



Kyogle Council

Resident and Ratepayers Survey 2013 Sustaining our Local Government Area



Lions Road Border Loop Lookout

Findings from a mail-out, mail back survey of residents in the Kyogle Local Government Area

Conducted and analysed by Kyogle Council

DRAFT REPORT dated 10th January 2014

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EXECUTIVE SUMMARY

Kyogle Council has launched a review of its Community Strategic Plan (CSP) with the aim of updating and improving plans for the long term sustainability of the local government area (LGA). In September / October 2013 Kyogle Council conducted a mail-out/mail-back survey of all households to seek comment on significant issues and challenges faced by Council which represented Stage one of the process in reviewing the CSP.

The 2013 survey was completed by 349 households. Responses were tended toward older residents, with those aged 60-plus making up more than half (57%) of all respondents. It should also be noted that the self-selecting (i.e. opt-in) nature of response means that the following conclusions should be treated more as a snapshot of community opinion than a fully representative sample.

Among more specific survey findings:

1. Highest rating satisfaction level with Council programs and services included: public libraries' (with a mean satisfaction score among all respondents of 3.73 out of a possible 5), swimming pools (3.70), emergency services (3.66), cemeteries (3.65), provision of sewerage services (3.56), provision of water supply services (3.50), sporting facilities and ovals (3.42), pre-schools (3.42), parks and gardens (3.41) and landfill and waste transfer stations (3.40).
2. Lowest rating satisfaction level with Council programs and services included: unsealed rural roads (mean satisfaction score of 2.24), control of weeds (2.45), sealed rural roads (2.50), economic development (2.81), catchment management (2.83), ranger and animal control (2.84), town planning and regulation (2.88), heritage preservation (2.91), crown reserve management (2.93) and public toilets (2.93).
3. When asked to rank their priorities with 32 Council services and programs, improving sealed rural roads was a clear winner followed closely by unsealed rural roads and bridges (ranked second and third respectively). Provision of emergency services was ranked fourth, followed by preference for funds to be focussed on improving public toilets, urban streets, water supply services, weed control management, landfill and waste transfer stations and tourism.
4. The majority of respondents were not willing to pay additional rates for any of these 32 service areas. However, there were several services to gain a significant degree of rate levy support which were unsealed rural roads (46 per cent), sealed rural roads (45 per cent) and bridges (37 per cent).
5. Initial sealing of heavily trafficked unsealed roads was the highest ranked priority for Councils programs and projects with 39 per cent of respondents prepared to pay more. This was closely followed with replacement of timber bridges (35 per cent prepared to pay more) and improving drainage infrastructure on rural roads (28 per cent prepared to pay more). It is interesting to note that the priority ranking of these programs and projects corresponded to the highest percentages of respondents willing to pay more.
6. The majority of respondents (61 per cent) were not supportive of a modest above rate pegging increase to address the funding shortfall. However, of those who would support an above rate pegging increase, 74 per cent of respondents agreed that \$4 and less per week would be a reasonable increase and the majority of respondents preferred this to be implemented over a two year period.

7. The majority of respondents preferred option to manage the funding shortfall was to reduce the service levels in lower priority areas and reallocate funds to higher priorities. The second alternative being to apply a rate increase to a portion of the funding shortfall, and reduce service levels in lower priority areas.
8. Should an above rate pegging increase be applied, 64 per cent of respondents believe the increase should not be applied at the same percentage across all rating categories. Respondents felt the lowest share of the increase should be applied to the farmland category (33 per cent) followed by rural residential (21 per cent) and highest share of the increase to be applied to the business (17 per cent) and business in Kyogle (15 per cent) category. Meanwhile, 23 per cent felt that residential and residential Kyogle (20 per cent) should have the medium share of the increase. Based on these figures, in order of preference, the highest proportion of an increase would go to those in the business category, followed by residential and rural / farmland with the lowest share.
9. Support for a popularly elected Mayor had reasonable backing with 67 per cent, although the majority of respondents (58 per cent) were not in favour of reducing the number of Councillors. There was very little support (34 per cent) for the abolition of Wards, although 31 per cent were unsure which Ward they reside in.
10. The proportion favouring amalgamation with one or more neighbouring councils is relatively minor at 22 per cent. However, if Council were forced, or chose to enter into an amalgamation, the preferred option would be to do so with Richmond Valley Council, followed by Lismore City Council with the next popular option an amalgamation of all three.

INTRODUCTION

Background and Objectives

Kyogle Council has not commissioned an external agency, but rather utilised several internal staff to analyse the results of the resident and ratepayer's survey mailed to all residential households in September / October 2013, from the preparation, collation and analysis of data to the compilation of this final report. The survey form (see Appendix 1) was designed by Kyogle Council with the aim of seeking comment on significant issues and challenges faced by Council and factoring these comments into the Community Strategic Plan which focusses on the long term sustainability of the local government area (LGA).

From a base of approximately 5,600 households, a total of 349 questionnaires were returned. These respondents may or may not represent the views of the community at large – see "Sampling Error", page 4.

The stated objective of the project was to "seek comment on significant issues and challenges faced by Council". More specifically, the survey was designed to:

1. Measure levels of community support and satisfaction, and gauge the level of importance placed on a range of Council services and programs;
2. Identify service level trends and examine budget priorities for Council services and program delivery;
3. Identify additional funding priorities for future programs and projects for the Kyogle local government area;
4. Examine various options, implementation strategies and application across rating categories for managing the funding shortfall;
5. Determine the level of support for changing Kyogle Council governance arrangements;
6. Assessing support for Kyogle Council to amalgamate with an adjoining Council, whether a forced or chosen necessity for sustainability in the future.
7. Obtain general remarks from residents.

Methodology

The survey population was adults living in the Kyogle LGA. Respondents were mailed a survey form which they could elect to complete and return to Council. There was one survey mailed to each household in the LGA, with respondents having the option of returning the completed survey to Council chambers or via a reply paid Council mailing address.

Note that data quality and consistency cannot be entirely controlled in a paper-based survey such as this, and some respondents appear to have had difficulty in correctly completing the survey. Some have noted their reasons for this in the concluding comments. However it is unlikely that - except where specifically noted - such confusion has had a material impact on the results.

Surveying was conducted from September to October 2013. Assuming copies were mailed to approximately 5,600 households, response rate to this survey was approximately 6.2 per cent.

