultation into a proposed Special Rate Variation (SRV) on 1 August.

The proposed SRV would be introduced over two years and would apply to all ratepayers in the Lismore Local Government Area.

Roads are a big part of why this SRV is being proposed.

Like almost every other NSW council, Lismore City Council is struggling to balance community expectations for services with current levels of funding.

The on-ground cost to deliver services continues to rise by CPI or higher annually and the state government continues to ask more of local government every year. However, Council's revenue only rises by the legislated rate peg of 2.5%.

The reality Council faces is that it cannot continue to provide its current services without more revenue.

Council needs to address its road backlog. Roads have been underfunded for too many years and these community assets will continue to deteriorate in the future if we do not increase funding.

Council also wishes to invest in economic development activities to attract businesses, increase jobs, promote tourism, and grow Lismore as a regional city.

The proposed SRV will raise funds for two key areas of improvement:

Roads

We will rebuild more roads and undertake increased gravel road maintenance. This would improve our road network over time and we can reduce the backlog of works that exists due to lack of funding.



Improving the local economy

We need to establish new businesses in Lismore, increase jobs, and bring more visitors to our city. We would use funds to enhance our CBD and riverbank areas and provide incentives for new businesses to open.



All residents will have the opportunity to have their say on the proposed SRV. There will be a community-wide survey, a community workshop, a telephone survey conducted by an independent research company, and information kiosks where you can talk to Council staff face-to-face.

We will have full details of the community consultation available online from 1 August as well as hardcopy information and surveys at our Corporate Centre and the Lismore and Goonellabah Libraries.

For more information and to get involved, please go to www.yoursay.lismore.gov.au from 1 August.



Local Matters article – 5 June 2019

BUDGET AND DRAFT DELIVERY PROGRAM ON PUBLIC EXHIBITION

Lismore City Council's draft Delivery Program (2017-21) and Operational Plan (2019/20 budget) are now on public exhibition and we are seeking community feedback.

The net operating result for the year is a \$3.066 million surplus. Excluding capital revenues (grants and developer contributions) the result is a \$(3.879) million deficit. A cash surplus of \$1.198 million has also been reported.

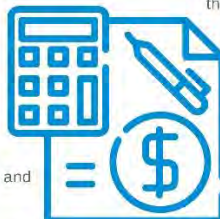
The 2019/20 budget is \$163.522 million, which includes \$44.2 million for roads and associated infrastructure, or 27% of the budget.

A total of \$34.17 million in acquisition of assets is included in the 2019/20 financial year. Some of the major projects include:

- \$10.69 million for new roads and associated activities;
- \$5.92 million on parks and recreation;
- \$4.48 million in wastewater infrastructure;
- \$4.28 million in water infrastructure;
- \$2.82 million for plant replacement;
- \$2.43 million for waste disposal – Landfill Cell 2;
- \$1.25 million for waste disposal – MRF, capping & planning; and
- \$1.23 million for Stormwater Management Services.

There have been some major changes required to provide a cash surplus. These changes include:

- the Roads Rehabilitation Program being reduced by \$1.129 million
- downscaling production at Blakebrook Quarry for at least twelve months, saving \$3.6 million
- the Drainage Reconstruction program has been reduced to \$nil (saving approximately \$200,000)
- no transfer of funds to reserve for Council's share of costs for Tucki Tucki Creek Acquisitions (saving approximately \$110,000) and
- Lismore Memorial Baths swim season reduced to 6 months, saving \$61,400 p.a.



The budget also outlines some minor changes to fees and charges.

This year's budget includes a general rate increase of 2.7% (rate peg) as well as increases to waste charges (1.8%), water charges (4.6%) and wastewater charges (1.8%). For the average residential property, rate bills will increase by \$99.54 to \$3,521.

The budget also includes provision for extensive community consultation about a special rate variation (SRV) that would allow Council to improve roads and footpaths, support business growth and provide better parks and facilities.

If the community is supportive of the SRV, it would be staged over three to five years from 2020/21.

The Independent Pricing and Regulatory Tribunal of NSW (IPART) requires Council to advise the community that we will be entering into consultation about future rate increases. IPART also requires that prior to the consultation that we publish the full potential of any proposed rate increases.

Mayor Isaac Smith said it was important to have the conversation with the community about the level of service they expect from Council and how it is paid for.

"We have managed to turn a \$6 million deficit into a \$1.2 million surplus by making significant internal changes and savings without impacting upon our residents," he said. "But if we want to grow our city, improve infrastructure and the quality of life of all residents, then we will need to increase revenue into the future."

The SRV consultation would include a dedicated page on 'Your Say' Lismore, promotion of the consultation process, face to face workshops and information kiosks at local events and other workshops. Council proposes to undertake this consultation from August 2019.

The draft documents can be viewed at Council's Corporate Centre, 43 Oliver Avenue, Goonellabah, the Lismore and Goonellabah libraries, Nimbin Visitor Information Centre or online via the 'Your Say Lismore' community consultation portal at www.yoursay.lismore.nsw.gov.au. Submissions can be made online, emailed to council@lismore.nsw.gov.au or sent to the General Manager, Lismore City Council, PO Box 23A, Lismore, NSW 2480.

Submissions must be received by 21 June 2019.

Local Matters article – 17 July 2019

CASH DEFICIT RESOLVED; RATE CONSULTATION COMING

Lismore City Council has forecast a cash surplus this year of \$957,400 – turning around the \$6.1 million cash deficit that was discovered in early 2019.

The deficit was revealed during a due diligence study by external independent consultants engaged by the new General Manager.

During this year's budget process, Council made cuts across almost all areas of Council to improve the cash deficit problem.

However, this does not provide a solution for the long-term delivery of services. Council is still financially vulnerable.

Like almost every other NSW council, Lismore City Council is struggling to balance community expectations for services with current levels of funding.

The on-ground cost to deliver services continues to rise by CPI or higher annually and the state government continues to ask more of local government every year. However, Council's revenue only rises by the legislated rate peg of 2.5%.

The reality Council now faces is that it cannot continue to provide its current services without more revenue. Council needs to address the roadworks backlog, otherwise these community assets will deteriorate in the future. Council also needs to invest in economic development activities that attract business, increase jobs, promote tourism, and grow Lismore as a regional city.

As part of the 2019/20 budget, Council approved a community consultation to discuss a proposed Special Rate Variation (SRV) to increase Council revenue. This will begin on 1 August.

Your
Say
Lismore



It is up to you as a community to tell us what services you want now and into the future.

All residents will have the opportunity to have their say. There will be an independent telephone survey of residents, a community-wide survey, workshops, and information kiosks where you can talk to staff face-to-face.

We will have full details of the community consultation in the next edition of *Local Matters*. You can also register now on our online engagement hub Your Say Lismore and you will be ready once the consultation begins on 1 August.

www.yoursay.lismore.gov.au

Local Matters article – 31 July 2019

COMMUNITY CONSULTATION ON PROPOSED SPECIAL RATE VARIATION

Lismore City Council is currently seeking feedback from the community on a proposed Special Rate Variation (SRV).

The reality Council faces is that it cannot continue to provide its current services without more revenue.

At present, Council's revenue is regulated by the NSW Independent Pricing and Regulatory Tribunal (IPART). IPART sets a 'rate peg' that limits the amount by which councils can increase rates from one year to the next. For many years, the rate peg has not kept pace with the increasing cost to maintain our assets and provide services to the community.

Council has developed two options for the community to consider and feedback is due by 30 September.

Option one is to continue the status quo and only raise rates by the rate peg limit, which would see Council decrease services to the community.

Option two is a proposed SRV that would raise Council's total rates revenue by \$6.1 million annually above the rate pegging limit. As part of this proposal, \$4.5 million would be used for roads and \$1.6 million for economic development.

Benefits would include the following:

Roads: Council would rebuild more roads and undertake increased gravel road maintenance. This would improve our road network over time and allow us to reduce the roads backlog that exists due to lack of funding.

Improving the local economy: Council wants to encourage new businesses in Lismore, increase jobs, and bring more visitors to our city. We would use funds to enhance our CBD and riverbank areas and provide incentives for new businesses to open.

Council is seeking community feedback on the proposed SRV until 30 September.

We encourage all residents to get involved and have a say.

For more information please go to:
www.yoursay.lismore.nsw.gov.au

You can also find information in hard copy at our Corporate Centre in Goonellabah, or at Lismore and Goonellabah Libraries.

Your
Say
Lismore



HAVE YOUR SAY LISMORE!

Be part of the rates consultation!

Lismore City Council is consulting with the community on a long-term rating strategy for Lismore. This includes seeking community feedback on a proposed Special Rate Variation that would apply to all Lismore ratepayers.

Please go to the Your Say Lismore webpage for full details of the consultation and how to get involved and have your say.

Feedback is due by 30 September.

www.yoursay.lismore.nsw.gov.au

Help shape your future

Take the survey

Your Say Lismore

The poster features a green background with white and orange text. It includes three speech bubbles: one orange saying 'Help shape your future', one blue saying 'Take the survey', and a large white one with a green border saying 'Your Say Lismore'. The website URL is at the bottom.

NEW RATES PROPOSAL NOW OPEN FOR COMMUNITY FEEDBACK

Lismore City Council would like to thank those people who have responded to the Lismore rates consultation since it opened on 1 August.

Your feedback is valuable and there have been some great comments, suggestions and questions.

We have listened to this feedback and developed a new rates proposal for the community to consider.

In our round one consultation, we asked you to consider a proposed Special Rate Variation (SRV) that would apply to all Lismore ratepayers. This included a year one increase of 17% and a year two increase of 6.9%.

Your feedback told us that the year one increase was higher than expected.

We have listened to this feedback and developed a new proposal with smaller annual increases spread over a greater number of years.

In this new round of consultation, residents and ratepayers have three options to consider.

We need to know, what is your preference?

Your answers and feedback will help Lismore City Council make an informed decision.

All feedback from round one and round two of the consultation will be provided to Council at its 12 November meeting where a decision on whether to make an application for an SRV will be made.

The round two rates consultation is open for community feedback until 30 September.

Visit www.yoursay.lismore.nsw.gov.au to find detailed information, take the new survey and have your say. People can also find hard copy information and community surveys at Council's Corporate Centre, 43 Oliver Avenue, Goonellabah, and the Lismore and Goonellabah Libraries.

Round 2 Consultation Open

Your Say Lismore

The image block contains three photographs: a night scene of a community meeting with people sitting on the grass, a yellow dump truck on a road, and a couple sitting on a bench at a park. A blue speech bubble in the top right says 'Round 2 Consultation Open' and a green speech bubble in the bottom right says 'Your Say Lismore'.

HAVE YOUR SAY ON RATES PROPOSAL NOW!

A final reminder to all residents that if you wish to have a say on the current Lismore rates consultation, the deadline for feedback is 30 September.

The consultation asks residents and ratepayers to consider a proposed permanent Special Rate Variation that would apply to all Lismore ratepayers and raise additional funds for roads and economic development.

Residents and ratepayers have three options to consider and we encourage people to take the survey and provide feedback.

Your input will help Council make an informed decision.

Please go to yoursay.lismore.nsw.gov.au before 30 September to read the detailed information and complete the survey.

You can also find hard copy information and surveys at our Corporate Centre, 43 Oliver Avenue, Goonellabah, and the Lismore and Goonellabah Libraries.



COUNCIL DECIDES...

At the 10 September ordinary meeting, Council decisions included the following:

Council resolved (9/2 in favour) to elect Councillor Darlene Cook as the new Deputy Mayor. Cr Cook will hold the position until the next local government elections in September 2020.



All relevant business papers, minutes and live webcasts can be found at www.lismore.nsw.gov.au.

Upcoming meetings

The next ordinary meeting of Lismore City Council will be held on Tuesday, 8 October from 6pm in the Council Chambers.



Save the date for Lismore Show!

Save the date in your diary for the 134th North Coast National from 17-19 October at Lismore Showground.

The Lismore Show offers three-days of fun for the whole family with a jam-packed program featuring non-stop entertainment, rides, displays and arena shows.

You will find all the traditional elements of a country show at the North Coast National including prize animal shows and petting zoos, working dog trials, horse and cattle events, the popular woodchop competition, fine arts and craft exhibitions, car and bike displays, trade stalls, and much more. Side Show Alley and carnival rides will be available as well as free kids activities, a community music stage, reptile shows and more.

Save the date for this fantastic annual event – more details coming soon!

Advertising collateral, i.e. newspaper advertisement and banners (Round 1)

Have Your Say Lismore!

Lismore City Council is consulting with the community on a long-term rating strategy for Lismore. This includes seeking community feedback on a proposed Special Rate Variation that would apply to all Lismore ratepayers.

Please go to our Your Say Lismore webpage for full details of the proposal and how to get involved and have your say.

Feedback due by 30 September.

www.yoursay.lismore.nsw.gov.au

Have Your Say Lismore!

Lismore City Council is consulting with the community on a long-term rating strategy for Lismore. This includes seeking community feedback on a proposed Special Rate Variation that would apply to all Lismore ratepayers.

Feedback due by 30 September.

www.yoursay.lismore.nsw.gov.au

Advertising collateral, i.e. newspaper advertisement and banners (Round 2)



Have Your Say Lismore!

Lismore City Council has listened to community feedback on our rates consultation and has a new option for people to consider. The proposed Special Rate Variation would apply to all Lismore ratepayers so please join the conversation and have your say on the new proposal.

Feedback is due by 30 September.

www.yoursay.lismore.nsw.gov.au



Have Your Say

Lismore City Council has listened to community feedback on our rates consultation and has a new option for people to consider. The proposed Special Rate Variation would apply to all Lismore ratepayers so please join the conversation and have your say on the new proposal.

Feedback is due by 30 September.

www.yoursay.lismore.nsw.gov.au





Have Your Say

Lismore City Council is consulting with the community on a long-term rating strategy for Lismore. This includes seeking community feedback on a proposed Special Rate Variation that would apply to all Lismore ratepayers.

**Feedback due by
30 September.**



www.yoursay.lismore.nsw.gov.au

Posters – Location Specific

Have Your Say

Lismore City Council is consulting with the community on a long-term rating strategy for Lismore. This includes seeking community feedback on a proposed Special Rate Variation that would apply to all Lismore ratepayers.

We are coming to Clunes!
Saturday, 10 August
9am to midday at Clunes Park

Help shape your future

Your Say Lismore

Feedback due by 30 September.
www.yoursay.lismore.nsw.gov.au

Have Your Say

Lismore City Council is consulting with the community on a long-term rating strategy for the Lismore Local Government Area. This includes seeking community feedback on a proposed Special Rate Variation that would apply to all ratepayers.

We are coming to Nimbin!
Sunday, 25 August
8am to 10.30am at Nimbin Markets
Thursday, 12 September
10am to midday in Cullen Street, Nimbin

Help shape your future

Your Say Lismore

Feedback due by 30 September.
www.yoursay.lismore.nsw.gov.au

Have Your Say

Lismore City Council is consulting with the community on a long-term rating strategy for Lismore. This includes seeking community feedback on a proposed Special Rate Variation that would apply to all Lismore ratepayers.

We are coming to The Channon!
Sunday, 8 September
9am to 2.30pm at The Channon Market

Help shape your future

Your Say Lismore

Feedback due by 30 September.
www.yoursay.lismore.nsw.gov.au


Your Say Lismore online engagement hub newsletter

BANK THE TREE engagementHQ
DASHBOARD PROJECTS PAGES PEOPLE ANALYTICS EMAIL SITE
casie.hughes@lismore.nsw.gov.au

EMAIL

Preview Newsletter

NEWSLETTERS



Round 2 Consultation Open

New rates proposal now open for community feedback

Thank you for providing feedback during the Lismore rates consultation.

Since the consultation commenced on 1 August, Council has been listening carefully to community feedback.

We have now launched round two of the rates consultation with a new rates proposal for you to consider, developed in response to this feedback.

It includes an additional option for a Special Rate Variation (SRV) with smaller annual rate increases spread over a greater number of years.

Please complete the new survey with the additional option to help Council make an informed decision.

Visit www.yoursay.lismore.nsw.gov.au for full details.

Kind regards,
The Community Engagement Team

You're receiving this email because you are a registered participant on Your Say Lismore.
Powered by EngagementHQ
Unsubscribe

EMAIL

NEWSLETTERS

Preview Newsletter



Please find the [CORRECT LINK to Your Say Lismore](#) detailed below.
 Apologies for the error in the previous email.

New rates proposal now open for community feedback

Thank you for providing feedback during the Lismore rates consultation. Since the consultation commenced on 1 August, Council has been listening carefully to community feedback. We have now launched round two of the rates consultation with a new rates proposal for you to consider, developed in response to this feedback. It includes an additional option for a Special Rate Variation (SRV) with smaller annual rate increases spread over a greater number of years. Please complete the new survey with the additional option to help Council make an informed decision. Visit <https://yoursay.lismore.nsw.gov.au/> for full details.

Kind regards,
 The Community Engagement Team

You're receiving this email because you are a registered participant on Your Say Lismore.
 Powered by EngageHQ
 Unsubscribe

Send Test Email

EMAIL

NEWSLETTERS

Newsletters

Newsletter statistics may be up to 24 hours delayed. Find more information here

Create Newsletter

All 24 Draft 5 Sent 21

Newsletter Template	Sent on 30-10-2019 Delivered : 1 (100%) Unique Opens : 0 (0%) Unique Clicks : 0 (0%)	View Email Recipients (1) Clone
Test Newsletter for All Participants	Sent on 25-10-2019 Delivered : 1 (100%) Unique Opens : 1 (100%) Unique Clicks : 0 (0%)	View Email Recipients (1) Clone
Join our consultation to help shape Lismore's future!	Sent on 18-10-2019 Delivered : 2045 (97.8%) Unique Opens : 1310 (62.6%) Unique Clicks : 357 (17.1%)	View Email Recipients (2091) Clone
Community Update 1 - South Lismore Flood Mitigation Works	Sent on 18-09-2019 Delivered : 15 (100%) Unique Opens : 13 (86.7%) Unique Clicks : 10 (66.7%)	View Email Recipients (15) Clone
Do you use accessible public toilets?	Sent on 16-09-2019 Delivered : 109 (99.1%) Unique Opens : 52 (47.3%) Unique Clicks : 10 (9.1%)	View Email Recipients (110) Clone
Do you use accessible public toilets?	Sent on 04-09-2019 Delivered : 1558 (98%) Unique Opens : 700 (44.1%) Unique Clicks : 209 (13.2%)	View Email Recipients (1588) Clone
Round 2 Community Consultation - A new rates proposal now open for community feedback	Sent on 03-09-2019 Delivered : 610 (99.8%) Unique Opens : 413 (67.6%) Unique Clicks : 231 (37.8%)	View Email Recipients (611) Clone
Round 2 Community Consultation - A new rates proposal now open for community feedback	Sent on 03-09-2019 Delivered : 610 (99.8%) Unique Opens : 346 (56.8%) Unique Clicks : 130 (21.3%)	View Email Recipients (611) Clone

Social Media post – 7 August 2019



Lismore City Council

Published by Terra Sword (P) · 7 August at 09:51 · 🌐

Lismore City Council is consulting with the community on a long-term rating strategy for Lismore. This includes seeking community feedback on a proposed Special Rate Variation that would apply to all Lismore ratepayers. Feedback is due by 30 September. Have your say!



[YOURSAY.LISMORE.NSW.GOV.AU](https://yoursay.lismore.nsw.gov.au)

Lismore Rates Consultation

Lismore City Council is asking the community for vital input into a 10-year...

14,880

People reached

2,253

Engagements

[Boost again](#)

Boosted on 7 Aug 2019

By Terra Sword

Completed

People reached

11.9K

Link clicks

524

Social Media post – 4 September 2019



Lismore City Council

Published by Terra Sword (7) · 21 hrs · 🌐

*** NEW RATES PROPOSAL OPEN FOR COMMUNITY FEEDBACK ***

Lismore City Council has launched a second round of community consultation on rates with a new proposal for consideration.

Council has been undertaking a community consultation on rates since 1 August about a proposed Special Rate Variation (SRV) that would apply to all Lismore ratepayers.

In this consultation, Council asked residents and ratepayers to consider a proposed SRV with a year one increase of 17% and a year two increase of 6.9%.

Community feedback indicated that the year one increase was higher than expected, so Council has developed a new proposal with smaller annual increases spread over a greater number of years.

Round one of the consultation is now closed and the community is being asked to provide comment on the new proposal during round two.

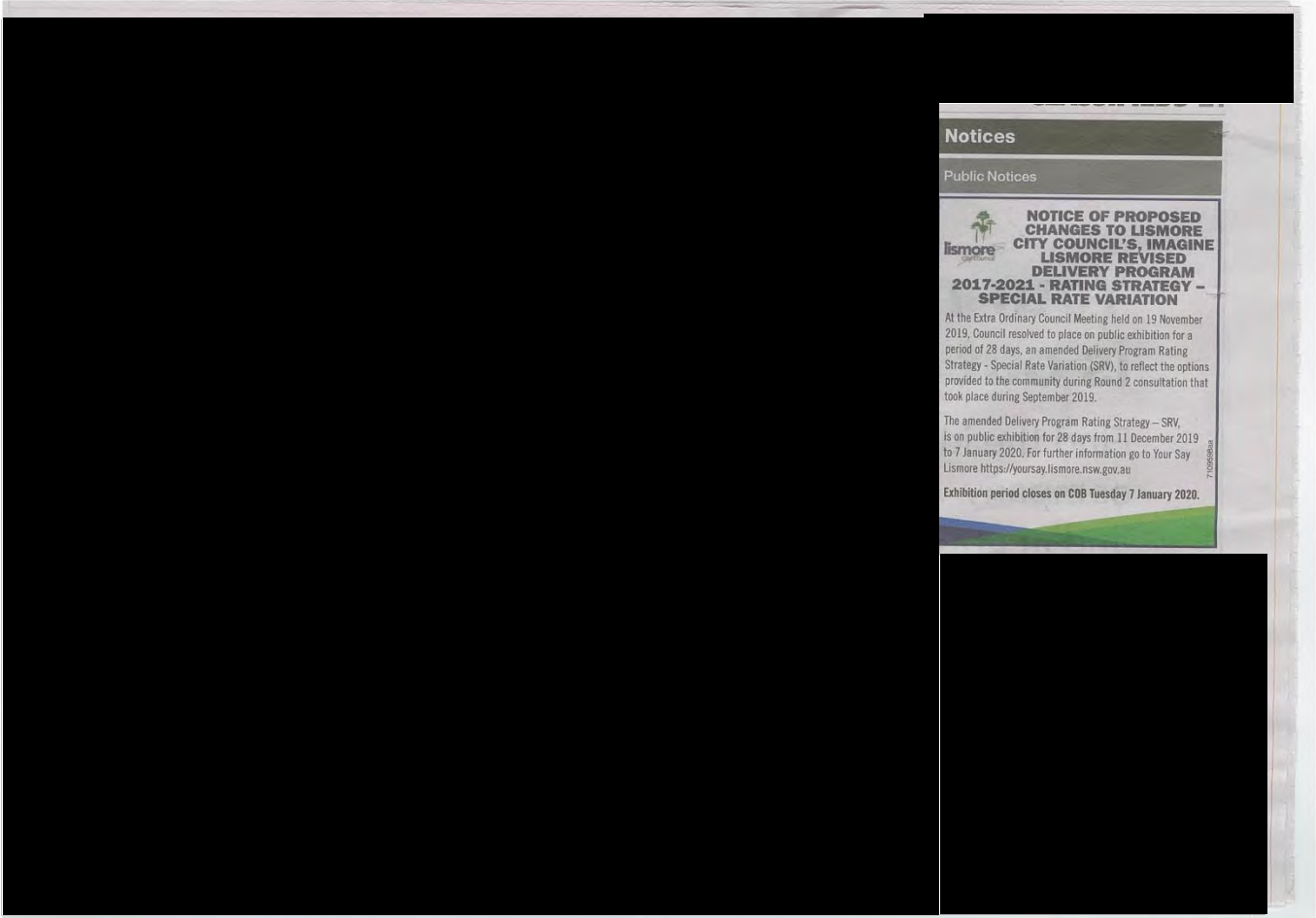
All feedback from round one and round two of the consultation will be provided to Council at its 12 November meeting where a decision on whether to make an application for an SRV will be made.

The round two rates consultation is open for community feedback until 30 September.

Visit www.yoursay.lismore.nsw.gov.au to find detailed information, take the new survey and have your say. People can also find hard copy information and surveys at Council's Corporate Centre, 43 Oliver Avenue, Goonellabah, and the Lismore and Goonellabah Libraries.



Advertisement for Revised Delivery Program on public exhibition (11 December)





Lismore City Council

Community Satisfaction Research

Prepared by: Micromex Research
Date: August 2016

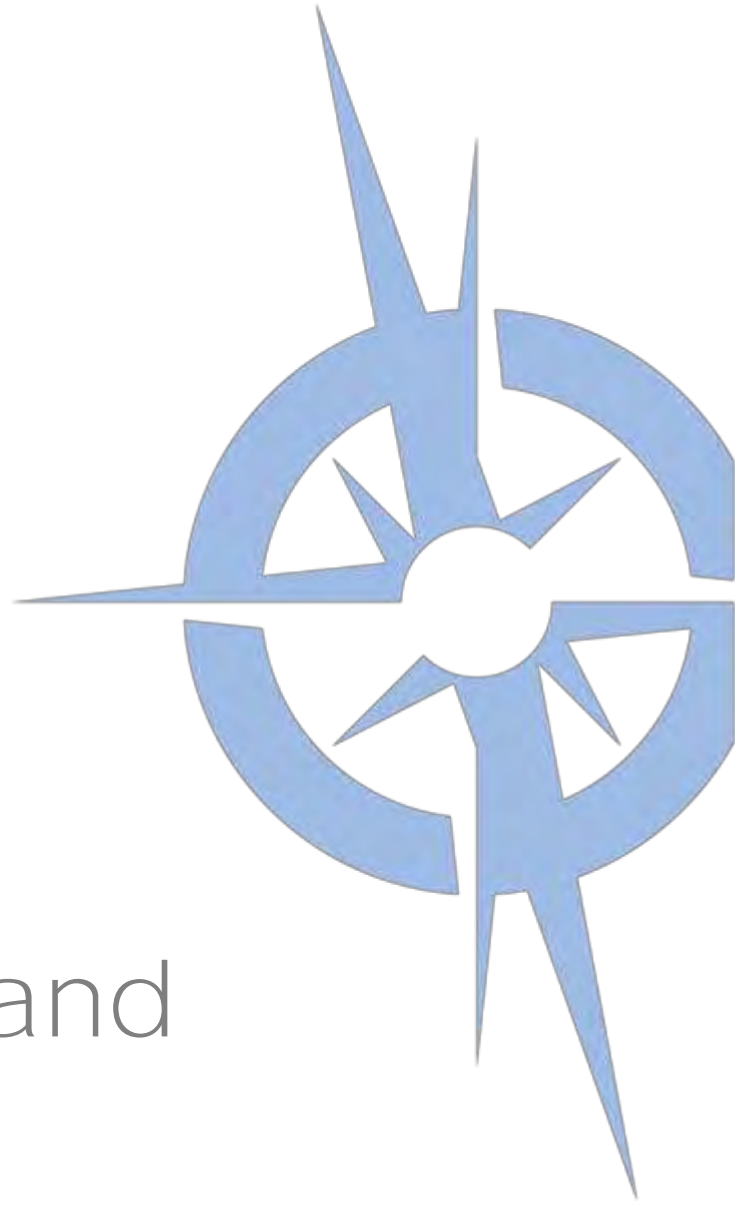
The information contained herein is believed to be reliable and accurate. However, no guarantee is given as to its accuracy and reliability, and no responsibility or liability for any information, opinions or commentary contained herein, or for any consequences of its use, will be accepted by Micromex Research, or by any person involved in the preparation of this report.



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Background and Methodology

Background and Methodology

Lismore City Council sought to examine community attitudes and perceptions towards current and future services and facilities provided by Council. Key objectives of the research included:

- Current community priority issues
- Satisfaction with Council's performance overall
- Drivers of community satisfaction
- Importance and satisfaction with council provided services and facilities
- Relative importance of council provided services and facilities
- Satisfaction with customer service levels from council staff

To facilitate this, Micromex Research was contracted to develop a survey template that enabled Council to effectively analyse attitudes and trends within the community.

Questionnaire

Micromex Research, together with Lismore City Council, developed the questionnaire.

A copy of the questionnaire is provided in the appendix.

Data collection

The survey was conducted during the period 26th July – 1st August 2016 from 4:30pm to 8:30pm Monday to Friday, and from 10am to 4pm Saturday.

Survey area

Lismore City Council Government Area.

Sample selection and error

A total of 502 resident interviews was completed. 463 of the 502 respondents were selected by means of a computer based random selection process using the electronic White Pages. The remaining 39 respondents were 'number harvested' via face-to-face intercept at a number of areas around the Lismore City Council LGA, i.e. Lismore Square Shopping Centre, Simeoni Avenue Shopping Centre, Goonellabah Shopping Centre, Woodlark Street, Molesworth Street, Magellan Street and Keen Street in Lismore CBD.

A sample size of 502 residents provides a maximum sampling error of plus or minus 4.4% at 95% confidence. This means that if the survey was replicated with a new universe of N=502 residents, 19 times out of 20 we would expect to see the same results, i.e. +/- 4.4%.

For the survey under discussion the greatest margin of error is 4.4%. This means, for example, that an answer such as 'yes' (50%) to a question could vary from 46% to 54%.

The sample was weighted by age and gender to reflect the 2011 ABS census data of Lismore City Council LGA.

Interviewing

Interviewing was conducted in accordance with the AMSRS (Australian Market and Social Research Society) Code of Professional Behaviour.



Background and Methodology

Prequalification

Participants in this survey were pre-qualified as being over the age of 18, and not working for, nor having an immediate family member working for, Lismore City Council.

Data analysis

The data within this report was analysed using Q Professional. To identify the statistically significant differences between the groups of means, 'One-Way Anova tests' and 'Independent Samples T-tests' were used. 'Z Tests' were also used to determine statistically significant differences between column percentages.

Ratings questions

The Unipolar Scale of 1 to 5, where 1 was the lowest importance or satisfaction and 5 the highest importance or satisfaction, was used in all rating questions.

This scale allowed us to identify different levels of importance and satisfaction across respondents.

Note: Only respondents who rated services/facilities a 4 or 5 in importance were asked to rate their satisfaction with that service/facility.

Percentages

All percentages are calculated to the nearest whole number and therefore the total may not exactly equal 100%.

Micromex Benchmarks

These benchmarks are based on 60 LGAs that we have conducted community research for, and were revised in 2016 to ensure the most recent comparable data. Since 2008 Micromex has worked for over 70 NSW councils and conducted 100+ community satisfaction surveys across NSW.

NSW LGA Brand Scores Benchmark

These benchmarks are based on a branding research study conducted by Micromex in 2012, in which residents from all 152 LGAs were interviewed in order to establish a normative score.

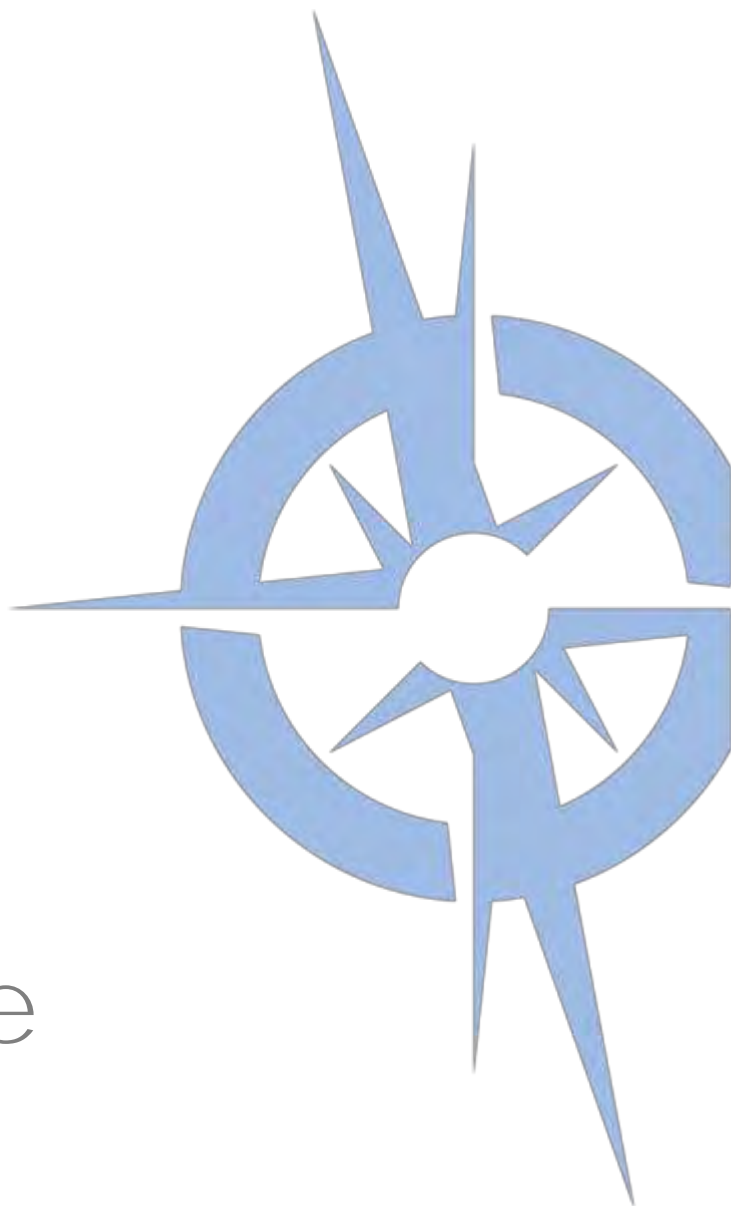
Errors: Data in this publication is subject to sampling variability because it is based on information relating to a sample of residents rather than the total number (sampling error).

In addition, non-sampling error may occur due to imperfections in reporting and errors made in processing the data. This may occur in any enumeration, whether it is a full count or sample.

Efforts have been made to reduce both sampling and non-sampling error by careful design of the sample and questionnaire, and detailed checking of completed questionnaires.

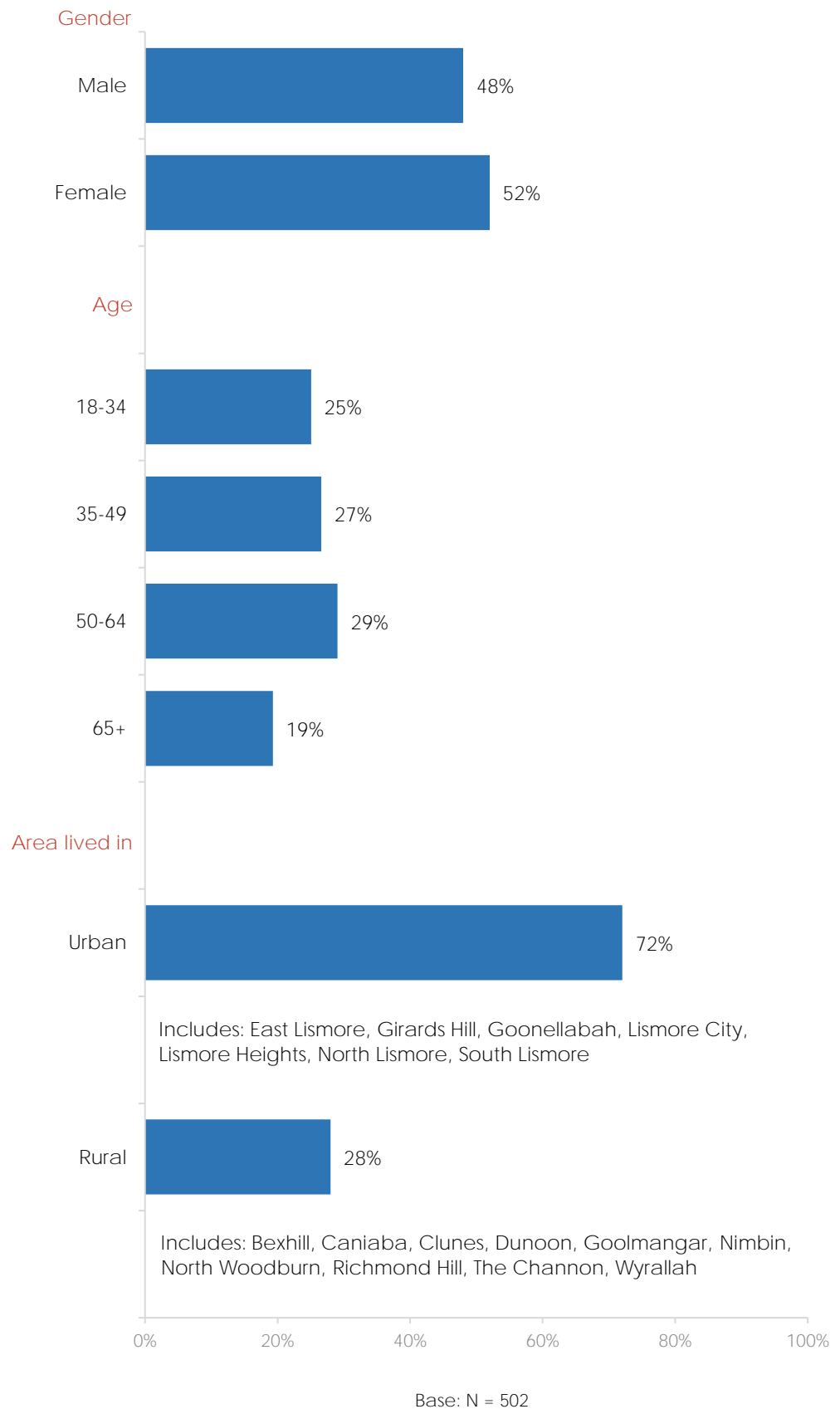
As the raw data has been weighted to reflect the real community profile of Lismore City Council, **the outcomes reported here reflect an 'effective sample size'; that is, the weighted data provides outcomes with the same level of confidence as unweighted data of a different sample size.** In some cases this effective sample size may be smaller than the true number of surveys conducted.





Sample Profile

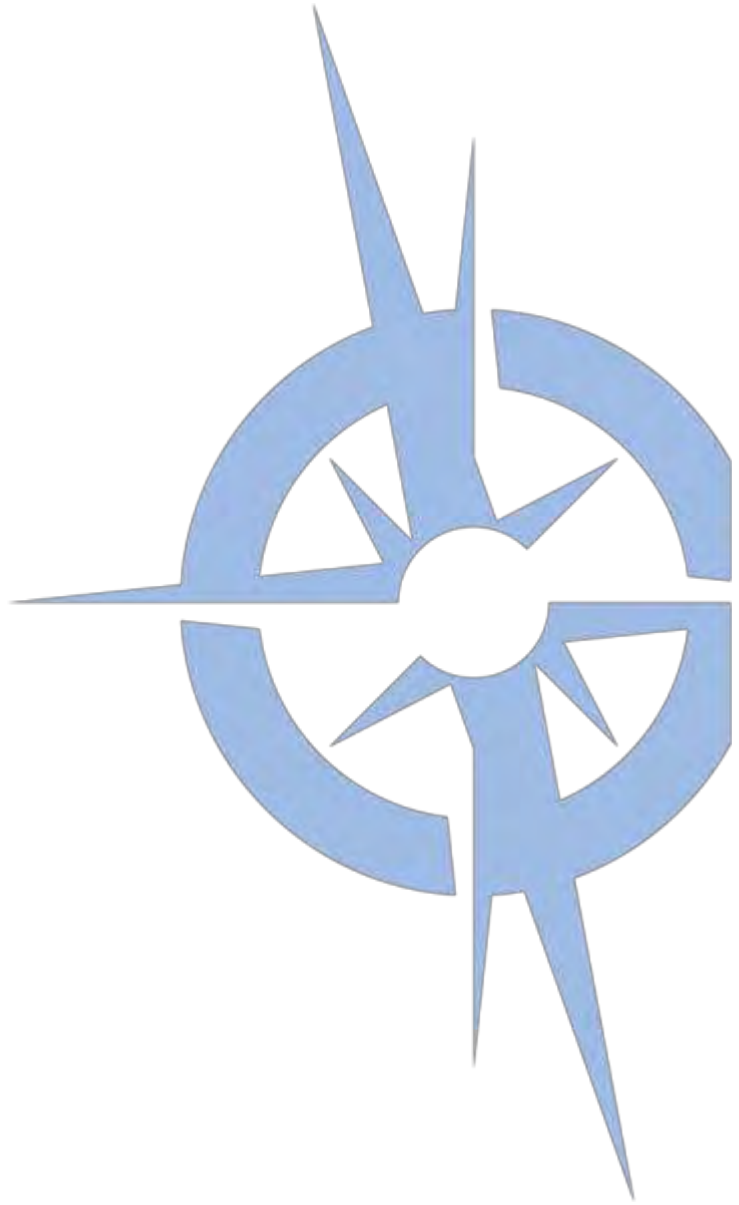
Sample Profile



A sample size of 502 residents provides a maximum sampling error of plus or minus 4.4% at 95% confidence. The sample has been weighted by age and gender to reflect the 2011 ABS community profile of Lismore City Council.



Key Findings



Key Findings

Overview (Overall satisfaction)

Summary

82% of residents were at least 'somewhat satisfied' with the performance of Council, with satisfaction significantly higher amongst residents aged 65+. A mean rating of 3.33 is consistent with the mean satisfaction scores for both 'regional' and 'all councils'.

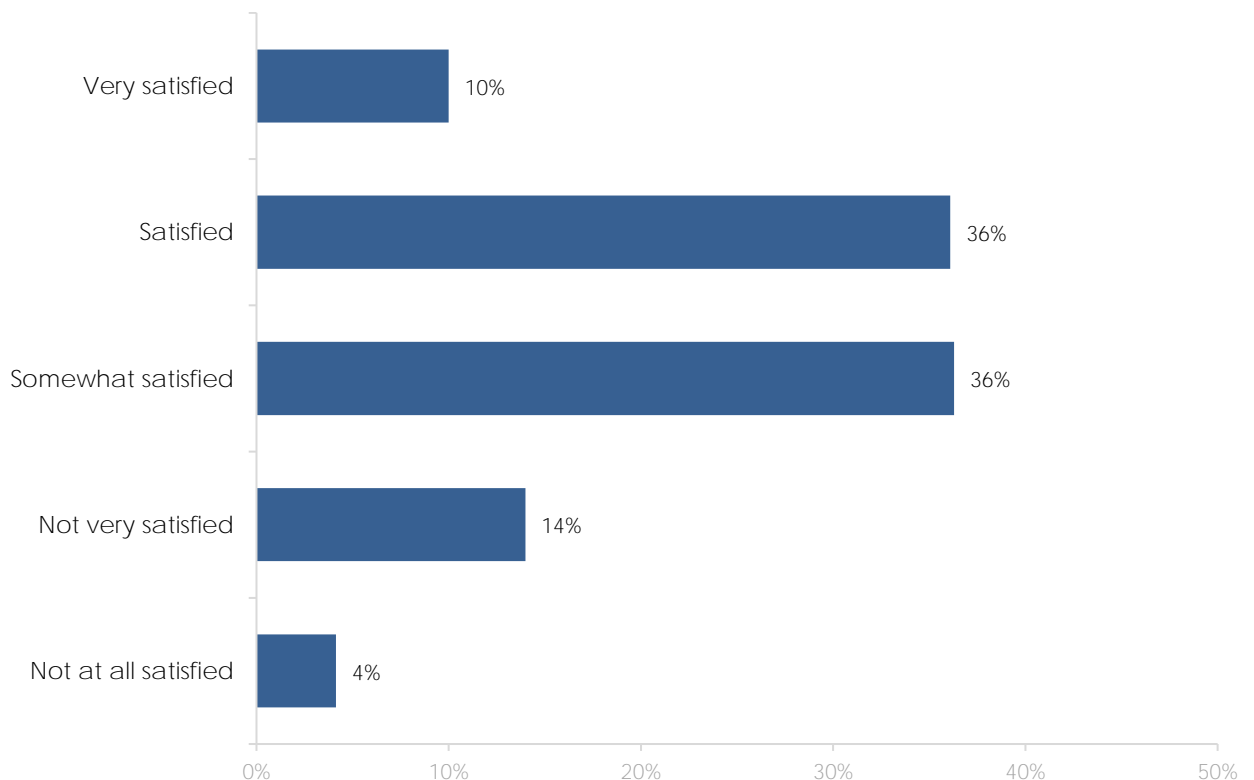
Q2. Overall, for the last 12 months, how satisfied are you with the performance of Council, not just on one or two issues, but across all responsibility areas?