Survey Sample

The target population for this survey was adults living in the Kyogle LGA. Table A shows the breakdown of the survey sample by age and gender, and compares it with population data from the 2011 ABS Census (usual residents' profile):

Table A: Population profile of Kyogle LGA by age and gender (against ABS Census 2011)

AGE	2013 SURVEY DEMOGRAPHICS		ABS CENSUS DATA (2011)	
	RESPONDENTS n = 340	PER CENT	POPULATION	PER CENT
< 20 yrs.	2	0.58%	618*	8.27%
20 - 29 yrs.	2	0.58%	685	9.17%
30 – 39 yrs.	14	4.11%	832	11.13%
40-49 yrs.	49	14.41%	1,266	16.94%
50 – 59 yrs.	71	20.88%	1,706	22.83%
60 yrs. +	202	59.41%	2,365	31.65%
Total	340	100.00%	7,472	100.00%

*representative of those aged 15 to 19 years

This suggests that, relative to the actual adult population of the Kyogle LGA, older residents are over represented. For example those aged 60-plus made up 59 per cent of the sample, but comprised only 32 per cent of the Kyogle LGA's adult population in 2011 (Graph 1.1)

Sampling Error

A random survey of 340 residents within a random sample of 7,472 (as per Table A) provides a sampling error of 5.08 per cent at the 95 per cent confidence level. In effect, this means that if a similar survey were conducted 20 times, results should be representative of all those in the survey population to within +/- 5.08 per cent in 19 to 20 of those surveys.

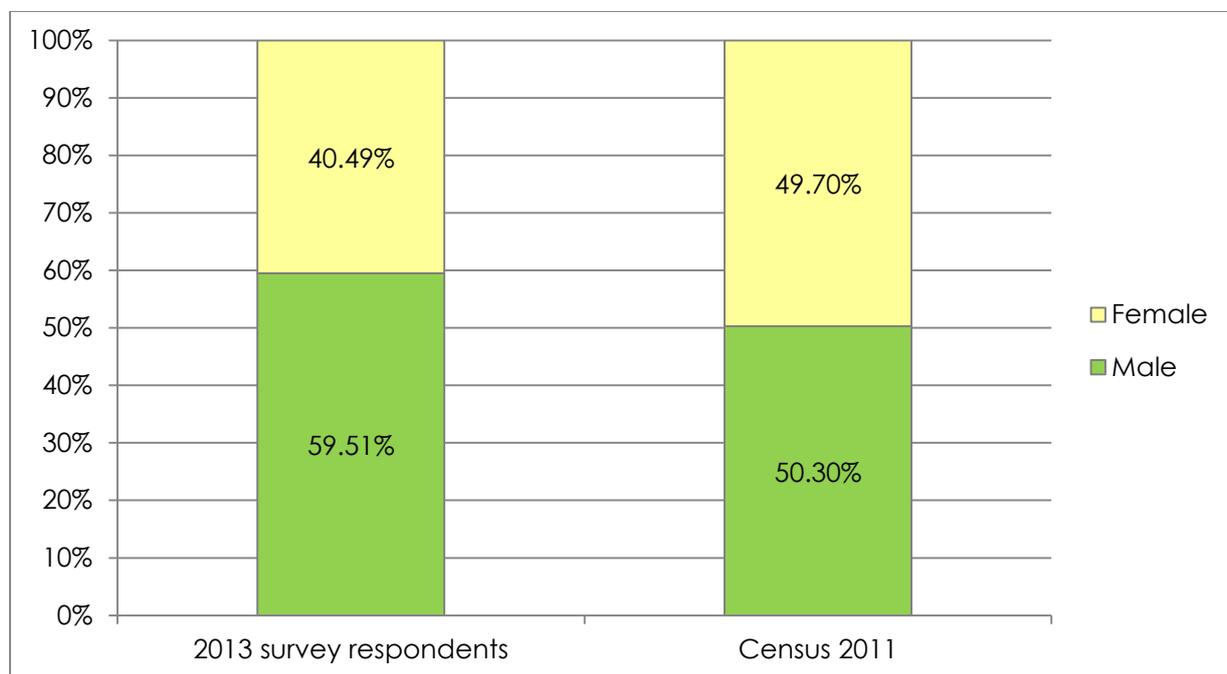
However there are a number of reasons to suggest that this does not represent a random and representative survey of Kyogle adult residents. These include:

- The survey methodology, which favoured those inclined – and with the time – to complete a written survey;
- Likewise, the possibility that the questionnaire was more likely to be completed by those with a particular attitude towards local government programs and services, rather than a representative sample of all residents or ratepayers; and
- A strong skew in the survey towards older residents. For example those aged 50-plus made up just over half the adult population in the 2011 ABS census, but represent over 80 per cent of respondents to this survey.

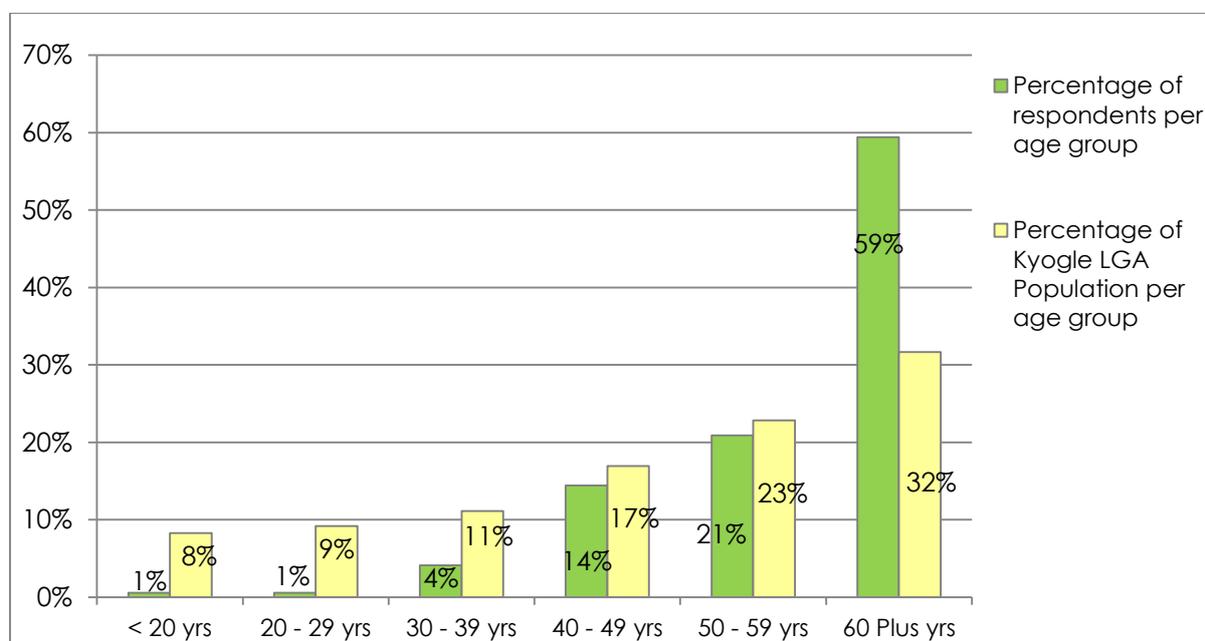
On that basis, we would suggest that the result of the 2013 Ratepayer/Resident survey represent more a snapshot of community opinion rather than being strictly representative of all Kyogle's adult residents.

PART 1: RESPONDENT CHARACTERISTICS

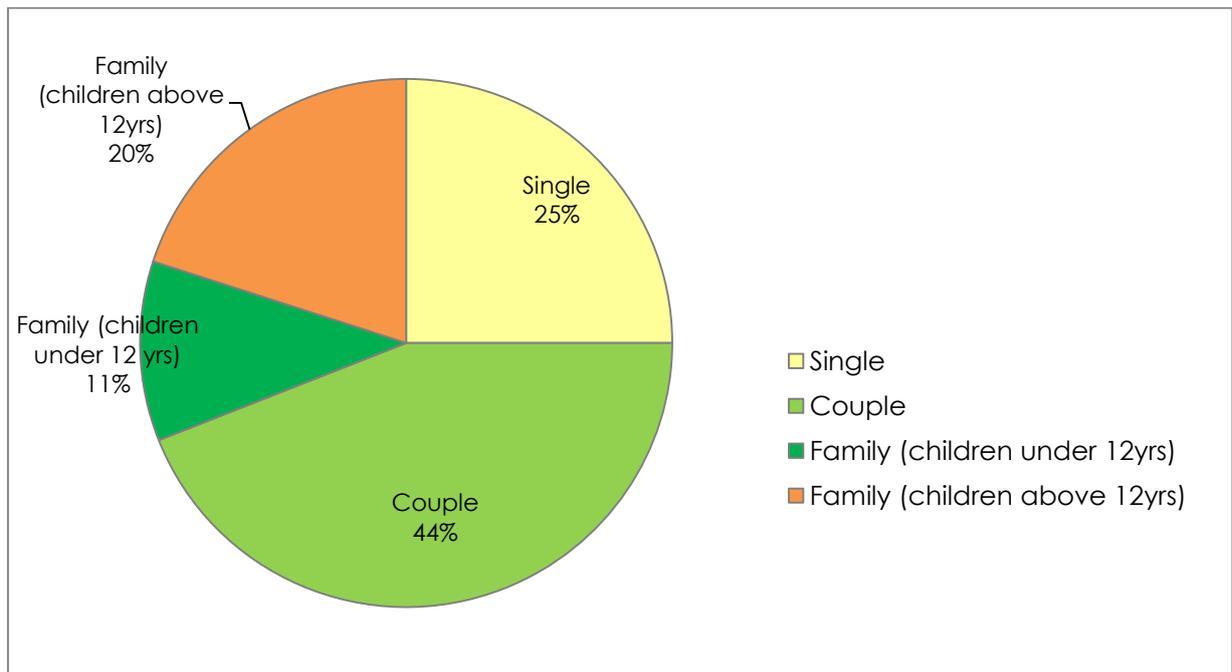
GRAPH 1.1: *Respondent gender profile (n = 326)*



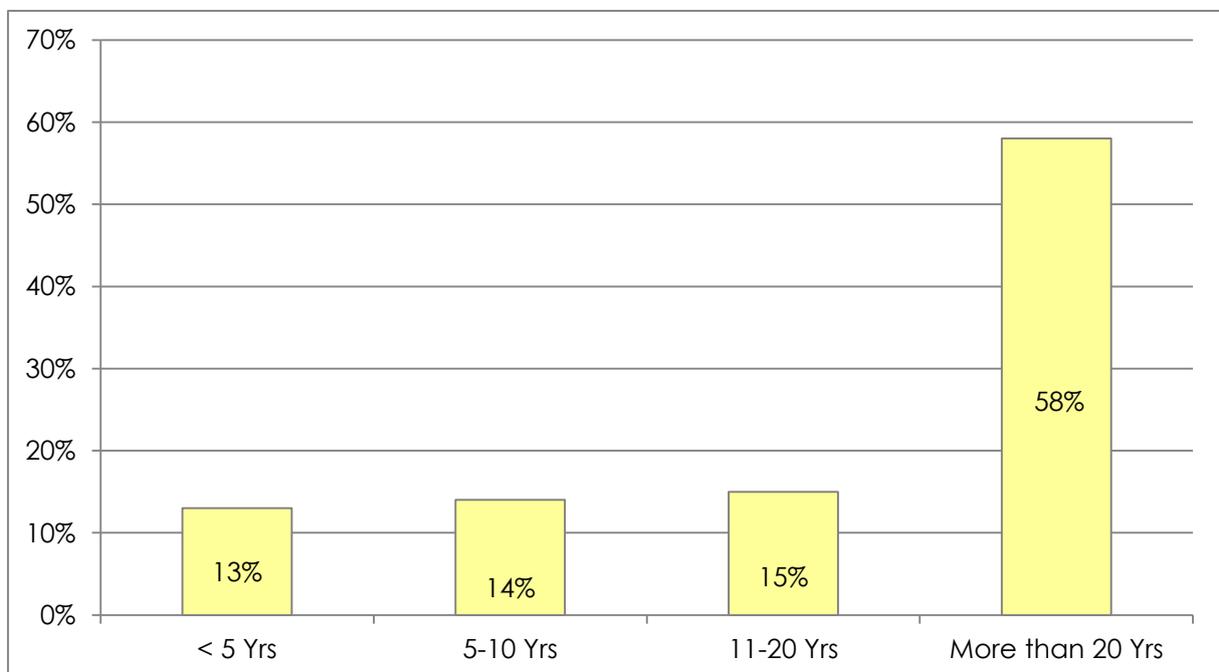
GRAPH 1.2: *Respondent age profile (n = 340)*



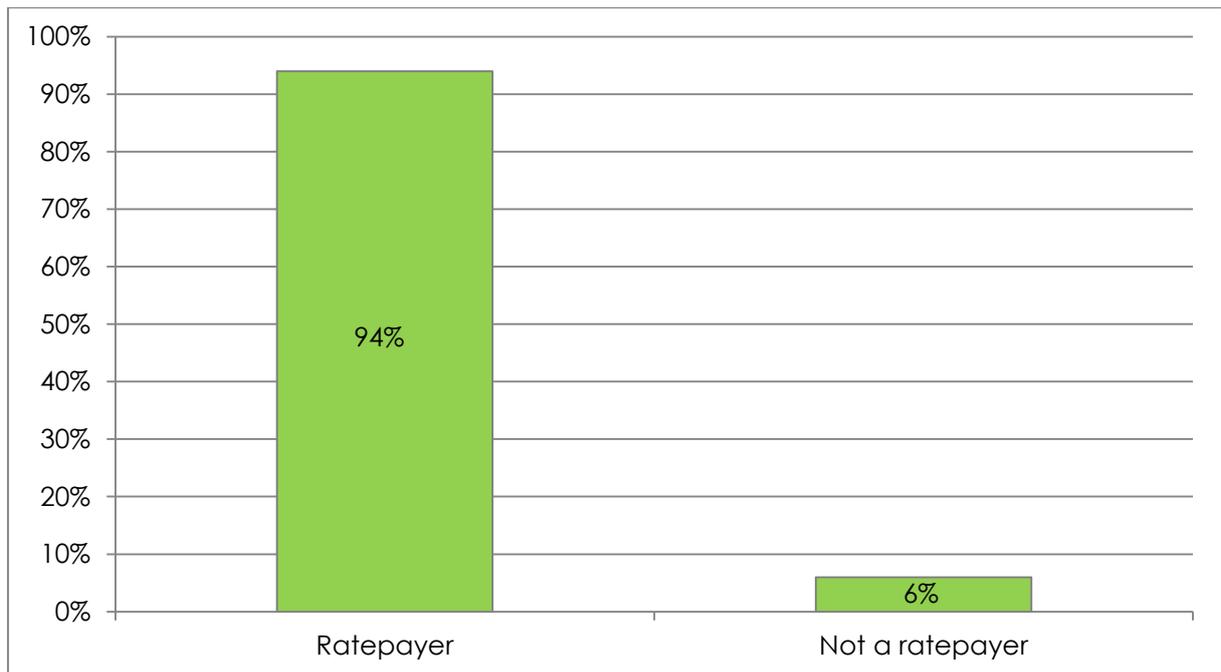
GRAPH 1.3: Respondent family status profile (n = 333)