	Overall 2016	Male	Female	18-34	35-49	50-64	65+
Mean ratings	3.33	3.39	3.27	3.23	3.32	3.27	3.55▲

LGA Brand Scores	Regional	All Councils	Lismore 2016
Mean ratings	3.22	3.31	3.33

Scale: 1 = not at all satisfied, 5 = very satisfied

▲▼ = significantly higher/lower level of satisfaction (by group)



Base: 2016 N = 502



Key Findings

Overview (Key Priority Issues)

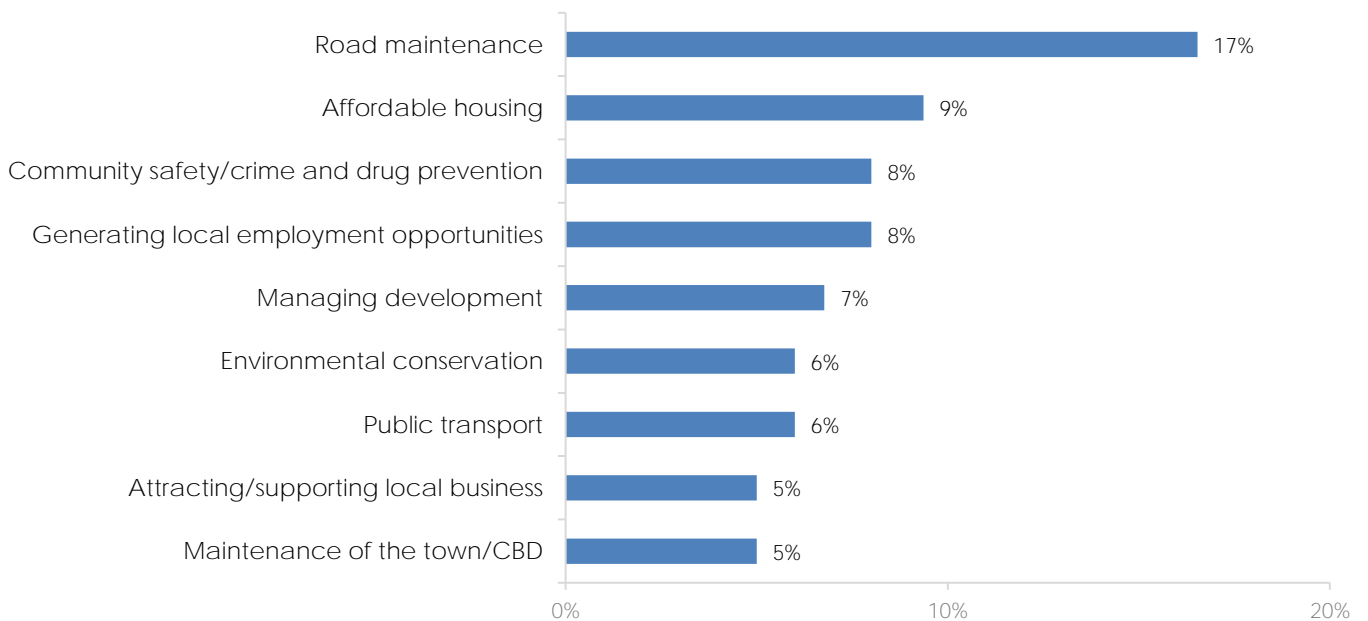
Summary

Residents considered the most pressing priority issue to be 'Road maintenance' (17%), followed by 'Affordable housing' (9%), 'Community safety/crime and drug prevention' (8%) and 'Generating local employment opportunities' (8%).

Q7. Thinking of the next 10 years, what do you think is the key priority for the local area?

Word Frequency Tagging

Verbatim responses for this question were collated and entered into analytical software. This analysis 'counts' the number of times a particular word or phrase appears and, based on the frequency of that word or phrase, a font size is generated. The larger the font, the more frequently the word or sentiment is mentioned.



Base: N = 502



Key Findings

Comparison to LGA Benchmarks

12 of the 23 comparable measures, were rated lower than the benchmark threshold of -0.15, these were 'Libraries and information', 'Council responsiveness to community needs', 'Arts and culture (Art Gallery, City Hall)', 'Bike tracks and walking paths', 'Encouraging tourism', 'Festivals and events', 'Provision and maintenance of parks, playgrounds and reserves', 'Quality of CBD and public spaces', 'Encouraging new small business and investment', 'Maintaining sealed roads', 'Crime prevention initiatives' and 'Maintaining unsealed roads'.

Service/Facility	Lismore City Satisfaction Scores	Benchmark Variances
Water and sewage services	3.86	0.12
Nimbin Pool	3.83	0.05
Consulting with the community	3.11	0.03
Stormwater management	3.40	0.00
Protection of the natural environment and wildlife	3.37	-0.04
Development applications	3.11	-0.05
Provision and maintenance of sporting fields	3.83	-0.07
Informing the community of Council decisions	3.34	-0.09
Disability access & inclusion	3.33	-0.13
Town planning	3.03	-0.13
Waste collection & management	3.92	-0.14
Libraries and information	4.05	-0.19▼
Council responsiveness to community needs	3.09	-0.19▼
Arts and culture (Art Gallery, City Hall)	3.65	-0.21▼
Bike tracks and walking paths	3.06	-0.22▼
Encouraging tourism	3.24	-0.29▼
Festivals and events	3.51	-0.32▼
Provision and maintenance of parks, playgrounds and reserves	3.50	-0.33▼
Quality of CBD and public spaces	3.11	-0.39▼
Encouraging new small business and investment	2.84	-0.39▼
Maintaining sealed roads	2.43	-0.47▼
Crime prevention initiatives	3.00	-0.49▼
Maintaining unsealed roads	2.36	-0.54▼

Scale: 1 = not at all satisfied, 5 = very satisfied

▲▼ = positive/negative difference greater than 0.15 from LGA Benchmark

Note: Benchmark differences are based on assumed variants of +/- 0.15, with variants beyond +/- 0.15 more likely to be significant



Key Findings

Identifying Priorities via Specialised Analysis (Explanation)

The specified research outcomes required us to measure both community importance and community satisfaction with a range of specific service delivery areas. In order to identify core priorities, we undertook a 2 step analysis process on the stated importance and rated satisfaction data, after which we conducted a third level of analysis. This level of analysis was a Shapley Regression on the data in order to identify which facilities and services are the actual drivers of overall satisfaction with Council.

By examining both approaches to analysis we have been able to:

1. Identify and understand the hierarchy of community priorities
2. Inform the deployment of Council resources in line with community aspirations

Step 1. Performance Gap Analysis (PGA)

PGA establishes the gap between importance and satisfaction. This is calculated by subtracting the mean satisfaction score from the mean importance score. In order to measure performance gaps, respondents are asked to rate the importance of, and their satisfaction with, each of a range of different services or facilities on a scale of 1 to 5, where 1 = low importance or satisfaction and 5 = high importance or satisfaction. These scores are aggregated at a total community level.

The higher the differential between importance and satisfaction, the greater the difference is between the provision of that service by Lismore City and the expectation of the community for that service/facility.

In the table on the following page, we can see the 32 services and facilities that residents rated by importance and then by satisfaction.

When analysing the performance gaps, it is important to recognise that, for the most part, a gap of up to 1.0 is acceptable when the initial importance rating is 4.0+, as it indicates that residents consider the attribute to be of 'high' to 'very high' importance and that the satisfaction they have with Lismore City's performance on that same measure, is 'moderate' to 'moderately high'.

For example, 'Stormwater management' was given an importance score of 4.15, which indicates that it is considered an area of 'high' importance by residents. At the same time it was given a satisfaction score of 3.40, which indicates that residents have a 'moderate' level of satisfaction with Lismore City Council's performance and focus on that measure.

In the case of a performance gap such as for 'Nimbin Pool' (2.13 importance vs. 3.83 satisfaction), we can identify that the facility/service has 'low' importance to the broader community, but for residents who feel that this facility is important, it is providing a 'moderately high' level of satisfaction.



Key Findings

When analysing performance gap data, it is important to consider both stated satisfaction and the absolute size of the performance gap.

Performance Gap Ranking

Ranking 2016	Service/ Facility	Importance Mean	Satisfaction Mean	Performance Gap
1	Maintaining sealed roads	4.73	2.43	2.30
2	Maintaining unsealed roads	4.14	2.36	1.78
3	Affordable housing	4.31	2.59	1.72
4	Encouraging new small business and investment	4.44	2.84	1.60
	Overall health of the Wilsons River	4.39	2.79	1.60
6	Consulting with the community	4.68	3.11	1.57
7	Crime prevention initiatives	4.49	3.00	1.49
8	Council responsiveness to community needs	4.54	3.09	1.45
9	Town planning	4.34	3.03	1.31
10	Protection of the natural environment and wildlife	4.61	3.37	1.24
11	Informing the community of Council decisions	4.52	3.34	1.18
	Relationship with indigenous residents	4.18	3.00	1.18
13	Council leadership and advocacy	4.41	3.25	1.16
14	Land use planning	4.11	3.02	1.09
15	Disability access & inclusion	4.39	3.33	1.06
16	Quality of CBD and public spaces	4.16	3.11	1.05
17	Encouraging tourism	4.25	3.24	1.01
18	Development applications	3.89	3.11	0.78
19	Stormwater management	4.15	3.40	0.75
20	Bike tracks and walking paths	3.80	3.06	0.74
21	Waste collection & management	4.63	3.92	0.71
22	Provision and maintenance of parks, playgrounds and reserves	4.13	3.50	0.63
23	Festivals and events	4.12	3.51	0.61
24	Emergency management	4.55	3.99	0.56
25	Water and sewage services	4.17	3.86	0.31
26	Libraries and information	3.86	4.05	-0.19
27	Arts and culture (Art Gallery, City Hall)	3.33	3.65	-0.32
28	Airport (Lismore Airport & general aviation area)	3.42	3.80	-0.38
29	Provision and maintenance of sporting fields	3.11	3.83	-0.72
30	Lismore Memorial Baths	3.21	3.94	-0.73
31	Goonellabah Sports and Aquatic Centre	3.19	4.06	-0.87
32	Nimbin Pool	2.13	3.83	-1.70

Scale: 1 = not at all important/not at all satisfied, 5 = very important/very satisfied



Key Findings

When we examine the largest performance gaps, we can identify that all of the services or facilities have been rated as 'high' to 'extremely high' in importance. Resident satisfaction for all of these areas is between 2.36 and 3.11, which indicates that resident satisfaction for these measures is 'low' to 'moderate'.

Ranking	Service/ Facility	Importance Mean	Satisfaction Mean	Performance Gap
1	Maintaining sealed roads	4.73	2.43	2.30
2	Maintaining unsealed roads	4.14	2.36	1.78
3	Affordable housing	4.31	2.59	1.72
4	Encouraging new small business and investment	4.44	2.84	1.60
5	Overall health of the Wilsons River	4.39	2.79	1.60
6	Consulting with the community	4.68	3.11	1.57
7	Crime prevention initiatives	4.49	3.00	1.49
8	Council responsiveness to community needs	4.54	3.09	1.45

The key outcomes of this analysis would suggest that, while there are opportunities to improve satisfaction across a range of services/facilities, 'Maintaining sealed roads' is the area of least relative satisfaction.

Note: Performance gap is the first step in the process, we now need to identify comparative ratings across all services and facilities to get an understanding of relative importance and satisfaction at an LGA level. This is when we undertake step 2 of the analysis.



Key Findings

Quadrant Analysis

Step 2. Quadrant Analysis

Quadrant analysis is often helpful in planning future directions based on stated outcomes. It combines the stated importance of the community and assesses satisfaction with delivery in relation to these needs.

This analysis is completed by plotting the variables on x and y axes, defined by stated importance and rated satisfaction. We aggregate the mean scores for stated importance and rated satisfaction to identify where the facility or service should be plotted. For these criteria, the average stated importance score was 4.07 and the average rated satisfaction score was 3.32. Therefore, any facility or service that received a mean stated importance score of ≥ 4.07 would be plotted in the higher importance section and, conversely, any that scored < 4.07 would be plotted into the lower importance section. The same exercise is undertaken with the satisfaction ratings above, equal to or below 3.32. Each service or facility is then plotted in terms of satisfaction and importance, resulting in its placement in one of four quadrants.



Quadrant Analysis – Importance v Satisfaction



Key Findings

Explaining the 4 quadrants

Attributes in the top right quadrant, MAINTAIN, such as 'Waste collection & management', are Council's core strengths, and should be treated as such. Maintain, or even attempt to improve your position in these areas, as they are influential and address clear community needs.

Attributes in the top left quadrant, IMPROVE, such as 'Maintaining sealed roads' are key concerns in the eyes of your residents. In the vast majority of cases you should aim to improve your performance in these areas to better meet the community's expectations.

Attributes in the bottom left quadrant, NICHE, such as 'Bike tracks and walking paths', are of a relatively lower priority (and the word 'relatively' should be stressed – they are still important). These areas tend to be important to a particular segment of the community.

Finally, attributes in the bottom right quadrant, COMMUNITY, such as 'Provision and maintenance of sporting fields', are core strengths, but in relative terms they are deemed less overtly important than other directly obvious areas. However, the occupants of this quadrant tend to be the sort of services and facilities that deliver to community liveability, i.e. make it a good place to live.

Recommendations based only on stated importance and satisfaction have major limitations, as the actual questionnaire process essentially 'silos' facilities and services as if they are independent variables, when they are in fact all part of the broader community perception of council performance.

Residents' priorities identified in stated importance/satisfaction analysis often tend to be in areas that are problematic. No matter how much focus a council dedicates to 'Maintaining sealed roads', it will often be found in the IMPROVE quadrant. This is because, perceptually, the condition of local roads can always be better.

Furthermore, the outputs of stated importance and satisfaction analysis address the current dynamics of the community, they do not predict which focus areas are the most likely agents to change the community's perception of Council's overall performance.

Therefore, in order to identify how Lismore City Council can actively drive overall community satisfaction, we conducted further analysis.

The Shapley Value Regression

This model was developed by conducting specialised analysis from over 30,000 LGA interviews conducted since 2005. In essence, it proved that increasing resident satisfaction by actioning the priorities they stated as being important does not necessarily positively impact on overall satisfaction with the Council. This regression analysis is a statistical tool for investigating relationships between dependent variables and explanatory variables.

In 2014, we revised the Shapley Regression Analysis to identify the directional contribution of key services and facilities with regard to optimisers/barriers with council's overall performance.

What Does This Mean?

The learning is that if we only rely on the stated community priorities, we will not be allocating the appropriate resources to the actual service attributes that will improve overall community satisfaction. Using regression analysis we can identify the attributes that essentially build overall satisfaction. We call the outcomes 'derived importance'.



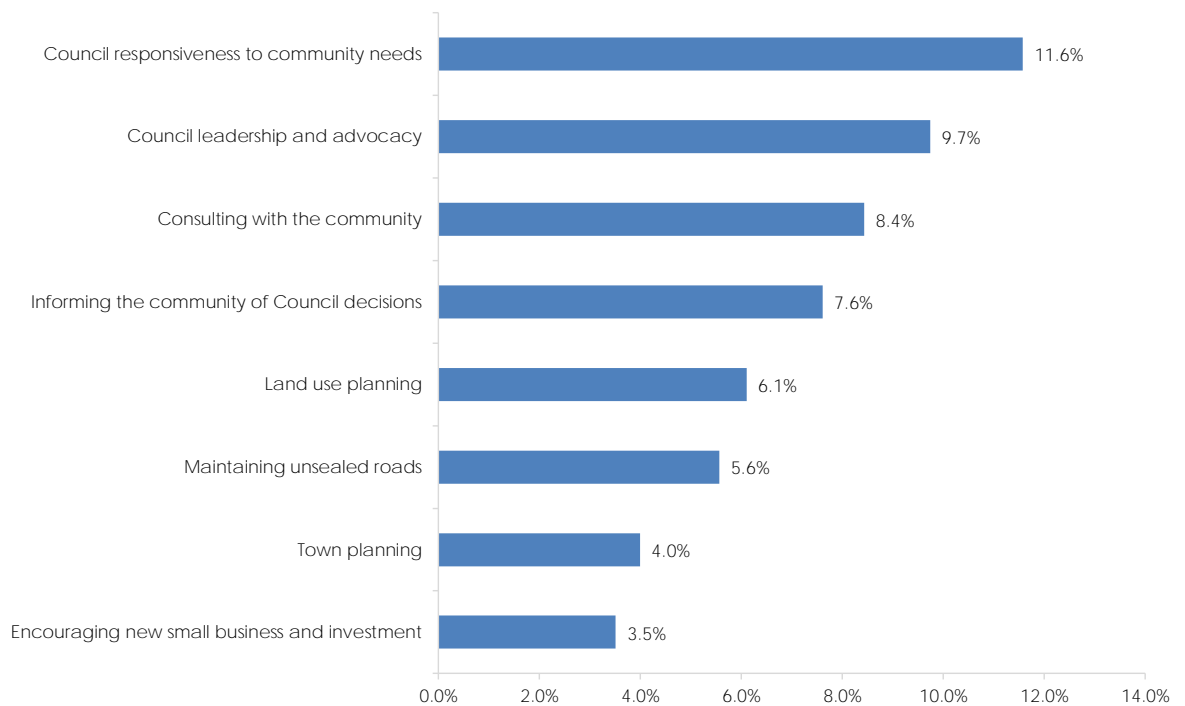
Key Findings

Key Drivers of Satisfaction with Lismore City Council

The results in the chart below provide Lismore City Council with a complete picture of the intrinsic community priorities and motivations, and identify what attributes are the key drivers of community satisfaction.

These top 8 services/facilities account for almost 60% of overall satisfaction with Council. This indicates that the remaining 24 attributes we obtained measures on have only a limited impact on the community's satisfaction with Lismore City Council's performance. Therefore, whilst all 32 service/facility areas are important, only a number of them are significant drivers of the community's overall satisfaction with Council.

These Top 8 Indicators Contribute to Almost 60% of Overall Satisfaction with Council



The contributors to satisfaction are not to be misinterpreted as an indication of current dissatisfaction

These 8 services/facilities are the key community priorities and by addressing these, Lismore City Council will improve overall community satisfaction. The score assigned to each area indicates the percentage of influence each attribute contributes to overall satisfaction with Council.

In the above chart, 'Encouraging new small business and investment' contributes 4% towards overall satisfaction, while 'Council responsiveness to community needs' (12%) is a far stronger driver, contributing three times as much to overall satisfaction with Council.



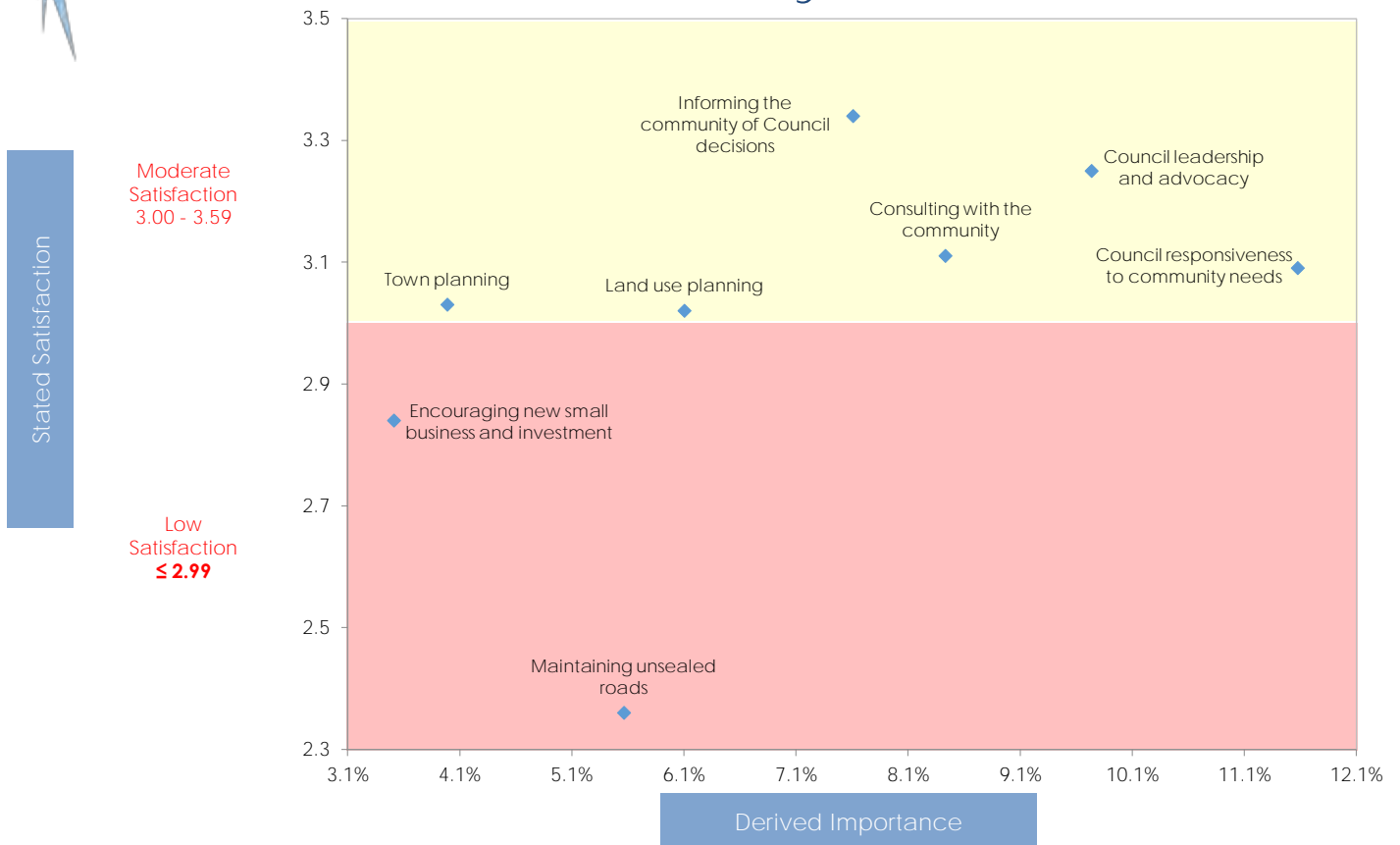
Key Findings

Clarifying Priorities

By mapping satisfaction against derived importance we can see it is also apparent that there is room to elevate satisfaction within the variables that fall in the 'lower' and 'moderate' satisfaction regions of the chart. If Lismore City Council can address these core drivers, they will be able to improve resident satisfaction with their performance.



Mapping Stated Satisfaction and Derived Importance Identifies the Community Priority Areas



This analysis indicates that areas such as 'Informing the community of Council decisions', 'Council leadership and advocacy', 'Consulting with the community', 'Council responsiveness to community needs', 'Land use planning' and 'Town planning' could possibly be targeted for optimisation.

Furthermore, areas such as 'Encouraging new small business and investment' and 'Maintaining unsealed roads' are issues Council should be looking to understand resident expectations and/or more actively inform/engage residents of Council's position and advocacy across these areas.



Key Findings

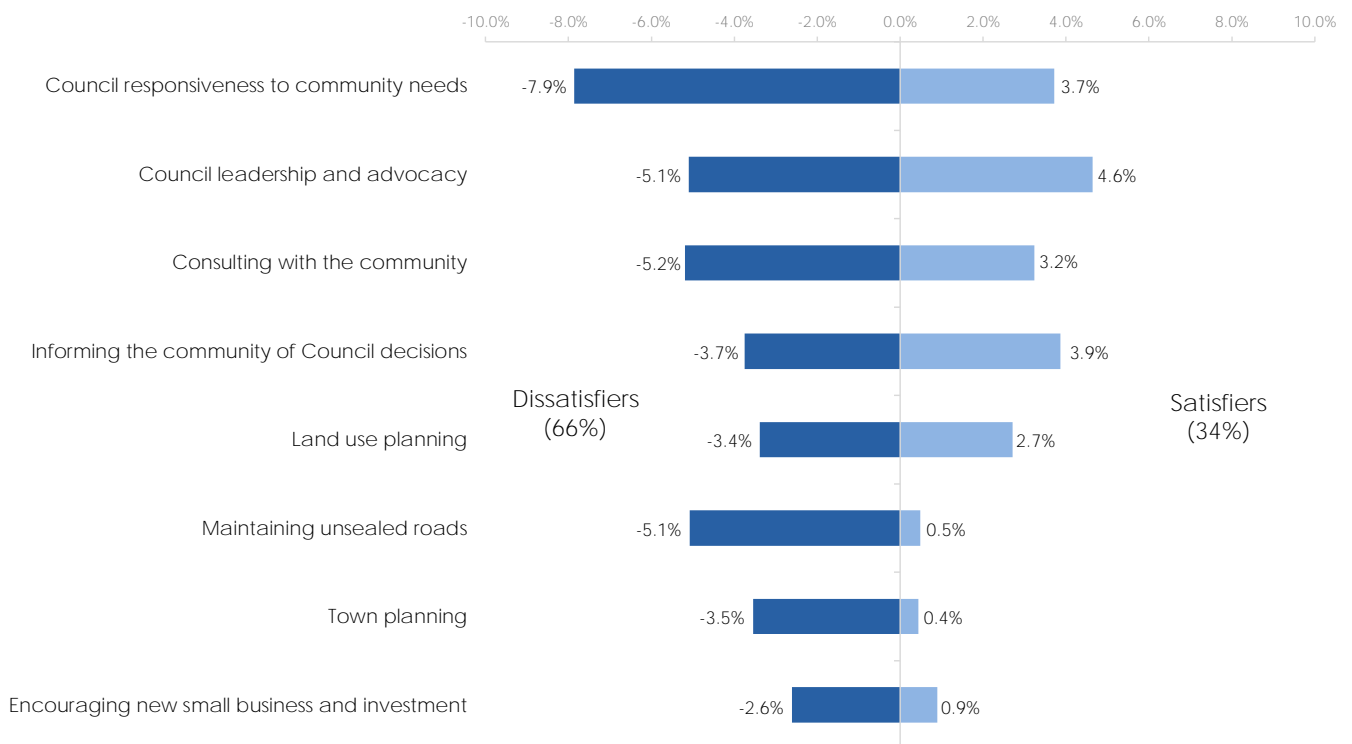
Advanced Shapley Outcomes

The chart below illustrates the positive/negative contribution the key drivers provide towards overall satisfaction. Some drivers can contribute both negatively and positively depending on the overall opinion of the residents.

The scores on the negative indicate the contribution the driver makes to impeding transition towards satisfaction. If we can address these areas we will see a lift in our future overall satisfaction results, as we will positively transition residents who are currently 'not at all satisfied' towards being 'satisfied' with Council's overall performance.

The scores on the positive indicate the contribution the driver makes towards optimising satisfaction. If we can address these areas we will see a lift in our future overall satisfaction results, as we will positively transition residents who are currently already 'somewhat satisfied', towards being more satisfied with Council's overall performance.

Key Contributors to Barriers/Optimisers



Different levers address the different levels of satisfaction across the community

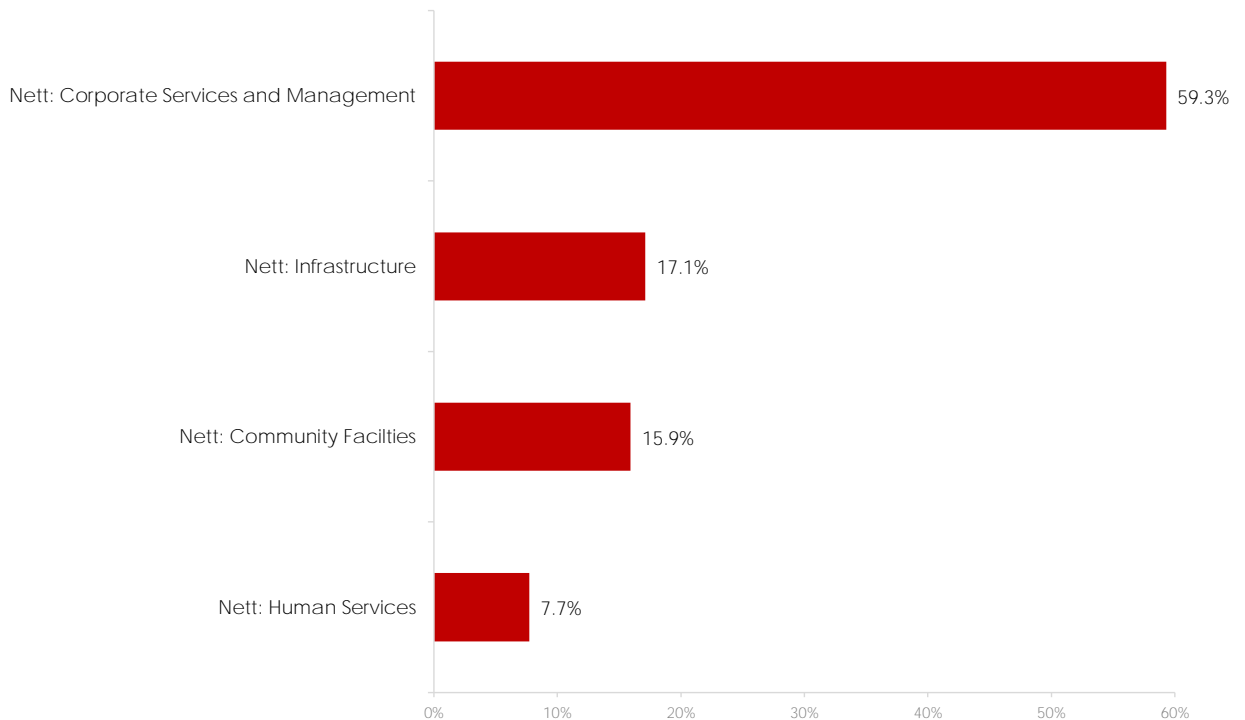


Key Findings

Key Service Areas' Contribution to Overall Satisfaction

By combining the outcomes of the regression data, we can identify the derived importance of the different Nett Priority Areas.

Contribution to Overall Satisfaction with Council's Performance



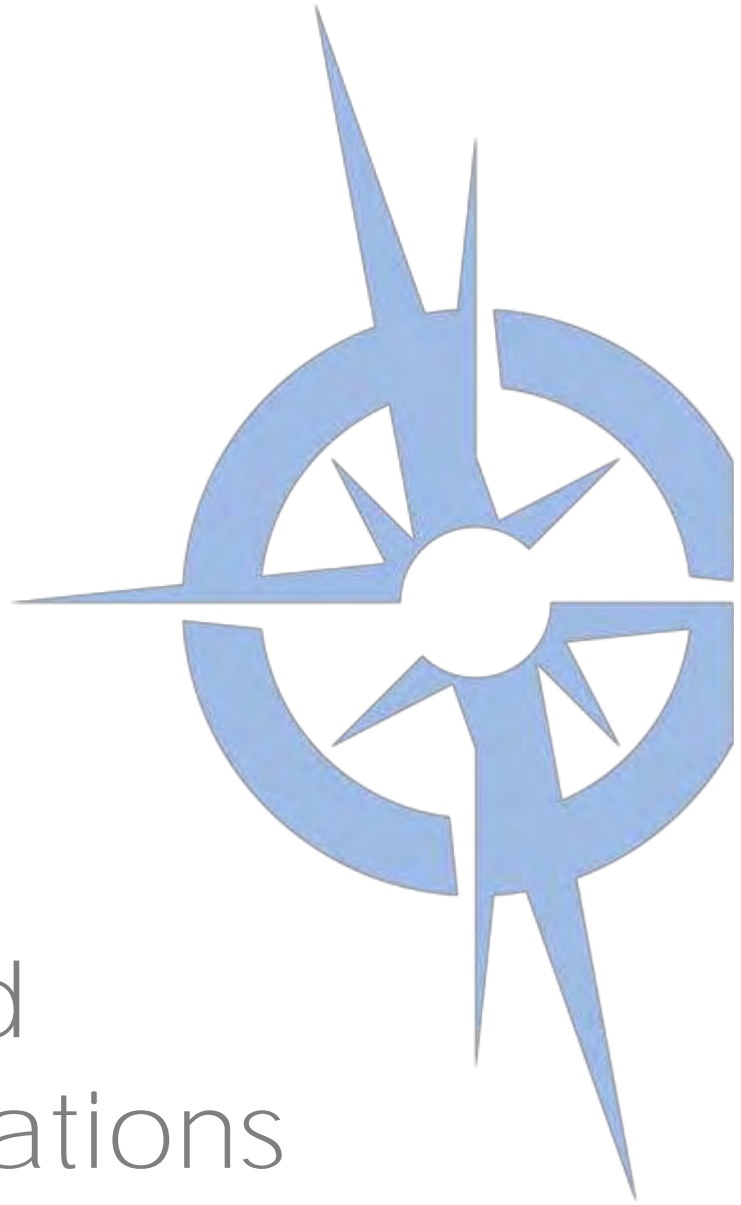
'Corporate services and Management' (59%) is the key contributor toward overall satisfaction with Council's performance.

The services and facilities grouped under this banner include:

- Council responsiveness to community needs
- Informing the community of Council decisions
- Consulting with the community
- Council leadership and advocacy
- Town planning
- Development applications
- Encouraging new small business and investment
- Encouraging tourism
- Festivals and events
- Protection of the natural environment and wildlife
- Land use planning

This is not to indicate that the other priority areas are less important, but rather that some of the services and facilities grouped under the banner of 'Corporate services and Management' are stronger drivers of resident satisfaction.





Summary and Recommendations

Summary and Recommendations

Summary

82% of residents were at least 'somewhat satisfied' with the overall performance of Council. This is in line with the satisfaction scores for both 'regional' and 'all councils'.

Furthermore, the Shapley Regression Analysis – which looks for the underlying drivers of overall satisfaction – has identified community engagement as a key issue for Council to focus on. The top 4 key drivers of overall satisfaction were all attributes of community engagement, including:

- Council responsiveness to community needs
- Council leadership and advocacy
- Consulting with the community
- Informing the community of Council decisions

As we have observed across many regional councils, Lismore residents considered road maintenance to be the most pressing priority issue for their LGA. The key outcomes of the performance gap analysis also affirm that road maintenance is the area of least relative satisfaction.

Residents also highlighted a need for Council to prioritise human services such as affordable housing, generating local employment, and community safety/crime and drug prevention.

Affordable housing was a recurring issue for residents, with 42% disagreeing with the statement, 'The community has access to affordable housing'. This was also ranked as the second highest priority under the CSP direction of "Community".

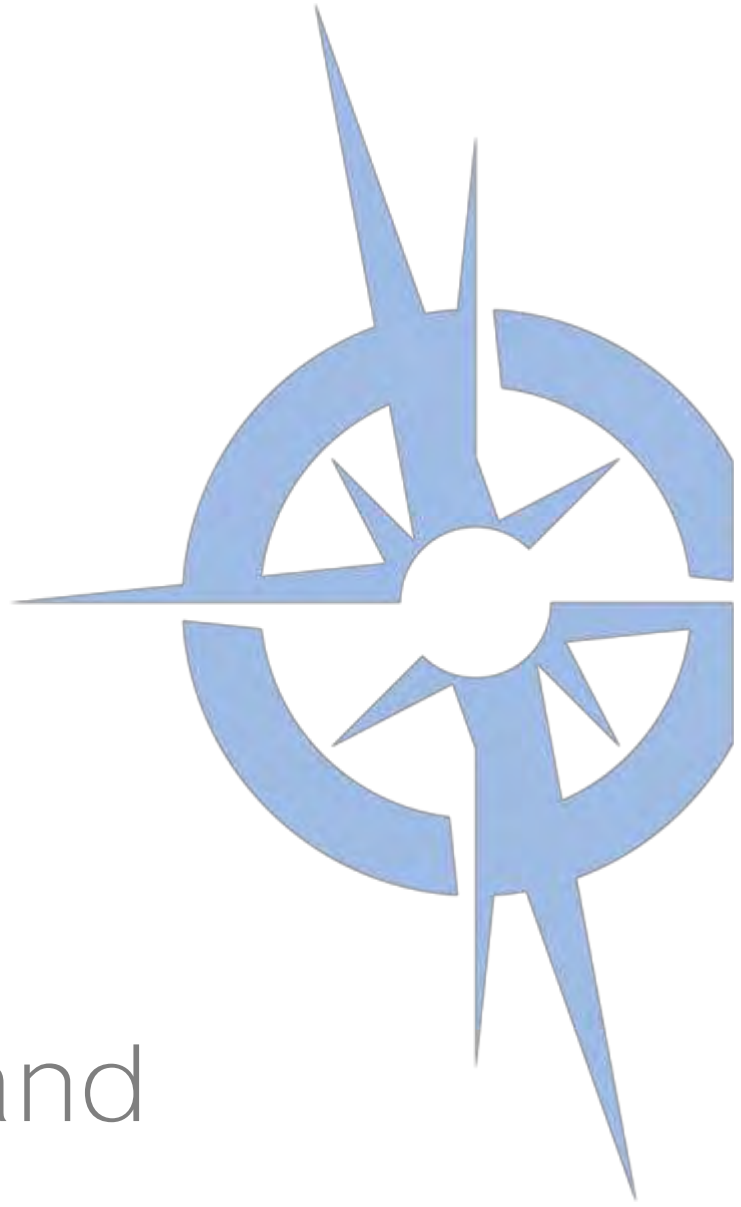
Whilst there are opportunities for improvement in the areas mentioned, residents are positive about living in the Lismore LGA. There is a strong sense of community pride amongst residents, with almost three quarters agreeing that 'I am proud to say I'm a resident of Lismore' and 'The Lismore area is a great place for people like me'.

Recommendations

Based on the results of this research, Council should:

1. Encourage community engagement and actively respond to the needs of the community. Council may consider the use of qualitative focus groups to explore some of the key issues further and consolidate community expectations in these areas
2. Increase investment in local roads (both sealed and unsealed)
3. Explore opportunities to address the need for more affordable housing for the community





Section A – Importance and Satisfaction

Overall Satisfaction

Summary

82% of residents were at least 'somewhat satisfied' with the performance of Council, with satisfaction significantly higher amongst residents aged 65+. A mean rating of 3.33 is consistent with the mean satisfaction scores for both 'regional' and 'all councils'.

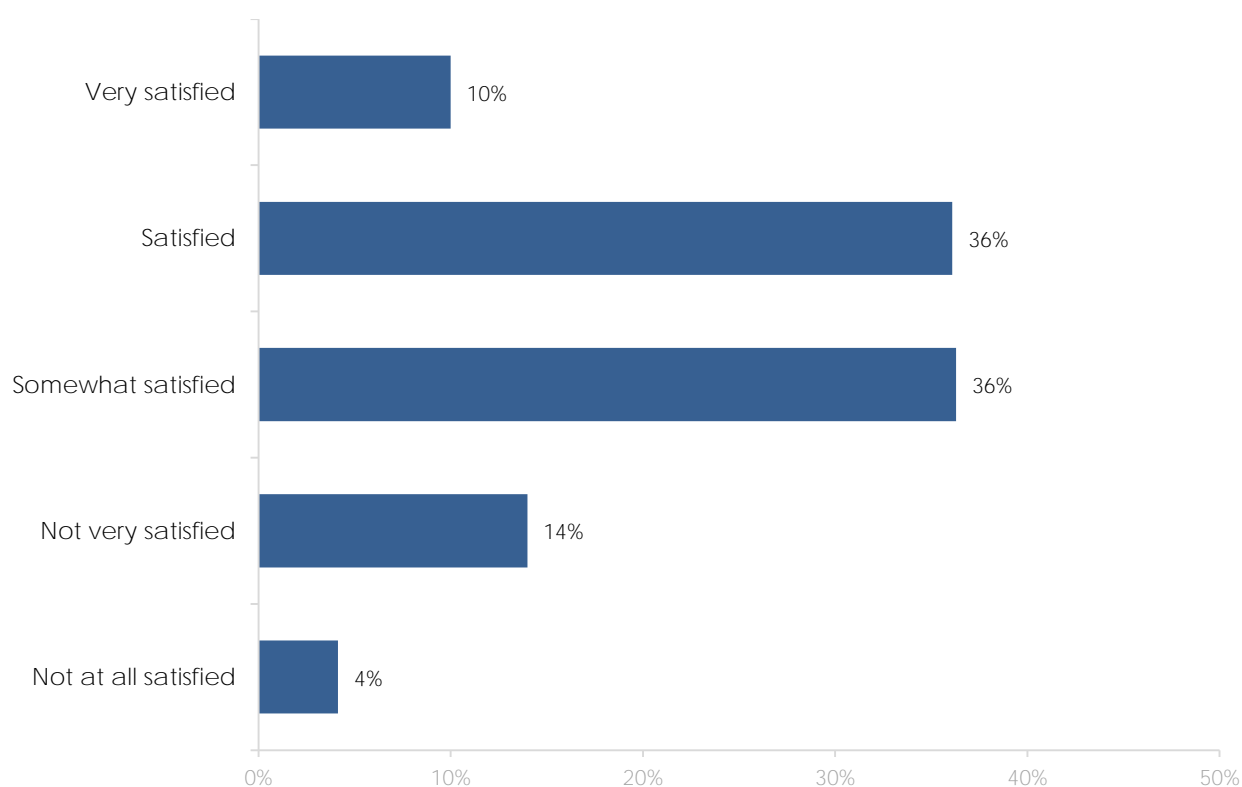
Q2. Overall, for the last 12 months, how satisfied are you with the performance of Council, not just on one or two issues, but across all responsibility areas?