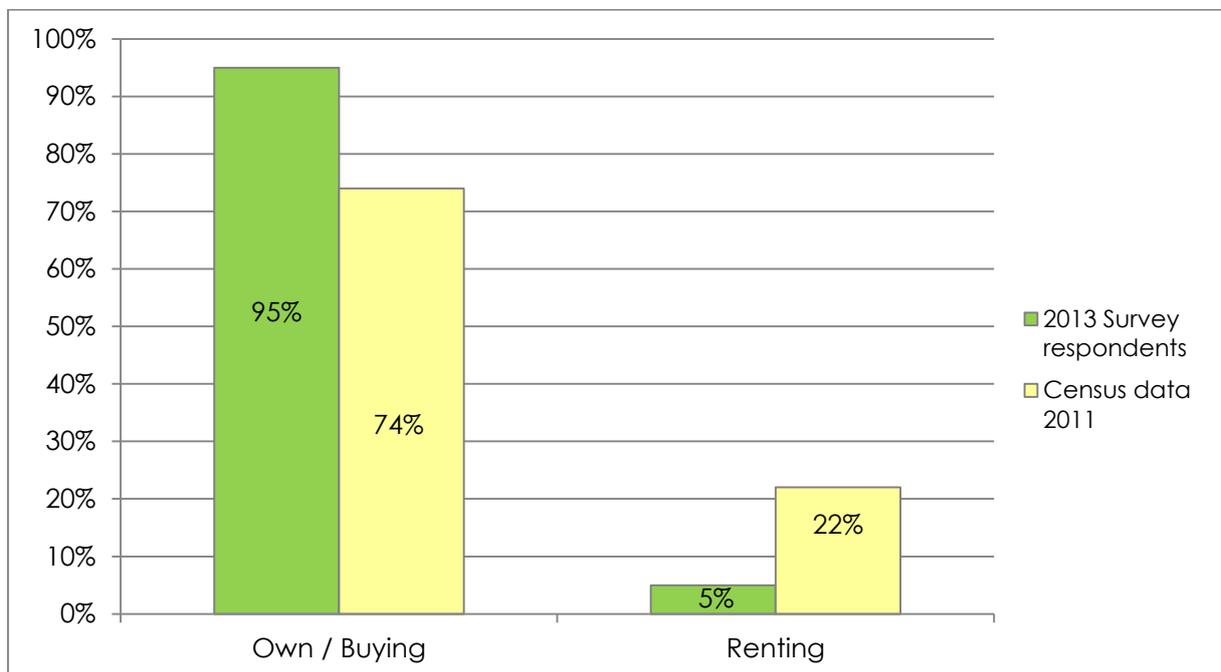
GRAPH 1.4: Respondent time lived in Kyogle LGA profile (n = 340)



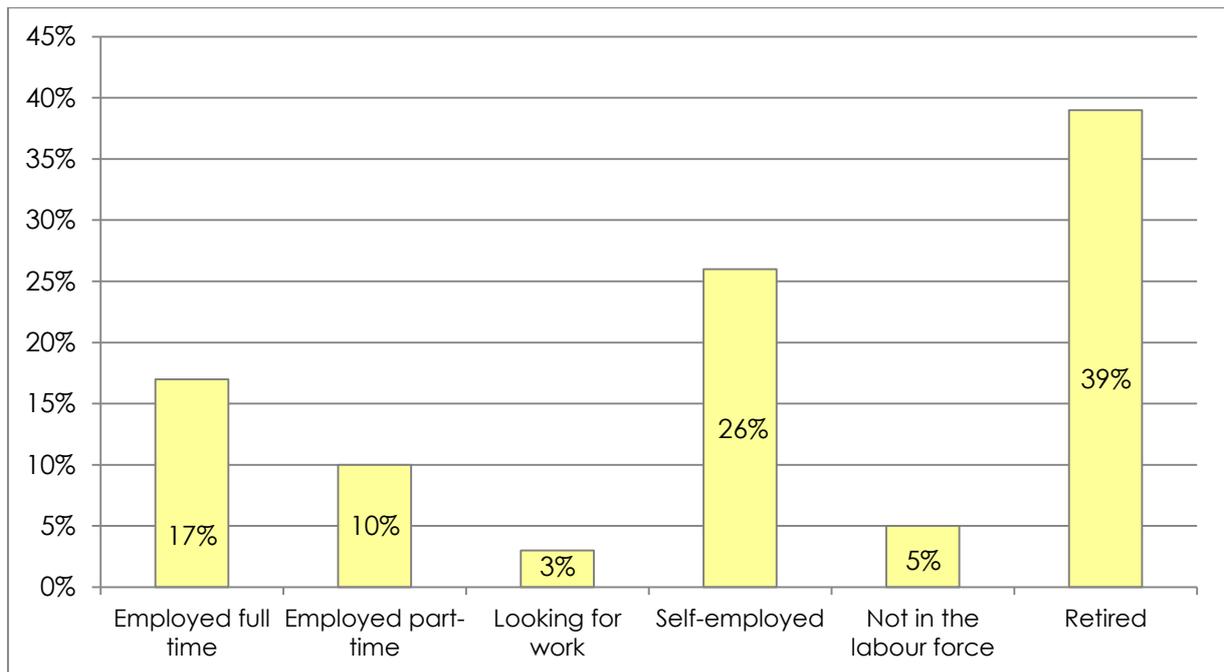
GRAPH 1.5: *Respondent ratepayer profile (n = 345)*



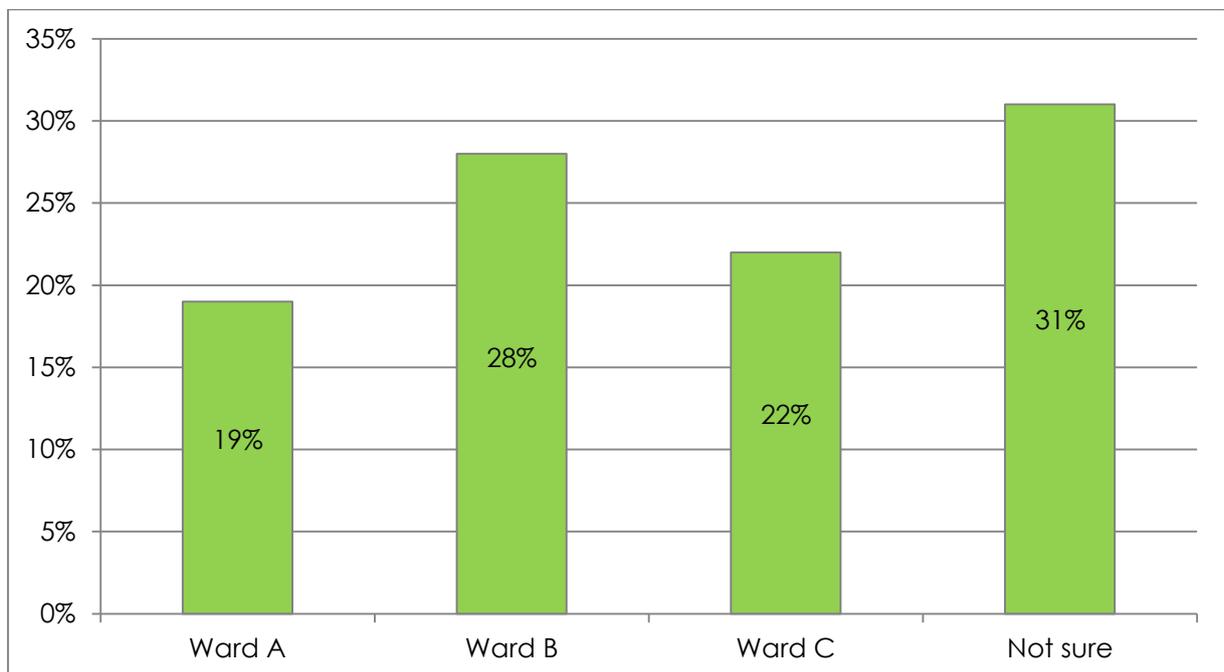
GRAPH 1.6: *Respondent home ownership profile (n = 338)*



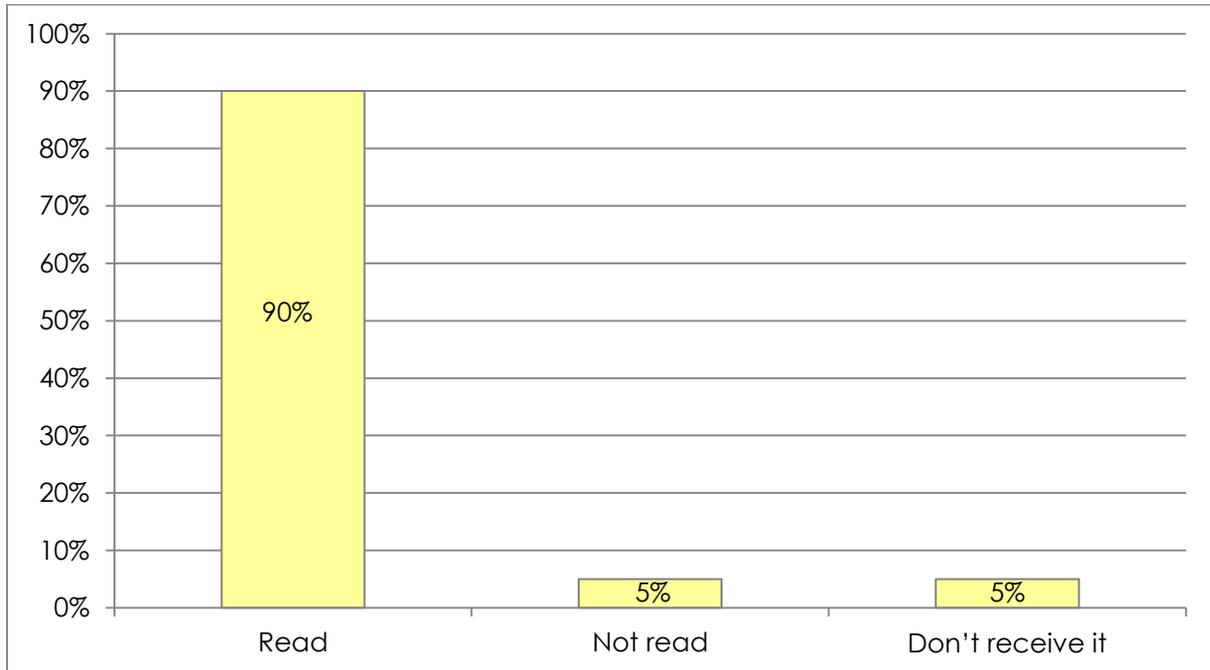
GRAPH 1.7: Respondent employment status profile (n = 337)



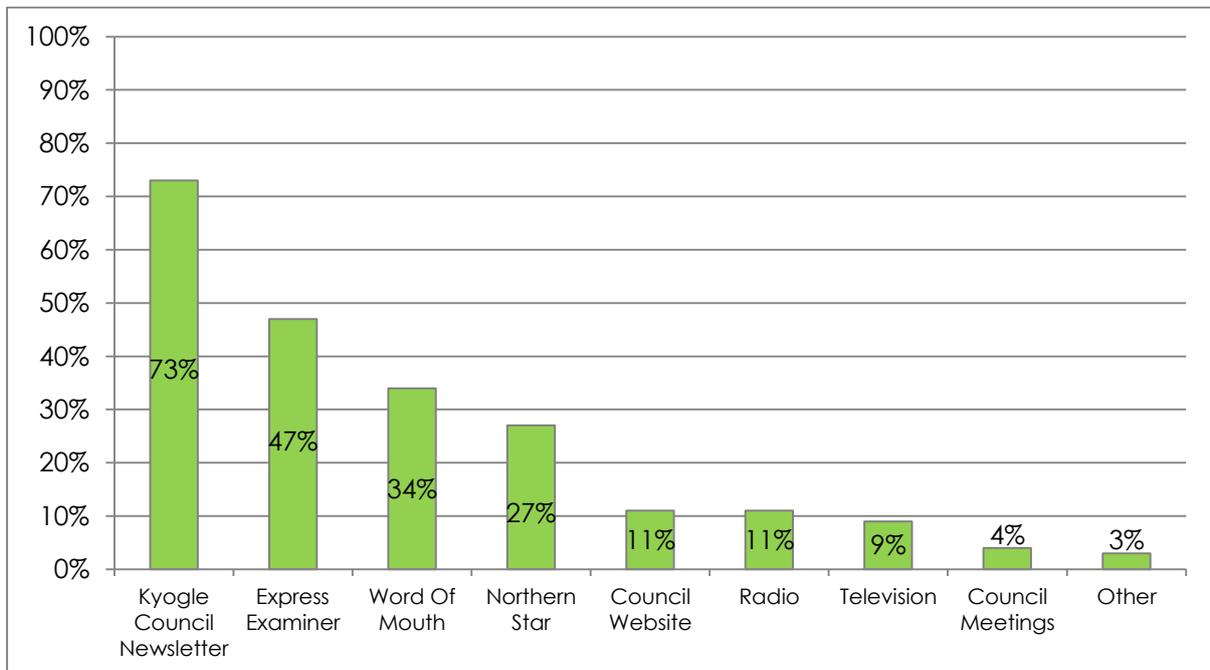
GRAPH 1.8: Respondent Ward of residence profile (n = 308)



GRAPH 1.9: Respondent readership of Kyogle Council Newsletter profile (n = 328)



GRAPH 1.10: Respondent main sources of information about Council decisions and activities (n = 304)



SUMMARY

Respondent Characteristics

The sample consisted of a large proportion of older residents (Graph 1.1), who make up over half of all respondents. Hence results may under-represent the views of younger residents.