	Overall 2016	Male	Female	18-34	35-49	50-64	65+
Mean ratings	3.33	3.39	3.27	3.23	3.32	3.27	3.55▲

LGA Brand Scores	Regional	All Councils	Lismore 2016
Mean ratings	3.22	3.31	3.33

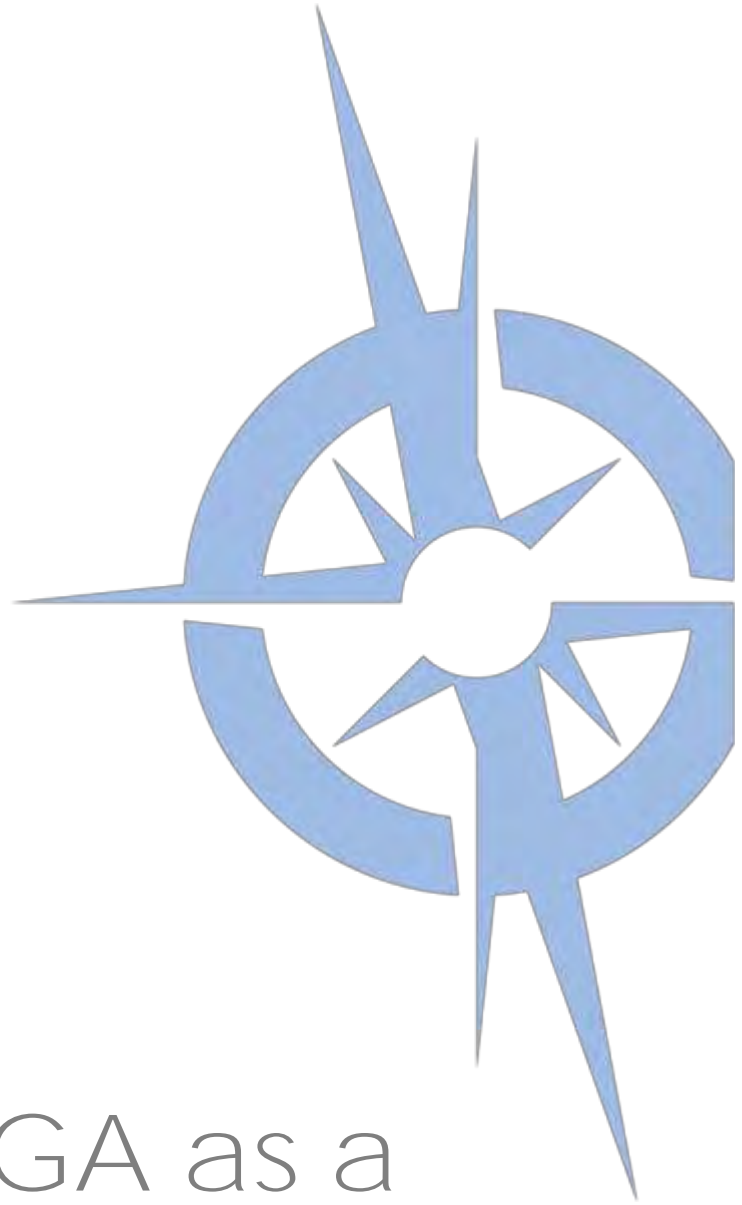
Scale: 1 = not at all satisfied, 5 = very satisfied

▲▼ = significantly higher/lower level of satisfaction (by group)



Base: 2016 N = 502





Section B –
The Lismore LGA as a
Place to Live

Agreement with Specific Statements

Summary

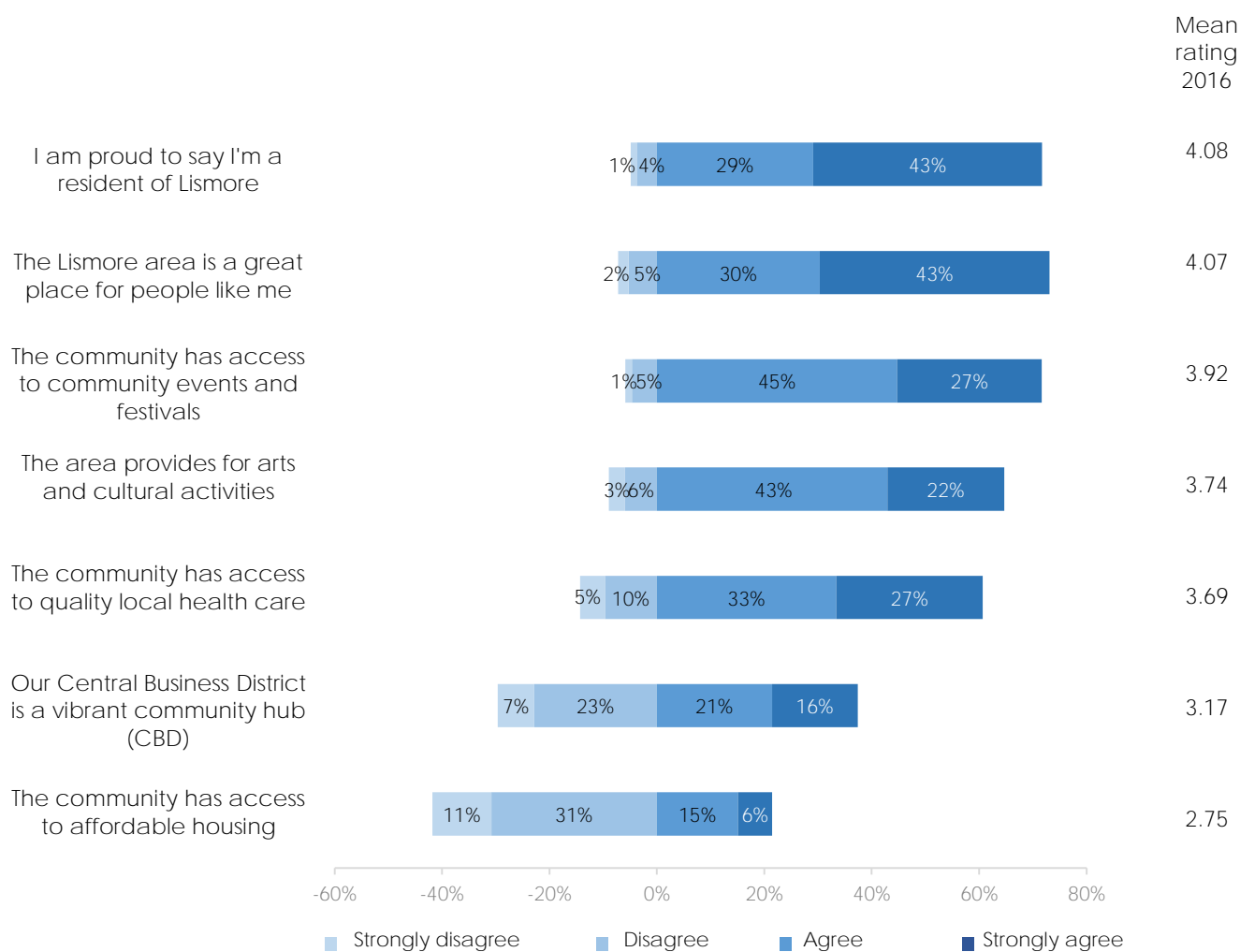
There is a strong sense of community pride amongst residents, with almost three quarters agreeing that 'I am proud to say I'm a resident of Lismore' (72%) and 'The Lismore area is a great place for people like me' (73%). Conversely, 42% disagreed or strongly disagreed with the statement, 'The community has access to affordable housing'. This is consistent with the priorities residents consider for the area, with affordable housing being frequently mentioned.

Females were significantly more likely to agree with 'The Lismore area is a great place for people like me' and 'The community has access to community events and festivals'.

Residents aged 18-34 were significantly more likely to agree with 'The area provides for arts and cultural activities', whilst those aged 65+ were less likely to agree with this statement but more likely to agree with 'I am proud to say I'm a resident of Lismore', 'The Lismore area is a great place for people like me' and 'The community has access to quality local health care'.

50-64 year olds were less likely to agree that 'Our Central Business District is a vibrant community hub (CBD)'.

Q3. I am going to read out a list of statements about the Lismore City Local Government area and would like you to rate your agreement, or disagreement, with each of these statements.



Base: N = 502

Scale: 1 = completely disagree, 5 = completely agree



Safety at Night

Summary

Overall, feelings of safety were 'moderately low' amongst residents of the Lismore LGA, with only one third of residents feeling completely safe when walking alone at night (28%).

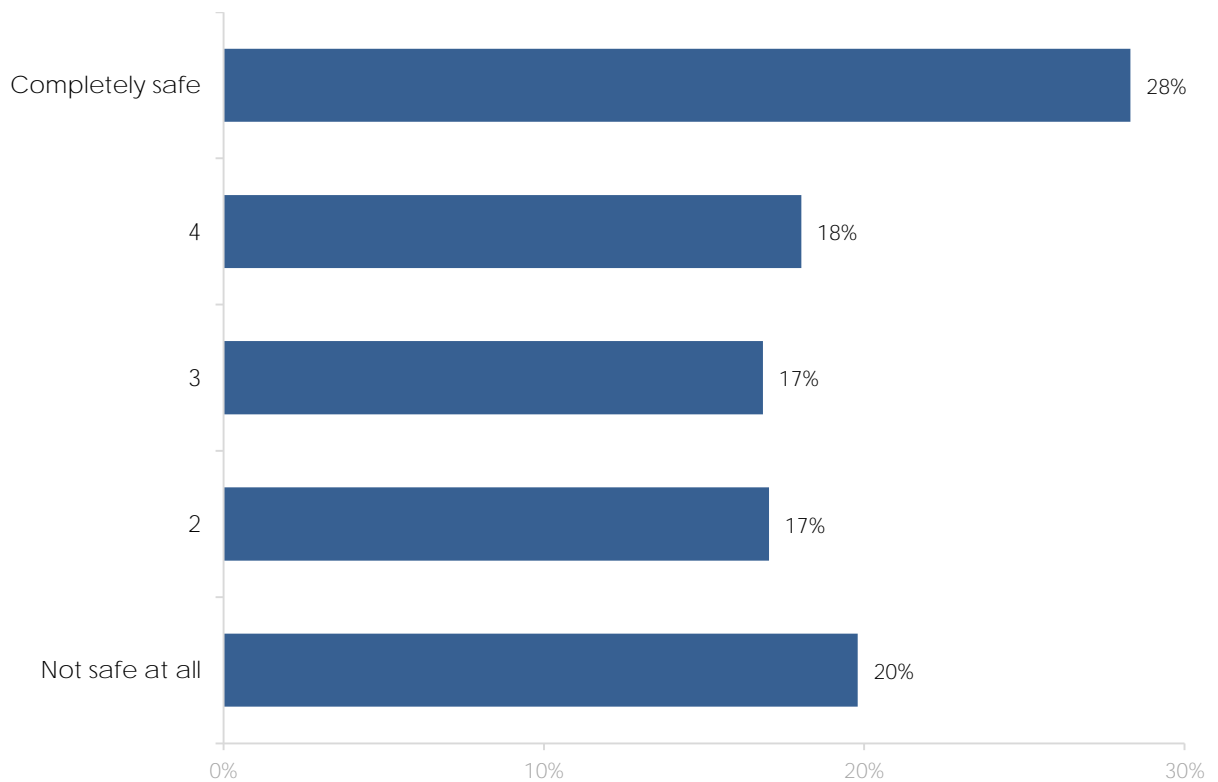
Males were significantly more likely to feel safe.

Residents aged 35-49 were significantly more likely to feel safe, whilst those aged 65+ were significantly less likely.

Q4. How would you rate how safe you feel walking alone at night within a short distance from your home?

	Overall 2016	Male	Female	18-34	35-49	50-64	65+
Mean ratings	3.18	3.61▲	2.78	3.10	3.48▲	3.24	2.76▼

Scale: 1 = not safe at all, 5 = completely safe
 ▲▼ = significantly higher/lower level (by group)



Base: N = 500



Crime in Your Area

Summary

Positively, residents considered the crime rate to be 'moderately low' in the Lismore LGA.

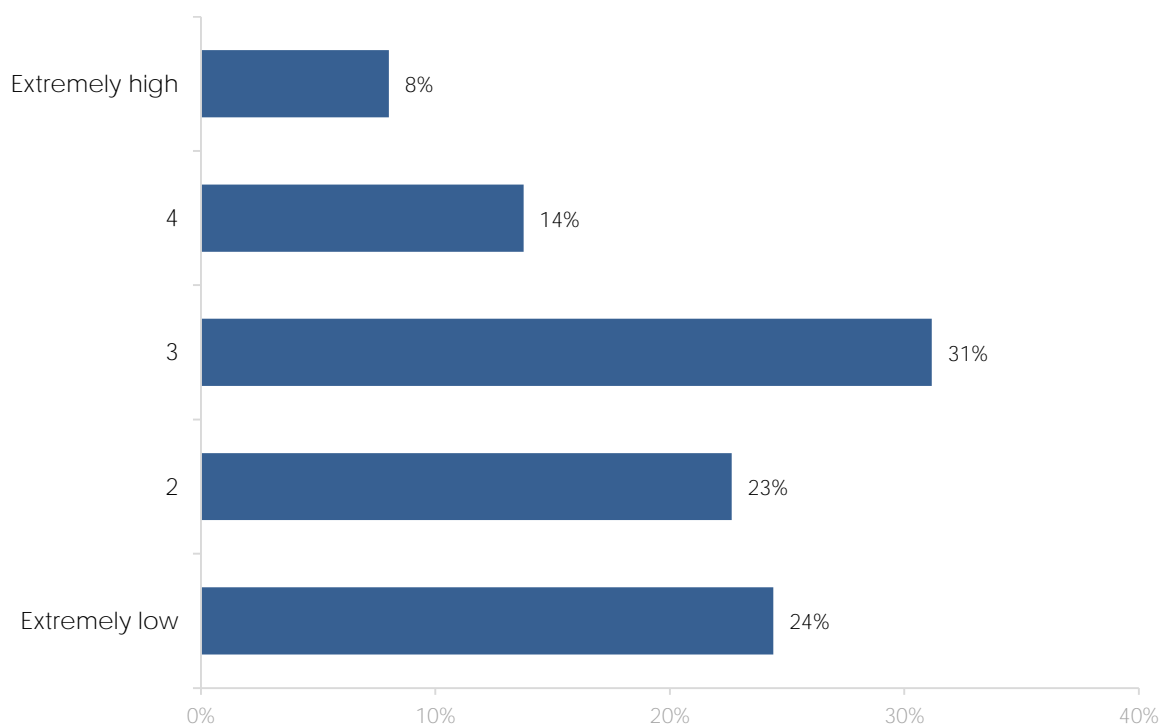
Mean ratings were significantly higher amongst residents aged 65+, indicating that older residents perceive crime rates to be higher in the Lismore LGA when compared to other age groups.

Q5. How would you rate the level of crime in your local area?

	Overall 2016	Male	Female	18-34	35-49	50-64	65+
Mean ratings	2.58	2.46	2.70	2.55	2.57	2.47	2.82▲

Scale: 1 = extremely low, 5 = extremely high

▲▼ = significantly higher/lower level (by group)



Base: N = 501



Changes in Crime Levels

Summary

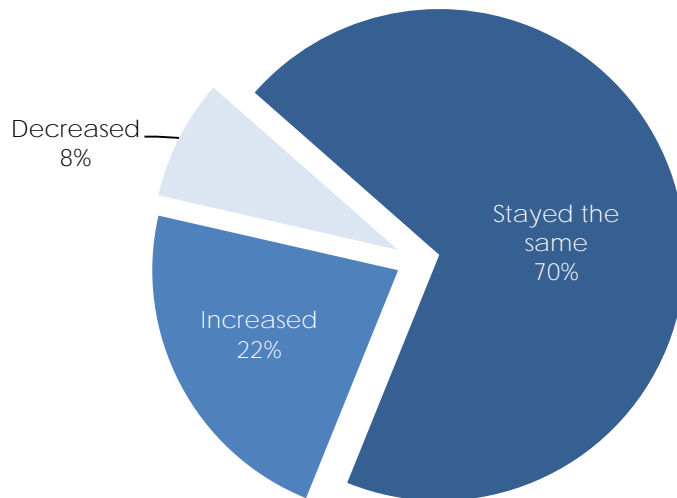
Whilst residents considered the crime rate to be 'moderately low', 92% of residents have seen no reduction in crime rates over the last 12 months. Of these, 22% believed crime rates have increased.

Whilst the majority of females believed the level of crime had remained the same as 12 months ago, there is significant growth in those who believe the level of crime had increased, with males more likely to believe it has remained the same.

Q6. Would you say the level of crime in your local area has increased, decreased or stayed the same over the last 12 months?

	Overall 2016	Male	Female	18-34	35-49	50-64	65+
Increased	22%	15%	30%▲	28%	22%	19%	22%
Stayed the same	70%	75%▲	64%	61%	72%	75%	70%
Decreased	8%	10%	6%	11%	6%	7%	8%

▲▼ = significantly higher/lower percentage (by group)



Base: N = 502



Key Priority Issues for the Lismore LGA

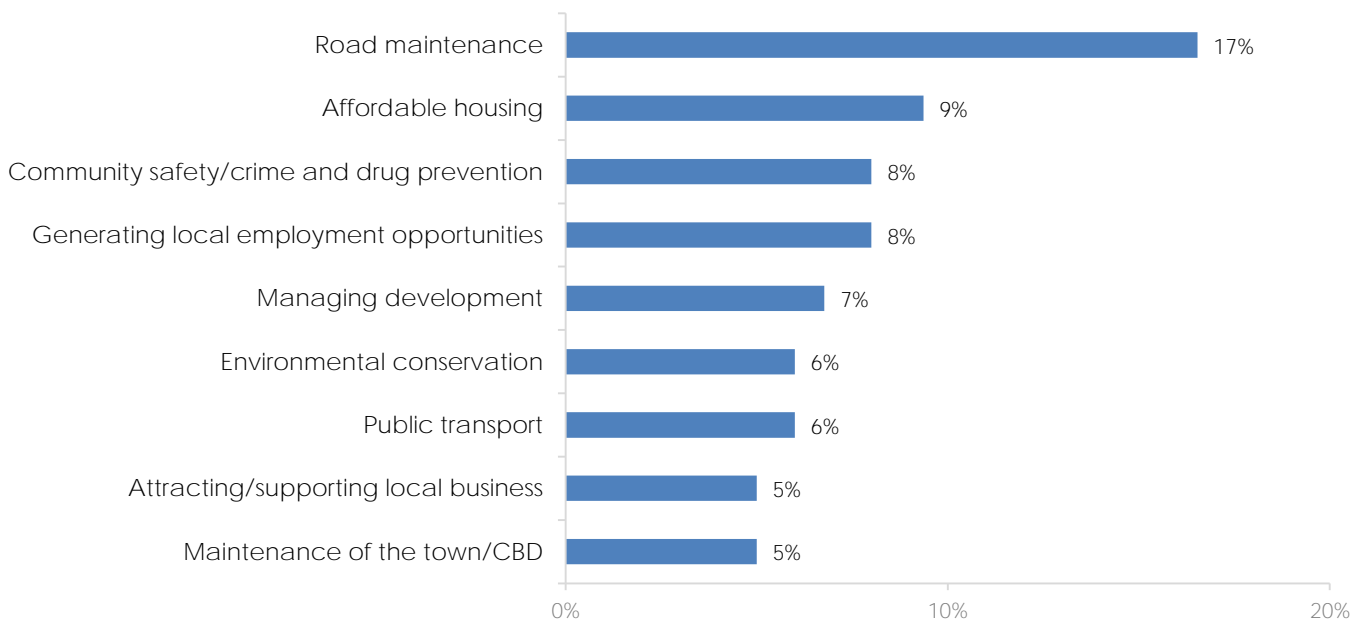
Summary

Residents considered the most pressing priority issue to be 'Road maintenance' (17%), followed by 'Affordable housing' (9%), 'Community safety/crime and drug prevention' (8%) and 'Generating local employment opportunities' (8%).

Q7. Thinking of the next 10 years, what do you think is the key priority for the local area?

Word Frequency Tagging

Verbatim responses for this question were collated and entered into analytical software. This analysis 'counts' the number of times a particular word or phrase appears and, based on the frequency of that word or phrase, a font size is generated. The larger the font, the more frequently the word or sentiment is mentioned.



Base: N = 502



Other Priority Issues for the Lismore LGA

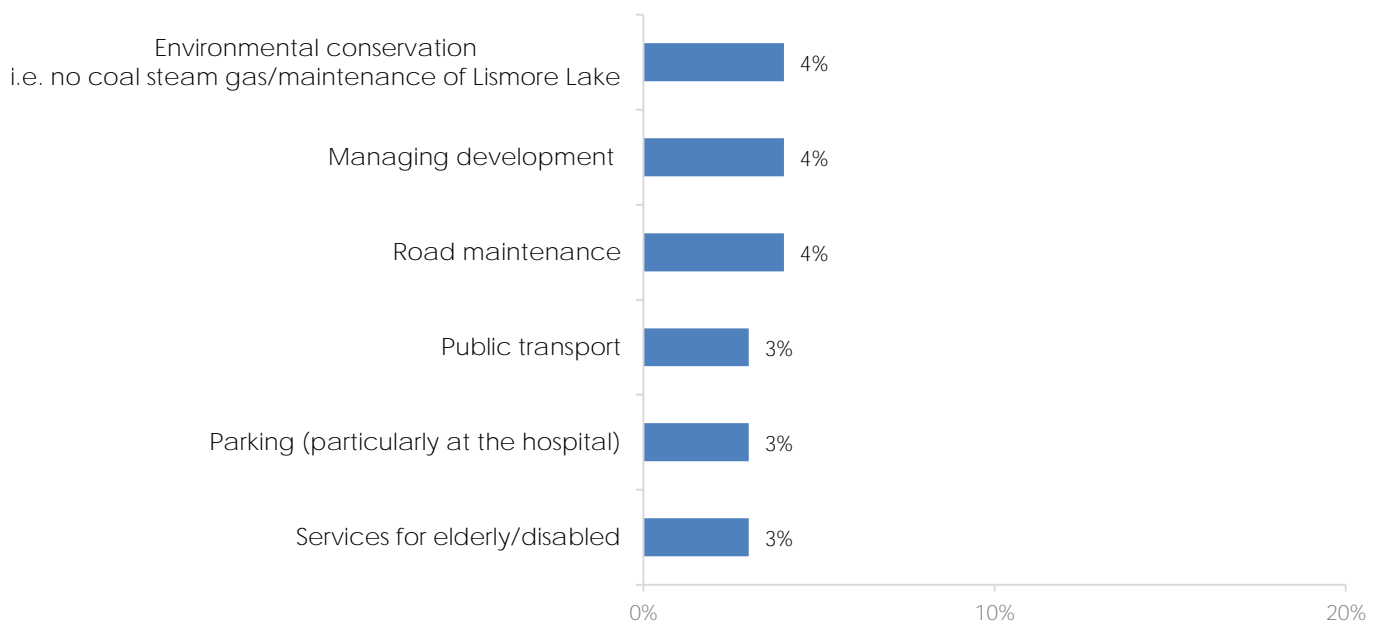
Summary

The top four 'other priorities' residents mentioned were also listed as key priorities, emphasising a need for Council to focus on these issues. Whilst there were a number of other priorities mentioned, 68% of residents could not think of any.

Q9. Can you think of any other priorities that should be considered in the future?

Word Frequency Tagging

Verbatim responses for this question were collated and entered into analytical software. This analysis 'counts' the number of times a particular word or phrase appears and, based on the frequency of that word or phrase, a font size is generated. The larger the font, the more frequently the word or sentiment is mentioned.



Base: N = 502





Section C – CSP
Questions

Community

Summary

The top 4 priority areas were prioritised by more than 90% of residents. These were;

- Affordable health (95%)
- Safety and wellbeing (93%)
- Affordable housing (93%)
- Improved transport options (91%)

Residents considered the lowest priority to be 'Lismore as a community cultural centre', although more than two-thirds rated it a priority (68%).

Females and those aged 18-34 were significantly more likely to prioritise 'Affordable health', with 18-34 year olds significantly less likely to prioritise 'Improved transport options'.

Residents aged 50-64 were significantly more likely to consider 'Improved transport options' and 'Lismore as a community cultural centre' to be a priority, whilst those aged 65+ prioritised 'Safety and wellbeing', 'Partnership with service providers', 'Lismore as a sporting centre' and 'Improved transport options' significantly more.

Residents aged 35-49 were significantly less likely to prioritise 'Affordable housing'.

Q8a. For each of the following, could you please indicate which of the following are priorities for you/your household?



Base: N = 502



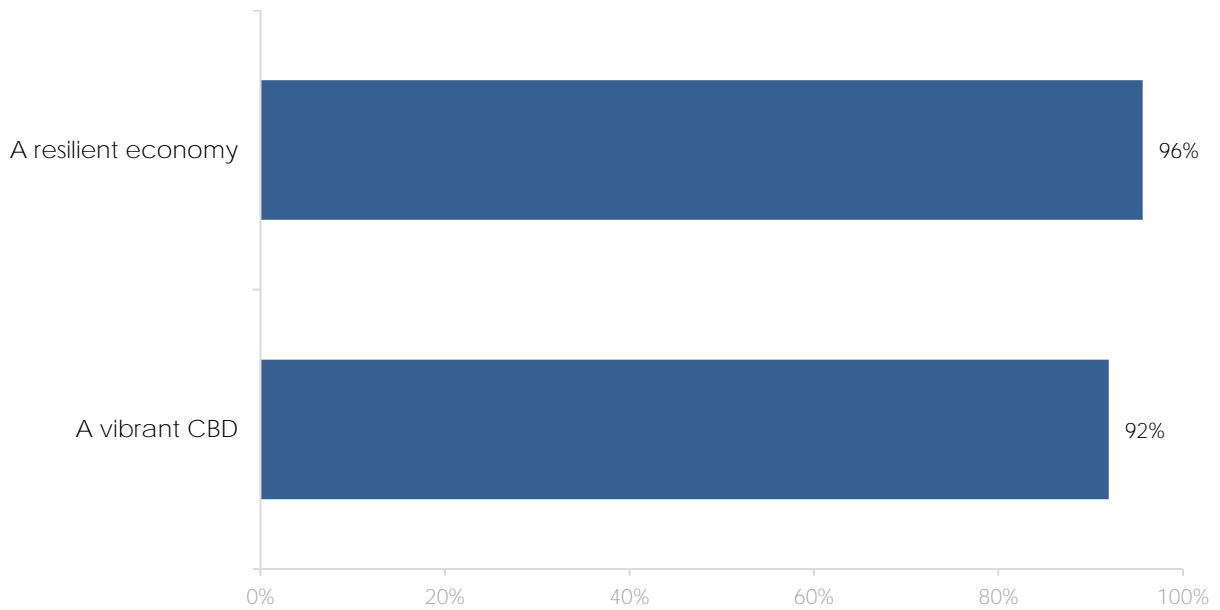
Economy

Summary

Both of these categories were prioritised by at least 92% of residents.

Those aged 18-34 were significantly less likely to prioritise 'A vibrant CBD'.

Q8b. For each of the following, could you please indicate which of the following are priorities for you/your household?



Base: N = 502



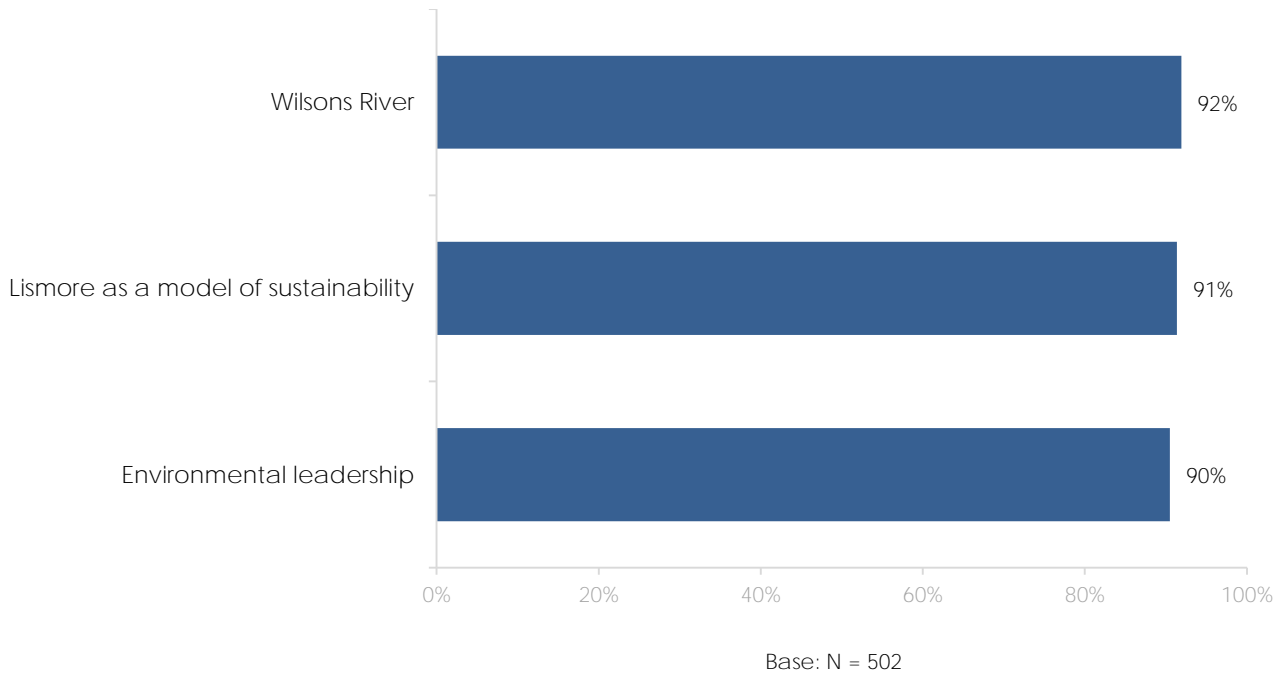
Environment

Summary

Each of these areas was prioritised by at least 90% of residents.

Wilsons River was rated the highest (92%), however residents aged 35-49 were significantly less likely to consider this a priority.

Q8c. For each of the following, could you please indicate which of the following are priorities for you/your household?



Services

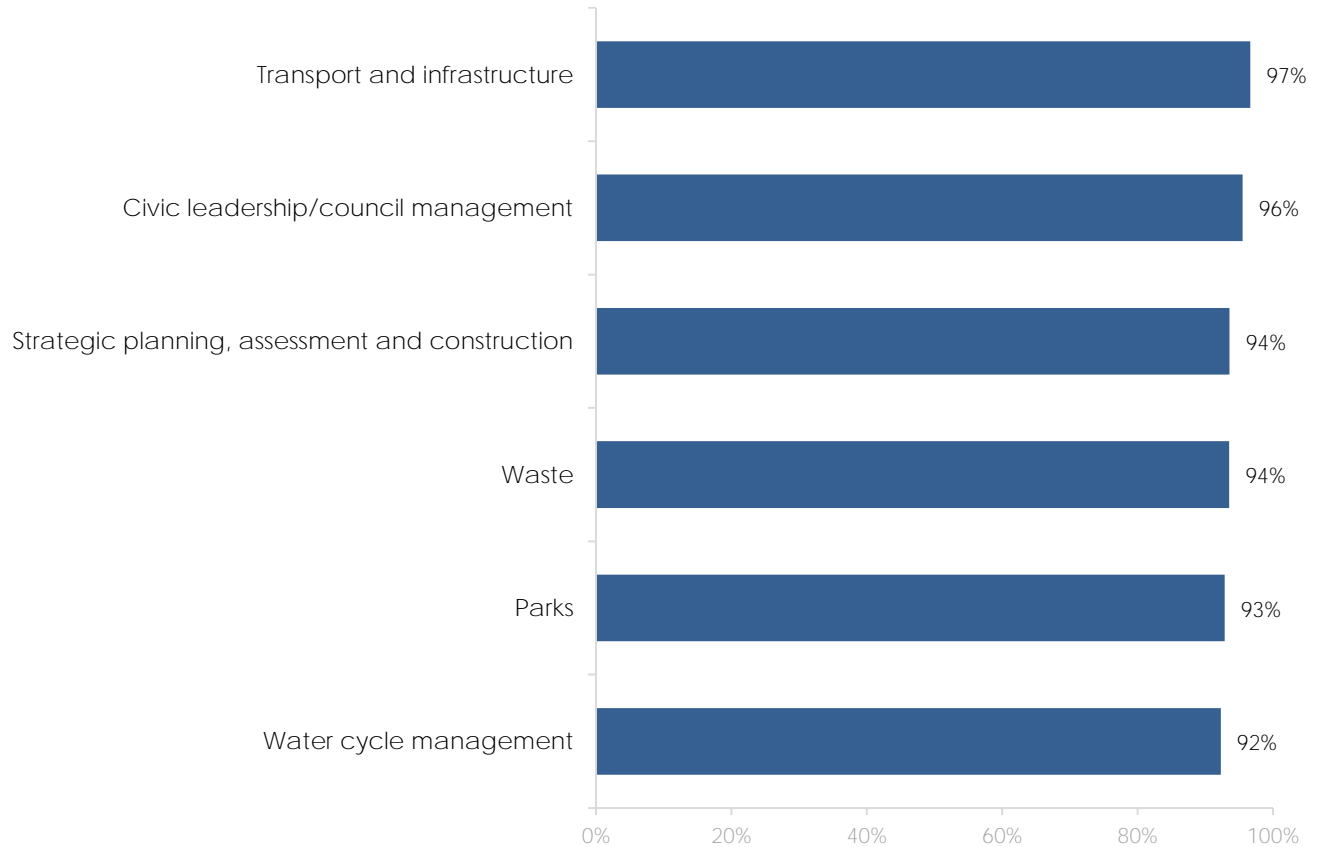
Summary

Each of these areas was prioritised by at least 92% of residents.

'Transport and infrastructure' received the highest rating (97%).

Females were significantly more likely to prioritise 'Parks' and 'Civic leadership/council management'.

Q8d. For each of the following, could you please indicate which of the following are priorities for you/your household?



Base: N = 502





Section D – Lismore Lake Pool

Awareness of Lismore Lake Pool

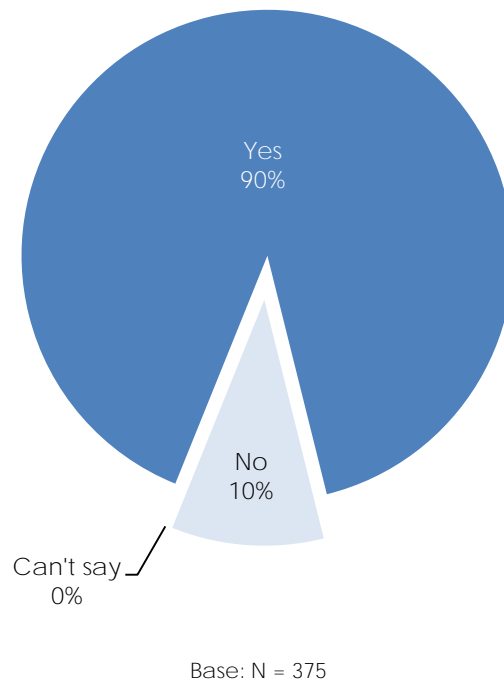
Summary

90% of residents were aware of the Lismore Lake Pool, with awareness levels being significantly lower amongst those aged 35-49.

Q10a. Are you aware of the Lismore Lake Pool, which has been closed for five or so years?

	Overall 2016	Male	Female	18-34	35-49	50-64	65+
Yes	90%	90%	90%	88%	83% ▼	94%	95%
No	10%	10%	10%	12%	17%	6%	5%
Can't say	0%	0%	0%	0%	0%	0%	0%

▲ ▼ = significantly higher/lower percentage (by group)



Investment to Refurbish and Reopen Lismore Lake Pool

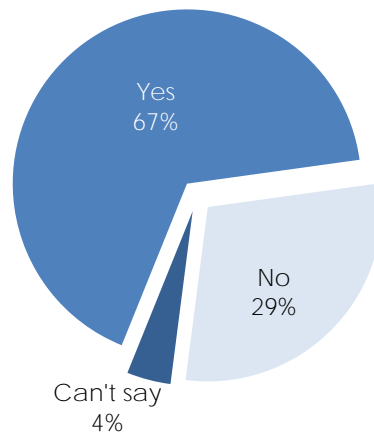
Summary

67% of residents believed that Lismore City Council should invest resources to refurbish and reopen the Lismore Lake Pool. Females and residents aged 65+ were significantly more likely to feel this way. The majority of residents (96%), did not ask how much the required investment is likely to be.

Q10b. Do you believe that Lismore City Council should invest resources to refurbish and reopen the Lismore Lake Pool?

	Overall 2016	Male	Female	18-34	35-49	50-64	65+
Yes	67%	57%	75%▲	66%	62%	62%	80%▲
No	29%	38%	21%	28%	33%	36%	17%
Can't say	4%	5%	3%	7%	6%	2%	2%

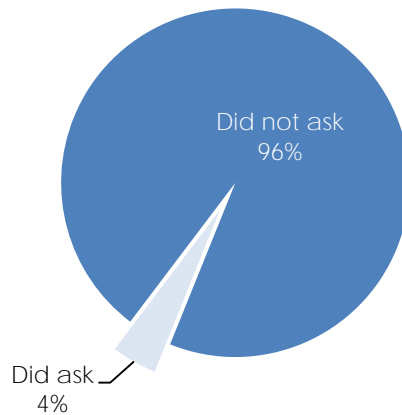
▲▼ = significantly higher/lower percentage (by group)



Base: N = 337

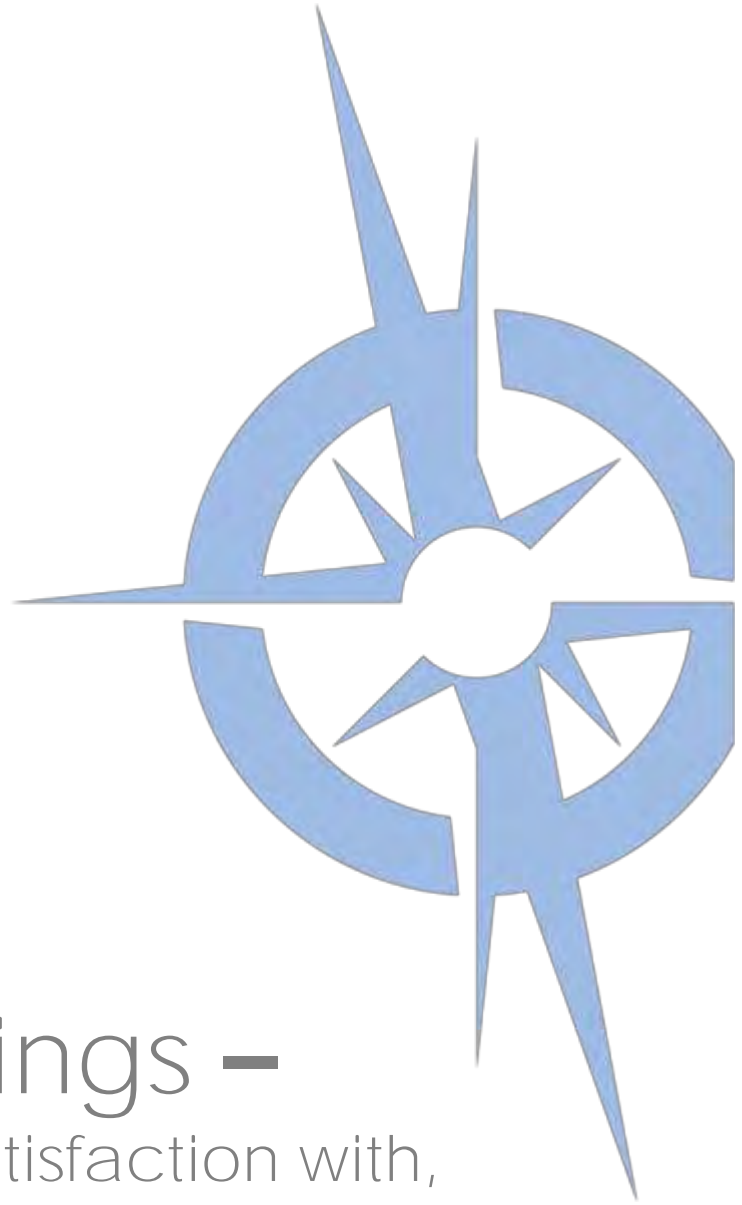
Q10c. Please select whether the respondent asked, or did not ask, how much the required investment is likely to be:

	Overall 2016	Male	Female	18-34	35-49	50-64	65+
Did ask	4%	6%	2%	4%	8%	2%	3%
Did not ask	96%	94%	98%	96%	92%	98%	97%



Base: N = 301



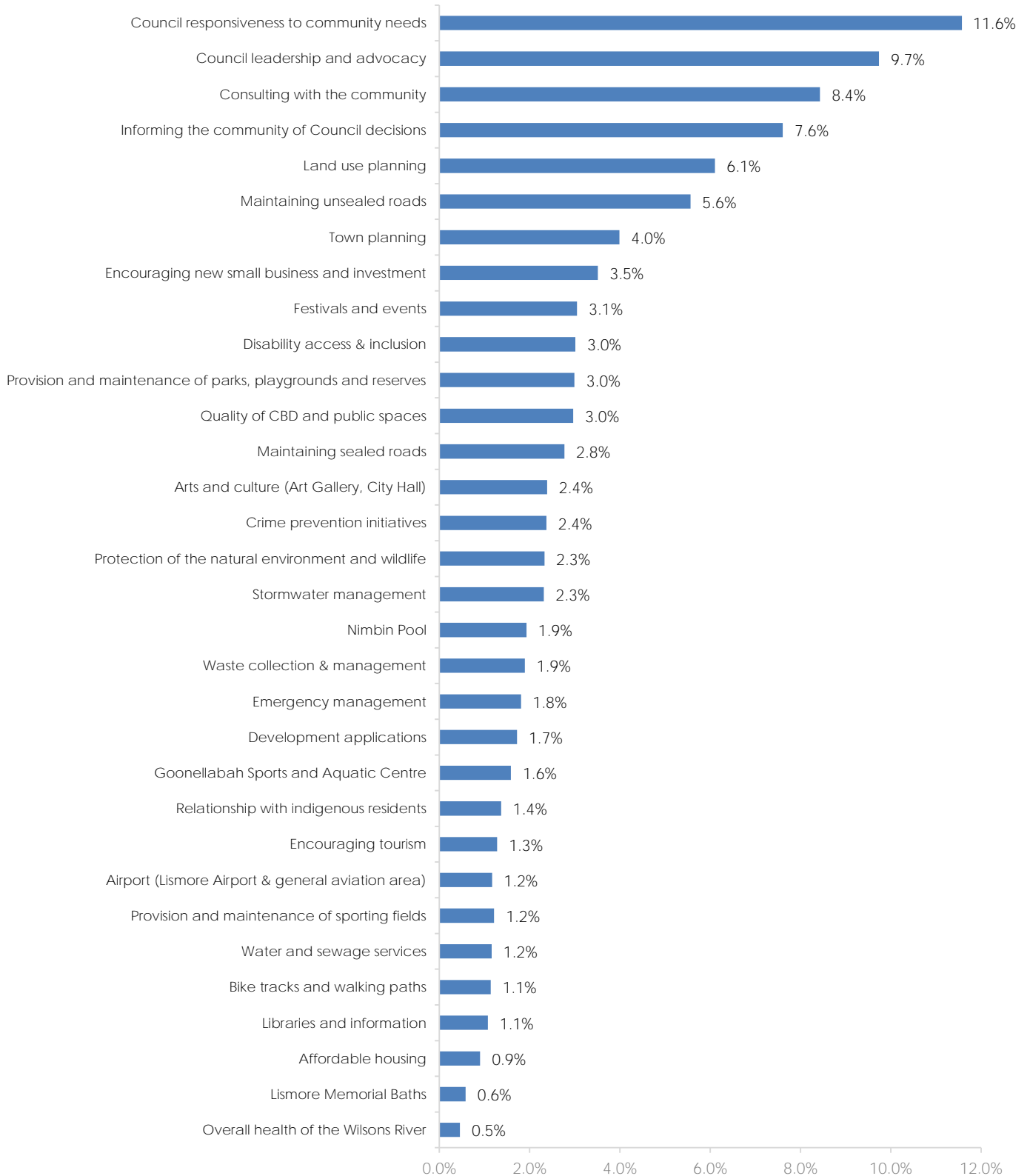


Detailed Findings – Importance of, and Satisfaction with, Council Services & Facilities

Influence on Overall Satisfaction

A core element of this community survey was the rating of 32 facilities/services in terms of Importance and Satisfaction. This section reports the Shapley Regression analysis undertaken on these measures – and the detailed responses to the measures themselves.

The chart below summarises the influence of the 32 facilities/services on overall satisfaction with Council's performance, based on the Shapley Regressions:



Service Areas

Each of the 32 facilities/services were grouped into service areas as detailed below

Community Facilities

Provision and maintenance of sporting fields
Provision and maintenance of parks, playgrounds and reserves
Libraries and information
Quality of CBD and public spaces
Airport (Lismore Airport & general aviation area)
Goonellabah Sports and Aquatic Centre
Lismore Memorial Baths
Nimbin Pool
Arts and culture (Art Gallery, City Hall)

Infrastructure

Maintaining sealed roads
Maintaining unsealed roads
Waste collection & management
Water and sewage services
Bike tracks and walking paths
Stormwater management
Emergency management
Overall health of the Wilsons River

Human Services

Relationship with indigenous residents
Affordable housing
Crime prevention initiatives
Disability access & inclusion

Corporate Services and Management

Council responsiveness to community needs
Informing the community of Council decisions
Consulting with the community
Council leadership and advocacy
Town planning
Development applications
Encouraging new small business and investment
Encouraging tourism
Festivals and events
Protection of the natural environment and wildlife
Land use planning

An Explanation

The following pages detail the Shapley findings for each service area, and summarise the stated importance and satisfaction ratings by key demographics.

Importance

For the stated importance ratings, residents were asked to rate how important each of the criteria was to them, on a scale of 1 to 5.

Satisfaction

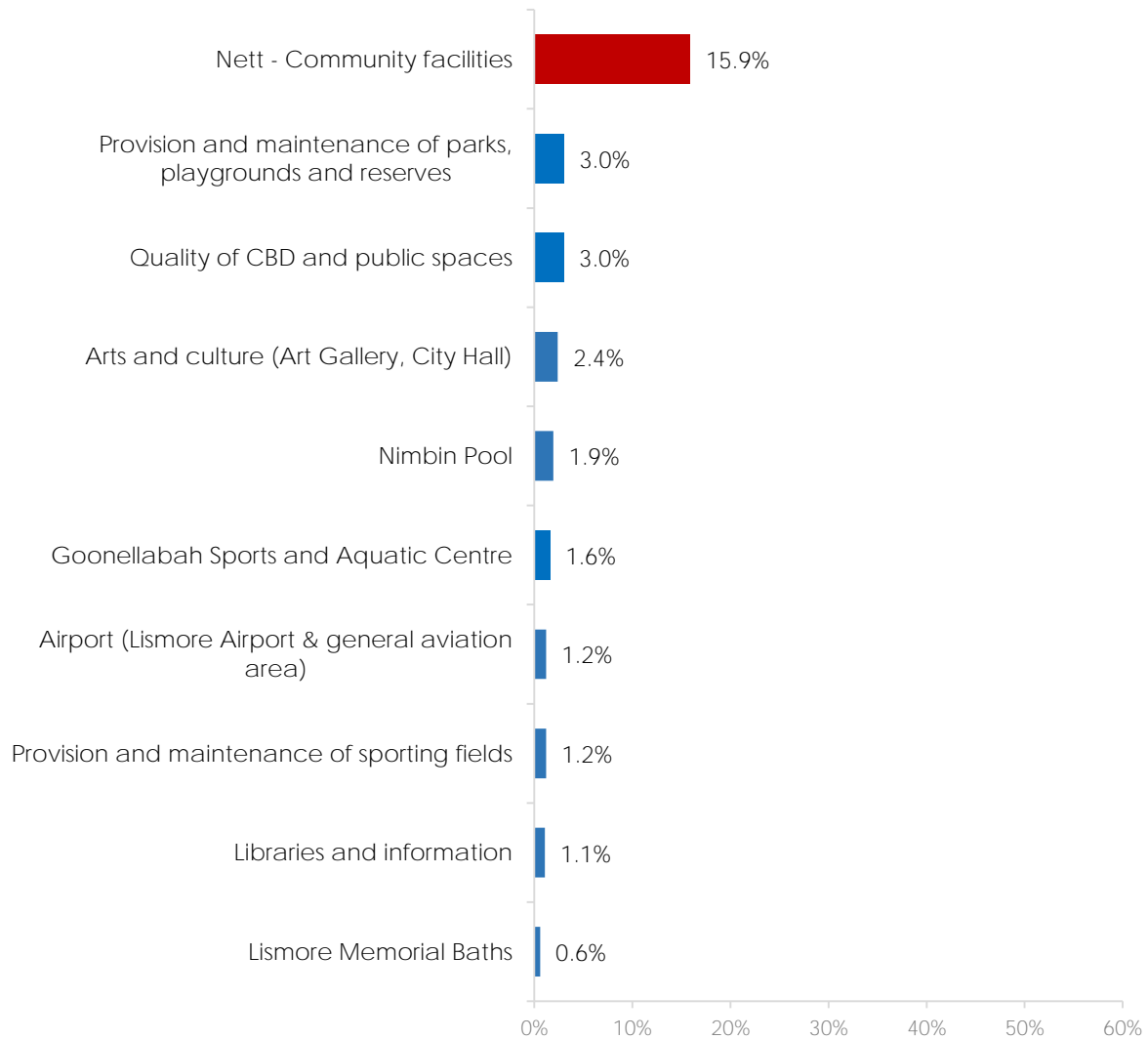
Any resident who had rated the importance of a particular criterion a 4 or 5 was then asked how satisfied they were with the performance of Council for that service or facility. There was an option for residents to answer 'don't know' to satisfaction, as they may not have personally used a particular service or facility.



Service Area 1: Community Facilities

Shapley Regression

Contributes to Almost 16% of Overall Satisfaction with Council



Service Area 1: Community Facilities

Overview of Importance Rating Scores by Key Demographics

Residents were asked to rate the importance of each criteria.

Importance – overall

High	Quality of CBD and public spaces Provision and maintenance of parks, playgrounds and reserves
Moderately high	Libraries and information
Moderate	Airport (Lismore Airport & general aviation area) Arts and culture (Art Gallery, City Hall) Lismore Memorial Baths Goonellabah Sports and Aquatic Centre
Low	Provision and maintenance of sporting fields Nimbin Pool

Importance – by age

Residents aged 35-49 rated 'Provision and maintenance of parks, playgrounds and reserves' and 'Lismore Memorial Baths' significantly higher in importance. Residents of this age group also rated 'Airport (Lismore Airport & general aviation area)' significantly lower in importance, whilst those aged 50-64 considered this to be significantly more important.

Residents aged 65+ considered 'Provision and maintenance of parks, playgrounds and reserves' and 'Arts and culture (Art Gallery, City Hall)' to be of significantly lower importance.

Importance – by gender

Females rated 'Libraries and information' significantly higher in importance.



Service Area 1: Community Facilities

Importance Mean Scores by Key Demographics

	Overall	Male	Female	18-34	35-49	50-64	65+
Provision and maintenance of sporting fields	3.11	3.15	3.07	3.09	3.26	3.03	3.03
Provision and maintenance of parks, playgrounds and reserves	4.13	4.07	4.19	4.15	4.47	4.05	3.77
Libraries and information	3.86	3.68	4.04	3.79	4.05	3.82	3.77
Quality of CBD and public spaces	4.16	4.12	4.21	4.20	4.22	4.10	4.14
Airport (Lismore Airport & general aviation area)	3.42	3.47	3.38	3.39	3.12	3.65	3.56
Goonellabah Sports and Aquatic Centre	3.19	3.07	3.29	3.32	3.27	3.05	3.11
Lismore Memorial Baths	3.21	3.09	3.32	3.00	3.51	3.25	3.02
Nimbin Pool	2.13	2.21	2.06	1.97	2.31	2.17	2.05
Arts and culture (Art Gallery, City Hall)	3.33	3.22	3.43	3.40	3.30	3.50	3.01

Scale: 1 = not at all important, 5 = very important

Significantly higher/lower level of importance (by group)

Detailed Overall Response for Importance

	Not at all important	Not very important	Somewhat important	Important	Very important	Total %	Base
Provision and maintenance of sporting fields	13%	18%	30%	23%	16%	100%	502
Provision and maintenance of parks, playgrounds and reserves	3%	4%	17%	30%	46%	100%	502
Libraries and information	7%	8%	21%	23%	42%	100%	502
Quality of CBD and public spaces	3%	4%	14%	32%	47%	100%	502
Airport (Lismore Airport & general aviation area)	14%	12%	23%	19%	32%	100%	502
Goonellabah Sports and Aquatic Centre	18%	14%	23%	21%	24%	100%	502
Lismore Memorial Baths	15%	16%	25%	21%	23%	100%	502
Nimbin Pool	51%	18%	10%	8%	13%	100%	502
Arts and culture (Art Gallery, City Hall)	18%	11%	20%	22%	28%	100%	502



Service Area 1: Community Facilities

Overview of Satisfaction Rating Scores by Key Demographics

Residents were asked to rate their satisfaction with each criteria.

Satisfaction – overall

High	Goonellabah Sports and Aquatic Centre Libraries and information Lismore Memorial Baths
Moderately high	Nimbin Pool Provision and maintenance of sporting fields Airport (Lismore Airport & general aviation area) Arts and culture (Art Gallery, City Hall)
Moderate	Provision and maintenance of parks, playgrounds and reserves Quality of CBD and public spaces

Satisfaction – by age

Residents aged 65+ were significantly more satisfied with 'Provision and maintenance of parks, playgrounds and reserves', 'Libraries and information', 'Quality of CBD and public spaces', 'Airport (Lismore Airport & general aviation area)' and 'Goonellabah Sports and Aquatic Centre', whilst those aged 50-64 were significantly less satisfied with 'Libraries and information'.

Satisfaction – by gender

Females were significantly more satisfied with 'Lismore Memorial Baths'.



Service Area 1: Community Facilities

Satisfaction Mean Scores by Key Demographics

	Overall	Male	Female	18-34	35-49	50-64	65+
Provision and maintenance of sporting fields	3.83	3.84	3.82	4.02	3.73	3.67	3.98
Provision and maintenance of parks, playgrounds and reserves	3.50	3.44	3.56	3.21	3.48	3.58	3.83
Libraries and information	4.05	4.12	4.00	3.97	4.02	3.87	4.47
Quality of CBD and public spaces	3.11	3.04	3.17	3.00	3.13	2.98	3.40
Airport (Lismore Airport & general aviation area)	3.80	3.72	3.89	3.61	3.56	3.85	4.17
Goonellabah Sports and Aquatic Centre	4.06	4.01	4.11	4.24	3.91	3.88	4.30
Lismore Memorial Baths	3.94	3.75	4.10	3.97	3.96	3.88	3.98
Nimbin Pool	3.83	3.70	3.98	4.06	3.69	3.81	3.95
Arts and culture (Art Gallery, City Hall)	3.65	3.64	3.66	3.68	3.51	3.65	3.80

Scale: 1 = not at all satisfied, 5 = very satisfied

Significantly higher/lower level of satisfaction (by group)

Detailed Overall Response for Satisfaction

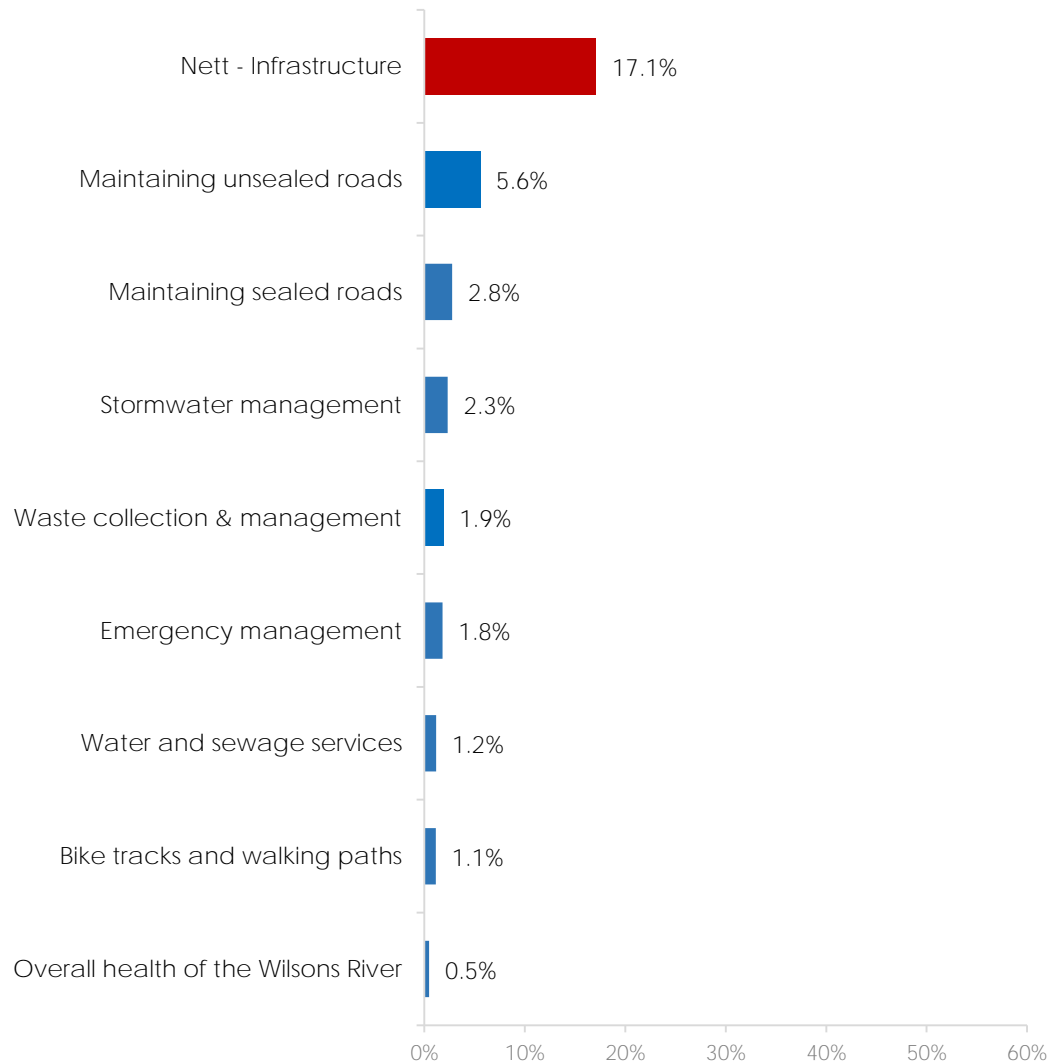
	Not at all satisfied	Not very satisfied	Somewhat satisfied	Satisfied	Very satisfied	Total %	Base
Provision and maintenance of sporting fields	0%	8%	20%	51%	20%	100%	197
Provision and maintenance of parks, playgrounds and reserves	5%	11%	30%	37%	17%	100%	384
Libraries and information	0%	3%	22%	41%	34%	100%	326
Quality of CBD and public spaces	8%	19%	36%	27%	9%	100%	398
Airport (Lismore Airport & general aviation area)	4%	10%	15%	44%	27%	100%	255
Goonellabah Sports and Aquatic Centre	2%	3%	22%	33%	40%	100%	225
Lismore Memorial Baths	2%	7%	17%	45%	29%	100%	218
Nimbin Pool	3%	1%	32%	38%	26%	100%	102
Arts and culture (Art Gallery, City Hall)	0%	10%	30%	45%	15%	100%	254



Service Area 2: Infrastructure

Shapley Regression

Contributes to Over 17% of Overall Satisfaction with Council



Service Area 2: Infrastructure

Overview of Importance Rating Scores by Key Demographics

Residents were asked to rate the importance of each criteria.

Importance – overall

Extremely high	Maintaining sealed roads Waste collection & management Emergency management
Very high	Overall health of the Wilsons River
High	Water and sewage services Stormwater management Maintaining unsealed roads
Moderately high	Bike tracks and walking paths

Importance – by age

Residents aged 50-64 **rated** 'Overall health of the Wilsons River' significantly higher in importance, whilst those aged 35-49 **rated** 'Bike tracks and walking paths' **significantly higher** and 'Emergency management' significantly lower.

Residents aged 65+ **considered** 'Water and sewage services' **to be significantly** higher in importance and 'Maintaining unsealed roads' and 'Bike tracks and walking paths' significantly lower.

Importance – by gender

Females **rated** 'Maintaining unsealed roads', 'Bike tracks and walking paths', 'Stormwater management' and 'Emergency management' significantly higher in importance.



Service Area 2: Infrastructure

Importance Mean Scores by Key Demographics

	Overall	Male	Female	18-34	35-49	50-64	65+
Maintaining sealed roads	4.73	4.71	4.75	4.66	4.74	4.82	4.70
Maintaining unsealed roads	4.14	3.98	4.29	4.29	4.03	4.28	3.89
Waste collection & management	4.63	4.58	4.69	4.62	4.70	4.55	4.68
Water and sewage services	4.17	4.17	4.18	4.03	4.06	4.25	4.41
Bike tracks and walking paths	3.80	3.59	4.00	3.84	4.08	3.75	3.44
Stormwater management	4.15	3.99	4.30	4.12	4.03	4.28	4.15
Emergency management	4.55	4.42	4.67	4.61	4.35	4.66	4.58
Overall health of the Wilsons River	4.39	4.41	4.36	4.17	4.33	4.62	4.38

Scale: 1 = not at all important, 5 = very important

Significantly higher/lower level of importance (by group)

Detailed Overall Response for Importance

	Not at all important	Not very important	Somewhat important	Important	Very important	Total %	Base
Maintaining sealed roads	1%	1%	2%	14%	81%	100%	502
Maintaining unsealed roads	6%	7%	10%	20%	57%	100%	502
Waste collection & management	1%	1%	3%	24%	71%	100%	502
Water and sewage services	11%	4%	5%	17%	63%	100%	502
Bike tracks and walking paths	8%	7%	21%	23%	40%	100%	502
Stormwater management	5%	4%	14%	24%	53%	100%	502
Emergency management	2%	1%	9%	16%	72%	100%	502
Overall health of the Wilsons River	3%	2%	10%	21%	63%	100%	502



Service Area 2: Infrastructure

Overview of Satisfaction Rating Scores by Key Demographics

Residents were asked to rate their satisfaction with each criteria.

Satisfaction – overall

High	Emergency management
	Waste collection & management
Moderately high	Water and sewage services
Moderate	Stormwater management
	Bike tracks and walking paths
Moderately low	Overall health of the Wilsons River
Low	Maintaining sealed roads
	Maintaining unsealed roads

Satisfaction – by age

Residents aged 65+ were significantly more satisfied with all of the criteria, whilst those aged 35-49 were **significantly less satisfied with 'Bike tracks and walking paths'**, and residents aged 50-64 were less satisfied with 'Stormwater management'.

Satisfaction – by gender

There were no significant differences by gender.



Service Area 2: Infrastructure

Satisfaction Mean Scores by Key Demographics

	Overall	Male	Female	18-34	35-49	50-64	65+
Maintaining sealed roads	2.43	2.36	2.49	2.37	2.41	2.32	2.71
Maintaining unsealed roads	2.36	2.37	2.35	2.39	2.34	2.23	2.58
Waste collection & management	3.92	3.91	3.92	3.73	3.80	3.94	4.30
Water and sewage services	3.86	3.95	3.78	3.71	3.76	3.75	4.34
Bike tracks and walking paths	3.06	2.98	3.12	3.41	2.71	2.91	3.50
Stormwater management	3.40	3.36	3.43	3.61	3.30	3.18	3.63
Emergency management	3.99	3.96	4.02	3.85	4.07	3.93	4.18
Overall health of the Wilsons River	2.79	2.68	2.89	2.70	2.67	2.75	3.12

Scale: 1 = not at all satisfied, 5 = very satisfied

Significantly higher/lower level of satisfaction (by group)

Detailed Overall Response for Satisfaction

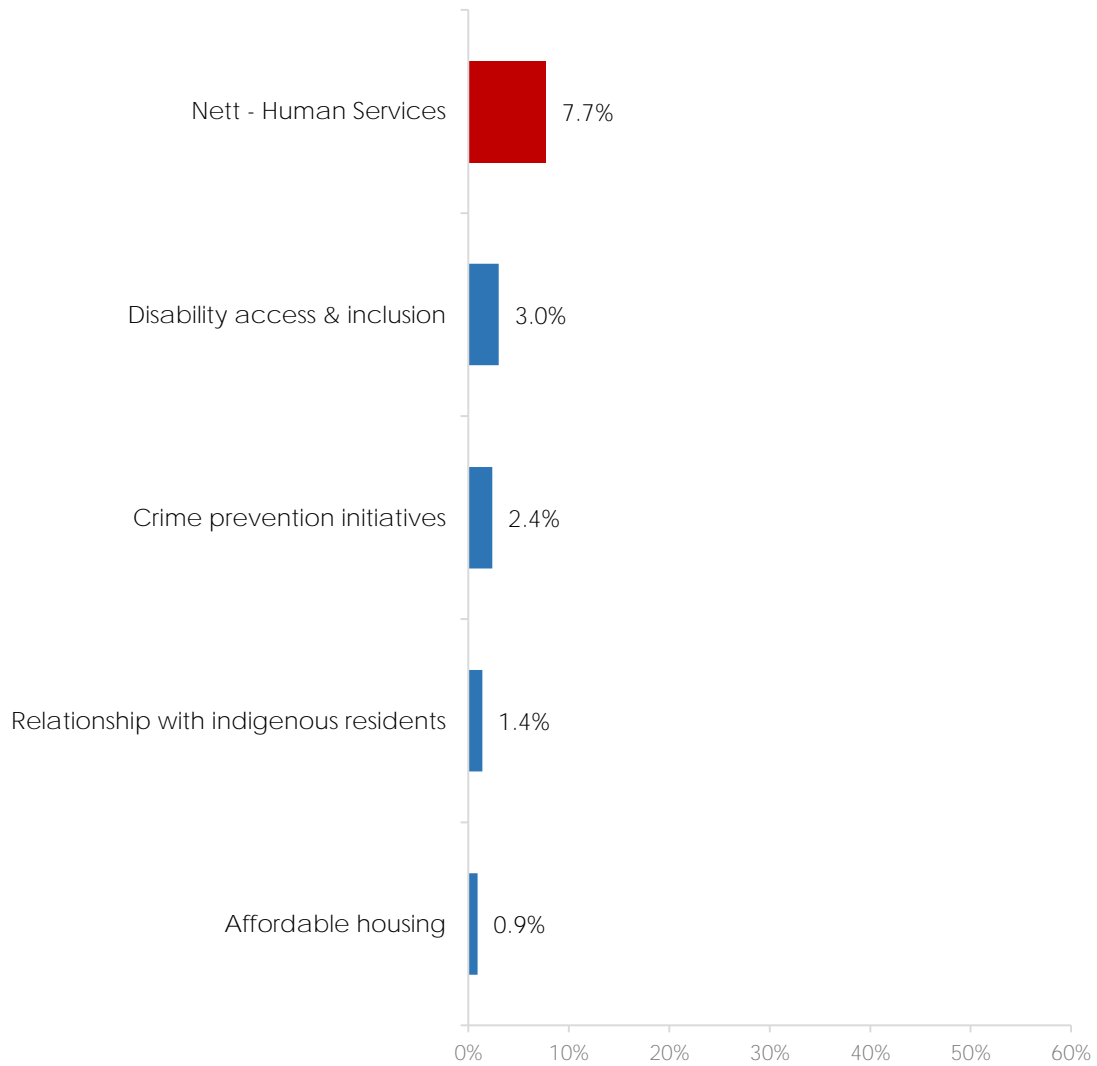
	Not at all satisfied	Not very satisfied	Somewhat satisfied	Satisfied	Very satisfied	Total %	Base
Maintaining sealed roads	23%	30%	33%	8%	6%	100%	480
Maintaining unsealed roads	25%	31%	29%	10%	4%	100%	384
Waste collection & management	6%	6%	18%	30%	40%	100%	477
Water and sewage services	5%	8%	18%	35%	35%	100%	401
Bike tracks and walking paths	9%	25%	26%	30%	9%	100%	317
Stormwater management	6%	11%	35%	32%	15%	100%	382
Emergency management	1%	4%	21%	42%	32%	100%	438
Overall health of the Wilsons River	12%	28%	34%	20%	5%	100%	422



Service Area 3: Human Services

Shapley Regression

Contributes to Almost 8% of Overall Satisfaction with Council



Service Area 3: Human Services

Overview of Importance Rating Scores by Key Demographics

Residents were asked to rate the importance of each criteria.

Importance – overall

Very high	Crime prevention initiatives Disability access & inclusion
High	Affordable housing Relationship with indigenous residents

Importance – by age

There were no significant differences by age.

Importance – by gender

Females **rated** 'Relationship with indigenous residents', 'Crime prevention initiatives' and 'Disability access & inclusion' significantly higher in importance.



Service Area 3: Human Services

Importance Mean Scores by Key Demographics

	Overall	Male	Female	18-34	35-49	50-64	65+
Relationship with indigenous residents	4.18	4.03	4.32	4.19	4.16	4.25	4.11
Affordable housing	4.31	4.21	4.39	4.46	4.31	4.22	4.21
Crime prevention initiatives	4.49	4.31	4.65	4.53	4.41	4.46	4.57
Disability access & inclusion	4.39	4.24	4.52	4.46	4.28	4.41	4.39

Scale: 1 = not at all important, 5 = very important

Significantly higher/lower level of importance (by group)

Detailed Overall Response for Importance

	Not at all important	Not very important	Somewhat important	Important	Very important	Total %	Base
Relationship with indigenous residents	4%	4%	16%	22%	54%	100%	502
Affordable housing	4%	4%	8%	25%	59%	100%	502
Crime prevention initiatives	1%	2%	9%	22%	66%	100%	502
Disability access & inclusion	3%	2%	11%	20%	64%	100%	502



Service Area 3: Human Services

Overview of Satisfaction Rating Scores by Key Demographics

Residents were asked to rate their satisfaction with each criteria.

Satisfaction – overall

Moderate	Disability access & inclusion Crime prevention initiatives
Moderately low	Relationship with indigenous residents Affordable housing

Satisfaction – by age

Residents aged 65+ were significantly more satisfied with 'Relationship with indigenous residents', 'Affordable housing' and 'Crime prevention initiatives', whilst those aged 50-64 were significantly less satisfied with 'Disability access & inclusion'.

Satisfaction – by gender

There were no significant differences by gender.



Service Area 3: Human Services

Satisfaction Mean Scores by Key Demographics

	Overall	Male	Female	18-34	35-49	50-64	65+
Relationship with indigenous residents	3.00	2.99	3.02	3.01	2.81	2.92	3.39
Affordable housing	2.59	2.58	2.59	2.59	2.48	2.50	2.87
Crime prevention initiatives	3.00	2.99	3.00	2.83	3.05	2.84	3.39
Disability access & inclusion	3.33	3.28	3.37	3.36	3.40	3.16	3.44

Scale: 1 = not at all satisfied, 5 = very satisfied

Significantly higher/lower level of satisfaction (by group)

Detailed Overall Response for Satisfaction

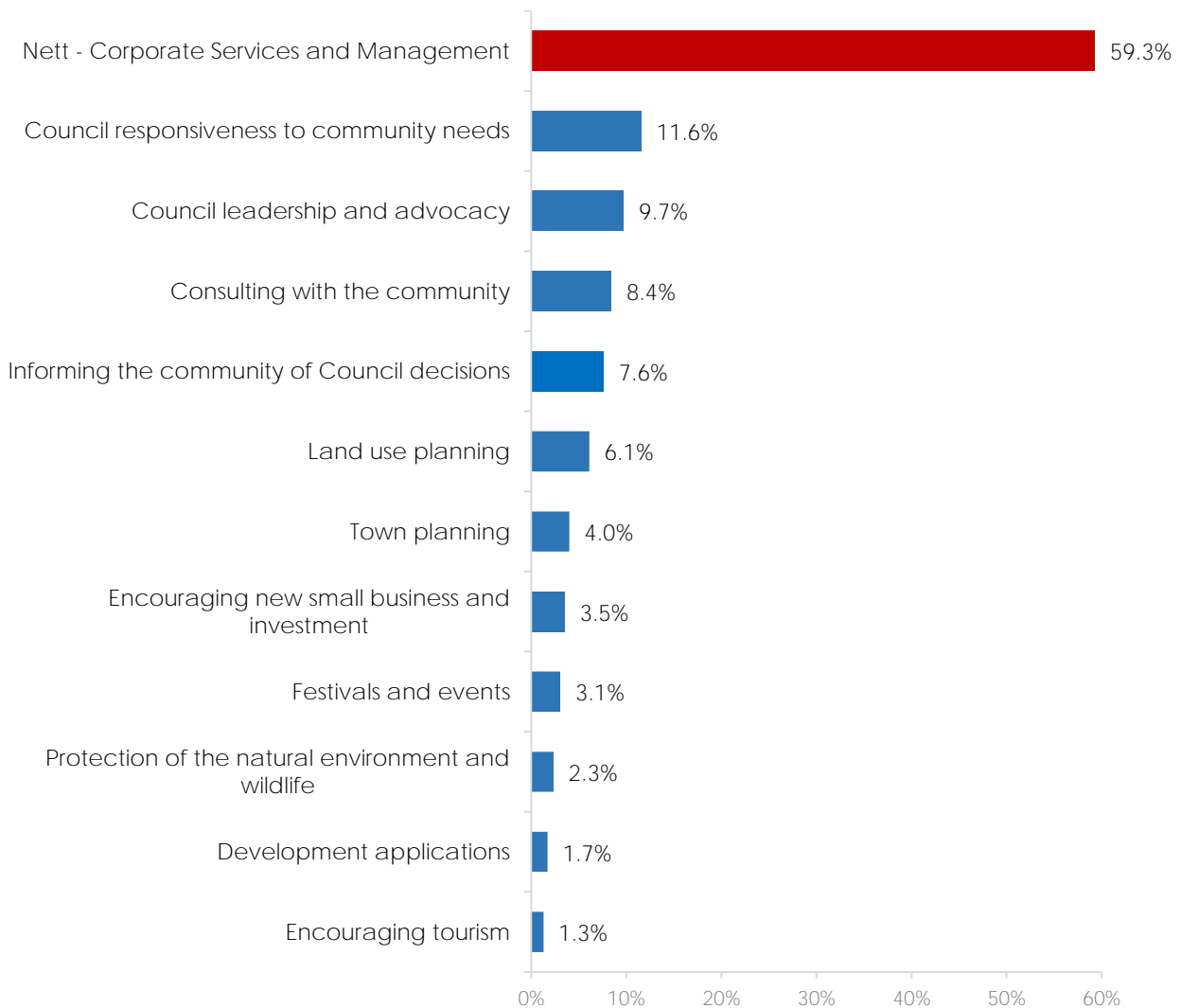
	Not at all satisfied	Not very satisfied	Somewhat satisfied	Satisfied	Very satisfied	Total %	Base
Relationship with indigenous residents	10%	23%	35%	24%	9%	100%	381
Affordable housing	15%	33%	36%	11%	6%	100%	416
Crime prevention initiatives	8%	20%	43%	22%	7%	100%	439
Disability access & inclusion	4%	14%	39%	31%	12%	100%	419



Service Area 4: Corporate Services and Management

Shapley Regression

Contributes to Almost 60% of Overall Satisfaction with Council



Service Area 4: Corporate Services and Management

Overview of Importance Rating Scores by Key Demographics

Residents were asked to rate the importance of each criteria.

Importance – overall

Extremely high	Consulting with the community Protection of the natural environment and wildlife Council responsiveness to community needs Informing the community of Council decisions
Very high	Encouraging new small business and investment Council leadership and advocacy Town planning
High	Encouraging tourism Festivals and events
Moderately high	Land use planning Development applications

Importance – by age

Residents aged 50+ rated 'Land use planning' significantly higher in importance, whilst those aged 18-34 rated it significantly lower.

Residents aged 18-34 rated 'Council responsiveness to community needs' significantly higher, whilst those aged 65+ rated 'Encouraging tourism' significantly higher in importance, and 'Council responsiveness to community needs', and 'Consulting with the community' significantly lower in importance.

Importance – by gender

Females rated 'Council responsiveness to community needs', 'Informing the community of Council decisions', 'Consulting with the community' and 'Council leadership and advocacy' significantly higher in importance.



Service Area 4: Corporate Services and Management

Importance Mean Scores by Key Demographics

	Overall	Male	Female	18-34	35-49	50-64	65+
Council responsiveness to community needs	4.54	4.42	4.65	4.71	4.47	4.54	4.41
Informing the community of Council decisions	4.52	4.38	4.64	4.50	4.48	4.58	4.49
Consulting with the community	4.68	4.55	4.79	4.75	4.66	4.70	4.57
Council leadership and advocacy	4.41	4.27	4.55	4.39	4.38	4.47	4.39
Town planning	4.34	4.39	4.29	4.06	4.38	4.46	4.43
Development applications	3.89	3.93	3.86	3.66	3.93	3.96	4.05
Encouraging new small business and investment	4.44	4.45	4.43	4.50	4.33	4.49	4.42
Encouraging tourism	4.25	4.29	4.22	3.88	4.27	4.39	4.49
Festivals and events	4.12	4.12	4.12	4.16	4.17	4.13	3.99
Protection of the natural environment and wildlife	4.61	4.56	4.66	4.67	4.61	4.61	4.56
Land use planning	4.11	4.20	4.03	3.73	4.06	4.37	4.29

Scale: 1 = not at all important, 5 = very important

Significantly higher/lower level of importance (by group)

Detailed Overall Response for Importance

	Not at all important	Not very important	Somewhat important	Important	Very important	Total %	Base
Council responsiveness to community needs	1%	1%	8%	23%	67%	100%	502
Informing the community of Council decisions	1%	1%	8%	25%	65%	100%	502
Consulting with the community	1%	0%	5%	20%	74%	100%	502
Council leadership and advocacy	2%	2%	9%	28%	59%	100%	502
Town planning	2%	3%	11%	25%	59%	100%	502
Development applications	7%	6%	21%	22%	43%	100%	502
Encouraging new small business and investment	3%	2%	7%	24%	64%	100%	502
Encouraging tourism	5%	2%	13%	25%	56%	100%	502
Festivals and events	2%	4%	16%	35%	43%	100%	502
Protection of the natural environment and wildlife	0%	2%	6%	20%	72%	100%	502
Land use planning	4%	5%	16%	29%	47%	100%	502



Service Area 4: Corporate Services and Management

Overview of Satisfaction Rating Scores by Key Demographics

Residents were asked to rate their satisfaction with each criteria.

Satisfaction – overall

Moderate	Festivals and events Protection of the natural environment and wildlife Informing the community of Council decisions Council leadership and advocacy Encouraging tourism Consulting with the community Development applications Council responsiveness to community needs Town planning Land use planning
Moderately Low	Encouraging new small business and investment

Satisfaction – by age

Residents aged 65+ were significantly more satisfied with all of the criteria, whilst those aged 50-64 were significantly less satisfied with 'Development applications'.

Satisfaction – by gender

There were no significant differences by gender.



Service Area 4: Corporate Services and Management

Satisfaction Mean Scores by Key Demographics

	Overall	Male	Female	18-34	35-49	50-64	65+
Council responsiveness to community needs	3.09	3.05	3.12	2.98	3.12	2.97	3.37
Informing the community of Council decisions	3.34	3.37	3.32	3.07	3.31	3.33	3.77
Consulting with the community	3.11	3.04	3.17	3.02	3.10	3.02	3.40
Council leadership and advocacy	3.25	3.11	3.37	3.28	3.15	3.18	3.46
Town planning	3.03	2.93	3.14	3.15	2.87	2.92	3.31
Development applications	3.11	3.01	3.20	3.40	2.97	2.86	3.33
Encouraging new small business and investment	2.84	2.75	2.92	2.68	2.70	2.83	3.24
Encouraging tourism	3.24	3.19	3.29	3.42	3.08	3.12	3.43
Festivals and events	3.51	3.42	3.59	3.48	3.34	3.54	3.75
Protection of the natural environment and wildlife	3.37	3.32	3.41	3.45	3.26	3.21	3.66
Land use planning	3.02	2.96	3.08	3.01	2.96	2.90	3.29

Scale: 1 = not at all satisfied, 5 = very satisfied

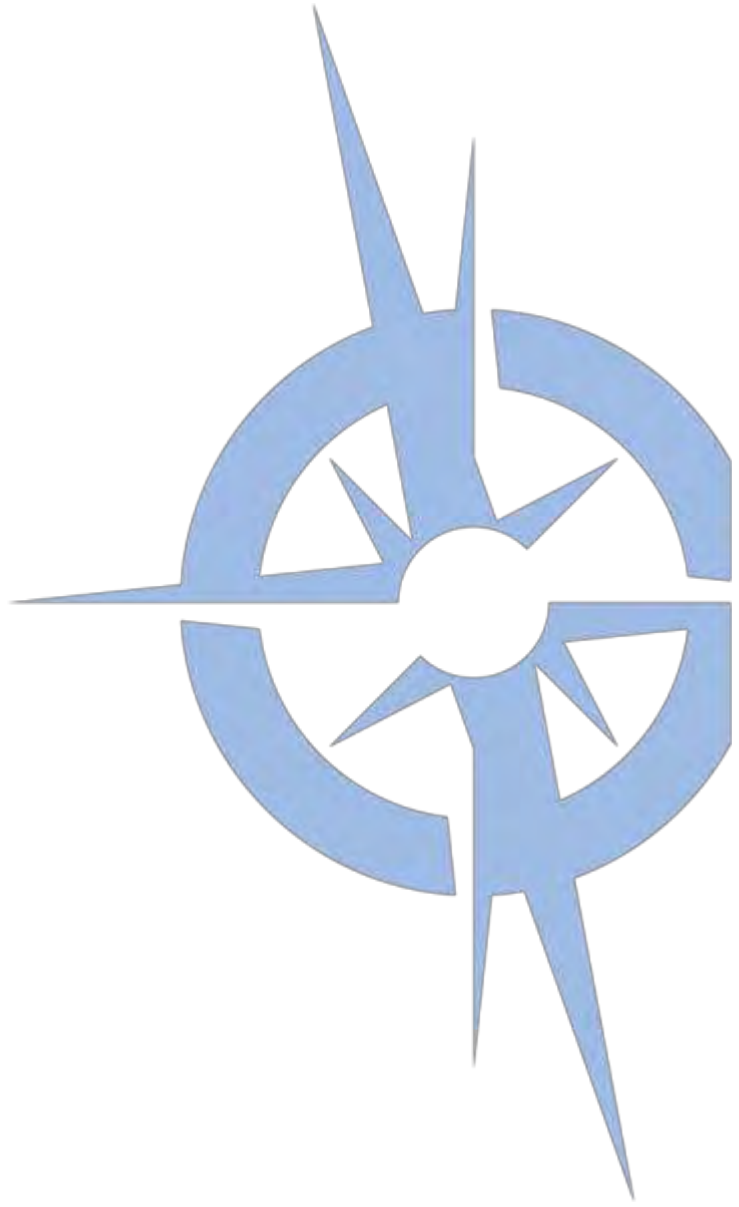
Significantly higher/lower level of satisfaction (by group)

Detailed Overall Response for Satisfaction

	Not at all satisfied	Not very satisfied	Somewhat satisfied	Satisfied	Very satisfied	Total %	Base
Council responsiveness to community needs	9%	17%	38%	27%	9%	100%	451
Informing the community of Council decisions	7%	18%	27%	28%	19%	100%	450
Consulting with the community	10%	17%	39%	22%	12%	100%	475
Council leadership and advocacy	8%	18%	30%	28%	16%	100%	439
Town planning	8%	19%	43%	22%	8%	100%	417
Development applications	8%	14%	47%	23%	9%	100%	329
Encouraging new small business and investment	15%	20%	39%	20%	6%	100%	440
Encouraging tourism	5%	18%	36%	31%	10%	100%	404
Festivals and events	4%	13%	29%	39%	16%	100%	391
Protection of the natural environment and wildlife	4%	13%	38%	32%	13%	100%	462
Land use planning	4%	22%	47%	22%	5%	100%	382



Demographics



Demographics

Q11. Please stop me when I read out your age bracket:

	%
18-34	25%
35-49	27%
50-64	29%
65+	19%

Base: N = 502

Q12. In which of the following areas do you live?

	%
Goonellabah	45%
East Lismore	12%
Clunes	9%
Girards Hill	6%
Dunoon	5%
Lismore City	4%
Bexhill	3%
Caniaba	3%
Goolmangar	3%
Nimbin	3%
Lismore Heights	2%
South Lismore	2%
North Lismore	1%
North Woodburn	1%
Richmond Hill	1%
The Channon	1%
Wyrallah	<1%

Base: N = 502

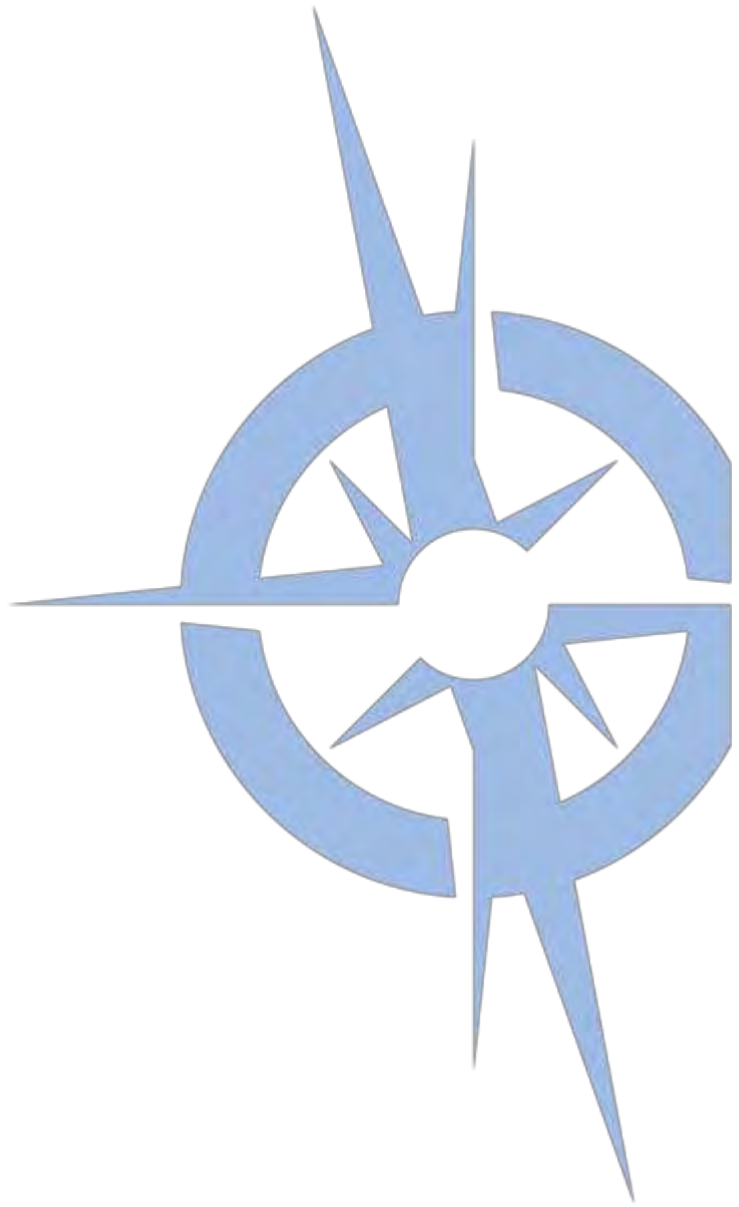
Q14. Gender (determined by voice):

	%
Male	48%
Female	52%

Base: N = 502



Appendix – Questionnaire



Lismore City Council
Community Satisfaction Survey
July 2016

Good morning/afternoon/evening, my name is from Micromex Research and we are conducting a survey on behalf of Lismore City Council on a range of local issues. This survey will take approximately 15 minutes to complete. Would you be able to assist us please?

QA1. Before we start, I would like to check whether you or an immediate family member works for Lismore City Council?

- Yes (If yes, terminate survey)
 No

Part A – Importance and satisfaction

Q1. In this section I will read out different Council services or facilities. For each of these could you please indicate that which best describes your opinion of the importance of the following services/facilities to you, and in the second part, your level of satisfaction with the performance of that service/facility? The scale is from 1 to 5, where 1 is not at all important or not at all satisfied and 5 is very important or very satisfied.