The gender split was slightly more toward male respondents than female (Graph 1.2), although it appears that many left this area of the survey incomplete, highlighting in particular instances where a couple were completing the survey together for example. Meanwhile 44 per cent of respondents were part of a couple with no children against 25 per cent single and 31 per cent identifying as a family having children at home (Graph 1.3) both under 12 years (11 per cent) and over 12 years (20 per cent).

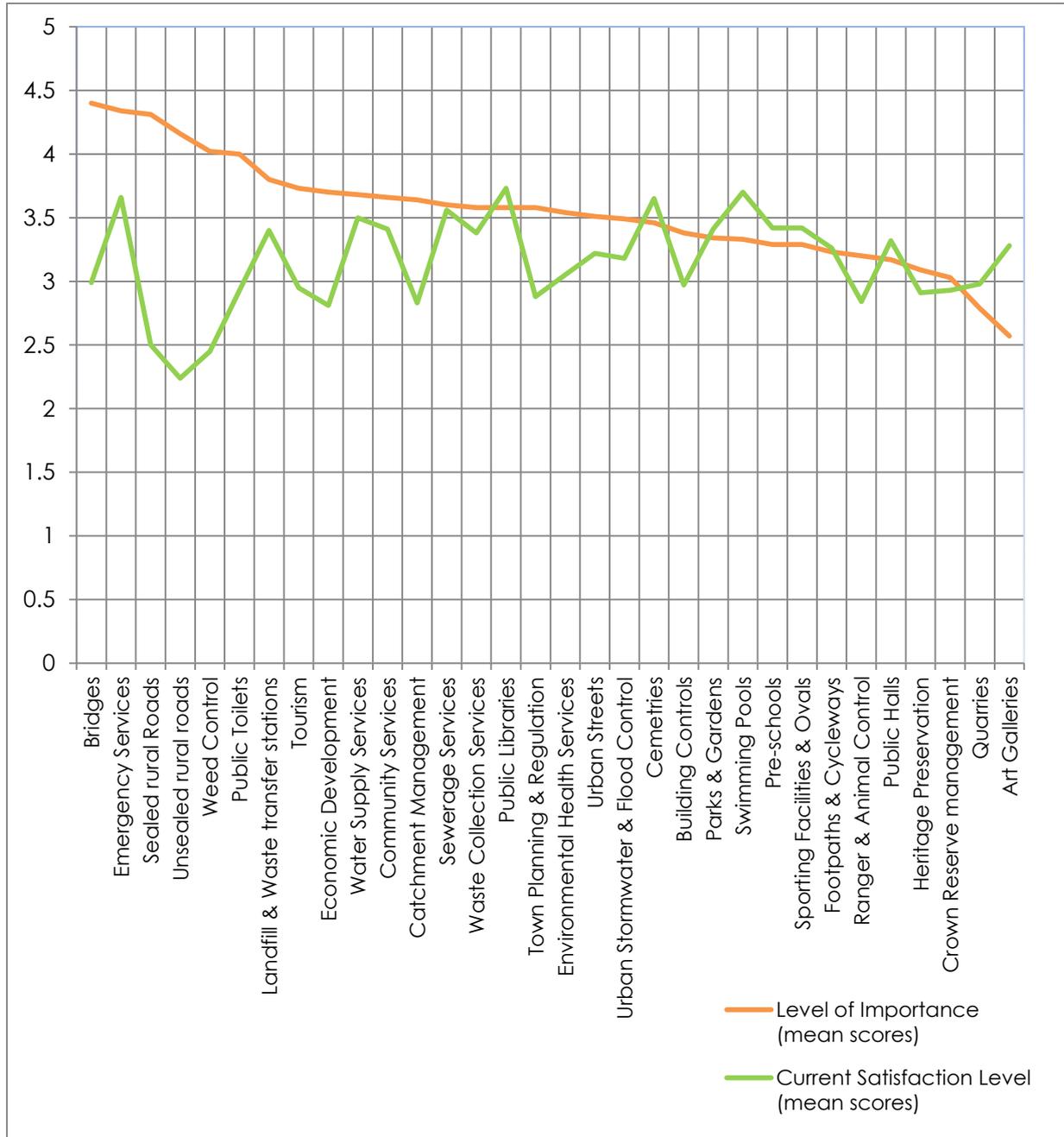
The sample comprised a large proportion of long-term residents (Graph 1.4), ratepayers (Graph 1.5), home owners (Graph 1.6) and retiree's (Graph 1.7). The significant proportion of respondents, who were retirees (59 per cent), again highlighted the large amount of older residents and ratepayers. This compared with 26 per cent self-employed and 27 per cent in full time or part time employment.

The percentage of respondents in each Ward (Graph 1.8) is relatively proportioned across the three Ward's. However it is perhaps troubling that 31 per cent of respondents did not know which Ward they lived in.