Note: Satisfaction only asked of a 4/5 Importance

	Importance					Satisfaction				
	Low 1	2	3	4	High 5	Low 1	2	3	4	High 5
Provision and maintenance of sporting fields	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provision and maintenance of parks, playgrounds and reserves	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Libraries and information	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quality of CBD and public spaces	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Airport (Lismore Airport & general aviation area)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Goonellabah Sports and Aquatic Centre	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lismore Memorial Baths	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Nimbin Pool	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Arts and culture (Art Gallery, City Hall)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Importance					Satisfaction				
	Low 1	2	3	4	High 5	Low 1	2	3	4	High 5
Maintaining sealed roads	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Maintaining unsealed roads	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Waste collection & management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Water and sewage services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bike tracks and walking paths	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Stormwater management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Emergency Management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall health of the Wilsons River	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



	Importance					Satisfaction				
	Low 1	2	3	4	High 5	Low 1	2	3	4	High 5
Relationship with indigenous residents	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Affordable housing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Crime prevention Initiatives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Disability access & inclusion	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Importance					Satisfaction				
	Low 1	2	3	4	High 5	Low 1	2	3	4	High 5
Council responsiveness to community needs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Informing the community of Council decisions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Consulting with the community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Council leadership and advocacy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Town planning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Development applications	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Encouraging new small business and investment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Encouraging tourism	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Festivals and events	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Protection of the natural environment and wildlife	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Land use planning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q2. Overall, for the last 12 months, how satisfied are you with the performance of Council, not just on one or two issues, but across all responsibility areas? *Prompt*

- Very satisfied
- Satisfied
- Somewhat satisfied
- Not very satisfied
- Not at all satisfied



Part B - The Lismore Local Government Area as a place to live

Q3. In this section we would like your views on the Lismore City as a place to live. Our desire is to gauge your views on the broader attributes of the community, although many of these issues are not the responsibility of local government. I am going to read out a list of statements about the Lismore City Local Government area and would like you to rate your agreement, or disagreement, with each of these statements. Ratings are on a scale of 1 to 5, where 1 is strongly disagree and 5 is strongly agree. *Prompt*

	Strongly disagree			Strongly agree	
	1	2	3	4	5
I am proud to say I'm a resident of Lismore	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Lismore area is a great place for people like me	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The community has access to quality local health care	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The community has access to affordable housing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The areas provides for arts and cultural activities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The community has access to community events and festivals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our Central Business District is a vibrant community hub(CBD)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q4. On a five point scale where 1 means not at all safe and 5 means completely safe, how would you rate how safe you feel walking alone at night within a short distance from your home?

- 1 – Not safe at all
- 2
- 3
- 4
- 5 – Completely safe
- Can't say

Q5. On a five point scale, where 1 means extremely low and 5 means extremely high, how would you rate the level of crime in your local area?

- 1 – Extremely low
- 2
- 3
- 4
- 5 – Extremely high
- Can't say

Q6. Would you say the level of crime in your local area has increased, decreased, or stayed the same over the last 12 months?

- Increased
- Decreased
- Stayed the same



Q7. Thinking of the next 10 years, what do you think is the key priority for the local area?

.....

Part C - CSP Questions

Lismore City Council will be reviewing our Community Strategic Plan over the next 12 months. Our Community Strategic Plan is divided into 4 key directions or themes. I am now going to ask a series of questions to identify the community priorities for the future.

Q8a. **Thinking about the first key direction “Community”**. For each of the following could you please indicate which of the following are priorities for you/your household?

RANDOMISE QUESTIONS

	Priority	
	Yes	No
Aboriginal Recognition – Being an inclusive and aware community that supports our local Aboriginal and Torres Strait Islander culture and community	<input type="radio"/>	<input type="radio"/>
Safety and wellbeing – Addressing crime and anti-social behaviour to improve community safety through partnerships with police, community organisations and the community	<input type="radio"/>	<input type="radio"/>
Affordable health – Assisting in the coordination of health services to the Lismore community through partnerships with the health and education sector	<input type="radio"/>	<input type="radio"/>
Partnerships with service providers (Levels of Government and other groups) – Working with key service partners and the community to do more with less	<input type="radio"/>	<input type="radio"/>
Lismore as a sporting centre – Attracting and supporting major sporting events and carnivals Identifying partnerships and different funding approaches to provide for new and upgraded infrastructure eg. Oakes Oval, Crozier Field and Albert Park redevelopments	<input type="radio"/>	<input type="radio"/>
Affordable housing – Ensuring Lismore plans for housing options that are affordable, appropriate and accessible to the different economic and social needs of the community	<input type="radio"/>	<input type="radio"/>
Improved transport options – Improving access to public transport and improving road safety through advocacy and partnerships	<input type="radio"/>	<input type="radio"/>
Lismore as a community cultural centre – Supporting Lismore's rich, diverse arts culture	<input type="radio"/>	<input type="radio"/>



Q8b. Thinking **about the second key direction “Economy”**. For each of the following could you please indicate which priorities are for you /your household?

	Priority	
	Yes	No
A vibrant CBD – Improving investment opportunities and maintaining the city as an attractive meeting place and social hub	<input type="radio"/>	<input type="radio"/>
A resilient economy – The attraction of a diverse range of new business and the retention of existing business and industry to support a resilient local economy	<input type="radio"/>	<input type="radio"/>

Q8c. **Thinking about the third key direction “Environment”**. For each of the following could you please indicate which of the following are priorities for you /your household?

	Priority	
	Yes	No
Wilson's River – Protecting and maintaining our waterways, catchments and floodplains	<input type="radio"/>	<input type="radio"/>
Environmental leadership – i.e. conserving our natural flora and fauna and their habitats, raising community awareness around biodiversity issues and encouraging sustainable and innovative agricultural practices	<input type="radio"/>	<input type="radio"/>
Lismore as a model of sustainability – Identifying technologies in Council's facilities, infrastructure and service delivery to reduce our ecological footprint	<input type="radio"/>	<input type="radio"/>

Q8d. **Thinking about the fourth key direction “Services”**. For each of the following could you please indicate which of the following are priorities for you /your household?

	Priority	
	Yes	No
Waste – Providing waste facilities and resource recovery e.g.: Materials Recycling Facility, landfill diversion and education	<input type="radio"/>	<input type="radio"/>
Strategic planning, assessment and construction – Planning for the future of how we should use our land for housing, business, industry and agriculture, and community services	<input type="radio"/>	<input type="radio"/>
Parks – Providing and maintaining passive recreational facilities, sporting facilities and large parklands to encourage active community participation	<input type="radio"/>	<input type="radio"/>
Water cycle management – Maintaining and renewing water network infrastructure, supply pipes and reservoirs and renewing sewerage network infrastructure and sewage treatment plants	<input type="radio"/>	<input type="radio"/>
Transport and infrastructure – Maintain road network (sealed and unsealed), and infrastructure/assets that Council owns e.g. parks, playgrounds and buildings e.g.: City Hall	<input type="radio"/>	<input type="radio"/>
Civic leadership/council management – Making good decisions in the long-term interests of the broader community	<input type="radio"/>	<input type="radio"/>



Q9. Can you think of any other priorities that should be considered in the future?

.....

Part D. Lismore Lake Pool

Q10a. Are you aware of the Lismore Lake Pool, which has been closed for five or so years?

- Yes
- No
- Can't say

Q10b. Do you believe that Lismore City Council should invest resources to refurbish and reopen the Lismore Lake Pool? IF respondent asks about how much the required investment is likely to be: 'The cost of the refurbishment in order to be able to re-open the pool is in the vicinity of \$900,000 to \$1million, **plus ongoing maintenance costs**'.

- Yes
- No
- Can't say

Q10c. Please select whether the respondent asked, or did not ask, how much the required investment is likely to be:

- Did ask
- Did not ask

Part E. Demographic information

Q11. Please stop me when I read out your age bracket: *Prompt*

- 18-34
- 35-49
- 50-64
- 65+

Q12. In which of the following areas do you live? *Prompt*

- Bexhill
- Caniaba
- Clunes
- Dunoon
- East Lismore
- Girards Hill
- Goolmangar
- Goonellabah
- Lismore City
- Lismore Heights
- Nimbin
- North Lismore
- North Woodburn
- Richmond Hill
- South Gundurimba
- South Lismore
- The Channon
- Wyrallah



Q13a. As a participant in this research, you may be invited to participate in further community consultation, such as focus groups, about specific issues. At this stage, we are developing a register of interest in this and other consultation coming up in the future. Would you be interested in registering?

- Yes
- No (If no, go to Q13)

Q13b. (If yes), May I please confirm your contact details?

Title (Mr/Mrs/Ms etc).....
First name.....
Surname.....
Email.....
Mobile.....
Suburb.....
Postcode.....

Thank you. We will be randomly selecting participants to ensure we get a good cross-section of the community and will get in touch with you if we do conduct the next stage of research.

Q14. Gender (determine by voice):

- Male
- Female

That completes our interview. Thank you very much for your time. This market research is carried out in compliance with the Privacy Act, and the information you provided will be used only for research purposes. Just to remind you, I am calling from Micromex Research on behalf of Lismore City Council.





Insight for
Business & Government

2012 Lismore City Council Community Survey

Prepared for



Prepared by
IRIS Research Ltd

March 2012

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Executive Summary

This report presents the results of the Lismore City Council Resident's Survey, 2012. IRIS Research was commissioned by Council to conduct a comprehensive telephone-based survey among the area's residents. The survey sought a range of resident attitudes and opinions as input to Council's Community Strategic Plan.

The 2012 survey was conducted on the IRIS Computer-Assisted Telephone Interviewing (CATI) system during March. A total of 504 interviews were conducted with residents from the Lismore Local Government Area (LGA). To qualify for an interview, respondents had to have been a resident in the Council area for at least the last 6 months and aged 18 or older. The survey achieved a completion rate of 66%, which is considered a good response for a telephone survey.

The main findings of the 2012 survey are summarised under the key report headings over the next few pages.

COMMUNITY ATTACHMENT

Residents rated 55 community well-being statements, with the data being used to explore the qualities of the community. Part of this data was used to formulate a 'Community Attachment Index', which measures the emotional connection that residents have with the Lismore LGA. This index provides a good assessment of how likely residents are to stay in the area, recommend it to outsiders, their outlook for the area's future and their level of pride and connectedness to Lismore LGA.

The results showed that two thirds of residents (68.0%) were identified as being 'attached' to the Lismore LGA. Residents that fall into this category are more likely to stay in the community, recommend it to others, have a positive outlook for the future of the area as well as have a high degree of pride and connectedness; they are Lismore's 'brand evangelists'.

Less than one in ten residents (7.9%) were considered to be 'not attached', while one in four (24.2%) were 'neutral'.

LIFE EVALUATION

One of the questions put to residents was how satisfied they are with their life as a whole. Residents, based on their responses, are classified into one of three categories, 'suffering', 'struggling' and 'thriving'.

Analysis found that four out of five residents (82.2%) fall into the 'thriving' classification, while 14.0% are considered to be 'struggling'. Only a small proportion (3.8%) of Lismore residents can be identified as 'suffering'.

Residents aged 30 to 49 years (23.5%) were more likely to fall into the 'suffering / struggling' life evaluation category, compared to the other age groups (18 to 29 years – 18.4% and 50 to 64 years – 15.1%). Those aged 65 years plus (9.0%) were the least likely to fall into this category.

Results also showed that a significantly higher proportion of residents living in village areas (38.3%) fell into the 'suffering / struggling' category, compared to those from urban (17.7%) or rural areas (11.6%).

OVERALL SATISFACTION

Overall 51.6% of residents are either satisfied or very satisfied with Lismore City Council as an organisation. This produced a mean score of 3.47 out of 5, which based on IRIS' classification of mean scores would place it in the 'medium' satisfaction category.

Further analysis by age showed that two out of five (41.5%) residents aged 30 to 49 years were either satisfied or very satisfied with Council as an organisation. This group displayed a significantly lower level of satisfaction than residents aged 18 to 29 years (66.3%) and those 65 years plus (59.3%).

Comparing Lismore's result to the comparable IRIS benchmark measure shows that Lismore is performing below par.

COUNCIL SERVICES AND FACILITIES

In order to prioritise the services and facilities that Council has to manage, two form of analysis were used. First the 31 Council services and facilities were analysed using quadrant analysis where mean satisfaction scores are plotted against mean importance scores for each Council service or facility. The average importance for all 31 Council services and facilities was calculated at 4.36, while average satisfaction was 3.45. These two scores form the quadrants in which each service and facility falls into one of them

The second prioritising tool used was gap analysis. Gap measures were calculated by subtracting the mean satisfaction score from the mean importance score for each attribute. Usually the larger the gap between importance and satisfaction means the larger the gap between Council's performance in the provision of that service and residents' expectations with it. The average performance gap for all 31 services and facilities was $\bar{\xi}=0.942$. Those services with a gap score significantly above the mean gap score for all services were given top priority (i.e. a rating of 1). These are services that should be addressed by management first as the importance of that service far outweighs the satisfaction that residents have with its provision. Services with a gap score statistically equal to the mean gap were given second priority (rating of 2) and services with a gap score significantly below the mean gap were given third priority (rating of 3).

Table E.1.1: Quadrant analysis for all services and facilities

2. RELATIVELY HIGHER IMPORTANCE RELATIVELY LOWER SATISFACTION	1. RELATIVELY HIGHER IMPORTANCE RELATIVELY HIGHER SATISFACTION
<ul style="list-style-type: none"> ▪ Maintaining town roads ▪ Maintaining sealed roads ▪ Promoting tourism ▪ Informing the community of Council decisions ▪ Consulting with the community ▪ Council leadership and advocacy 	<ul style="list-style-type: none"> ▪ Waste collection ▪ Water and sewerage services ▪ Appearance of towns and villages ▪ Provision and maintenance of parks, playgrounds and reserves ▪ Flood and emergency services ▪ Provision of services and facilities for older people ▪ Provision of services and facilities for families ▪ Food safety in local eateries and restaurants ▪ Protection of wetlands, natural environment and wildlife ▪ Lismore Regional Airport ▪ Customer service provided to residents by Council staff
3. RELATIVELY LOWER IMPORTANCE RELATIVELY LOWER SATISFACTION	4. RELATIVELY LOWER IMPORTANCE RELATIVELY HIGHER SATISFACTION
<ul style="list-style-type: none"> ▪ Maintaining unsealed roads ▪ Provision of pedestrian footpaths ▪ Lismore Regional Gallery ▪ Aboriginal services ▪ Provision of bike tracks and walking paths ▪ Town planning and timely processing of building applications ▪ Promoting economic development 	<ul style="list-style-type: none"> ▪ Provision and Maintenance of Sporting Fields ▪ Protection of heritage values and buildings ▪ Library services ▪ Goonellabah Sports and Aquatic centre ▪ Local Swimming Pools ▪ Lismore cemetery and crematorium ▪ Provision of community buildings and halls

Quadrant analysis identified 6 services and facilities that were found to be high in importance but low in satisfaction, relative to the other services and facilities. The services and facilities that fall into this category include; 'maintaining town roads', 'maintaining sealed roads', 'promoting tourism', 'informing the community of Council decisions', 'consulting with the community', and 'Council leadership and advocacy'.

Those services and facilities that are relatively higher in importance and have an above average level of resident satisfaction include; 'waste collection', 'water and sewerage services', 'appearance of towns and villages', 'provision and maintenance of parks, playgrounds and reserves', 'flood and emergency services', 'provision of services and facilities for older people', 'provision of services and facilities for families', 'food safety in local eateries and restaurants', 'protection of wetlands, natural environment and wildlife', 'Lismore Regional Airport', and 'Customer service provided to residents by Council staff'. These are areas that according to quadrant analysis, Council is performing well in.

Table E.1.2: Performance gaps for Council services and facilities

Council Services & Facilities	Performance Gap	Priority Level
Maintaining town roads	2.244	1
Maintaining sealed roads	2.194	1
Maintaining unsealed roads	1.759	1
Consulting with the community	1.347	1
Informing the community of Council decisions	1.246	1
Promoting economic development	1.239	1
Town planning and timely processing of building applications	1.249	1
Council leadership and advocacy	1.192	1
Provision of bike tracks and walking paths	1.181	1
Provision of pedestrian footpaths	1.086	1
Provision of services and facilities for families	1.027	2
Promoting tourism	1.035	2
Protection of wetlands, natural environment and wildlife	0.972	2
Provision and maintenance of parks, playgrounds and reserves	0.971	2
Customer service provided to residents by Council staff	0.890	2
Provision of services and facilities for older people	0.880	2
Food safety in local eateries and restaurants	0.839	3
Appearance of towns and villages	0.806	3
Provision and Maintenance of Sporting Fields	0.697	3
Protection of heritage values and buildings	0.697	3
Lismore Regional Airport	0.687	3
Waste collection	0.652	3
Aboriginal services	0.567	3
Provision of community buildings and halls	0.679	3
Flood and emergency services	0.673	3
Local Swimming Pools	0.579	3
Water and sewerage services	0.538	3
Lismore Regional Gallery	0.311	3
Goonellabah Sports and Aquatic centre	0.205	3
Library services	0.244	3
Lismore cemetery and crematorium	0.087	3

Gap analysis identified 10 Council services and facilities with a performance gap significantly larger than the average of 0.942. The services and facilities where Council's delivery and residents expectations are furthest apart include; 'maintaining town roads', 'maintaining sealed roads', 'maintaining unsealed roads', 'consulting with the community', 'informing the community of Council decisions', 'promoting economic development', 'town planning and processing of building applications', 'Council leadership and advocacy', 'provision of bike tracks and walking paths', and 'provision of pedestrian footpaths'.

There were 15 Council services and facilities that attained a performance gap significantly smaller than the average of 0.942; these are identified as priority level 3 in table E.1.2 and denote Council is performing better in these areas relative to the others.

Finally there were 6 Council services or facilities that had performance gaps equal to the average gap of 0.942, these included; 'provision of services and facilities for families', 'promoting tourism', 'protection of wetlands, natural environment and wildlife', 'provision and maintenance of parks, playgrounds and reserves', 'customer service provided to residents by Council staff' and 'provision of services and facilities for older people'.

Table E.1.3: Quadrant, Gap and Regression analysis summary

	Identified as not meeting resident expectations in ...		
	Quadrant Analysis (Higher importance / lower satisfaction)	Gap Analysis (Higher than average gap between importance and satisfaction)	Regression Analysis (Identified as a driver of overall satisfaction)
Maintaining town roads	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Consulting with the community	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Council leadership and advocacy	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Promoting tourism	<input checked="" type="checkbox"/>		
Maintaining sealed roads	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Informing the community of Council decisions	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Promoting economic development		<input checked="" type="checkbox"/>	
Provision of bike tracks and walking paths		<input checked="" type="checkbox"/>	
Provision of pedestrian footpaths		<input checked="" type="checkbox"/>	
Maintaining unsealed roads		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Town planning and timely processing of building applications		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Water and sewerage services			<input checked="" type="checkbox"/>
Goonellabah Sports and Aquatic Centre			<input checked="" type="checkbox"/>

Initially there were 31 services and facilities measured in the survey, however after applying both forms of analysis the results highlighted 13. These 13 can then be filtered down to 3 services or facilities that Council should focus on. If a service or facility has a tick in all three columns (table E.1.3), it is confirmation that this area should be given priority.

The 3 services and facilities that should be given priority with regards to improving them include: 'maintaining town roads', 'consulting with the community' and 'Council leadership and advocacy'.

Of the 13 Council services and facilities in table E.1.3, 5 were able to be benchmarked against similar Councils to Lismore. Lismore achieved well below the comparable IRIS benchmark measure with regards to maintaining sealed and unsealed roads. It is performing on par to the comparable measure in relation to consulting with the community, however it is below average in promoting economic development and in the provision of bike tracks.

PLANNING AND DEVELOPMENT

8 out of 10 residents (81.2%) believe that Council's planning and development rules should allow for new housing areas around the edge of villages. About the same proportion (77.3%) also mentioned small rural lifestyle lots in the vicinity of existing rural residential areas should be allowed in the development and planning rules.

A smaller proportion of rural residents (53.9%) were in favour of Council's planning and development rules allowing for redevelopment of village areas to allow smaller housing and smaller blocks, compared to urban residents (66.8%) and village residents (60.0%). With regards to allowing new housing areas around the edge of villages, not surprisingly it was residents from villages that were least in favour of this occurring. Results showed that two thirds of village residents (64.6%) felt that planning and development rules should allow this to happen, compared to 77.5% of residents from rural areas, while urbanites were the most in favour with nine out of 10 (90.5%) indicating so.

1 Introduction

1.1 Background

A comprehensive telephone based community survey was commissioned by Lismore City Council in order to evaluate and analyse the provision of its services and facilities that it provides to local residents. Council was also looking to identify the aspirations of its residents, now and into the future.

1.2 Study Objectives

The broad objectives of the community survey were to:

- Identify the aspirations of residents;
- Explore community qualities that influence residents' feelings about where they live;
- Measure the importance of and satisfaction with services and facilities provided by Council;
- To enable benchmarking of performance with other Councils;
- Identify key drivers of resident dissatisfaction;

1.3 Attitude Measurement

In the survey, a series of 31 Council services and facilities were read out to respondents. For each, respondents were asked to give both an importance and satisfaction rating. Results from these ratings form the basis of much of the analysis in this report. The importance and satisfaction rating scales used in the survey are exhibited on the next page:

Importance scale

1 = Not at all important
2 ...
3 ...
4 ...
5 = Very important

Satisfaction scale

1 = Not at all satisfied
2 ...
3 ...
4 ...
5 = Very satisfied

For all rating scales, those respondents who could not provide a rating, either because the question did not apply to them or they had no opinion, were entered as a 'Can't say' or a rating of 6. Rating scale results have generally been presented in two basic forms. Firstly, the results have been presented in terms of the proportion (%) of respondents giving a particular rating for a specific service or facility. These results are presented in collapsed category tables, where proportions have been assigned to one of the following categories:

Table 1.1.1: Collapsed rating scores

	<i>Can't say</i>	<i>Low</i> importance / satisfaction	<i>Medium</i> importance / satisfaction	<i>High</i> importance / satisfaction
Rating score given	6	1 & 2	3	4 & 5

Secondly, the numeric values recorded for each attribute have been converted into an *overall mean score* out of five. To derive the mean score for an attribute, all respondents' answers are 'averaged' to produce an overall rating that conveniently expresses the result of scale items in a single numeric figure. This makes data interpretation considerably easier when comparing multiple services and facilities. The mean score excludes those respondents who could not give a valid rating (i.e. 'Can't Say').

Given that IRIS undertakes many residents' surveys such as this; we are able to benchmark mean scores. As such, mean importance and satisfaction scores can be further classified as being a low, medium or high score based on this experience. Table 1.1.1 highlights the mean classifications.

Table 1.1.2: Classification of mean scores

Mean importance scores	
0 – 2.99	Low
3.00 – 3.99	Medium
4.00 – 5.00	High

Mean satisfaction scores	
0 – 2.99	Low
3.00 – 3.74	Medium
3.75 – 5.00	High

1.4 Survey Response

A total of 504 completed interviews were collected from a random sample of residents throughout the Lismore City Local Government Area (LGA). Strict sampling procedures ensured that characteristics of selected respondents mirror those of the overall adult population of the area. For a detailed description of the survey methodology refer to appendix 7.1.

1.5 Benchmark Comparison Database

IRIS has compiled data on the performance of an extensive list of Councils it has worked with on a series of services and facilities for benchmark comparisons. Where appropriate results include how your particular Council compares with the (1) worst performing Council (2) best performing Council and (3) comparable Councils. For a service or facility to be considered significantly different to the benchmark IRIS recommends a 10 percentage point differential be present. In addition the proportion of your residents that rated their satisfaction as being high (rating points 4 and 5), medium (rating point 3) and low (rating point 1 and 2) is provided as a summary measure. This data is provided in appendix 7.4.

On occasions individual Councils use variations on the 5 point rating scale including 7 and 11 point scales. In order to facilitate ease of comparison the benchmark data has been standardised to a score out of 100.

2 Community well-being

Lismore City Council has been tasked to develop a Community Strategic Plan for the Lismore Local Government Area (LGA) that aims to identify the aspirations of its residents, now and into the future. Its implementation will involve local communities, Council, service providers and all three tiers of government.

In this section, residents were asked to rate their community on a total of 55 community well-being aspects. The responses to these questions ranged from simple 'yes' and 'no' type answers, to whether something improved, worsened or stayed the same and finally included 5 point rating scales. With the exception of the 'yes' and 'no' type answers and the community attachment results in table 2.1.1, all responses have been presented as 'low', 'medium', and 'high'. With the 5 point rating data, points 1 and 2 form the 'low' category, point 3 is the 'medium' and points 4 and 5 are deemed 'high'.

Scores from each aspect have been aggregated into 7 dimensions; Community Loyalty, Community Passion, Community Offerings, Civic Involvement, Openness, Social Capital, and Emotional Wellness. The dimension 'Community Offerings' is made up of 7 sub groupings of Basic services, Economy, Safety, Leadership, Education, Aesthetics and Social offerings.

The framework applied replicates a study conducted by Gallup USA in 2009.

2.1 The community's story

Table 2.1.1 presents the Community attachment index, which is an average comprised from the data attained by the Community Loyalty questions and Community Passion questions. This index measures the emotional connection that residents have with the Lismore LGA. It provides a good assessment of how likely residents are to stay in the area, recommend it to outsiders, their outlook for the area's future and their level of pride and connectedness to Lismore LGA.

$$\text{Community Attachment Index} = \text{Community Loyalty} + \text{Community Passion}$$

Table 2.1.1: Community attachment index

	Community Distribution			Sample size	Mean score
	<i>Not attached</i>	<i>Neutral</i>	<i>Attached</i>		
<u>Community Attachment Index</u>	7.9%	24.2%	68.0%	475	3.89

Key results:

- Two thirds of residents (68.0%) were identified as being 'attached' to the Lismore LGA. This group is thus more likely to stay in the community, recommend it to others, have a positive outlook for the future of the area as well as have a high degree of pride and connectedness; they are Lismore's 'brand evangelists'.
- Less than one in ten residents (7.9%) were considered to be 'not attached', while one in four (24.2%) were 'neutral'.

Table 2.1.2: Community well-being

	Community Distribution			Sample size	Mean score
	Low	Medium	High		
<i>Community Loyalty</i> - <i>Community Loyalty measures how likely citizens are to stay in the community, recommend it to others as a place to live, and have a positive outlook for the community's future.</i>				476	3.76
The Lismore area as a place to live	4.1%	16.3%	79.6%	499	4.14
Likelihood to recommend the Lismore area as a place to live	8.1%	25.9%	66.0%	494	3.87
In 5 years from now how do you think the Lismore area will be as a place to live compared to today	13.7%	48.7%	37.6%	482	3.30
<i>Community Passion</i> - <i>Community Passion describes the level of pride and connectedness citizens have to the place.</i>				501	4.07
I am proud to say I'm a resident of the Lismore area	4.5%	17.1%	78.4%	501	4.12
The Lismore area is a great place for people like me	9.1%	13.9%	77.0%	502	4.03
<i>Community Offerings</i> - <i>The structural, physical, and social offerings that a community presents to its residents. Without basic support from a community, citizens cannot thrive.</i>				314	3.23
Basic services				450	2.81
The local road network	62.7%	24.5%	12.9%	501	2.24
The availability of quality local health care	17.1%	34.7%	48.2%	501	3.42
The availability of affordable housing	35.1%	40.2%	24.8%	452	2.85
Economy				413	2.75
The level of local job opportunities	50.7%	38.3%	10.9%	454	2.48
The level of opportunity for local businesses (rural and regional)	28.9%	51.9%	19.2%	464	2.88
Local economic conditions	30.8%	48.3%	21.0%	478	2.88
It is now a good time to find a job in the local area	55.5%	35.0%	9.5%	462	2.37
Do you think the local economy is getting better or getting worse?	56.8%	21.7%	21.6%	503	1.65*
The Central Business District (CBD)	21.3%	48.5%	30.3%	498	3.11
The City's entranceways and gateways	31.2%	43.7%	25.1%	497	2.93
Safety				479	3.11
How safe do you feel walking alone at night within a short distance of your home?	32.7%	20.4%	46.9%	494	3.21
How would you rate the level of crime in your area	42.9%	33.1%	24.0%	501	2.69
Would you say that the level of crime in the area has increased, decreased or stayed the same?	23.6%	66.8%	9.6%	503	1.86*
The level of local policing	13.9%	34.3%	51.8%	487	3.44

* Mean score out of 3. This score has been left out of the calculation towards the sub dimension and dimension index scores.

<i>Cont.</i>	Community Distribution			Sample size	Mean score
	<i>Low</i>	<i>Medium</i>	<i>High</i>		
Leadership				479	3.16
The leadership of local elected members	19.2%	39.3%	41.5%	488	3.28
The leaders of my community represent my interests	25.5%	43.8%	30.7%	485	3.04
Education				402	3.83
The standard of local public schools	7.1%	33.8%	59.1%	423	3.65
The standard of local colleges and universities	1.3%	18.2%	80.4%	448	4.01
Aesthetics				497	4.04
The provision of outdoor parks, playgrounds and natural disasters	5.0%	26.6%	68.4%	497	3.83
The area's beauty and natural environment	1.9%	15.3%	82.7%	503	4.25
Social offerings				443	3.63
The area's restaurants, pubs and clubs	8.3%	34.1%	57.6%	487	3.62
A place to meet people and make friends	10.9%	25.2%	63.9%	494	3.66
The area's arts and cultural activities	6.9%	32.7%	60.4%	474	3.67
The provision of community events and festivals	9.5%	32.4%	58.1%	491	3.59
The level of support that the local community has for each other	10.2%	31.9%	57.9%	495	3.58
The availability of social clubs and interest groups	7.6%	32.7%	59.6%	480	3.63
<i>Civic Involvement</i> – <i>What residents give to the community in terms of civic involvement</i>	Yes	No	Can't say	503	N/A
Performed local volunteer work for any organisation group	48.6%	51.4%	0.0%	503	-
Attended a local public meeting	33.4%	66.6%	0.0%	503	-
Worked with other local residents to make changes in the local area	37.1%	62.9%	0.0%	503	-
Donated money to a charity	87.7%	12.3%	0.0%	503	-
<i>Openness</i> – <i>Perceptions of openness of the community to different groups</i>				380	3.56
Families with young children	5.3%	25.3%	69.4%	485	3.82
Families with teenage children	16.2%	41.0%	42.8%	479	3.32
Empty nesters	8.3%	30.8%	60.9%	479	3.70
Young people	23.9%	43.5%	32.5%	479	3.10
Senior citizens	5.4%	32.1%	62.5%	481	3.74
People with disabilities	19.2%	39.0%	41.8%	463	3.31
Aboriginal and Torres Strait Islander people	15.4%	37.4%	47.2%	447	3.40
Immigrants from other countries	13.5%	38.0%	48.5%	467	3.39

<i>Cont.</i>	Community Distribution			Sample size	Mean score
Gay and lesbian people	7.2%	28.6%	64.1%	463	3.77
The Lismore area welcomes outsiders and visitors who do not live there	6.6%	18.5%	74.9%	492	3.95
<i>Social Capital</i> – <i>The people-connections citizens have to the community and how they share time with others</i>	Low	Medium	High	490	3.75
I can get help from friends, family and neighbours when needed	3.3%	13.6%	83.1%	500	4.30
I am actively involved in community organisations such as sporting and social groups, rotary, charities or school committees	33.3%	16.4%	50.3%	491	3.21
<i>Emotional wellness</i> – <i>The mixture of mental and physical well being items. The metric is an overall measure of personal and community well being</i>	Low	Medium	High	325	3.78
I have good job security	13.5%	16.8%	69.7%	366	3.84
I feel I'm treated with respect by the local community	4.7%	21.6%	73.7%	498	3.97
I felt a high level of stress yesterday	57.5%	17.8%	24.7%	499	2.41
Your physical health	9.9%	19.2%	70.9%	498	3.83
Your personal relationships	5.0%	13.7%	81.3%	493	4.22
Your job	6.3%	18.6%	75.1%	345	4.00
Your work and family balance	9.9%	23.4%	66.8%	378	3.90

Key results:

- The standout community dimensions were 'Community Passion' and 'Aesthetics', achieving mean scores of 4.07 and 4.04 respectively out of 5.
- Conversely, the dimensions where Lismore LGA is struggling in comparison are the 'Economy' (2.75) and 'Basic services' (2.81).

Table 2.1.3 presents the results of the Life Evaluation index. This index measures an individual's evaluation of their life as a whole.

Table 2.1.3: Life evaluation

	Community Distribution			Sample size	Mean score
	<i>Suffering</i>	<i>Struggling</i>	<i>Thriving</i>		
How satisfied are you with your life as a whole?	3.8%	14.0%	82.2%	499	4.14

Key results:

- Four out of five residents (82.2%) were classified as 'thriving' according to the life evaluation index, while 14.0% fell into the 'struggling' category and 3.8% 'suffering'.

Table 2.1.4: Life evaluation by demographics

	Suffering / struggling	Thriving	Total
Age			
18 to 29 years	18.4%	81.6%	100.0%
30 to 49 years	23.5%	76.5%	100.0%
50 to 64 years	15.1%	84.9%	100.0%
65 years plus	9.0%	91.0%	100.0%
Area			
Urban	17.7%	82.3%	100.0%
Village	38.3%	61.7%	100.0%
Rural	11.6%	88.4%	100.0%

Segment shaded ■ is significantly more likely to say this than segment shaded ■ within that particular demographic

Key results:

- About one in four (23.5%) residents aged 30 to 49 years were classified as 'suffering / struggling' with regards to the life evaluation index. This age cohort was the most likely to fill this category, while those 65 years plus (9.0%) were the least likely.
- Results also showed that a significantly higher proportion of residents living in village areas (38.3%) fell into the 'suffering / struggling' index, compared to those from urban (17.7%) or rural areas (11.6%).

3 Regression

In an effort to determine what drives how satisfied residents are with their life as a whole, regression analysis was run on 50 community well-being statements. If the objective is to improve the satisfaction levels that residents have with their life as a whole, focusing on these 8 areas is an excellent starting point.

Table 3.1.1: Drivers of ‘Satisfaction with your life as a whole’ in order of biggest contributor

8 Drivers	beta coefficients
Senior Citizens	0.190
The Lismore area as a place to live	0.189
Your personal relationships	0.177
Your work and family balance	0.161
Likelihood to recommend Lismore	0.128
Availability of affordable housing	0.106
Your job	0.090
I have good job security	0.065

An explanation of the results:

In this example we will use the first variable, ‘Senior Citizens’, to help explain the results of the regression model. If Council were to concentrate its efforts on improving this aspect to where the mean score improved by 1 unit (currently the mean score for this aspect sits at 3.74, so it would need to get to 4.74), then it would result in ‘Satisfaction with your life as a whole’ improving by 0.190. ‘Satisfaction with your life as a whole’ currently sits at 4.14 out of 5, so in this instance it would increase to 4.33 if all other variables remained at the same level they are currently at.

Key results:

- 8 drivers were identified for 'how satisfied are you with your life as a whole'. Table 3.1.1 outlines the impact that a 1 unit change in the driver will have on 'how satisfied are you with your life as a whole'. The drivers with the highest amount of influence on satisfaction with one's life as a whole, are listed in descending order in table 3.1.1, starting with 'the life for senior citizens in the Lismore area'.
- The adjusted R square measures the percentage of variation in 'how satisfied are you with your life as a whole?' that the drivers explain. The adjusted R square for this model is 43.4% which means the 8 drivers explain around 43% of the movement in resident's satisfaction with their life as a whole. In practice, this is a relatively strong model.
- It should be noted that the area's restaurants, pubs and clubs was also identified as a driver, however it had a inverse relationship on the dependant variable 'How satisfied are you with your life as a whole?'. This inverse relationship implies that satisfaction with one's life will increase if there were less of these services in the Lismore LGA. Given that the statement is attempting to measure three separate aspects, that is, restaurants, pubs and clubs, IRIS has decided to leave it out of the model in table 3.1.1.

4 Planning and development

This section specifically addresses how residents would like to see the Lismore area developed in the coming years.

Question: Do you believe that Council's planning and development rules should allow for ...

Table 4.1.1: Planning and development

	Yes	No	Can't say
New housing areas around the edge of villages	81.2%	15.3%	3.5%
Small rural lifestyle lots in the vicinity of existing rural residential areas	77.3%	18.1%	4.6%
Small rural lifestyle lots scattered across the rural area	73.4%	22.3%	4.3%
Redevelopment of land within the existing Lismore City urban area to allow smaller, more affordable housing types	70.1%	25.9%	4.0%
Redevelopment of village areas to allow smaller housing and smaller blocks	59.5%	36.0%	4.5%

Key results:

- Results showed that 8 out of 10 Lismore LGA residents (81.2%) believe that Council's planning and development rules should allow for new housing areas around the edge of villages.
- Around the same proportion (77.3%) also mentioned small rural lifestyle lots in the vicinity of existing rural residential areas should be allowed for in the development and planning rules.
- Redevelopment of village areas to allow smaller housing and smaller blocks attained the lowest approval rating by Lismore LGA residents. It needs to be pointed out however, that 6 out of 10 residents (59.5%) were still in favour of the rules allowing for this.

Further analysis:

- A smaller proportion of rural residents (53.9%) were in favour of Council's planning and development rules allowing for redevelopment of village areas to allow smaller housing and smaller blocks, compared to urban residents (66.8%) and village residents (60.0%).
- With regards to allowing for new housing areas around the edge of villages, not surprisingly it was residents from villages that were least in favour of this occurring. Results showed that two thirds of village residents (64.6%) felt that

planning and development rules should allow this to happen, compared to 77.5% of residents from rural areas, while urbanites were the most in favour with nine out of 10 (90.5%) indicating so.

- Two thirds of residents living in village areas (67.4%) were all for allowing small rural lifestyle lots in the vicinity of existing rural residential areas. This was a significantly smaller proportion than rural residents (76.9%) and urban residents (85.3%).
- 8 out of 10 residents aged 18 to 49 years (81.7%) were happy to have planning and development rules allow for small rural lifestyle lots scattered across the rural area. This was a significantly larger proportion than residents aged 50 years plus (69.6%).

5 Priorities and performance of Council

Given the range of services and facilities Council has to manage, it can often be a difficult task to prioritise. The sheer number of services and facilities under management can diffuse focus and distract attention away from the areas of critical importance to improving resident satisfaction.

This section of the report aims to identify the key drivers of resident satisfaction. Residents were asked to rate the importance of, and subsequently their satisfaction with, 31 Council services and facilities, each on a 5 point rating scale. The data was then compiled and passed through two form of analysis; quadrant and gap analysis.

5.1 Quadrant Analysis

Quadrant analysis is a useful way of simultaneously analysing the stated importance a service holds for residents against their satisfaction with the provision of that service. To do this, mean satisfaction scores are plotted against mean importance scores for each Council service or facility. In order to form the quadrants (or opportunity matrix) that separate higher and lower level priority services, combined mean importance and satisfaction scores were calculated for the entire set of 31 council services and facilities. These scores were: *Importance score = 4.36 and Satisfaction score = 3.45*. Thus, for example, services or facilities with a mean importance score of less than 4.36 (i.e. a score lower than the overall mean importance score), were classified as having relatively 'lower' importance. Conversely, services or facilities with a mean score above 4.36 were classified as having relatively 'higher' importance.

Each of the four quadrants has a specific interpretation:

1. The upper right quadrant (relatively high importance and relatively high satisfaction) represents current council service strengths.
2. The upper left quadrant (relatively high importance but relatively lower satisfaction) denotes services where satisfaction should be improved.
3. The lower left quadrant (relatively lower importance and relatively lower satisfaction) represents lower priority services.
4. The lower right quadrant (relatively lower importance and relatively high satisfaction) represents services where effort exceeds expectations.

The attributes in the upper left quadrant are all candidates for immediate attention. Residents placed a high importance on these attributes but also reported relatively lower satisfaction.

Graph 5.1.1: Quadrant analysis for all 31 services and facilities

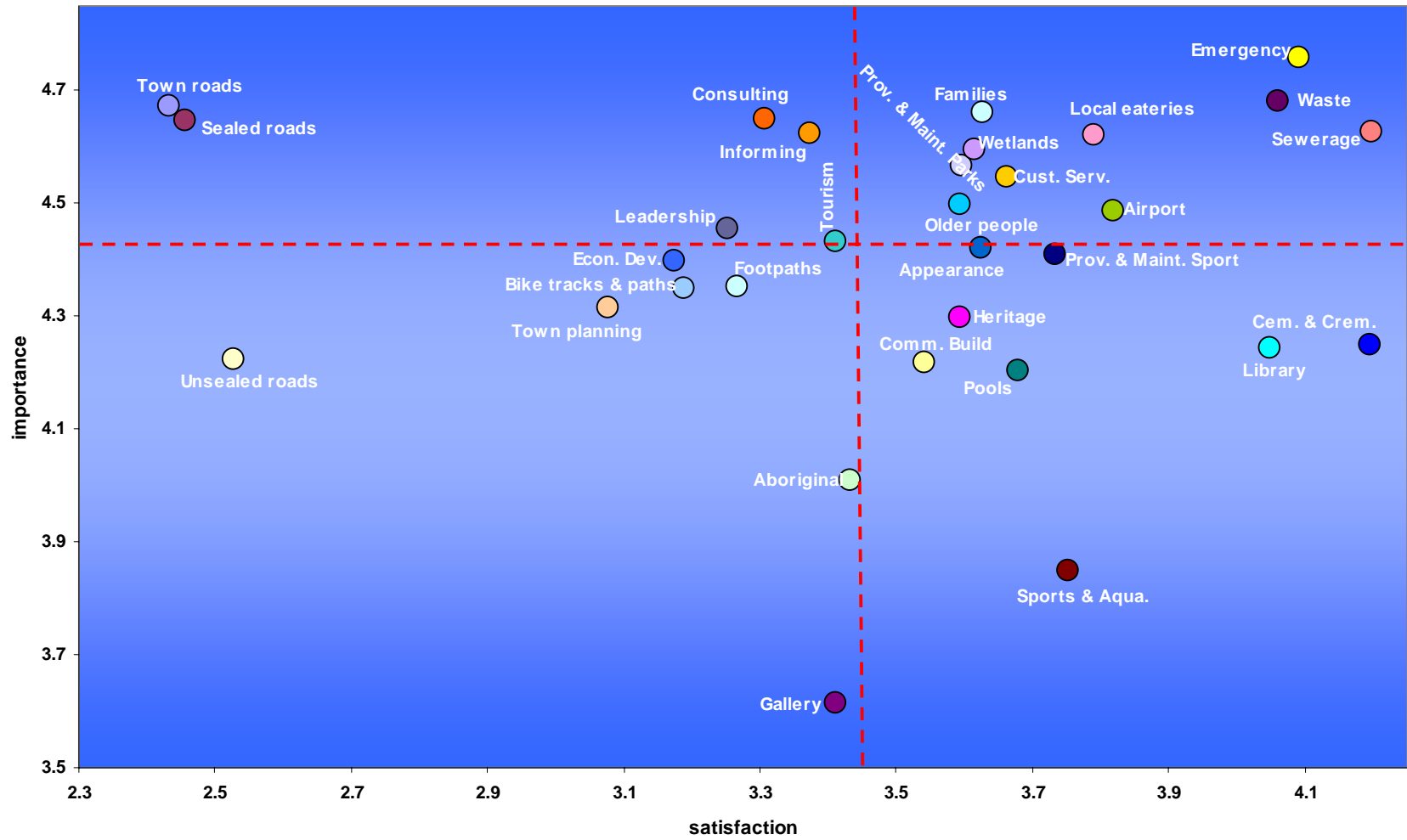


Table 5.1.1: Opportunities Matrix for Council Services and Facilities

2. RELATIVELY HIGHER IMPORTANCE RELATIVELY LOWER SATISFACTION	1. RELATIVELY HIGHER IMPORTANCE RELATIVELY HIGHER SATISFACTION
<ul style="list-style-type: none"> ▪ Maintaining town roads ▪ Maintaining sealed roads ▪ Promoting tourism ▪ Informing the community of Council decisions ▪ Consulting with the community ▪ Council leadership and advocacy 	<ul style="list-style-type: none"> ▪ Waste collection ▪ Water and sewerage services ▪ Appearance of towns and villages ▪ Provision and maintenance of parks, playgrounds and reserves ▪ Flood and emergency services ▪ Provision of services and facilities for older people ▪ Provision of services and facilities for families ▪ Food safety in local eateries and restaurants ▪ Protection of wetlands, natural environment and wildlife ▪ Lismore Regional Airport ▪ Customer service provided to residents by Council staff
3. RELATIVELY LOWER IMPORTANCE RELATIVELY LOWER SATISFACTION	4. RELATIVELY LOWER IMPORTANCE RELATIVELY HIGHER SATISFACTION
<ul style="list-style-type: none"> ▪ Maintaining unsealed roads ▪ Provision of pedestrian footpaths ▪ Lismore Regional Gallery ▪ Aboriginal services ▪ Provision of bike tracks and walking paths ▪ Town planning and timely processing of building applications ▪ Promoting economic development 	<ul style="list-style-type: none"> ▪ Provision and Maintenance of Sporting Fields ▪ Protection of heritage values and buildings ▪ Library services ▪ Goonellabah Sports and Aquatic centre ▪ Local Swimming Pools ▪ Lismore cemetery and crematorium ▪ Provision of community buildings and halls

Key results:

- Quadrant analysis has identified 6 services and facilities that were found to be high in importance but low in satisfaction, relative to the other services and facilities. The services and facilities that fall into this category include; 'maintaining town roads', 'maintaining sealed roads', 'promoting tourism', 'informing the community of Council decisions', 'consulting with the community', and 'Council leadership and advocacy'.
- Those services and facilities that are relatively higher in importance and have an above average level of resident satisfaction include; 'waste collection', 'water and sewerage services', 'appearance of towns and villages', 'provision and maintenance of parks, playgrounds and reserves', 'flood and emergency services', 'provision of services and facilities for older people', 'provision of services and facilities for families', 'food safety in local eateries and restaurants', 'protection of wetlands, natural environment and wildlife', 'Lismore Regional Airport', and 'Customer service provided to residents by Council staff'. These are areas that according to quadrant analysis, Council is performing well in.