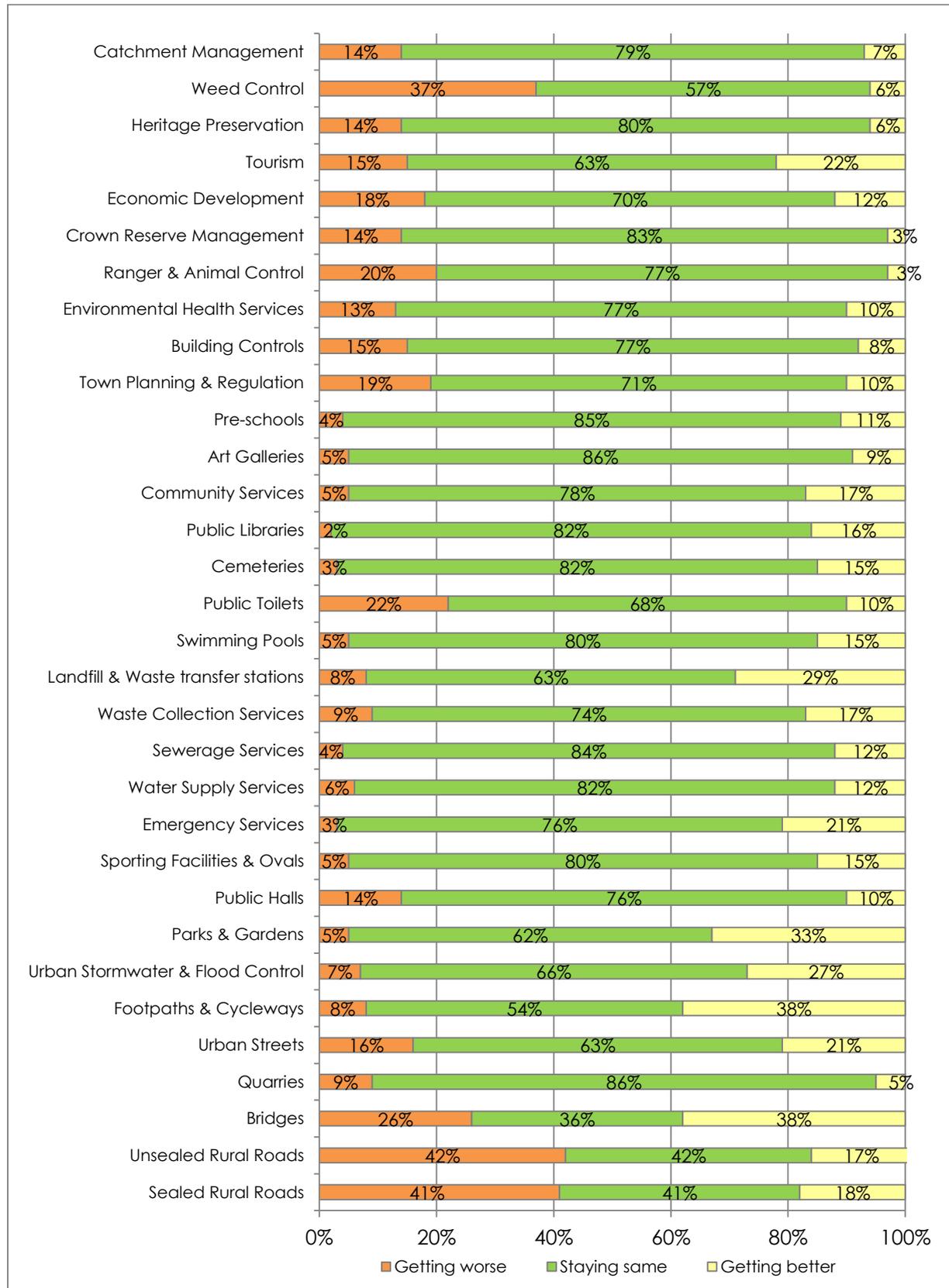
The Kyogle Council newsletter appears to be a must-read! Some 90 per cent of respondents claim to read it (Graph 1.9), making it far and away the most common source of information about Council. Approximately 73 per cent of the sample mainly receives information about Council decisions and activities through the Council newsletter (Graph 1.10). Other popular sources of information about Council activities include the local newspaper (47 per cent), word of mouth (34 per cent), The Northern Star (27 per cent), Council website and local radio (both 11 per cent).

PART 2: COUNCIL SERVICES AND PROGRAMS

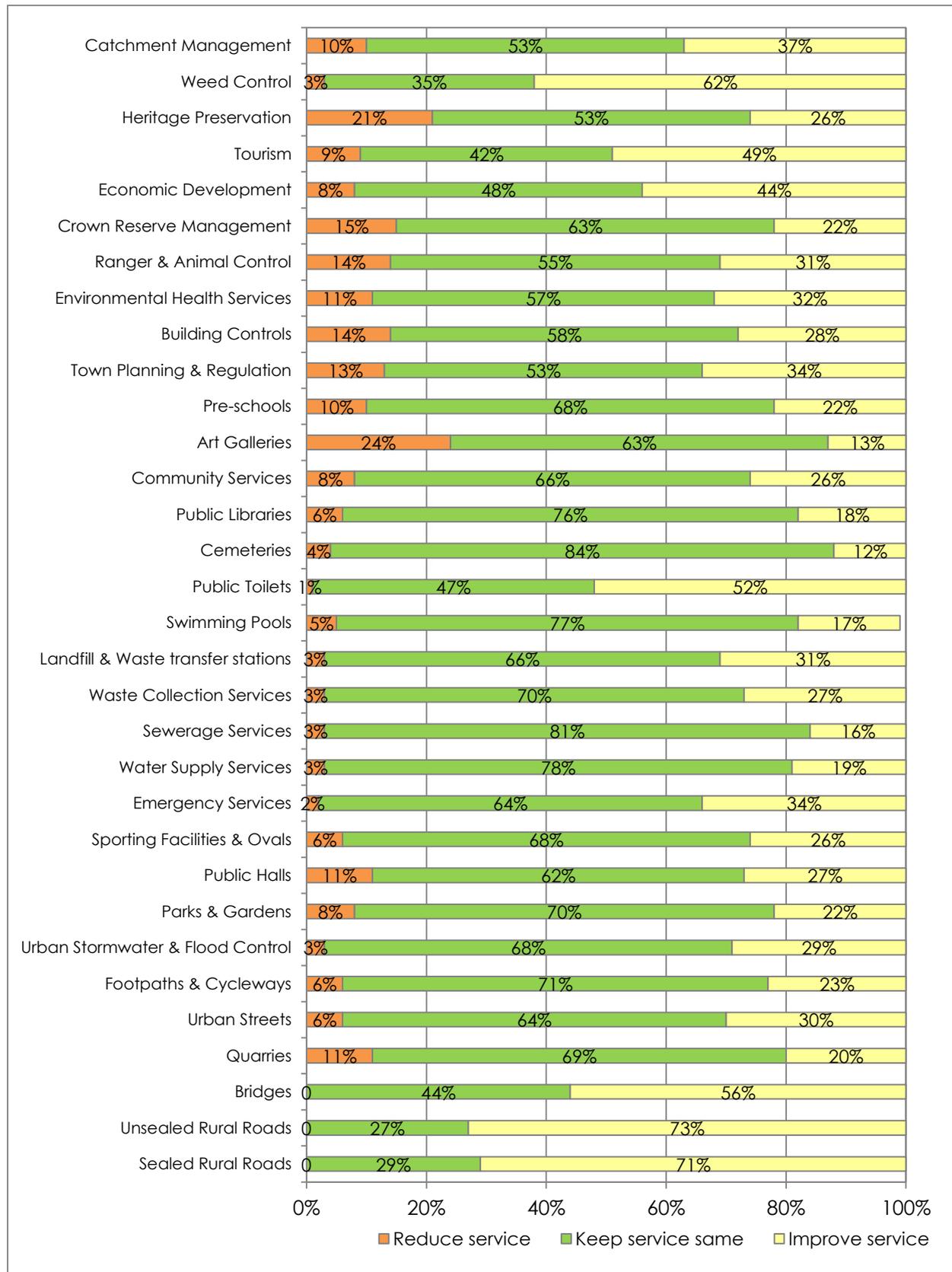
GRAPH 2.1: Respondent level of importance vs. current satisfaction with Council programs and services (n = various)



GRAPH 2.2: Respondent observations in relation to current service levels (n = various)



GRAPH 2.3: Respondent desired future trends in relation to current service levels (n = various)



SUMMARY

Council Programs and Services: Importance, satisfaction and current trends

It is interesting to note the comparison between the level of importance respondents place on particular Council programs and services against their current level of satisfaction (Graph 2.1).