5.2 Gap Analysis

Despite its usefulness, quadrant analysis is not a complete priority assessment tool. For example, it does not explicitly identify the gaps between importance and satisfaction. It is possible that a large gap could exist between importance and satisfaction, even though a service or facility appeared in the 'high importance and high satisfaction' quadrant. A gap highlights where Council is currently operating at and where they need to be in terms of performance.

Consequently, gap analysis was used as the second component in analysing the results. Gap measures were calculated by subtracting the mean satisfaction score from the mean importance score for each attribute. It should be pointed out that if a respondent rated a service or facility's importance, but failed to provide a satisfaction rating i.e. 'Can't say / Don't know' they were excluded from the gap analysis. ***Usually the larger the gap between importance and satisfaction means the larger the gap between Council's performance in the provision of that service and residents' expectations with it.*** Gap scores are presented in Table 5.2.1. The table ranks services and facilities from highest gaps to lowest gaps. Those services with a gap score significantly above the mean gap score for all services ($\xi=0.942$) were given top priority (i.e. a rating of 1). These are services that should be addressed by management first as the importance of that service far outweighs the satisfaction that residents have with its provision. Services with a gap score statistically equal to the mean gap were given second priority (rating of 2) and services with a gap score significantly below the mean gap were given third priority (rating of 3). In a world where Council's delivery of the service or facility was perfectly meeting resident expectations, the gap score would be zero. If Council was over delivering in a particular area, that service or facility would have a negative gap score, highlighting that on average, resident satisfaction was exceeding the importance placed on it.

Table 5.2.1 Performance gaps for Council services and facilities

Council Services & Facilities	Performance Gap	Priority Level
Maintaining town roads	2.244	1
Maintaining sealed roads	2.194	1
Maintaining unsealed roads	1.759	1
Consulting with the community	1.347	1
Informing the community of Council decisions	1.246	1
Promoting economic development	1.239	1
Town planning and timely processing of building applications	1.249	1
Council leadership and advocacy	1.192	1
Provision of bike tracks and walking paths	1.181	1
Provision of pedestrian footpaths	1.086	1
Provision of services and facilities for families	1.027	2
Promoting tourism	1.035	2
Protection of wetlands, natural environment and wildlife	0.972	2
Provision and maintenance of parks, playgrounds and reserves	0.971	2
Customer service provided to residents by Council staff	0.890	2
Provision of services and facilities for older people	0.880	2
Food safety in local eateries and restaurants	0.839	3
Appearance of towns and villages	0.806	3
Provision and Maintenance of Sporting Fields	0.697	3
Protection of heritage values and buildings	0.697	3
Lismore Regional Airport	0.687	3
Waste collection	0.652	3
Aboriginal services	0.567	3
Provision of community buildings and halls	0.679	3
Flood and emergency services	0.673	3
Local Swimming Pools	0.579	3
Water and sewerage services	0.538	3
Lismore Regional Gallery	0.311	3
Goonellabah Sports and Aquatic centre	0.205	3
Library services	0.244	3
Lismore cemetery and crematorium	0.087	3

Key results:

- Gap analysis has identified 10 Council services and facilities with a performance gap significantly larger than the average of 0.942. The services and facilities where Council's delivery and residents expectations are furthest apart include; 'maintaining town roads', 'maintaining sealed roads', 'maintaining unsealed roads', 'consulting with the community', 'informing the community of Council decisions', 'promoting economic development', 'town planning and processing of building applications', 'Council leadership and advocacy', 'provision of bike tracks and walking paths', and 'provision of pedestrian footpaths'.
- 15 Council services and facilities attained a performance gap significantly smaller than the average of 0.942; these are identified as priority level 3 in table 3.2.1 and denote Council is performing better in these areas relative to the others.
- Finally there were 6 Council services or facilities that had performance gaps equal to the average gap of 0.942, these included; 'provision of services and facilities for families', 'promoting tourism', 'protection of wetlands, natural environment and wildlife', 'provision and maintenance of parks, playgrounds and reserves', 'customer service provided to residents by Council staff' and 'provision of services and facilities for older people'.

5.3 Regression

In an effort to determine what drives residents' overall satisfaction with Council's performance, regression analysis was run on the 31 Council services and facilities.

Table 5.3.1: Drivers of overall satisfaction with Council's performance in order of biggest contributor

7 Drivers	beta coefficients
Consulting with the community	0.345
Water and sewerage services	0.287
Maintaining town roads	0.203
Council leadership and advocacy	0.135
Town planning and timely processing of building applications	0.114
Maintaining unsealed roads	0.107
Goonellabah Sports and Aquatic Centre	0.102

An explanation of the results:

In this example we will use the first variable, 'Consulting with the community', to help explain the results of the regression model. If Council were to concentrate its efforts on improving this aspect to where the mean score improved by 1 unit (currently the mean score for this service sits at 3.26, so it would need to get to 4.26), then it would result in 'Satisfaction with Council's overall performance' improving by 0.345. 'Satisfaction with Council's overall performance' currently sits at 3.47 out of 5, so in this instance it would increase to 3.82 if all other variables remained at the same level they are currently at.

Key results:

- 7 drivers were identified for 'Satisfaction with Council's overall performance'. Table 5.3.1 outlines the impact that a 1 unit change in the driver will have on 'Satisfaction with Council's overall performance'. The drivers with the highest amount of influence, are listed in descending order in table 5.3.1, starting with 'Consulting with the community'.
- The adjusted R square measures the percentage of variation in 'Satisfaction with Council's overall performance' that the drivers explain. The adjusted R square for this model is 59.3% which means the 7 drivers explain around 59% of the movement in resident's satisfaction with Council's overall performance. In practice, this is a relatively strong model.

Table 5.3.2 outlines the services and facilities that were identified as not meeting resident expectations across the entire Lismore LGA in either quadrant or gap analysis. It also presents those services and facilities that are drivers of overall satisfaction with Council's performance. Initially there were 31 services and facilities measured in this survey, however after applying the three forms of analysis the results highlighted 13. These 13 can then be filtered down to 3 services or facilities that Council should focus on first. If a service or facility has a tick in all three columns, it is confirmation that this area should be given priority.

Table 5.3.2 Quadrant, Gap and Regression analysis summary – (Entire LGA)

	Identified as not meeting resident expectations in ...		
	Quadrant Analysis (Higher importance / lower satisfaction)	Gap Analysis (Higher than average gap between importance and satisfaction)	Regression Analysis (Identified as a driver of overall satisfaction)
Maintaining town roads	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Consulting with the community	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Council leadership and advocacy	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Promoting tourism	<input checked="" type="checkbox"/>		
Maintaining sealed roads	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Informing the community of Council decisions	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Promoting economic development		<input checked="" type="checkbox"/>	
Provision of bike tracks and walking paths		<input checked="" type="checkbox"/>	
Provision of pedestrian footpaths		<input checked="" type="checkbox"/>	
Maintaining unsealed roads		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Town planning and timely processing of building applications		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Water and sewerage services			<input checked="" type="checkbox"/>
Goonellabah Sports and Aquatic Centre			<input checked="" type="checkbox"/>

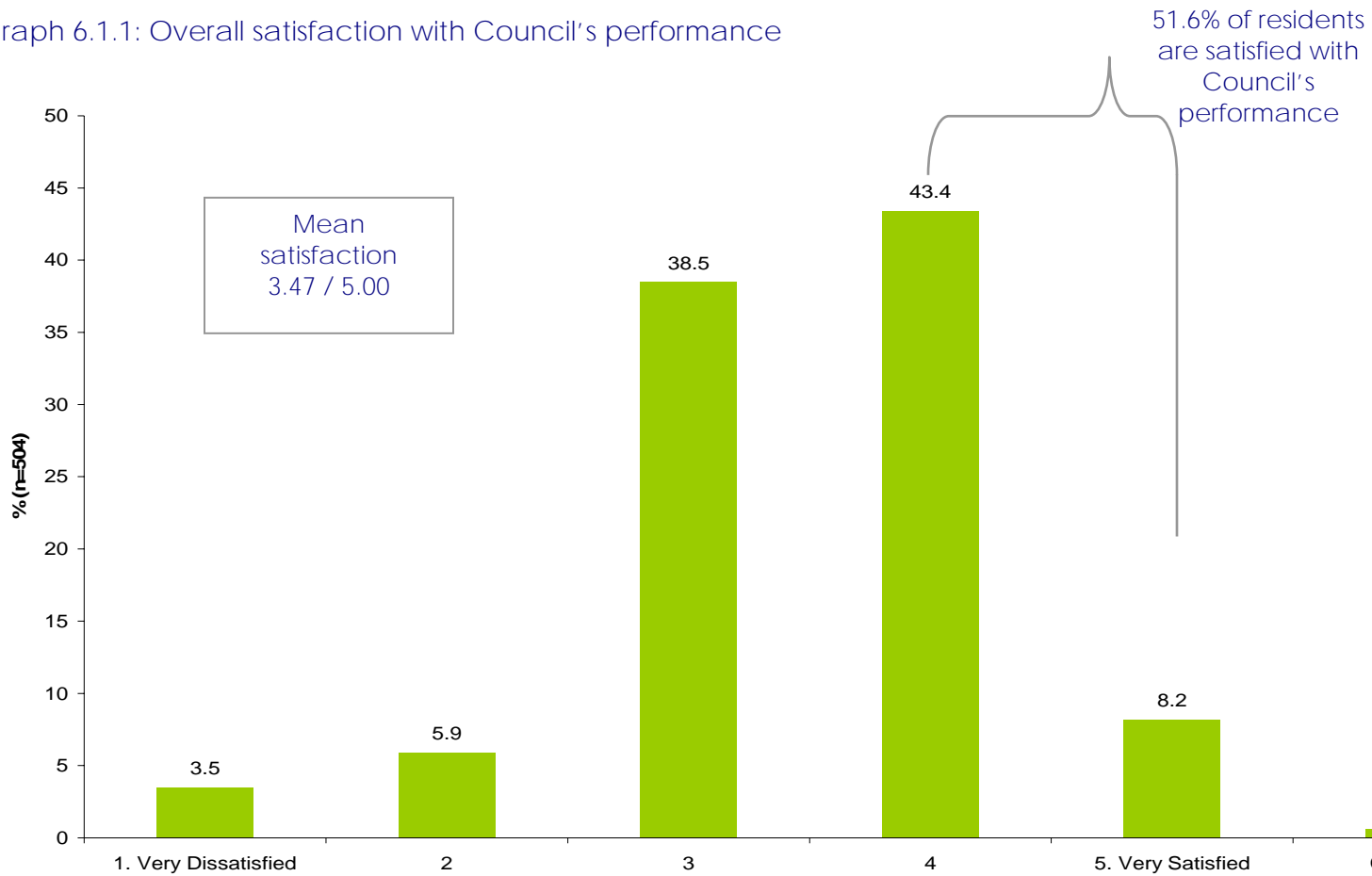
Key results:

- The 3 Council services and facilities that Council should look into first include; 'maintaining town roads', 'consulting with the community', and 'Council leadership and advocacy'.

6 Overall satisfaction with Council's performance

This section presents the level of satisfaction that residents have with Lismore City Council as an organisation. Residents rated their level of satisfaction on a 5 point scale, where 1 meant they were very dissatisfied and 5 meant they were very satisfied.

Graph 6.1.1: Overall satisfaction with Council's performance



Key results:

- Results showed that half of all residents (51.6%) are either satisfied or very satisfied with Lismore City Council as an organisation.
- About two in five residents (38.5%) gave a satisfaction rating of 3, implying they were neither satisfied nor dissatisfied.
- Only a small proportion (9.4%) were dissatisfied with Council as an organisation, while an even smaller proportion (3.5%) were at the extreme end of the satisfaction scale; very dissatisfied.

Table 6.1.1: Overall satisfaction by demographics

	Dissatisfied	Neither satisfied no dissatisfied	Satisfied
Age			
18 to 29 years	6.1%	27.6%	66.3%
30 to 49 years	11.2%	47.3%	41.5%
50 to 64 years	12.8%	36.0%	51.2%
65 years plus	4.4%	36.3%	59.3%

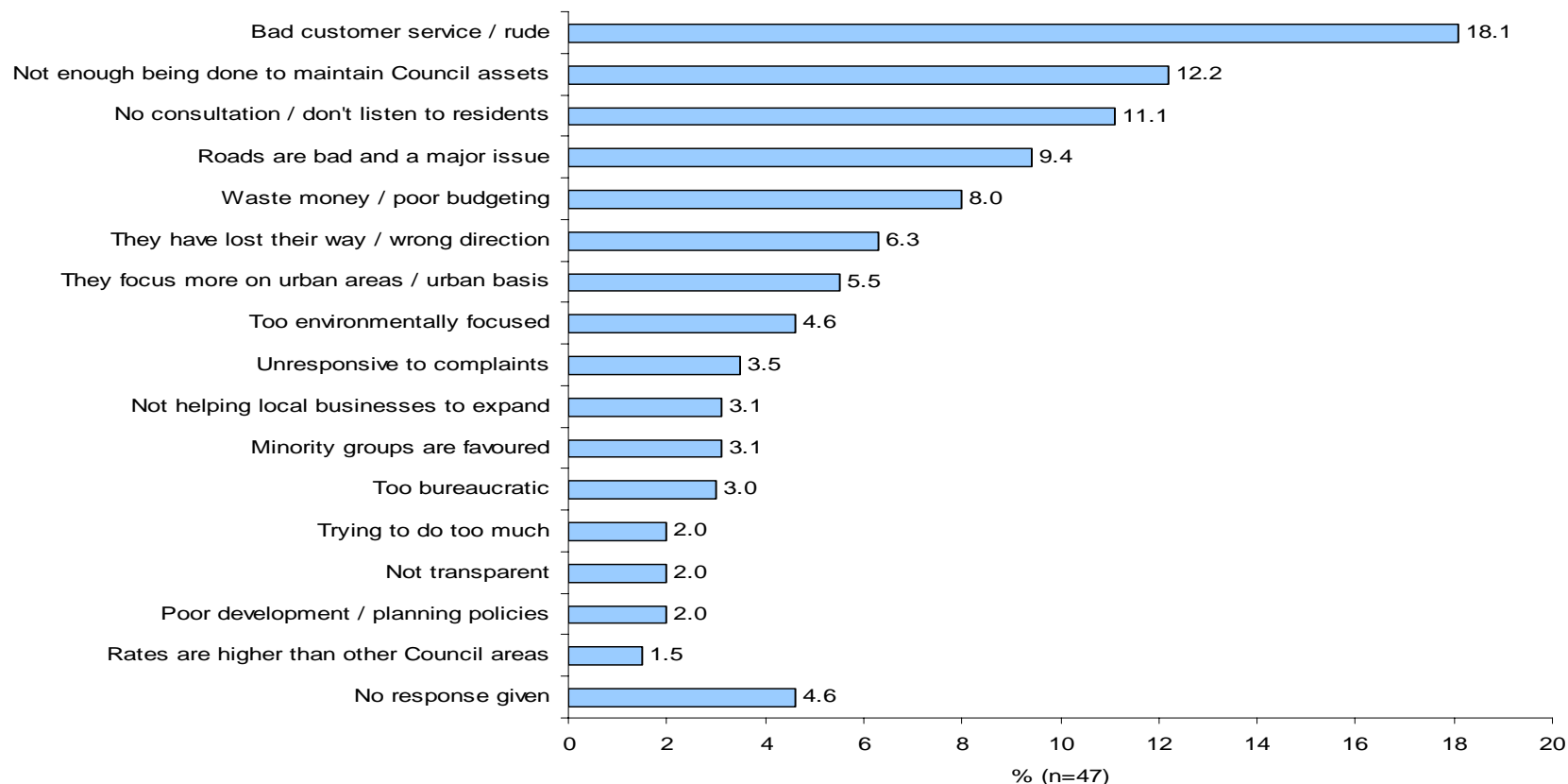
Segment shaded  is significantly more likely to say this than segment shaded 

Further analysis:

- Further analysis by age showed that two out of five (41.5%) residents aged 30 to 49 years were satisfied with Council as an organisation. This group displayed a significantly lower level of satisfaction than residents aged 18 to 29 years (66.3%) and those 65 years plus (59.3%).

As shown in graph 6.1.1, 9.4% of residents are dissatisfied with Council’s performance. This group were subsequently asked as to the reason for their dissatisfaction; the results are displayed in the graph below.

Graph 6.1.2: Reason for dissatisfaction



Key results:

- Of the 9.4% of residents that were dissatisfied, about one in five (18.1%) indicated it was due to bad customer service or being treated rudely. Other prominent reasons included ‘not enough being done to maintain Council assets’ (12.2%) and ‘no consultation / don’t listen to residents’ (11.1%).

7 Appendix

7.1 Methodology

7.1.1 Sample Design

A telephone-based survey aiming to secure a response from approximately 500 residents from throughout the Lismore LGA was used. The survey unit was permanent residents of the Lismore City Local Government Area who have lived in the area for 6 months or longer. Respondents also had to be aged 18 years or older to qualify for an interview. The 2006 Census was used to establish quotas to ensure a good distribution of responses by age and sex.

The sample base for the survey was the electronic White Pages. This sample is known to be sub optimal, as the churn of telephone numbers due to people moving and new numbers being added as dwellings are occupied affects about 12% to 15% of possible numbers. Furthermore, from previous research we know that the proportion of silent numbers is increasing and can be as high as 25-30% in some areas. To deal with these issues, IRIS uses a technique that starts with the population of numbers listed in the telephone book and adds new and unlisted numbers using the 'half open' method. In this method, all numbers were incremented by five to create new numbers in the 'gaps' between the listed numbers. The resultant universe of numbers was then de-duplicated to remove any numbers that may be repeated. This process was replicated five times to create a new theoretical universe of telephone numbers. This provided the opportunity for all potential numbers to be selected in the sample. This equal and known opportunity for selection is the first criterion of good random sampling.

Once the potential universe of numbers had been generated, a computer program was used to randomise the database. Following this, a sequential sample (e.g. every 110th number) was extracted from the database. The sample was geographically stratified and evenly distributed within strata. This process gave a very even distribution of potential numbers across the whole survey area. Every household therefore had an equal and known chance of selection and every part of the survey area received a fair proportional representation in the final sample drawn.

7.1.2 Data Collection

Interviews were conducted over 4 evenings commencing from the 27th February 2012 and concluding on the 2nd March 2012. Calls were made between 4.30 and 8.30 p.m. If the selected person was unavailable at that time to do the survey, call backs were scheduled for a later time or day. Unanswered numbers were retried up to 5 times throughout the period of the survey. These procedures ensure a good sampling process from the sample frame used so that statistical inferences could be made about the entire resident population.

Non-private numbers and faxes reached during the selection process were excluded from the sample.

7.1.3 Response Performance

At the end of the survey period, 504 completed interviews had been collected achieving a 66% compliance rate. The final data set has been weighted by age and sex so that it mirrors the population distribution of the Lismore City Council area.

Table 7.1.3 Survey compliance rate

Response sequence	Outcome
Interviews	504
Refusals	264
<i>Valid contacts (Excludes disqualified – businesses, out of area, under 16yrs etc)</i>	768
Compliance rate	66%

7.1.4 Survey Accuracy

When analysing results for the entire sample, the maximum error rate will be about $\pm 4.4\%$ at the 95% confidence level, assuming a proportional response of 50%. Put another way, we can be confident that if the survey were to be repeated there would be a 95% chance that the new result would lie within $\pm 4.4\%$ of the result achieved in this survey.

7.2 Importance scores

Table 7.2.1 ranks the mean importance scores given by residents from highest mean score to lowest mean score. Given that IRIS undertakes many residents' surveys such as this; we are able to benchmark mean importance scores into 'high' 'medium' and 'low' importance. There were no services or facilities that fell into the 'low' importance classification.

Table 7.2.1: Importance – Council services and facilities

	Can't say	Low (1 – 2)	Medium (3)	High (4-5)	Mean score out of 5	High Importance
Flood and emergency services	0.3%	1.7%	4.9%	93.1%	4.71	
Waste collection	1.2%	2.4%	5.9%	90.4%	4.63	
Maintaining town roads	0.0%	1.6%	5.4%	93.0%	4.62	
Provision of services and facilities for families	2.3%	1.6%	4.9%	91.1%	4.61	
Maintaining sealed roads	0.2%	1.7%	7.4%	90.7%	4.60	
Consulting with the Community	1.5%	0.7%	7.4%	90.4%	4.60	
Water and sewerage services	5.6%	4.6%	3.7%	86.0%	4.58	
Food safety in local eateries and restaurants	0.4%	1.4%	6.6%	91.6%	4.57	
Informing the Community of Council decisions	2.4%	0.8%	7.7%	89.1%	4.57	
Protection of wetlands, natural environment and wildlife	0.4%	1.8%	8.8%	89.0%	4.55	
Provision and Maintenance of Parks, Playgrounds and Reserves	0.6%	1.1%	8.0%	90.3%	4.52	
Customer Service provided to residents by Council staff	4.5%	1.7%	6.4%	87.3%	4.50	
Provision of services and facilities for older people	1.9%	5.1%	7.3%	85.7%	4.45	
Lismore Regional Airport	0.6%	5.3%	7.4%	86.8%	4.44	
Council Leadership and Advocacy	3.1%	0.9%	11.5%	84.6%	4.41	
Promoting tourism	1.0%	1.8%	11.2%	86.0%	4.38	
Appearance of towns and villages	0.3%	2.0%	7.7%	90.0%	4.37	
Provision and Maintenance of Sporting Fields	1.2%	4.6%	9.4%	84.8%	4.36	
Promoting economic development	3.2%	2.4%	11.9%	82.4%	4.35	
Provision of pedestrian footpaths	0.4%	5.0%	13.0%	81.6%	4.30	
Provision of bike tracks and walking paths	0.7%	4.3%	13.3%	81.7%	4.30	
Town planning and timely processing of building applications	6.8%	3.4%	14.1%	75.7%	4.27	
Protection of heritage values and buildings	0.7%	3.0%	16.0%	80.3%	4.25	
Library services	4.4%	5.3%	17.2%	73.1%	4.20	
Lismore cemetery and crematorium	3.7%	8.3%	13.2%	74.7%	4.20	
Maintaining unsealed roads	2.5%	6.5%	15.7%	75.3%	4.17	
Provision of community buildings and halls	1.0%	2.4%	19.1%	77.5%	4.17	
Local Swimming Pools	2.9%	7.6%	14.8%	74.6%	4.15	
Aboriginal services	6.2%	11.2%	15.1%	67.5%	3.96	
Goonellabah Sports and Aquatic centre	3.9%	17.2%	15.2%	63.7%	3.80	
Lismore Regional Gallery	6.8%	18.8%	21.9%	52.5%	3.56	

Medium Imp.

7.3 Satisfaction scores

Table 7.3.1 ranks the mean satisfaction scores given by residents from highest mean score to lowest mean score. Given that IRIS undertakes many residents' surveys such as this; we are able to benchmark mean satisfaction scores into 'high' 'medium' and 'low' satisfaction.

Table 7.3.1: Satisfaction – Council services and facilities

	Can't say	Low (1 – 2)	Medium (3)	High (4-5)	Mean score out of 5	
Water and sewerage services	10.7%	7.0%	11.4%	70.9%	4.15	High Satisfaction
Lismore cemetery and crematorium	9.6%	1.3%	20.5%	68.6%	4.15	
Flood and emergency services	1.4%	7.1%	14.3%	77.2%	4.04	
Waste collection	2.8%	11.2%	13.5%	72.5%	4.01	
Library services	9.2%	2.7%	22.1%	65.9%	4.00	
Lismore Regional Airport	3.6%	10.2%	27.8%	58.4%	3.77	
Food safety in local eateries and restaurants	1.8%	5.3%	32.1%	60.8%	3.74	
Goonellabah Sports and Aquatic centre	12.4%	12.0%	20.0%	55.7%	3.70	
Provision and Maintenance of Sporting Fields	3.4%	7.8%	29.2%	59.5%	3.68	
Local Swimming Pools	7.3%	10.4%	30.2%	52.1%	3.63	
Customer Service provided to residents by Council staff	6.6%	12.9%	26.9%	53.6%	3.61	Medium Satisfaction
Appearance of towns and villages	0.8%	8.6%	37.3%	53.3%	3.58	
Provision of services and facilities for families	6.5%	5.1%	41.6%	46.9%	3.58	
Protection of wetlands, natural environment and wildlife	3.6%	9.6%	35.0%	51.8%	3.56	
Provision and Maintenance of Parks, Playgrounds and Reserves	0.9%	11.3%	33.1%	54.7%	3.55	
Protection of heritage values and buildings	4.5%	7.9%	38.0%	49.5%	3.54	
Provision of services and facilities for older people	9.1%	7.1%	39.0%	44.9%	3.54	
Provision of community buildings and halls	2.2%	8.4%	44.0%	45.4%	3.49	
Aboriginal services	18.9%	10.4%	36.7%	34.0%	3.38	
Lismore Regional Gallery	16.4%	12.3%	34.4%	36.8%	3.36	
Promoting tourism	4.3%	17.0%	39.2%	39.5%	3.36	
Informing the Community of Council decisions	4.1%	14.7%	38.8%	42.3%	3.32	
Consulting with the Community	3.0%	18.9%	41.2%	35.9%	3.26	
Provision of pedestrian footpaths	1.7%	19.8%	42.3%	36.2%	3.22	
Council Leadership and Advocacy	4.7%	18.2%	41.2%	35.9%	3.20	
Provision of bike tracks and walking paths	2.8%	24.7%	38.2%	34.3%	3.14	
Promoting economic development	7.8%	20.3%	41.0%	30.9%	3.12	
Town planning and timely processing of building applications	15.0%	23.1%	36.5%	25.4%	3.03	
Maintaining unsealed roads	7.4%	42.5%	41.6%	8.5%	2.48	Low Sat
Maintaining sealed roads	0.3%	55.2%	33.0%	11.5%	2.41	
Maintaining town roads	0.1%	58.9%	25.8%	15.1%	2.38	

7.4 The Community's story – by demographics

Table 7.4.1: Community well-being by demographics

	Sex			Age				Area		
	Total	Male	Female	18-29	30-49	50-64	65+	Urban	Village	Rural
<i>Community Attachment – Community Loyalty + Passion</i>	3.89	3.88	3.89	3.71	3.79	4.00	4.13	3.93	3.69	3.85
<i>Community Loyalty</i> - Community Loyalty measures how likely citizens are to stay in the community, recommend it to others as a place to live, and have a positive outlook for the community's future.	3.76	3.75	3.77	3.61	3.66	3.89	3.96	3.81	3.57	3.71
The Lismore area as a place to live	4.14	4.14	4.15	4.05	4.08	4.15	4.38	4.21	3.89	4.09
Likelihood to recommend the Lismore area as a place to live	3.87	3.85	3.88	3.59	3.80	4.03	4.09	3.92	3.59	3.85
In 5 years from now how do you think the Lismore area will be as a place to live compared to today	3.30	3.25	3.35	3.24	3.17	3.43	3.46	3.34	3.28	3.24
<i>Community Passion</i> - Community Passion describes the level of pride and connectedness citizens have to the place.	4.07	4.07	4.08	3.86	3.99	4.14	4.37	4.10	3.89	4.06
I am proud to say I'm a resident of the Lismore area	4.12	4.10	4.13	3.93	4.03	4.17	4.43	4.19	3.72	4.10
The Lismore area is a great place for people like me	4.03	4.04	4.02	3.78	3.96	4.11	4.30	4.01	4.07	4.04
<i>Community Offerings</i> - The structural, physical, and social offerings that a community presents to its residents. Without basic support from a community, citizens cannot thrive.	3.23	3.25	3.20	3.27	3.16	3.24	3.33	3.21	3.37	3.20
Basic services	2.81	2.81	2.81	2.77	2.73	2.85	2.99	2.85	2.79	2.72
The local road network	2.24	2.14	2.32	2.29	2.15	2.14	2.48	2.38	2.11	1.97
The availability of quality local health care	3.42	3.47	3.38	3.39	3.27	3.49	3.69	3.40	3.65	3.39
The availability of affordable housing	2.85	2.85	2.85	2.79	2.78	2.95	2.96	2.88	2.63	2.88
Economy	2.75	2.73	2.76	2.95	2.63	2.68	2.90	2.74	2.86	2.72
The level of local job opportunities	2.48	2.46	2.50	2.47	2.47	2.42	2.63	2.48	2.42	2.51
The level of opportunity for local businesses (rural and regional)	2.88	2.93	2.84	3.10	2.78	2.78	3.01	2.84	3.28	2.85
Local economic conditions	2.88	2.89	2.88	3.16	2.78	2.78	2.97	2.90	3.12	2.77
It is now a good time to find a job in the local area	2.37	3.32	2.41	2.33	2.35	2.31	2.55	2.36	2.75	2.27
Do you think the local economy is getting better or getting worse?	1.65	1.62	1.67	1.83	1.61	1.64	1.52	1.62	1.62	1.73*
The Central Business District (CBD)	3.11	3.05	3.17	3.27	2.94	3.03	3.42	3.09	3.16	3.14
The City's entranceways and gateways	2.93	2.83	3.02	3.17	2.76	2.80	3.19	2.88	2.74	3.09
Safety	3.11	3.24	3.00	3.36	3.12	3.02	2.94	3.07	3.39	3.11
How safe do you feel walking alone at night within a short distance of your home?	3.21	3.68	2.78	3.62	3.28	3.24	2.56	2.92	3.65	3.68
How would you rate the level of crime in your area	2.69	2.60	2.77	2.79	2.68	2.60	2.73	2.85	2.74	2.35
Would you say that the level of crime in the area has increased, decreased or stayed the same?	1.86	1.91	1.82	1.94	1.83	1.87	1.82	1.85	1.90	1.88*
The level of local policing	3.44	3.42	3.45	3.67	3.37	3.27	3.54	3.43	3.79	3.33

Table 7.4.2: Community well-being by demographics

<i>Cont.</i>	Sex			Age				Area		
	<i>Total</i>	<i>Male</i>	<i>Female</i>	<i>18-29</i>	<i>30-49</i>	<i>50-64</i>	<i>65+</i>	<i>Urban</i>	<i>Village</i>	<i>Rural</i>
Leadership	3.16	2.98	3.34	3.11	3.05	3.22	3.39	3.20	3.37	3.01
The leadership of local elected members	3.28	3.07	3.48	3.21	3.19	3.30	3.53	3.32	3.47	3.14
The leaders of my community represent my interests	3.04	2.88	3.18	2.99	2.92	3.10	3.26	3.08	3.27	2.87
Education	3.83	3.82	3.85	3.71	3.82	3.79	4.07	3.81	3.98	3.84
The standard of local public schools	3.65	3.67	3.62	3.46	3.64	3.64	3.89	3.62	3.83	3.65
The standard of local colleges and universities	4.01	3.99	4.04	4.00	3.98	3.95	4.20	4.00	4.08	4.01
Aesthetics	4.04	4.07	4.01	3.88	4.08	4.07	4.09	4.05	3.96	4.04
The provision of outdoor parks, playgrounds and natural disasters	3.83	3.87	3.78	3.64	3.84	3.89	3.93	3.88	3.72	3.76
The area's beauty and natural environment	4.25	4.26	4.24	4.12	4.33	4.23	4.28	4.23	4.22	4.32
Social offerings	3.63	3.63	3.63	3.71	3.56	3.59	3.73	3.60	3.70	3.65
The area's restaurants, pubs and clubs	3.62	3.61	3.64	3.88	3.46	3.53	3.81	3.63	3.93	3.51
A place to meet people and make friends	3.66	3.64	3.69	3.81	3.51	3.68	3.80	3.65	3.65	3.69
The area's arts and cultural activities	3.67	3.61	3.72	3.66	3.74	3.61	3.61	3.62	3.81	3.71
The provision of community events and festivals	3.59	3.60	3.58	3.67	3.67	3.48	3.50	3.52	3.82	3.66
The level of support that the local community has for each other	3.58	3.53	3.63	3.44	3.57	3.65	3.66	3.57	3.40	3.67
The availability of social clubs and interest groups	3.63	3.69	3.57	3.78	3.47	3.58	3.87	3.60	3.81	3.63
<i>Openness – Perceptions of openness of the community to different groups</i>	3.56	3.55	3.57	3.72	3.48	3.52	3.63	3.56	3.48	3.59
Families with young children	3.82	3.78	3.86	3.59	3.86	3.89	3.88	3.84	3.49	3.87
Families with teenage children	3.32	3.34	3.31	3.41	3.28	3.30	3.36	3.34	3.03	3.39
Empty nesters	3.70	3.81	3.59	3.72	3.67	3.69	3.74	3.66	3.92	3.70
Young people	3.10	3.14	3.07	3.37	2.98	3.03	3.19	3.12	3.13	3.06
Senior citizens	3.74	3.72	3.76	3.90	3.59	3.66	3.97	3.77	3.64	3.72
People with disabilities	3.31	3.29	3.33	3.57	3.14	3.21	3.49	3.31	3.19	3.35
Aboriginal and Torres Strait Islander people	3.40	3.38	3.43	3.66	3.36	3.27	3.40	3.39	3.54	3.38
Immigrants from other countries	3.39	3.38	3.40	3.48	3.31	3.39	3.47	3.31	3.52	3.50

Segment shaded ■ is significantly more likely to say this than segment shaded ■ within the same row of that demographic

* Mean score out of 3. This score has been left out of the calculation towards the sub dimension and dimension index scores.

Table 2.2.3: Community well-being by demographics

<i>Cont.</i>	Sex			Age				Area		
	<i>Total</i>	<i>Male</i>	<i>Female</i>	<i>18-29</i>	<i>30-49</i>	<i>50-64</i>	<i>65+</i>	<i>Urban</i>	<i>Village</i>	<i>Rural</i>
Gay and lesbian people	3.77	3.72	3.82	3.78	3.88	3.73	3.55	3.73	3.56	3.91
The Lismore area welcomes outsiders and visitors who do not live there	3.95	3.91	3.99	4.11	3.88	3.88	4.03	3.93	3.96	3.99
<i>Social Capital</i> – The people-connections citizens have to the community and how they share time with others	3.75	3.77	3.74	4.01	3.73	3.63	3.68	3.74	3.73	3.78
I can get help from friends, family and neighbours when needed	4.30	4.28	4.31	4.33	4.26	4.29	4.34	4.28	4.12	4.39
I am actively involved in community organisations such as sporting and social groups, rotary, charities or school committees	3.21	3.27	3.16	3.70	3.20	2.96	3.04	3.20	3.39	3.17
<i>Emotional wellness</i> – The mixture of mental and physical well being items. The metric is an overall measure of personal and community well being	3.78	3.75	3.80	3.70	3.78	3.81	4.01	3.79	3.58	3.82
I have good job security	3.84	3.89	3.79	3.86	3.83	3.80	3.94	3.84	3.97	3.80
I feel I'm treated with respect by the local community	3.97	3.87	4.05	3.72	3.85	4.07	4.34	3.97	4.02	3.95
I felt a high level of stress yesterday	2.41	2.32	2.49	2.05	2.77	2.25	2.26	2.36	2.16	2.59
Your physical health	3.83	3.85	3.82	4.12	3.84	3.77	3.59	3.76	3.89	3.95
Your personal relationships	4.22	4.17	4.26	4.33	4.10	4.27	4.27	4.28	3.77	4.24
Your job	4.00	4.03	3.98	3.97	3.92	4.09	4.51	4.01	3.99	4.00
Your work and family balance	3.90	3.85	3.93	3.96	3.75	3.89	4.50	3.96	3.45	3.90
<i>Life Evaluation</i>	4.14	4.10	4.19	4.02	3.98	4.26	4.47	4.16	3.66	4.27

Segment shaded ■ is significantly more likely to say this than segment shaded ■ within the same row of that demographic

7.5 Benchmark comparisons

Benchmark Index

IRIS has compiled data on the performance of Councils which are comparable (Regional Council's) to Lismore City Council and are included in the graphs below. Where appropriate results include how Lismore City Council compares with the (1) worst performing Council (2) best performing Council and (3) comparable Councils. For a service or facility to be considered significantly different to the benchmark, IRIS recommends a 5 percentage point differential be present between Lismore's index result and any of the other 3 measures provided in the graph.

On occasions individual Councils use variations on the 5 point rating scale including 7 and 11 point scales. In order to facilitate ease of comparison the benchmark data has been standardised to an index score out of 100.

The benchmark comparisons can be interpreted as follows: In terms of overall satisfaction, Lismore City Council received an index satisfaction score of 61%. Given Lismore City Council's result is outside plus or minus 5 percentage points of the index achieved by comparable Councils (68%) we can say that Lismore City Council is performing below this benchmark group. Below the graph it also displays the comparative percentile; in this case Lismore is performing better than 22% of comparable Councils with regards to its overall satisfaction score.

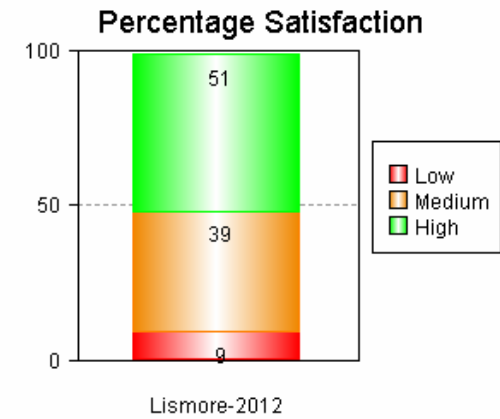
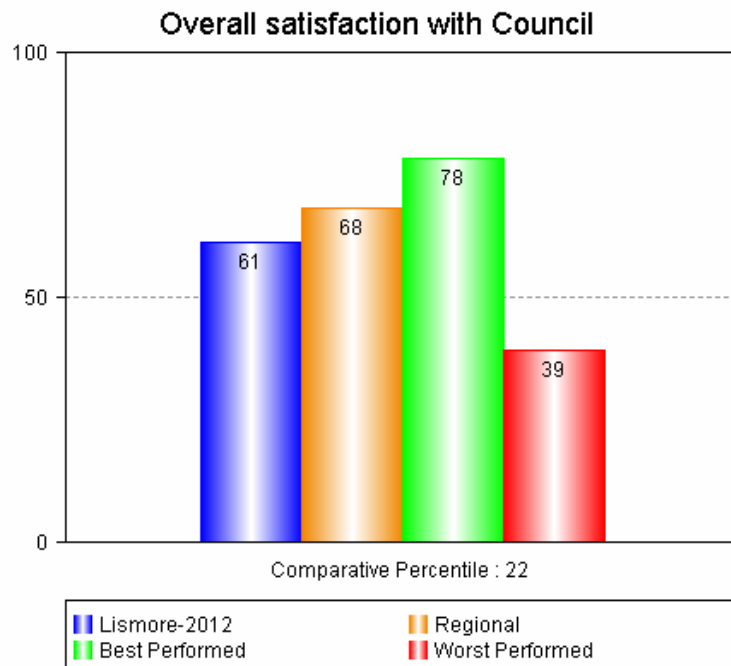
The best performed and worst performed are out of all Councils, not just comparable Councils to Lismore.

All other graphs can be interpreted in this same manner.

Percentage Satisfaction Graph

In addition the proportion of Lismore City Council residents that rated their satisfaction as being high (rating points 4 and 5), medium (rating point 3) and low (rating point 1 and 2) is provided as a summary measure titled 'Percentage satisfaction'.

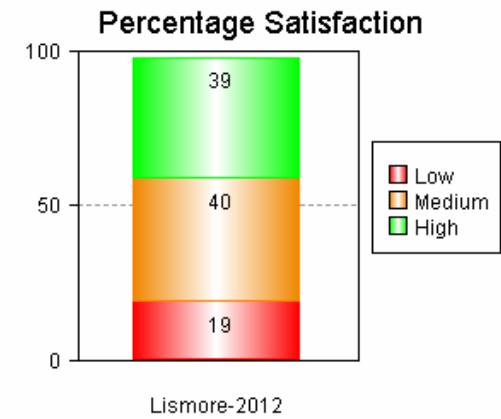
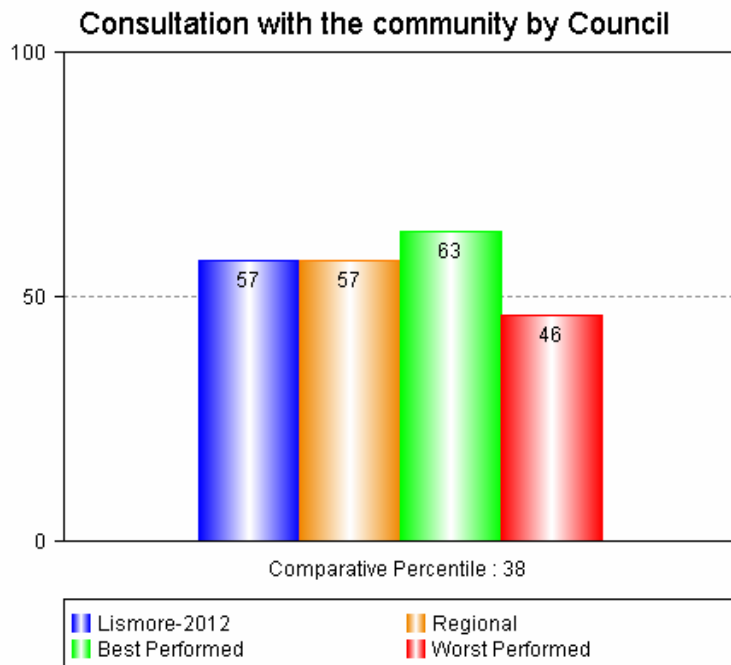
Table 7.5.1: Overall Satisfaction



Key results:

- Performing below comparable measure.

Table 7.5.2: Consultation with the community by Council

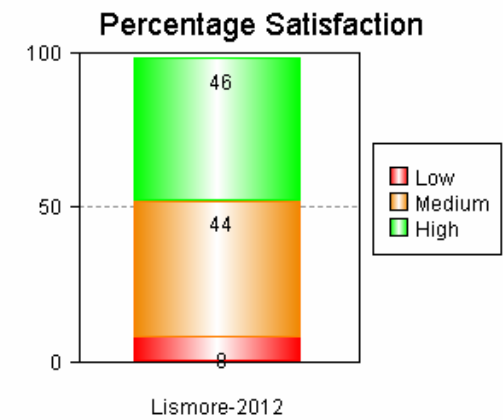
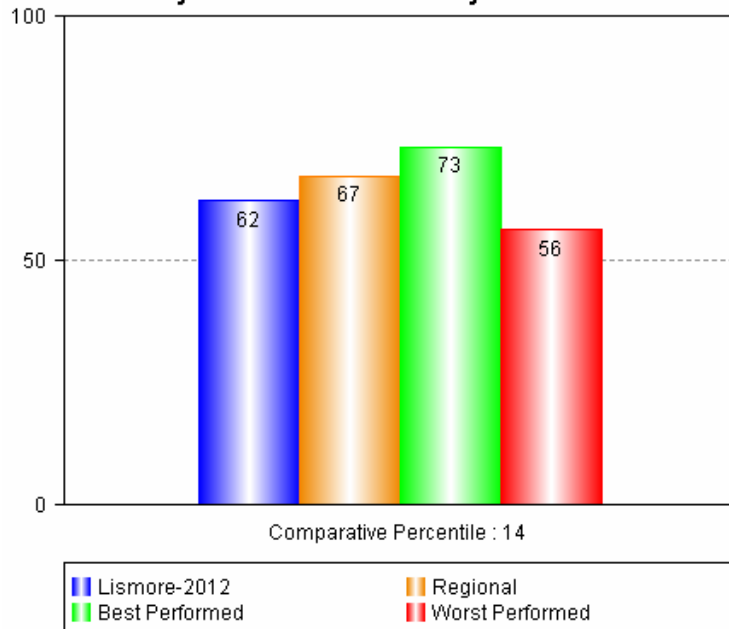


Key results:

- Performing on par with comparable measure.

Table 7.5.3: Community centres and community halls

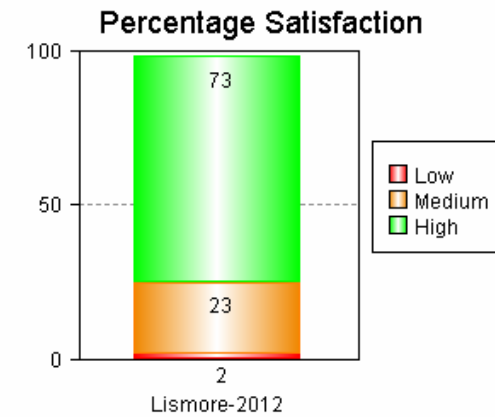
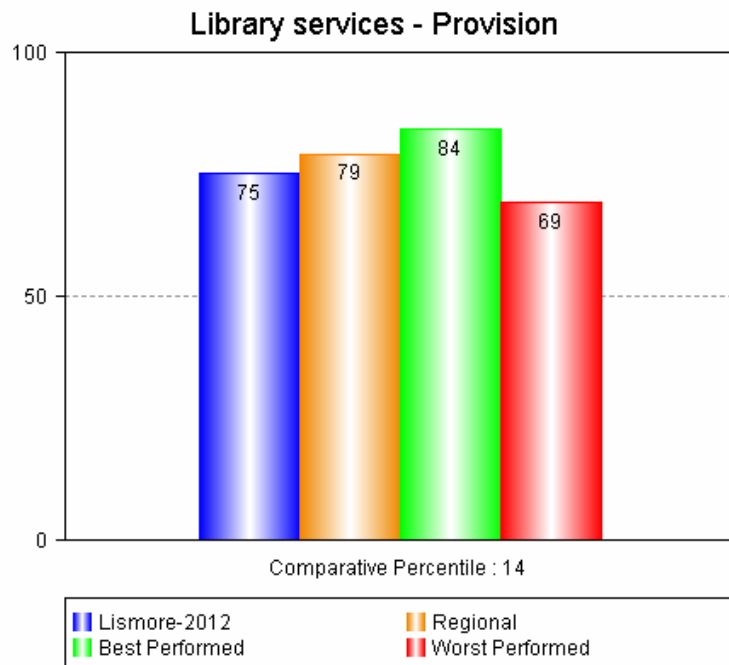
Community centres & community halls - Provision



Key results:

- Performing on par with comparable measure.

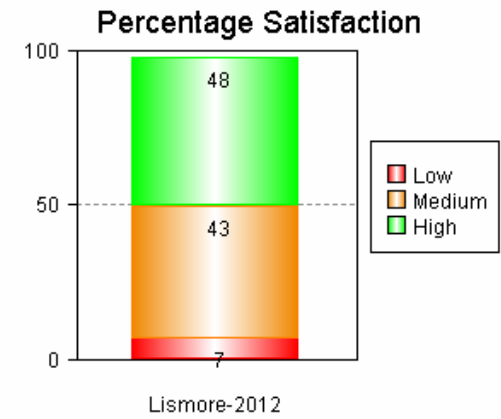
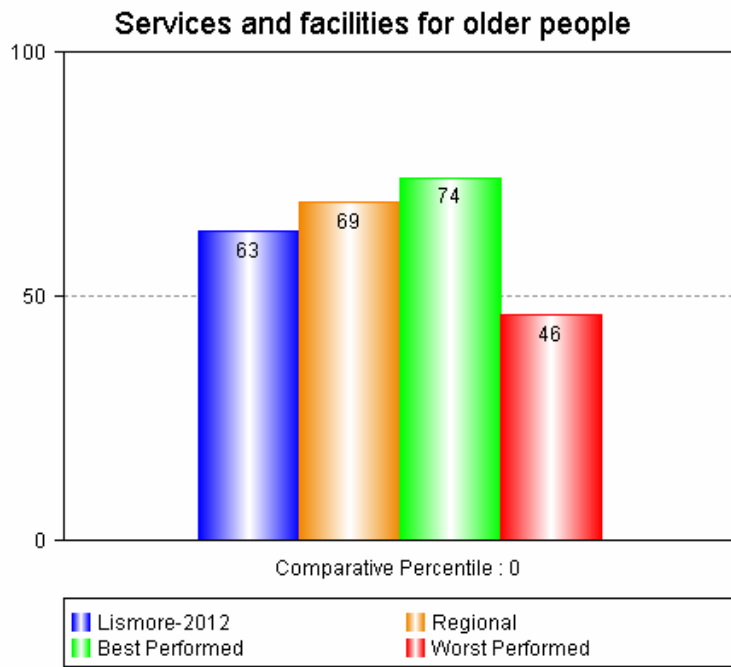
Table 7.5.4: Library services



Key results:

- Performing on par with comparable measure.

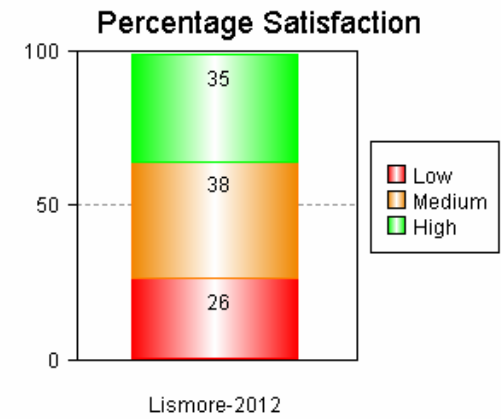
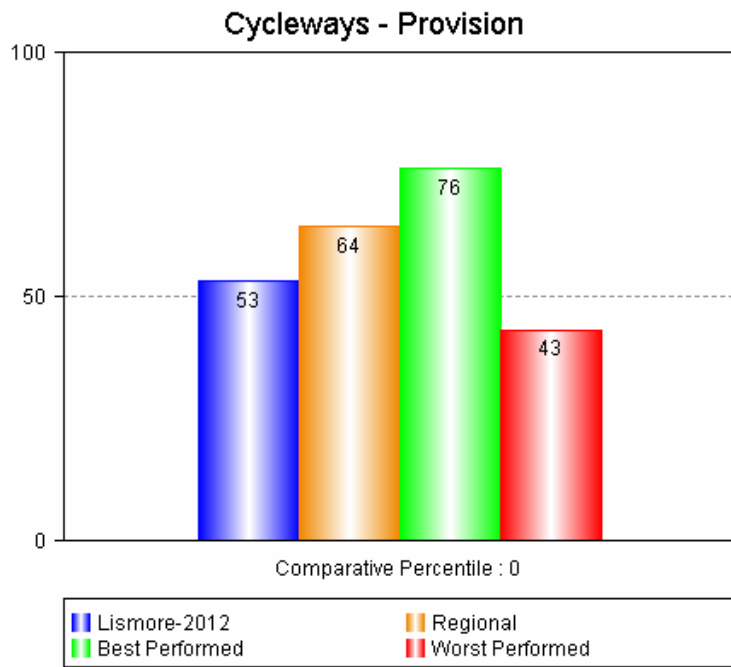
Table 7.5.5: Services and facilities for older people



Key results:

- Performing below comparable measure.

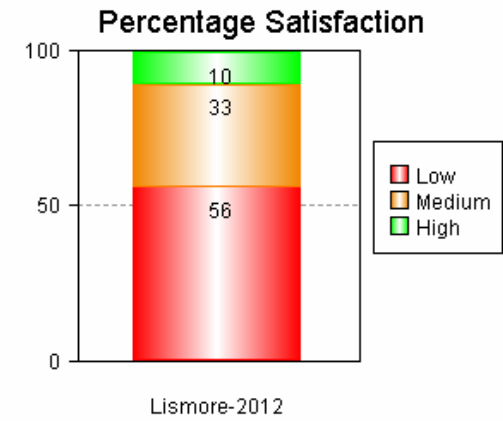
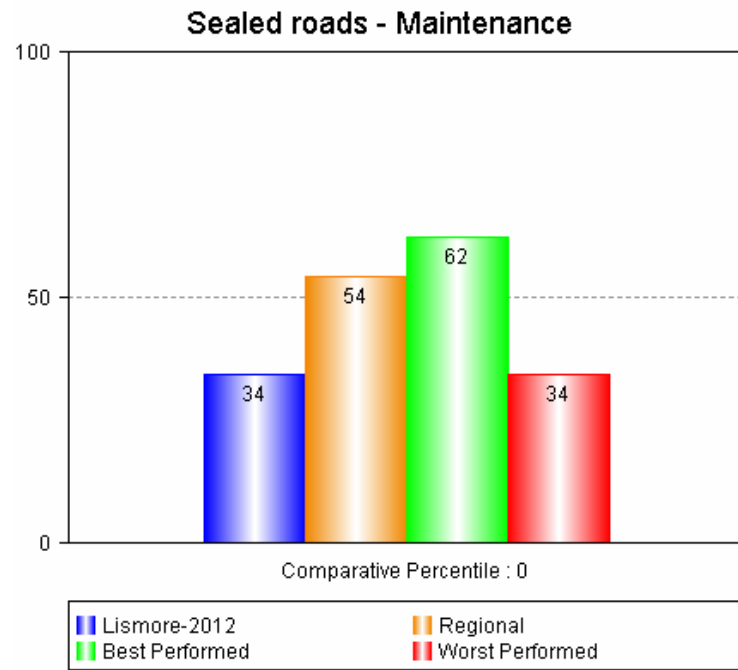
Table 7.5.6: Cycle ways



Key results:

- Performing below comparable measure.

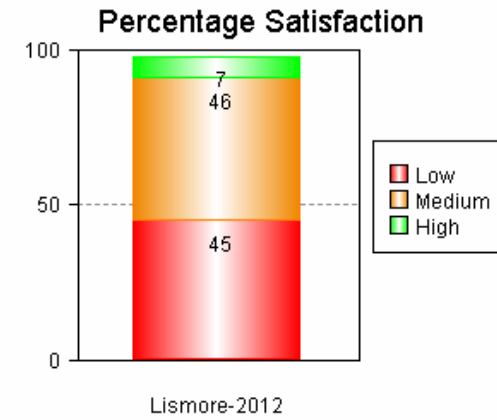
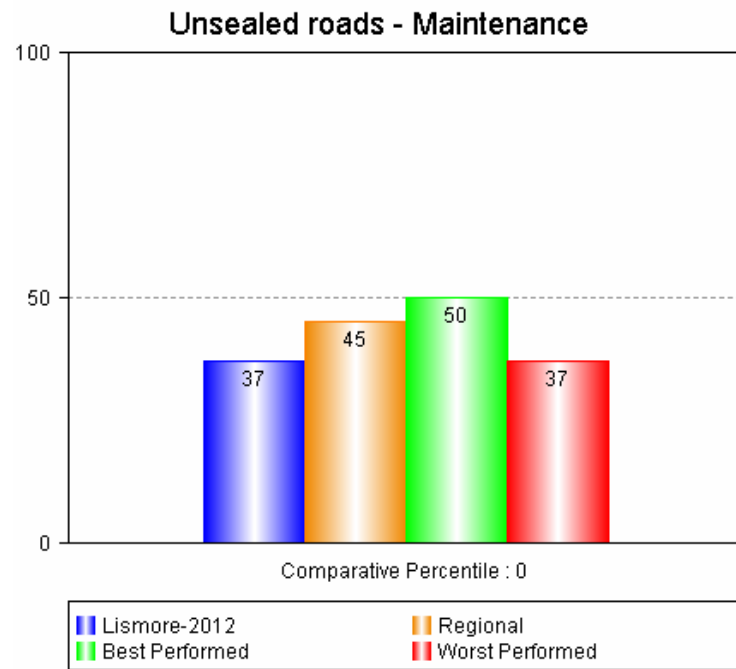
Table 7.5.7: Sealed roads



Key results:

- Performing below comparable measure.

Table 7.5.8: Unsealed roads

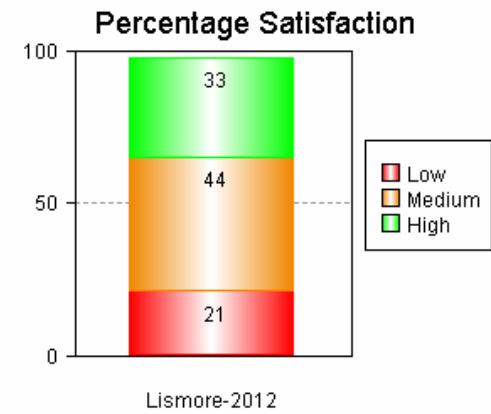
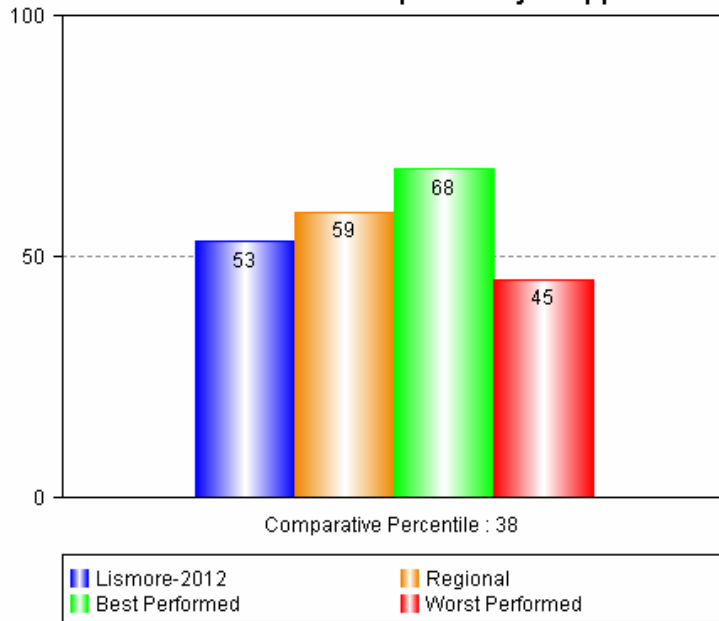


Key results:

- Performing below comparable measure.

Table 7.5.9: Promotion of economic development

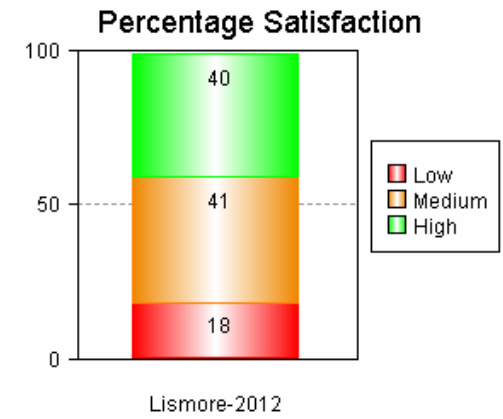
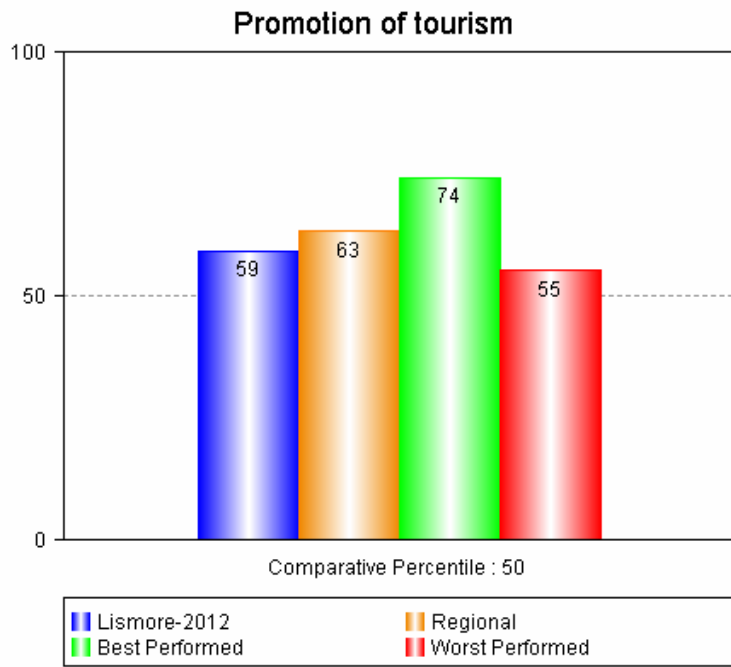
Promotion of economic development & job opportunities



Key results:

- Performing below comparable measure.

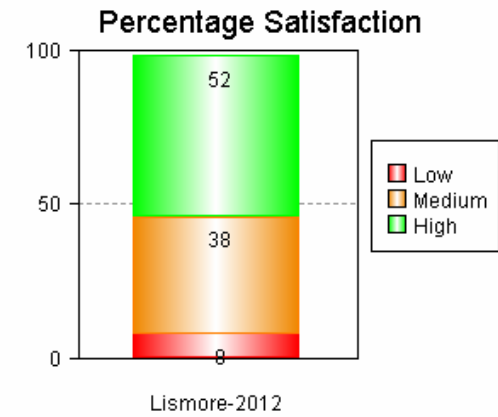
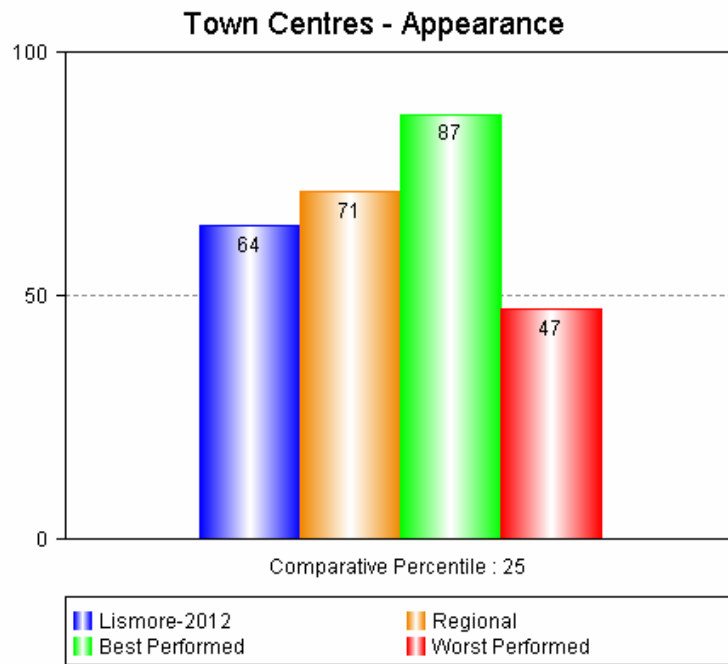
Table 7.5.10: Promotion of tourism



Key results:

- Performing on par with comparable measure.

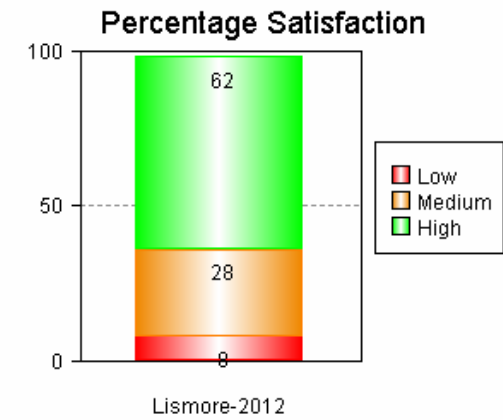
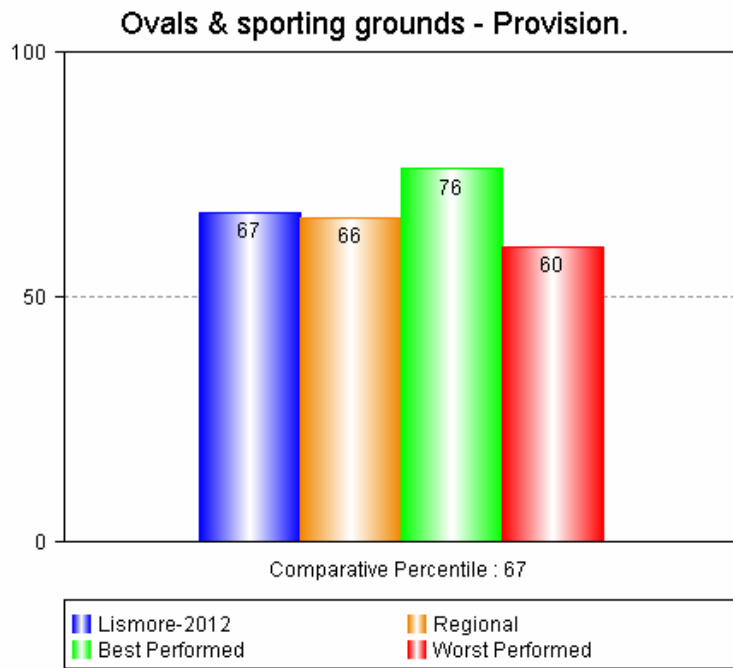
Table 7.5.11: Appearance of Town Centres



Key results:

- Performing below comparable measure.

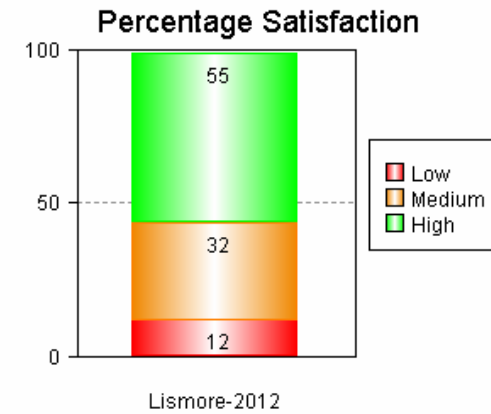
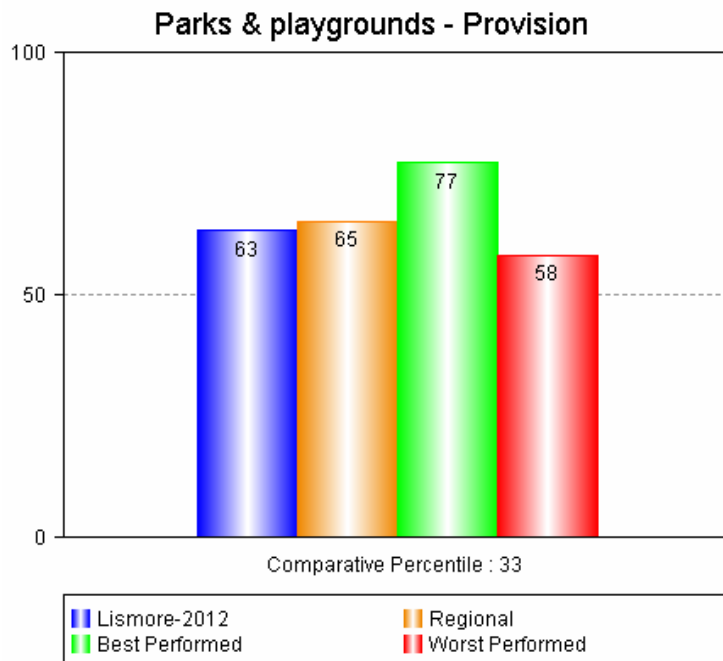
Table 7.5.12: Provision and maintenance of sporting fields



Key results:

- Performing on par with comparable measure.

Table 7.5.13: Provision and maintenance of parks, playgrounds and reserves



Key results:

- Performing on par with comparable measure.

Table 7.5.14: Local swimming pools

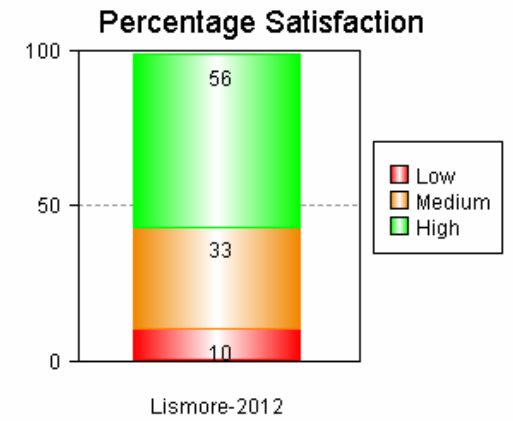
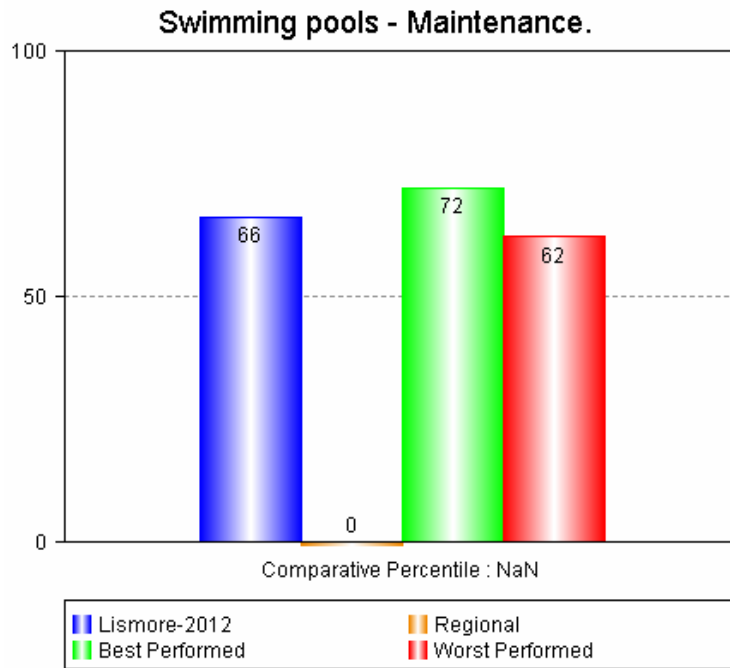
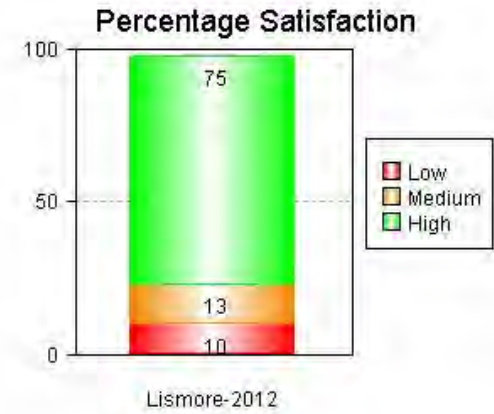
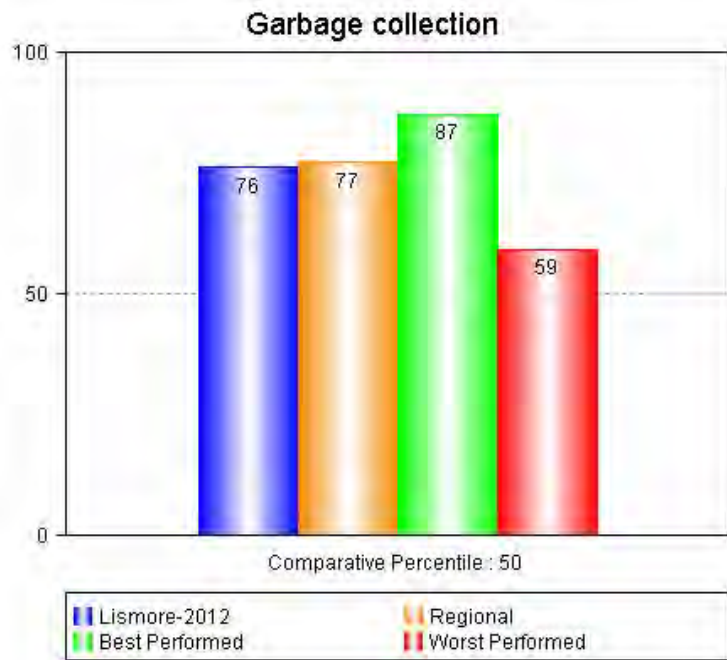


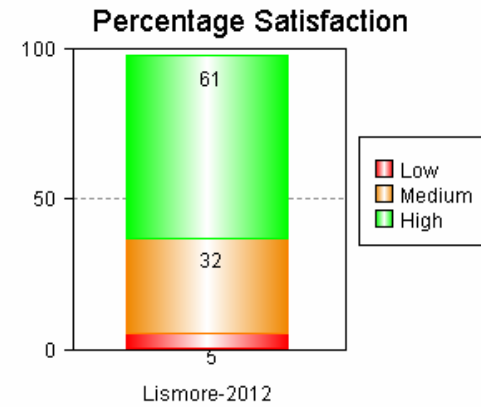
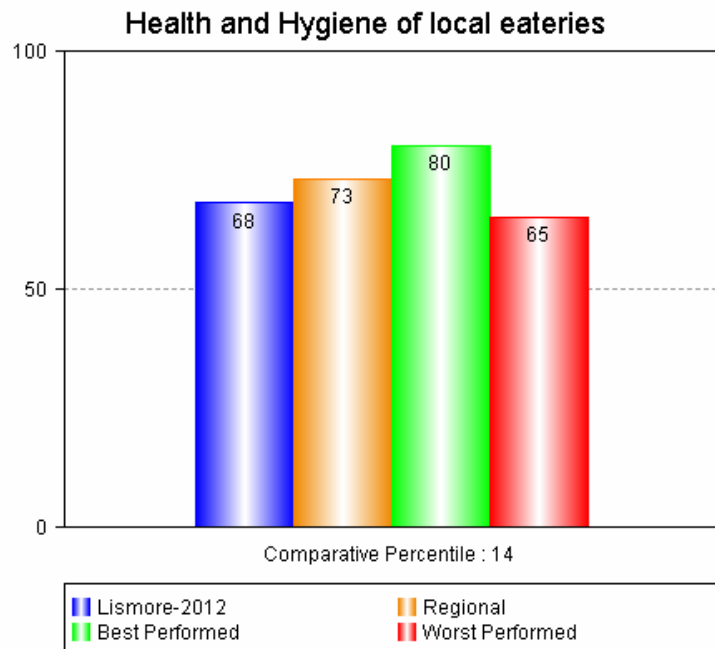
Table 7.5.15: Waste collection



Key results:

- Performing on par with comparable measure.

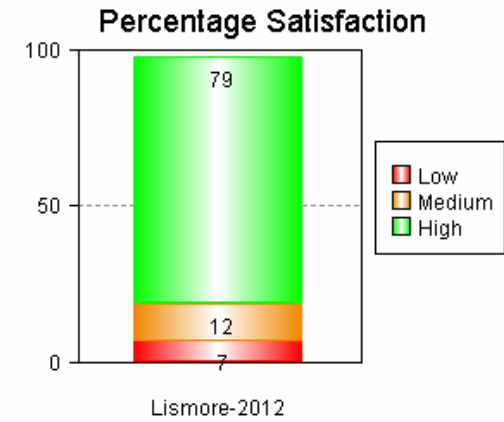
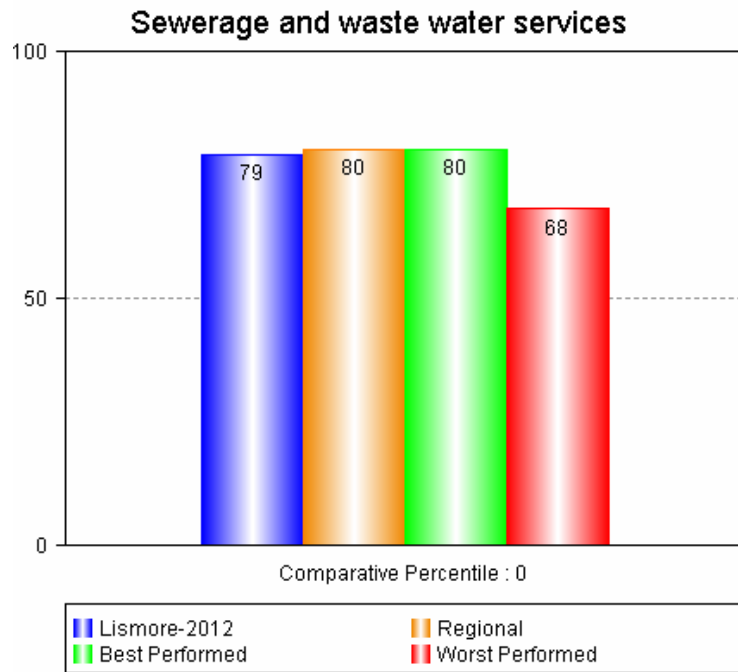
Table 7.5.16: Food safety in local eateries and restaurants



Key results:

- Performing on par with comparable measure.

Table 7.5.17: Sewerage and waste services



Key results:

- Performing on par with comparable measure.

7.6 You said you were dissatisfied with maintaining town roads, why did you say that?

We'd like decent roads to drive on. If we didn't have pot holes they would be ok
Walker Street is never fixed; should redo the whole road.
Very rough. Only get patched up. Need to be fixed properly
Very poorly maintained
Very bad where I live;
Town roads up around Nimbin are very bad
Too many potholes in the town roads; problems with width of roads and parking
Too many potholes and the patching doesn't work
Too many potholes
Too many pot holes, the whole road needs surfacing in many areas
Too many pot holes in roads; no decent roads
Too slow on road repairs, putting slow down signs instead of repairs
They only fill in pot holes; never reconstruct roads; doesn't work
They are not getting maintained and damaging cars
They need to fix roads long term instead of repairing unsealed roads
They need to be maintained: of which they are not
They have lots of potholes that take a long time being repaired
They don't fix the roads properly
They could have better allocation of money for roads
They aren't being maintained and they have taken out car parks
They are shocking and need to be maintained properly
They are really bad. Bidds St needs to be wider
They are not maintained properly: too many potholes
They are in the worst condition they have been for 40 years
They are in terrible condition, they wreck people's vehicles: unsafe
They are full of pot holes
They are falling to pieces
They are atrocious and dangerous. They are costing money for my car's upkeep
There are always potholes and they are never fixed properly
There are pot holes all over the roads
There are always pot holes
They are not maintained
The very little maintenance they do doesn't fix anything
The roads out of town are terrible and poorly maintained

The roads are terrible
The roads are pretty bad
The have not been cared for: Bangalow Road has been bad for a number of years
The condition of the roads aren't as good as they should be
The broken and deformed pavement of town roads
Sub division area has had nothing done: roads have needed resurfacing for 30 years
Shocking roads for vehicles, especially buses: Phyllis Street
Rotary Drive is very bumpy and needs fixing
Roads not wide enough and full of potholes: Magellan Street is a mess
Roads need maintaining in Lismore itself
Roads in and around rural villages are in a terrible state
Roads have not been properly fixed since floods
Roads have a lot of potholes: the edging is falling apart
Roads are in state of disrepair: maintenance is poorly planned
Road speeds at Modanville are too slow and roads are in poor condition
Road not fixed on Rock Valley Road for 12 months with the light system: dangerous
Road changed water flow into residential blocks
Potholes, ridges etc
Potholes: patchwork coming undone, it's a disgrace.
Potholes are never fixed
Potholes are everywhere causing tyre blowouts
Potholes are every where
Potholes are a big problem
Potholes and the amount of time it takes council to repair them: they don't repair them
Potholes and road need upgrading etc
Potholes all the time
Pot holes in Nimbin area: redo all roads
Poorly maintained: ruins car suspension and tyres
Phyllis Street South has heaps of potholes: was supposed to be redone
Patches on patches: rough edges: not enough maintenance
Outside my house in Flynn Street the road needs grading
Numerous hazardous potholes everywhere
Not well maintained: more money needs to be spent on roads
Not maintaining roads enough
Not maintained properly, more work is needed
Not maintained because of budget restrictions, roads should be better
Not happy with lack of maintenance of town roads
Not getting repaired fast enough

Not built properly in the first place: too many potholes
Not being maintained
No proper maintenance of roads
Nimbin: roads into the town have heaps of potholes everywhere
Need proper maintenance
Lots of potholes damaging suspension of my car
Lots of pot holes after rain
Lismore roads not repaired properly, they have been like this for years
Lack of even smooth roads
Kyogle road is really bad: needs maintaining
Inadequate services to keep gutters clean and fix potholes: roads need to be wider
I don't think the council is doing enough to maintain roads
I am dissatisfied with the state of the road surface
Holes: no moving on side of road
Full of potholes and patching on every road
Full of potholes
Full of holes they need major repairs
For safety reasons, maintenance is not getting done
Could do a lot more - pot holes are very dangerous, needing more than just filling
Car damaged by road due to lack of maintenance
Big pothole in Spring Valley Drive
Between Lismore: Rosebank and surrounding the roads need work
Because the roads are worse than Afghanistan
Badly in need of maintenance
Approaches to Lismore and roads needs work to improve
Potholes: always a problem with the roads in places
All roads need repairs badly
They don't do anything right: and when they do its always wrong: sandy stuff

7.7 You said you were dissatisfied with maintaining sealed roads, why did you say that?

Worst sealed roads anywhere because of lack of maintenance
Very poorly maintained: doing patch up jobs
Too many potholes and they aren't fixed properly
Too many potholes
Too many potholes
Too many potholes in roads: no decent roads
They wreck people's vehicles and are unsafe
They need maintaining properly
They let them deteriorate too far and thus incur higher costs
They have a lot of potholes: broken up
They don't maintain them
They don't maintain them properly from the start
They don't fix the roads properly
They do not repair roads properly: drainage is broken
They do not repair potholes: edges are crumbly
They do not fill the potholes correctly: very little maintenance
They are not maintained, potholes everywhere
They are falling apart
There are always potholes
There are always potholes
There are massive potholes all around the whole town
The roads in South Lismore are full of potholes
The roads are really bad and need maintaining
The potholes in sealed roads: council doesn't repair roads properly
The entrance of Lismore Bangalow road is in poorer condition
The amount of potholes in the Lismore town roads
Shocking roads on Phyllis Street for vehicles like school buses etc.
They are atrocious and dangerous. They are costing money for my car's upkeep
Roads not wide enough and full of potholes
Roads need repairing badly - very dangerous
Roads in Nimbin area are very bad
Roads crumbling with rain: need resurfacing
Roads aren't maintained properly
Road from Dunoon is in a very bad state of repair

Putting up surface signs instead of repairing the road
Potholes never fixed
Potholes in sealed roads 3 weeks after being sealed: patches
Potholes everywhere
Potholes big enough for submarines
Potholes and time it takes to repair roads
Potholes and they are unsafe and dangerous
Potholes that have not been repaired on main road
Potholes not fixed: Bangalow Road near the 40km/hr sign
Poor maintenance of sealed roads: trouble with pot holes
Poor condition of roads: bumps and potholes: dips in roads
Patches on patches: sides are narrow: safety is bad
Numerous hazardous potholes everywhere
North side of Nimbin roads are a death trap I am surprised no one has been killed
Not maintaining roads enough
Not maintaining at all
Not maintained soon enough and the potholes just get bigger
Not maintained properly
Not maintained enough
Not keeping up with maintenance
Not enough being done
Not being maintained properly offering only band aid solutions
Not able to do speed limit because of the potholes so slows the traffic
No proper maintenance of roads
Need proper maintenance
Need more maintenance
Need maintaining
Many need repairing
Lots of potholes
Live out of town: sealed roads are poorly maintained
Lismore: Nimbin road is full of potholes and not repaired
Lack of public transport more maintenance and money spent on roads
I travel on them a fair bit and they are pretty crappy some of the time
Poor maintenance of holes
Hillcrest Avenue is lifting up in lumps from trucks
Generally they are not in as good condition as the roads should be
Full of potholes especially Bangalow Road
Full of potholes

Falling apart: potholes: no edges: no proper drainage
Sandy stuff isn't patted down when it's put there: which is lousy anyway
They don't do it often enough
Dissatisfied with the way potholes form quickly
Dangerous: should develop better road surfaces
Damage to cars
Condition of sealed roads is not as good as it should be
Condition of roads is not up to standard
Because of the weather the roads are in need of urgent repair
Bad road surfaces damaging my car's suspension
Badly in need of maintenance
An awful lot of potholes particularly the wardell:kyogle
A lot of the roads need to be recrusted
All the roads need lots of work
All roads need maintenance

7.8 You said you were dissatisfied with maintaining unsealed roads, why did you say that?

You need a four wheel drive: a truck or tank to drive on them.
Unsealed roads need more maintenance
Unsealed roads just out of city limits are rarely touched
Too many pot holes in roads: no decent roads: no maintenance
They're washed out and poorly maintained
They only grade them once a year
They need more maintaining
They need maintaining better
They don't maintain them properly from the start: no kerbing
They do not look after unsealed roads
They do not grade the roads
They damage vehicles and they are a road safety issue: lack drainage
They aren't graded often enough
They aren't graded and they damage cars
They are very dangerous. Need more maintenance
They are not maintaining them
They are not maintained: not graded
They are not maintained enough
They are not graded regularly enough: road base used is poor quality
They are just not being maintained: which makes them easier to have accidents

They are in a dreadful unsafe state everywhere
They all need a lot of work need to be graded more
There are many potholes and dangerous corners
The weather makes it hard to keep the roads safely repaired
The conditions of roads are not up to standard
Takes a long time: the condition of unsealed roads need attention
Some unsealed roads are deteriorated
Safer better roads - Potholes etc.
Roads in the Channon area are not graded often enough
Roads atrocious
Roads aren't graded: curb side grass is not cut
Road is done once a year but people drive too fast on it: very dangerous
Road from Dunoon is poorly maintained
When it rains the roads become corrugated and dangerous
Proper maintenance of roads and money
Potholes never fixed
Potholes everywhere: roads are pretty shabby
Pot holes in Nimbi area
Pot holes and general maintenance not kept up
Poorly maintained
Once again holes getting deeper through not being maintained
Not repaired properly: cars damaged by poor roads: grass too long
Not much work is done on unsealed roads
Not maintaining roads enough
Not graded and very dangerous
Not being graded enough or rolled
Needs proper grading
Needs more maintenance on them
Needs grading
Needs maintenance - dangerous
Need more maintenance
Need grading more often
Most of the time full of pot holes and uneven surfaces: unsealed
Most gravel roads need repairing
Maintenance isn't timely enough
Live in village. Lot of unsealed roads need to be graded more often
Insufficient maintenance with damaged edges and lots of pothole
I live on one and they need more regular maintenance: causes damage of vehicles

I don't feel the unsealed roads are maintained sufficiently
Hasn't been a grader on the road in 5 years
Don't get graded enough
Dangerous for cars to travel with potholes
Damage to cars
Council doesn't maintain it and it is also full of potholes
Constantly full of potholes that are never repaired
Completely forgotten: no grading: drains are not cleaned out
Boles Road is pretty bad, it needs maintenance
Because of potholes: and not safe: lot of learner drivers are there
Always need attention, had to wait a long time for road to be sealed
All road maintenance in area is appalling

7.9 You said you were dissatisfied with provision of pedestrian footpaths, why did you say that?

Where I live there's no footpaths on a really steep hill: it's dangerous
Too old and poorly maintain in CBD
Too many holes in the outer suburbs causing accidents
They build a lot of footpaths but no one uses them
There is no pedestrian access between Blue Knob and Nimbin
There aren't any footpaths in our Street: Wyreema Avenue. Goonellabah
There are none in the area- e.g. elderly people have to walk on the road
There are no footpaths
The footpaths are over 100years old: We are in need of new ones
Streets do not have two footpaths, only one.
Some footpaths in town need maintaining
Parks need more footpaths
Nothing around my area : Richmond Hill: nowhere to walk safely
Not footpaths in South Lismore
Not enough within the area of Modanville School, long term will be cheaper
Not enough safe footpaths for people: and around public schools
Not enough footpaths particularly Lismore Square area:
Not enough footpaths around Lismore Heights :needed for children to use
Not enough and have big chunks out of them: dangerous
Not enough
No places to safely cross the road
No footpaths exist. People have to walk on the road
New subdivisions are planned without the provision of footpaths

Need repairs: need more footpaths
More footpaths needed
Many areas with no footpaths and many in bad repair
Live end Dudley Street. Main Road : No footpaths are very dangerous. Someone will die
In the rural areas there are none and it makes it difficult
Footpaths in bad repair and inconsistent: Richmond Hill area
Dunoon near primary school needs footpaths
Don't have any in rural areas
Develop footpaths at side of road widened and maintained
Cracked footpaths around areas need updating- some have no footpaths
Cars drive on footpath in James Street Dunoon
Because there is a lack of them. Main concern is around Lismore Square
Around Norris Street has no footpaths: roads aren't safe
Aren't any in our town, its forcing kids to ride scooters on roads.
A lot of cracks developing: lifting
A lot of areas that don't have footpaths

7.10 You said you were dissatisfied with waste collection, why did you say that?

We have to transport our waste about a kilometre from our homes
We don't have sufficient amount of bins
We don't get waste collection on Tuntable Creek Road
We don't get any waste collection out here on multiple occupancy in Stonchute
Used to take weekly and 180L - now garbage bin is too small
They only collect every fortnight: needs to be weekly
The main red bin is only emptied fortnightly and took too long to replace bins
Should have a kerbside clean-up every 4 months: not offered
Requested recycle bins - bottles- got fobbed off by council
Red bin is too small: larger one needed for family
Only collect garbage... Once a fortnight... In summer this is not enough
Not regular time for pick up of bins never the same each week
No service in Rosebank
Needs to be picked up weekly
Love to have service - South Gundarimba
Garbage should be collected weekly: red bin: instead of fortnightly
Don't have collection and have to take the bins too far
Don't have a waste collection service and have to pay to take rubbish to the tip

Don't like the bin system: would like more pick ups and bins not thrown down
Doesn't receive it where they live: on edge of Leicester
Do not have waste collection
Bins are too small

7.11 You said you were dissatisfied with water and sewerage services, why did you say that?

Water rates are too high compared to Lennox and Ballina
Sewerage line not fixed after inspection by council
Our septic tank has not been emptied: always have water problems
No services in rural areas and costs too much
I don't have sewer service line going through my land I cant get connected
Don't cut off the water- adds to our electricity bills
Do not have water : sewerage services
13 breaks in pipe in front of my house-no water for 13 days

7.12 You said you were dissatisfied with appearance of towns and villages, why did you say that?

They don't maintain grass edges.
Some don't look nice at all
Signs entering town are not attractive
Roundabouts need maintaining more flowers and trees needed in them
Roadsides aren't maintained: towns are messy looking
The appearance looks tired and needs cleaning up so to look nice to come to
Have seen a marked deterioration in our appearance of Lismore over many years
Every road in and out is not maintained
Don't think that it is very inviting it needs not a lot of work to make it appealing

7.13 You said you were dissatisfied with provision of maintenance of parks, playgrounds and reserves, why did you say that?

Wade park is disgusting: toilets filthy: rubbish everywhere
There are not enough dog access areas near the river
The parks are fine but the money they use should go to the roads instead
Should not have said anything as only is a hill
Should be patrolled more for the safety of kids: lawns maintained more

Parks are overgrown, graffiti, need more shade trees: not gum trees
Parks are dirty: lawns and gardens not kept neat
Park at Clunes is not mowed regularly
No mowing done: in dog area
Need more mowing because of lack of staff: broken swings:
More places for young children to go play
Look awful and need maintaining and tidying up

7.14 You said you were dissatisfied with provision of maintenance of sporting fields, why did you say that?

Too much money spent on them only a few people use them
Sports fields bought by local community- no council contribution
Spend too much money on sporting fields: redirect some money
Should be patrolled more prior to sporting games: have seen used condoms etc
Not kept clean and maintained
Need mowing and preparation is bad for matches
Half jobs: e.g. Nesbitt Park: Casino Street frontage: left cleanup and not complete
Always a battle to get the council to help us with field prep

7.15 You said you were dissatisfied with protection of heritage values and buildings, why did you say that?

We spent too much time: money on that: it's not important e.g. Elthan Railway
Waste much money on this it should be spent on important things.
They don't protect heritage values they have turned buildings in brick and mortar.
They do not protect them
The post office isn't looked after the clock not working : weeds growing.
Not enough maintained and most are unsafe
Not enough consulting goes on with the community with heritage
Not doing enough in that area
Non-strategic buildings shouldn't be kept
The approval to projects that do not fit in with heritage values
Council should keep them tidy
Council needs to do more to protect what heritage we have
Council doesn't seem to care they knock it down and replaced with a mall

7.16 You said you were dissatisfied with flood and emergency services, why did you say that?

Services aren't always centred locally

Needs to equal protection for everyone in the town not just the CBD

I am in a flood plane the levy bank at Diadem Street is not high enough

Elderly don't understand the new metric system of flood levels

7.17 You said you were dissatisfied with library services, why did you say that?

The facility is too old and needs an upgrade

7.18 You said you were dissatisfied with Lismore Regional Gallery, why did you say that?

We need a new one

Waste of money

Too small needs to be a bigger lighter space

Too small

Too many things have been tried: Needs stability: Too much of that stuff around

Too difficult to put art in for local artists

The building looks ugly

Over promoted and other areas are left behind for funding

Other more important things

Old building: needs larger building to promote local art works: flood free area

Not to my liking, Lot of money spent that could have been spent elsewhere

Not into art

Not at all functional for the local people

Needs revamping - many artist in the area with no where to show their work

Need more people to visit it

Missed out on Margaret Ollie Exhibition: it is underfunded: needs to be updated

Lismore needs an iconic art centre as an attraction for tourism

Let a donation go for a large amount of money

It's old and needs revamping

It is very old and inappropriate for a city the size of Lismore

It is not big enough and needs to be revitalised
Don't see its value
Don't go: no interest
Because they need to build a new one. They blew offer when Margaret Olly died
Because they missed out on Margaret Olley due to council bickering
10 million should be going to the roads

7.19 You said you were dissatisfied with Goonellabah sports and aquatic centre, why did you say that?

White elephant not making money for community
Waste of money we have plenty of pools in the area costs too much
Waste of money
Too far away for most people: like people in South Lismore
Too far away
Too closed in and enough ventilation
Spent too much on a facility that is a waste and not being used enough
Should kept it down town: reopen old pool
Running at a loss all the time and not being used by residents
Not a pleasant place to go
No transport to centre
Needs revamping.
Limited life and too expensive to run
Just do not like it: have been there 3 times
It's good but too expensive for families
It's a waste of money: draining the town of too much money
It is a white elephant too flash and expensive
Has been designed for other purposes: not just for swimming
Grossly overcapitalised and very expensive to use
Duplication of existing facilities
Don't like it... Had some bad experiences... Won't go back
Costs too much: not paying its way
Cost: built in wrong area
Cause of the skate park they made : the people it attracts : wrong landscaping
By personal experience it is a rough area
17.5 million waste of money : costing council :1 million per annum to run
It should be opened longer especially on public holidays and weekends

7.20 You said you were dissatisfied with local swimming pools, why did you say that?

Wrong values used for return on investments
Too many restrictions on the time it can be used
Too many pools: closed free South Lismore pool
Too many of them and in the wrong places
They leak
They closed the free pool at South Lismore and the hours of the others are unsuitable
They charge parents to enter with their children even if not swimming
The pool near the airport: lakeside pool has been let to deteriorate
The one at Lismore Lake needs to be refurbished and open to public
The free pool has been shut down
Should have built them and paying for them- not profitable
One that we do have access to is closed a lot: and other 1 is no longer operating
Not good for children aged 4 to 12 especially if they are non swimmers
Not family affordable to use them
Not being maintained properly and not situated properly
It's all concrete there is no grass and no shade
Don't use them
Closed the one on Lismore Road and needed by families
Closed Lake Lismore pool.. Was best one for kids and free
Change rooms and toilets are not maintained and not enough of them
South Lismore pool -it has been closed down.

7.21 You said you were dissatisfied with Lismore cemetery and crematorium, why did you say that?

Extremely expensive

7.22 You said you were dissatisfied with provision of services and facilities for older people, why did you say that?

There is none
Not enough for the elderly better public transport:

Not enough footpaths provided for elderly people with disabilities
Non existent
Lismore needs multi storey buildings to house older people that are self contained

7.23 You said you were dissatisfied with Aboriginal services, why did you say that?

They should have the same as us not specialities.
They get a raw deal and more could be done to value them
Shouldn't be any special provisions for them
I don't think they should have specialised services- e.g. housing
Aboriginal children still walking streets at night
Get lots of aboriginal drifters in region and lots of crime: drunks

7.24 You said you were dissatisfied with provision of community buildings and halls, why did you say that?

They are all closing down because of insurance
Residents have to fund hall maintenance themselves
Not offering enough assistance for use of halls
Not enough around the area
Because there is not enough funding. Insurance hikes made this happen

7.25 You said you were dissatisfied with provision of bike tracks and walking paths, why did you say that?

Would like to see a small walking track from Gungah Valley to town
We don't have any in East Lismore
Way behind in paths in bicycles
There is none in Goonellabah
There is none at all. If there are: they cross major roads
The track near the South Lismore bowling club is seldom used
Shouldn't mix paths together
Should provide more paths and tracks around town
Richmond Hill needs paths and bike tracks for kids
Not enough in the area- bike tracks need to be separated from walking tracks
Not enough

Not a good link up South Lismore - Goonellabah needs bike track
None provided where I live
Not enough of them and those which exist don't meet up
No proper bike or walking paths: unsafe cycling on existing roads
Need more within the area
Need more tracks
Hardly any bike tracks or walking paths
Don't have them in her area e.g. hills area
Cyclists are forced to ride on the road due to a lack of bike paths
There are none in the area- eg Minbin

7.26 You said you were dissatisfied with food safety in local eateries and restaurants, why did you say that?

Would only eat at pizza shop in Nimbin because it lacks hygiene
Need more regular impromptu health inspections
More places with wheelchair access
Haven't got any
Food regulations are not strict enough: unclean
Didn't think council provided any
Cafes and restaurants are not safe

7.27 You said you were dissatisfied with protection of wetlands, natural environment and wildlife, why did you say that?

Too much money spent on lake wetlands area
They need to do more
Starting coal seam gas- will kill everything
Not enough being done for the protection of wetlands: wildlife etc
Local service station washes around pumps: waste water goes into gutter
Current day processes do not have in depth wildlife studies done
Coal seam gas mining: exploration: test site above water source for consumption
Because of the coal seam gas and the treatment
Because of coal seam gas mining
Animals can't breed

7.28 You said you were dissatisfied with town planning and timely processing of building applications, why did you say that?

Very arrogant and unresponsive

Town planning does not make sense: they are too costly

Took a long time to get the application for a shed approved

Too slow and nit picky

The whole process is too slow

The process takes too long

Takes too long to process

Takes too long to be processed and no estimate of cost until lodged

Takes much too long to approve building application

Take too long but feedback has been good

Take too long and too expensive before you lay a brick

Take too long

Take too long to process etc

Take too long and slow to get back to residents

Staff need to have more knowledge

Spend money on different facilities like roads instead of building

Just a fee grabbing exercise

It takes so long and communication is not as good as it should be

It is too expensive and it takes too long

Inability to contact relevant person

I put in an application for a car port. It took ten weeks. Ridiculous service

I feel there is favouritism when it comes to this issue

Have no confidence in Lismore town planners department

Difficult to get application through: unrealistic: unpractical

Consultants are unnecessary and costly: go out of the way to make difficult

Been involved in an application that has taken over 9 months

As a small business owner they give no encouragement for expansion

Applications take too long

Application process is too slow

7.29 You said you were dissatisfied with promoting economic development, why did you say that?

They don't do enough to encourage small business
They do not promote development
The council business organiser has never once given us any positive feedback
Not promoting stability without a lot of red tape
Not looking after the CBD and businesses are suffering
Not doing enough to promote development
Need to do more
More information would be required
Lacking in businesses
It is linked to the future LEP
Everyone's struggling to find work but costs are high
Economic activity was good in the past but not maintained
Don't have any trust in developments happening, i.e.: housing estates in my area
Don't promote outside the area
Council makes it overly difficult
Council should stay out of all that
Council is not promoting development: economy is restricting way of life
Council don't have a pro business outlook
Business owners are struggling in the Lismore area: needs more employment:
Build the economy more eg: better transport to the smaller towns etc
A lot of businesses are putting people off. Promote industrial

7.30 You said you were dissatisfied with promoting tourism, why did you say that?

When do they promote it?
Spend money in the wrong areas
Revamp the entrance to the town. Why would any one want to come here?
Not enough promotion of tourism done: no statistics
No tourist attractions in Lismore
Never see any ads and am sure that they could do more
More ads to promote the area: travel agents etc
Make the roads better - we look like a third world country.
Lismore is neglected compared to Byron Bay etc
I don't feel Lismore City Council sees the tourism potential for Nimbin

7.31 You said you were dissatisfied with Lismore Regional Airport, why did you say that?

Too many regional airports: Casino, Lismore, Ballina. Need one good one
There has been talk for 45 years about getting a new airport
The costs of using Rex Airlines is too high: residents travel out of town
Not being promoted enough or maintained properly
Needs jet service. Will not be viable in future
Don't see the value when it's cheaper to fly into Ballina

7.32 You said you were dissatisfied with customer service provided to residents by Council staff, why did you say that?

You don't get the result you are after especially the ranger: he is rude.
When I call it has taken me 4 attempts to have my water meter looked at as it leaks
Too much paper work: staff hide behind policies
To deal with them about my lost garbage bin was very frustrating
They don't come when you ask them to
Rung a few times: Never return my calls or ever answered my questions
Recorded voice answering is very poor
Problem for 35 yrs - can't get any resolution.... Given up now
Officious staff make life difficult
Need more acknowledgement of queries and more info about council
My reports seem to go missing
Information from council confused and takes too long
Difficult to get to speak to appropriate person - unreliable at getting back
Can't manage to note a name change
Are liars: I have no confidence: make misleading statements and should be sacked

7.33 You said you were dissatisfied with informing the community of Council decisions, why did you say that?

They don't inform us and lie about there decisions
They don't inform you

They do not tell ratepayers enough about what is going on
They do not do it
There is a miss communication: should be advertised in all papers
The new LEP not consulted enough
The mayor seems to make her own decisions: not happy with her
The community has little idea of what the council is doing
Public was not warned about the bins
People were not notified about the rezoning of their land
Only advertised in the echo: which results in a lack of communication
Nothing is done for the community
Not enough information given about council decisions, need more information
No one was informed about the industrial zoning area
No information being passed on to residents
Meeting with town planner: business manager: a formal submission to council:
LEP KOPA management plan residents not informed
It only goes in the local paper and that is not enough notification
I don't know what they decide on
Green and conservation bias, especially with agricultural people
Don't inform community
Closed doors a lot of the time
Building work done by neighbours: we are not told

7.34 You said you were dissatisfied with consulting with the community, why did you say that?

They never consult with the broader community
They make decisions without sufficient consultation
They don't think of what's in the best interest of the community
They don't consult the community
They don't do any of it unless it's a big building project
They do what they want anyway
They do not tell you what is going on
The council makes decisions without the average workingperson being heard
The council has made the decision for 1 person over many
Not letting us know about building permits
Nobody in council listens
No noticeable specific consultation is being done with residents
No consultation is done residents are told what is being done
LEP no notification of land holders zoning changes

Insufficient consultation on LEP

If it's important they should let us know

Experienced a lack of consultation resulting in our disadvantage

Every land owner should have a legal right to get notification to changes to LEP

Doesn't seem they consult with the community often

Disconnection from town water in Gungah valley without consultation

Council don't consult with the silent majority

Council doesn't consult with community - we need a say about things

Community opposition to developments not considered

Can not get answers when questions are asked

7.35 You said you were dissatisfied with Council leadership and advocacy, why did you say that?

Too much friction within the council itself

They do what is popular

The mayor does not handle things well and does not speak to the community enough

Push own agenda and don't listen to people: should be independent of political

Priorities in the wrong places

Poor level of leadership on many issues

Not out and about enough.

Not getting answers when asked and priorities are not right

Not fussed about the mayor: she is labour

Not doing the right thing by the people

No noticeable leadership and advocacy with council

Mayor is labour orientated... Together with greens.... Biased

Local manufacturing business should be encouraged to expand and employ

Listen to minorities too much

If leadership was right then process would be right

I don't think they have any direction at all

Don't like any of the councillors

Council's not consulting enough on major works

Council lie at community forums

Council is a closed shop

Council does not make clear cut decisions, except rate increases

7.36 Questionnaire

INTRODUCTION

Hello, my name is from IRIS Research. We are conducting a community survey on behalf of Lismore City Council.

Could I speak to the permanent resident of this household who had the most recent birthday, and is 18 years or older? [IF NOT AT HOME ARRANGE A CALLBACK]

[IF RESPONDENT IS NOT THE FIRST CONTACT, REPEAT INTRO]

The interview will take approximately **minutes.

Just to give you some background, the information provided by respondents is completely confidential and will help Council to better understand and meet the diverse needs of its residents.

SCREENING

Before we start, I just have to make sure you qualify for an interview.

Firstly, is this household in the Lismore Local Government area? [IF NOT TERMINATE]

And, have you lived in the Lismore Local Government area for longer than 6 months? [IF NOT TERMINATE]

Great, you qualify for an interview! I just have to inform you that my supervisor may monitor this call for feedback and training purposes.

SECTION 1: COMMUNITY WELL-BEING

Lismore City Council has been tasked to develop a Community Strategic Plan for the Lismore Local Government Area that aims to identify the aspirations of its residents, now and into the future.

Its implementation will involve local communities, Council, service providers and all tiers of government. I would now like to ask you a number of questions about your life and your perceptions of the Lismore area as a place to live and work.

Q1 Thinking about your own life and your personal circumstances, how satisfied are you with your life as a whole? Please use a scale from 1 to 5, where 1 is very dissatisfied and 5 is very satisfied. LE

Q2. Using the same scale. How would you rate your satisfaction with...?

- a. Your physical health EW
- b. Your personal relationships EW
- c. Your Job EW
- d. Your work and family balance EW
- e. The Lismore area as a place to live? CL

Q3 How likely are you to recommend the Lismore area as a place to live? Use a scale of 1 to 5 where 1 is not at all likely and 5 is extremely likely. CL

- 1. Not at all likely
- 2. .
- 3. .
- 4. .
- 5. Extremely likely

Q4 In five years from now how do you think the Lismore area will be a place to live compared to today. Please use a five point scale, where 1 means it will be a much worse place and 5 means it will be a much better place. CL

- 1. Much worse
- 2. .
- 3. .
- 4. .
- 5. Much better

Q5 On a five point scale where 1 means very bad and 5 means very good, how would you rate the following aspects of the Lismore area...

- a. The availability of quality local health care CO
- b. The availability of affordable housing CO
- c. The level of local job opportunities CO
- d. The standard of local public schools CO
- e. The standard of local colleges and universities CO
- f. The level of local policing CO
- g. The area's restaurants, pubs and clubs CO
- h. The leadership of local elected members CO
- i. A place to meet people and make friends CO
- j. The level of support that the local community has for each other CO
- k. The provision of outdoor parks, playgrounds and natural reserves CO
- l. The local road system CO
- m. The area's beauty and natural environment CO
- n. The area's arts and cultural activities CO
- o. The provision of community events and festivals CO
- p. Local economic conditions CO

Q6 I will now ask you to rate the Lismore area as a place to live for different groups of people. Using the same 5 point scale, where one means very bad and 5 means very good. What is it like for....(O)

- a. Families with young children
- b. Young people
- c. Senior citizens
- d. People with disabilities
- e. Aboriginal and Torres Strait Islander people
- f. Immigrants from other countries
- g. Gay and lesbian people

Q7. Now on a five point scale where 1 means strongly disagree and 5 means strongly agree please rate your level of agreement with the following statements...

- a. I am proud to say I'm a resident of the Lismore area CP
- b. The Lismore area is a great place for people like me CP
- c. The Lismore area welcomes outsiders and visitors who do not live there
- d. It is now a good time to find a job in the local area CO
- e. I have good job security EW
- f. The leaders of my community represent my interests CO
- g. I can get help from friends, family and neighbors when needed SC
- h. I am actively involved in community organisations such as sporting and social groups, rotary, Charities or school committees SC

-
- i. I feel I'm treated with respect by the local community EW
 - j. I felt a high level of stress yesterday EW

Q8. Do you think the local economy is getting better or getting worse? CO

- 1. Getting better
- 2. Getting worse
- 3. Same

Q9. On a five point scale where 1 means not at all safe and 5 means completely safe, how would rate how safe you feel walking alone at night within a short distance from your home? CO

- 1. Not safe at all
- 2. .
- 3. .
- 4. .
- 5. Completely safe
- 6. Don't Know/cant say

Q10. On a five point scale, where 1 means extremely low and 5 means extremely high, how would you rate the level of crime in your local area? CO

- 1. Extremely low
- 2. .
- 3. .
- 4. .
- 5. Extremely high
- 6. Don't Know/cant say

Q11. Would you say that the level of crime in your local area has increased, decreased or stayed the same over the last 12 months? CO

- 1 Increase
- 2 Decreased
- 3 Stayed the same

Q12. In the last 12 months have you done any of the following? CI

- 1. Performed local volunteer work for any organisation group
- 2. Attended a local public meeting
- 3. Worked with other local residents to make changes in the local area
- 4. Donated money to a charity

SECTION 2: GROWTH IN LISMORE

Now thinking about planning and development in the Lismore area.

Q13. Do you believe that Council's planning and development rules should allow for: Answer Y/N

- a. Redevelopment of suburbs within the Lismore urban area to allow smaller housing and smaller lots
- b. redevelopment of village areas to allow smaller housing and smaller lots
- c. New housing areas around the edge of the Lismore urban area
- d. new housing areas around the edge of villages
- e. Small rural lifestyle lots around the edge of existing rural residential areas
- f. Small rural lifestyle lots scattered across the rural area

SECTION 3: PRIORITIES & PERFORMANCE OF COUNCIL (IMPORTANCE & SATISFACTION RATINGS)

Q14. I will now read out a list of services and facilities provided by the Lismore City Council . For each service I will ask you how important the service is to you personally on a 1 to 5 scale, where 1 means that the service is “not at all important” and a rating of 5 means it is “very important” to you.

I will also ask you how satisfied you are with Council's performance in the delivery of the services. Again, on a 1 to 5 scale where 1 means that you are “Very Dissatisfied” and 5 mean you are “Very Satisfied”.

IMPORTANCE SCALE

- 1 Not at all important
- 2 ...
- 3 ...
- 4 ...
- 5 Very important
- 6 CANT SAY

PERFORMANCE SCALE

- 1 Very dissatisfied
- 2 ...
- 3 ...
- 4 ...
- 5 Very satisfied
- 6 CANT SAY

If the respondent indicates a performance rating of 1

ASK: Why are you dissatisfied with Council's performance in.....

1. Maintaining town roads
2. Maintaining sealed rural roads
3. Maintaining unsealed rural roads
4. Provision of foot paths
5. Waste Collection
6. Water and sewerage services
7. Appearance of towns and villages
8. Provision and Maintenance of Parks, Playgrounds and Reserves
9. Provision and Maintenance of Sporting Fields
10. Protection of heritage values & buildings
11. Flood and emergency services
12. Library services
13. Lismore Regional Gallery

-
14. Goonellabah Sports and Aquatic centre
 15. Local Swimming pools
 16. Lismore cemetery and crematorium
 17. Provision of services and facilities for older people
 18. Provision of services and facilities for youth
 19. Aboriginal services
 20. Provision of community buildings and halls
 21. Provision of bike tracks and walking paths
 22. Food safety in local eateries and restaurants
 23. Protection of wetlands, natural environment and wildlife
 24. Town planning and timely processing of building applications
 25. Promoting economic development
 26. Promotion of tourism
 27. Lismore Regional Airport
 28. Customer Service provided to residents by Council staff
 29. Informing the Community of Council decisions
 30. Consulting with the Community
 31. Council Leadership and Advocacy

Q15. Given the answers you have just provided, how would you rate your overall satisfaction with Lismore city Council as an organisation?

Again, we will use a scale of 1 to 5 where 1=very dissatisfied and 5=very satisfied.

- 1 Very dissatisfied
- 2 .
- 3 .
- 4 .
- 5 Very satisfied
- 6 CAN'T SAY / DECLINED

IF 1 or 2

You said that you were dissatisfied with Council's overall performance. In just a few words, what is your main reason for feeling that way?

SECTION 3: RESPONDENT CHARACTERISTICS

Finally, I'd just like to ask you a few questions to help qualify your responses.

SEX

Hearing your voice I presume you are a ...

- 1 Male
- 2 Female

AGE

Which of the following age brackets do you fall into?

- 1. 18 to 29
- 2. 30 to 49
- 3. 50 to 64
- 4. 65+
- 9. Refused to say

LOCALITY

Do you live in an urban or rural area?

And what is the name of the town/locality where you live?

ORIGIN

Do you identify yourself as Aboriginal or Torres Strait islander

- 1. Yes
- 2. No
- 3. Refused

OWNERSHIP

Do you or your family pay Council rates or do you leave this to the landlord if your rent?

- 1. Pay Council rates ourselves
- 2. Land lord pays Council rates

PANEL

Lismore City Council is seeking local residents to participate in consultation activities on important local issues.

Would you like to register your interest to be part of Council's community consultation panel? [IF NO, SKIP TO CONCLUSION]

Can you complete your details so that we can contact you?"

[IF REQUIRED: " Please be assured that none of your personal information will be linked to your answers in this interview, nor will they be used for any other purpose than to contact you about the panel]

FName: _____

SName: _____

Phone: _____

Email: _____

Postal Address:

Street #: _____

Street Name: _____

Suburb: _____ Postcode: _____

NAME

Finally, could you tell me your first name as my supervisor audits 1 in 10 of my calls as part of our quality control process?

CONCLUSION

That completes our interview. As this is social research, you can be assured that it is carried out in full compliance with the Privacy Act and the information you provided is only used for research purposes.

Again, my name isand my supervisors name is Judy. If you have any questions about this survey, or would like further information about IRIS Research, you can call our office between 9am and 5pm weekdays on 42854446. Thank you for your time.

END.



Special Rate Variation Community Workshop



Tonight's Agenda

- Introduction
- Purpose of workshop – Shelley Oldham
- Overview of community feedback to date
- Workshop breakout groups
- Summary presentations
- Next Steps



Proposal overview (%)

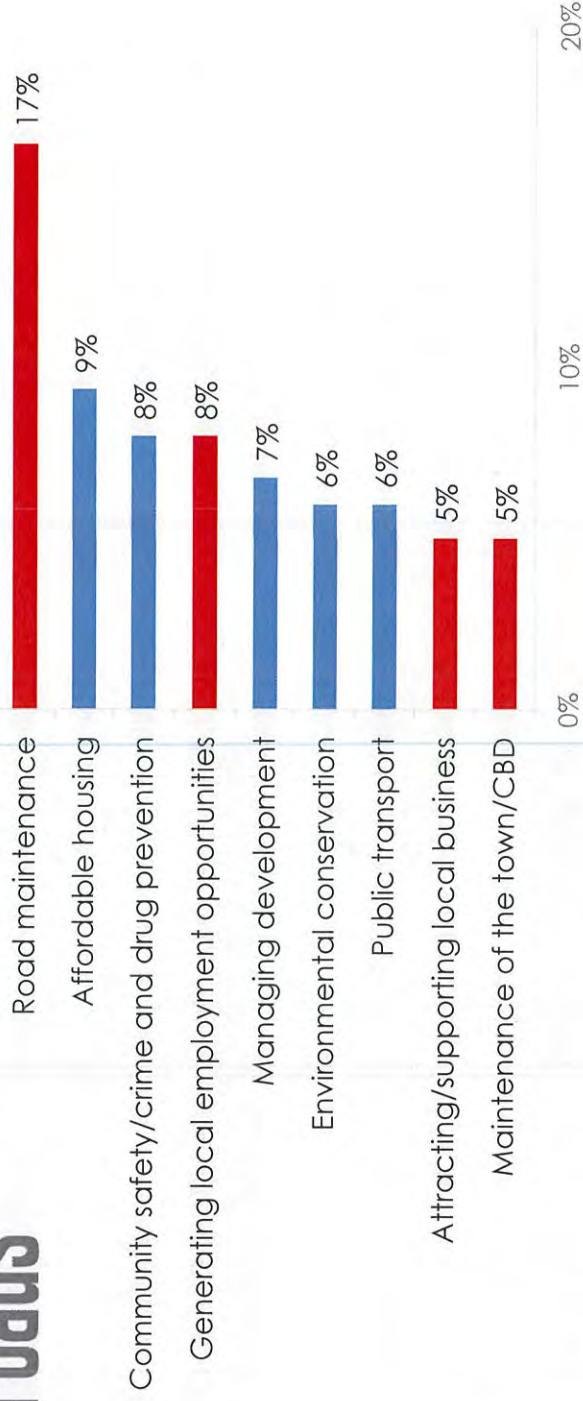
OPTION 2 (consultation 2)	2020/21	2021/22	2022/23	2023/24
State Government rate pegging	2.5	2.5	2.5	2.5
Economic Development		3.0		
Roads	5.0	3.9	1.4	0.7
Total Percentage	7.5	9.4	3.9	3.2

OPTION 3 (consultation 1)	2020/21	2021/22	2022/23	2023/24
State Government rate pegging	2.5	2.5	2.5	2.5
Economic Development		4.4		
Roads	14.5			
Total Percentage	17.0	6.9	2.5	2.5

- Permanent income increase
- Applies to ordinary rates - excludes waste, water, wastewater, stormwater charges

business
 maintenance
 transport
 crime
 population
 services
 tourism
 youth
 housing
 development
 safety
 roads
 infrastructure
 cbd
 health
 management
 opportunities
 employment
 community
 growth
 facilities
 opportunities
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 management
 opportunities
 employment
 community
 growth
 facilities

Key priority areas for the LGA-2016



'Road maintenance' (17%) was the key priority issue for residents over the next 10 years.

'Affordable housing' (9%), 'community safety/crime and drug prevention' (8%) and 'generating local employment opportunities' (8%) were also key issues for residents

Community Survey – Performance Gap

Ranking	Service/ Facility	Importance Mean	Satisfaction Mean	Performance Gap
1	Maintaining sealed roads	4.73	2.43	2.30
2	Maintaining unsealed roads	4.14	2.36	1.78
3	Affordable housing	4.31	2.59	1.72
4	Encouraging new small business and investment	4.44	2.84	1.60
5	Overall health of the Wilsons River	4.39	2.79	1.60
6	Consulting with the community	4.68	3.11	1.57
7	Crime prevention initiatives	4.49	3.00	1.49
8	Council responsiveness to community needs	4.54	3.09	1.45

Background – Economic Development

- Declining CBD
- Industry stagnation
- Investment attraction
- Inadequate level of flood free industry land available







Works Program – Economic Development

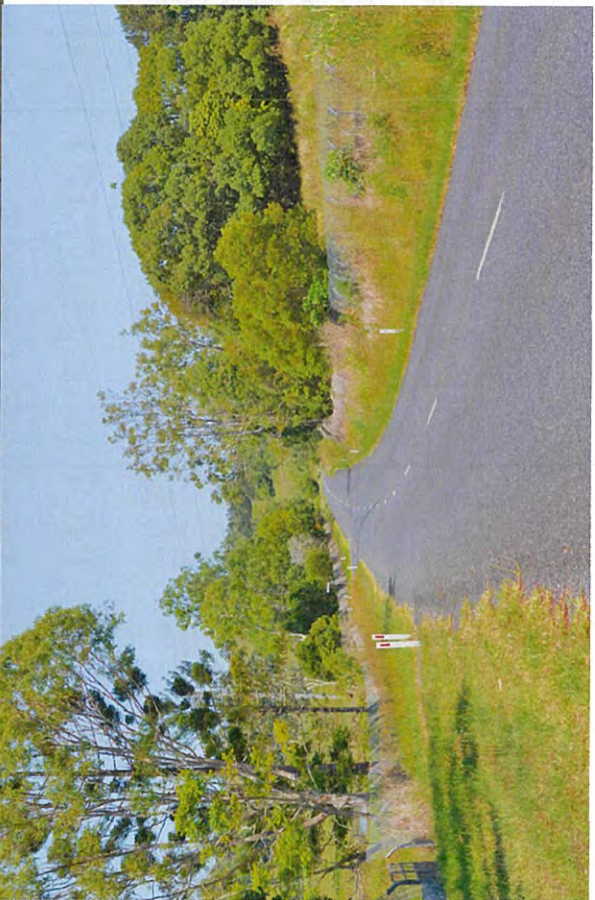
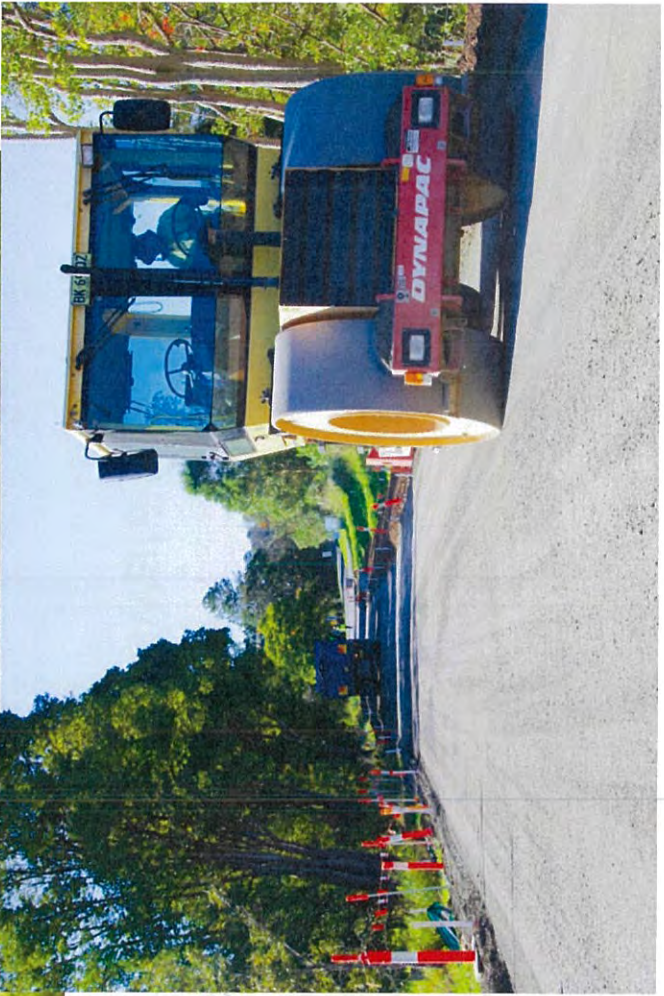
Agriculture	\$150,000
Culture/Sport	\$125,000
River city	\$100,000
Technology	\$75,000
Professionals	\$50,000
Business centres	\$150,000
Airport/Freight	\$250,000
Business incentives	\$100,000



Background – Roads

- 1200km of road - 780km sealed, 420km gravel
- Many roads in poor condition
- Not keeping up with required renewals for sealed roads
- Gravel road maintenance not to community expectations
- Construction cost increases of 3.6% > rate peg 2.5%/CPI

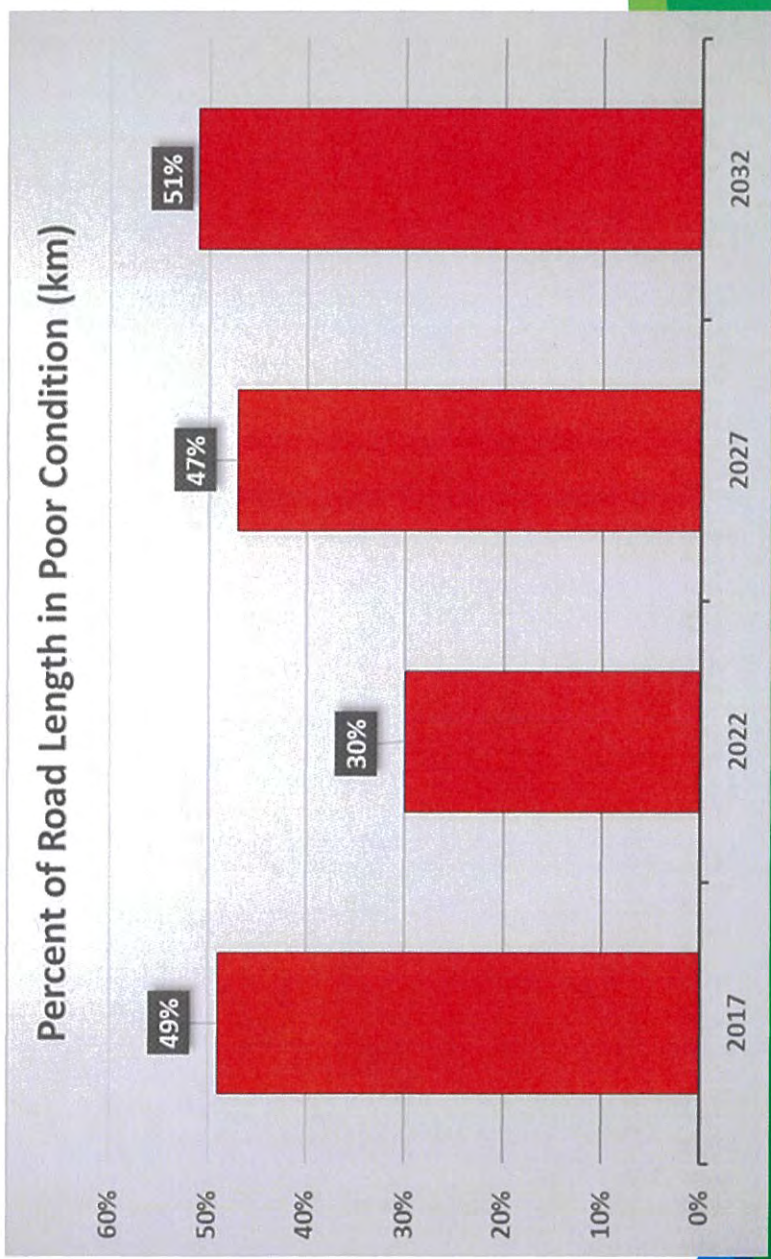






SAM & Sealed Roads Forward Works Program

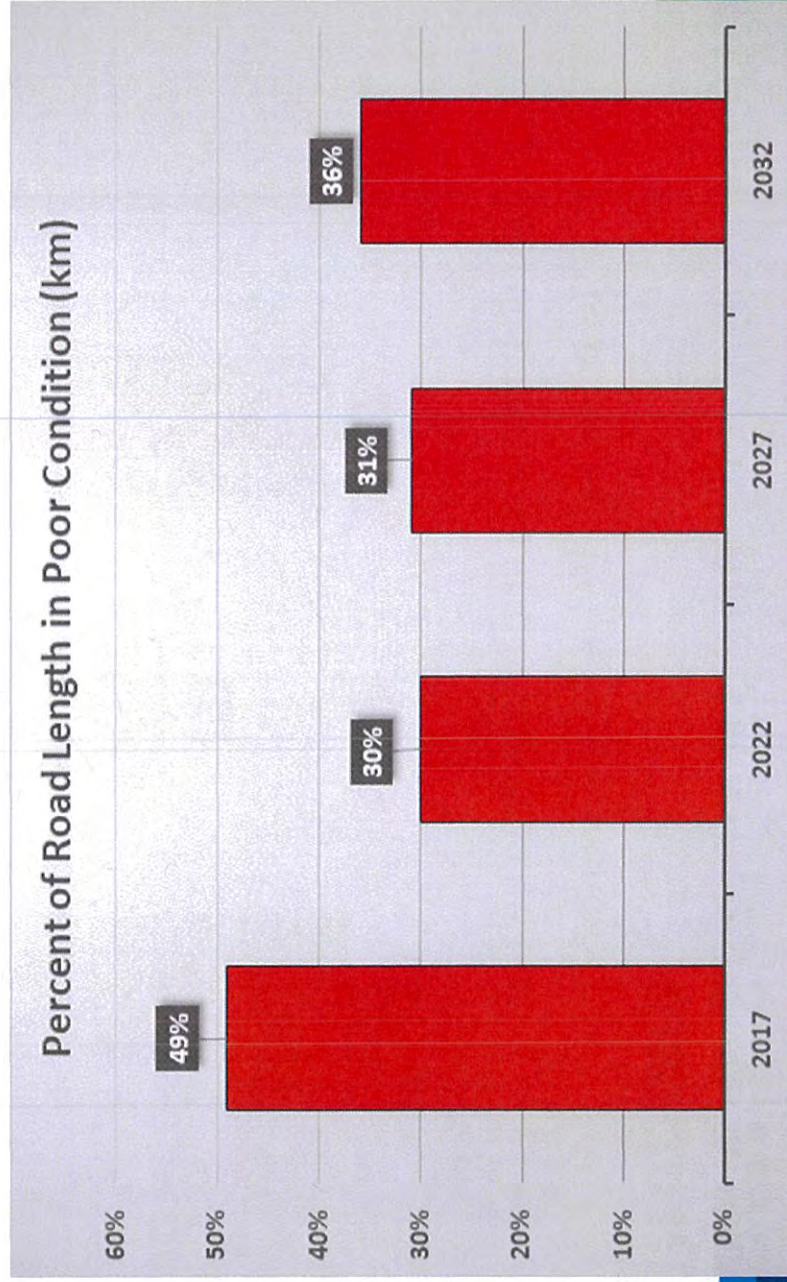
Outputs from SAM – LTFP without SRV





Sealed Roads Forward Works Program

with Special Rate Variation



* indicative only



What is Council doing to improve its financial performance?

- 2019/20 Budget was prepared on a zero based budget basis – cutting out the fat
- Asset disposal strategy
- Technology and software upgrades – improved efficiency and performance
- Improving governance and procurement procedures – reducing cost
- The cancellation or deferral 33 projects from the Delivery Program

• Undertaking internal reviews

A decorative graphic at the bottom of the slide consisting of overlapping geometric shapes in shades of blue, green, and yellow.



What is Council doing to improve its financial performance?

Operational savings (to be confirmed)

- \$470,000 – leisure
- \$1,600,000 – waste
- = \$2.07 million – to be confirmed by audit



What is Council doing to improve its financial performance?

- Investigating new revenue streams to ensure a financial return
- Aggressively pursued State and Federal Governments & obtained a more equal for a greater share of available grants.
 - \$8.4m – flood diversion channel
 - \$4.4m - Instrument Landing System project
 - \$1.6m – CBD revitalisation
 - \$10.5m – Oakes/Crozier
 - \$10.5m – Growing Local Economies (**awaiting approval**)

• = \$35.4 million total grant funds

A decorative graphic at the bottom of the slide consisting of overlapping geometric shapes in shades of blue and green.

Option 1: No Special Rate Variation

Rates would rise only by the rate peg limit set by IPART. This is assumed at a rate of 2.5% each year.

Option 2: Special Rate Variation over four years

This option provides \$3.74 million total additional funds for roads and \$1 million total additional funds for economic development over four years.

Rates would rise by 7.5% in year one (2020/21), 9.4% in year two (2021/22), 3.9% in year three (2022/23) and 3.2%* in year four (2023/24) inclusive of the annual rate peg.

This equates to an annual increase for the average urban residential ratepayer of:

Year 1: \$92

Year 2: \$124

Year 3: \$56

Year 4: \$54

Option 3: Special Rate Variation over two years

This option provides \$4.5 million total additional funds for roads and \$1.6 million total additional funds for economic development over two years.

Rates would rise by 17% in year one (2020/21) and 6.9% in year two (2021/22) inclusive of the annual rate peg.

This equates to an annual increase for the average urban residential ratepayer of:

Year 1: \$209

Year 2: \$99



The broad range of Council Services