According to respondents, bridges are the most important of all Council programs and services followed by emergency services, sealed rural roads, unsealed rural roads and weed control. Meanwhile a low level importance was apportioned to ranger and animal control, public halls, heritage preservation, crown reserve management, and quarries, while art galleries were deemed the least important of all Council programs and services.

The majority of Council programs and services exceed the midpoint of 3 in measuring current satisfaction levels. Residents and ratepayers were most satisfied with public libraries with a mean satisfaction score of 3.73 out of a possible 5, followed by swimming pools (3.70), emergency services (3.66), cemeteries (3.65), sewerage services (3.56), and water supply (3.50). Unsealed rural roads provided the most dissatisfaction with a mean satisfaction score of 2.24 out of a possible 5, followed by Weed control (2.45) and sealed rural roads (2.50).

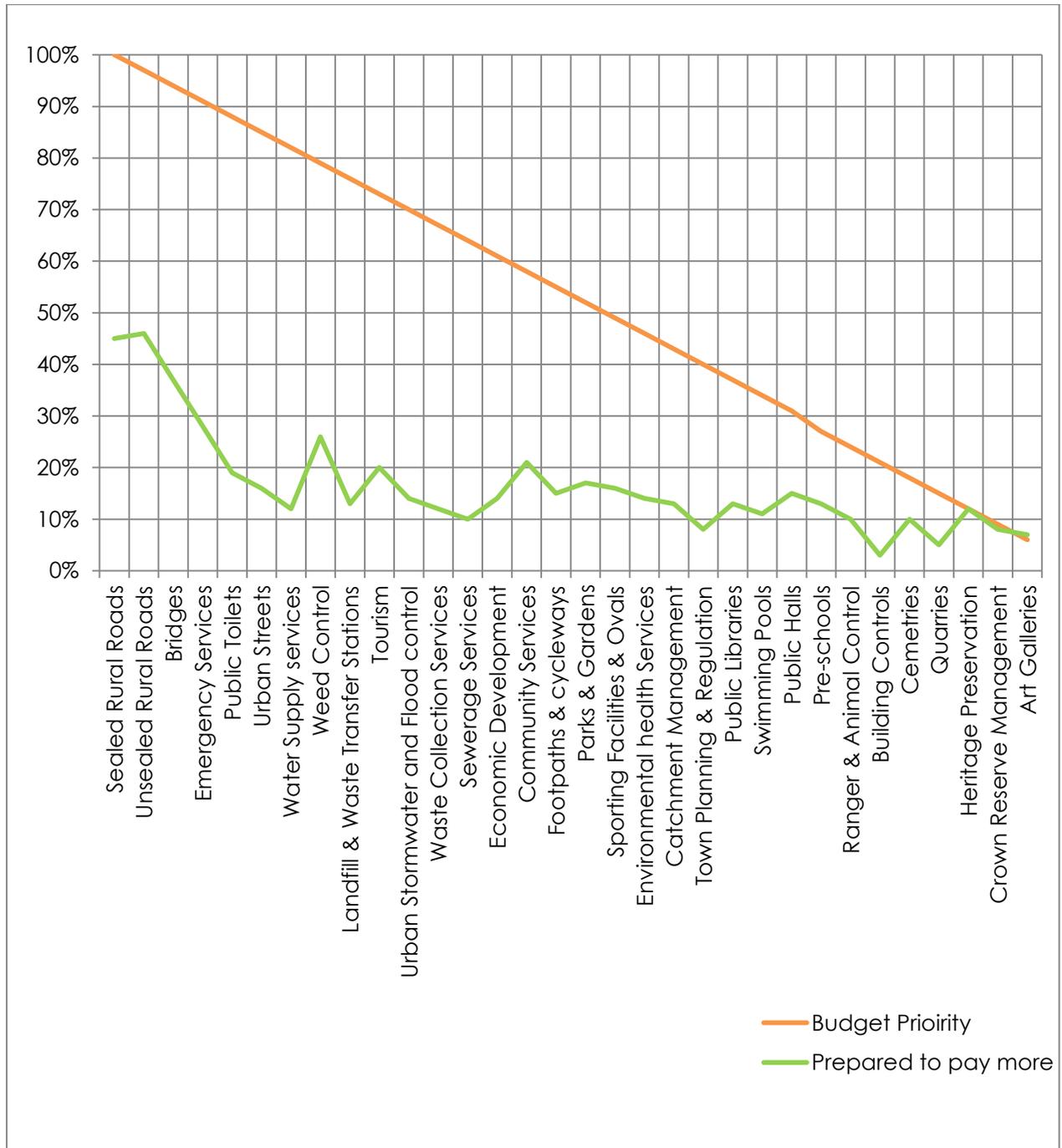
In examining the current service level trends (Graph 2.2) overall, a considerable proportion of respondents classed Councils programs and services as staying the same (71.25 per cent), against 15.38 per cent who acknowledged several Council programs and services were in fact getting better. Footpaths and cycleways had the highest percentage of respondents (38 per cent) noting a significant improvement, followed by bridges (38 per cent), parks and gardens (33 per cent), landfill and waste transfer stations (29 per cent) and urban stormwater and flood control (27 per cent). The proportion of respondents who deemed Council programs and services to be 'getting worse' was relatively mild overall. However, unsealed rural roads had the highest percentage of respondents (42 per cent) who noted a significant deterioration, followed by sealed rural roads (41 per cent), weed control (37 per cent), bridges (26 per cent) and public toilets (22 per cent).

Respondent observations in relation to current service level trends aligned with respondents future desired service level of Councils' programs and services (Graph 2.3). The programs and services which respondents identified as getting worse had the least appeal for reduction of service. These same programs and services also had the highest demand to improve the service level with unsealed rural roads leading with 73 per cent, followed by sealed rural roads (71 per cent), weed control (62 per cent), bridges (56 per cent) and public toilets (52 per cent).

The Council programs and services considered to have a relatively low level of importance were also the same Council programs and services that respondents were prepared to see a reduction in service. The least important of all Council programs and services, Art galleries, had the highest proportion of respondents prepared for a reduction in service at 24 per cent, followed by heritage preservation (21 per cent), crown reserve management (15 per cent), ranger and animal controls; and building controls (both 14 per cent).

PART 3: COUNCIL SERVICES AND PROGRAMS: BUDGET PRIORITIES

GRAPH 3.1: Respondent budget priorities vs. preparedness to pay more for Council programs and services (n = various)



GRAPH 3.2: How much extra respondents are willing to pay for Council services and programs (n = various)

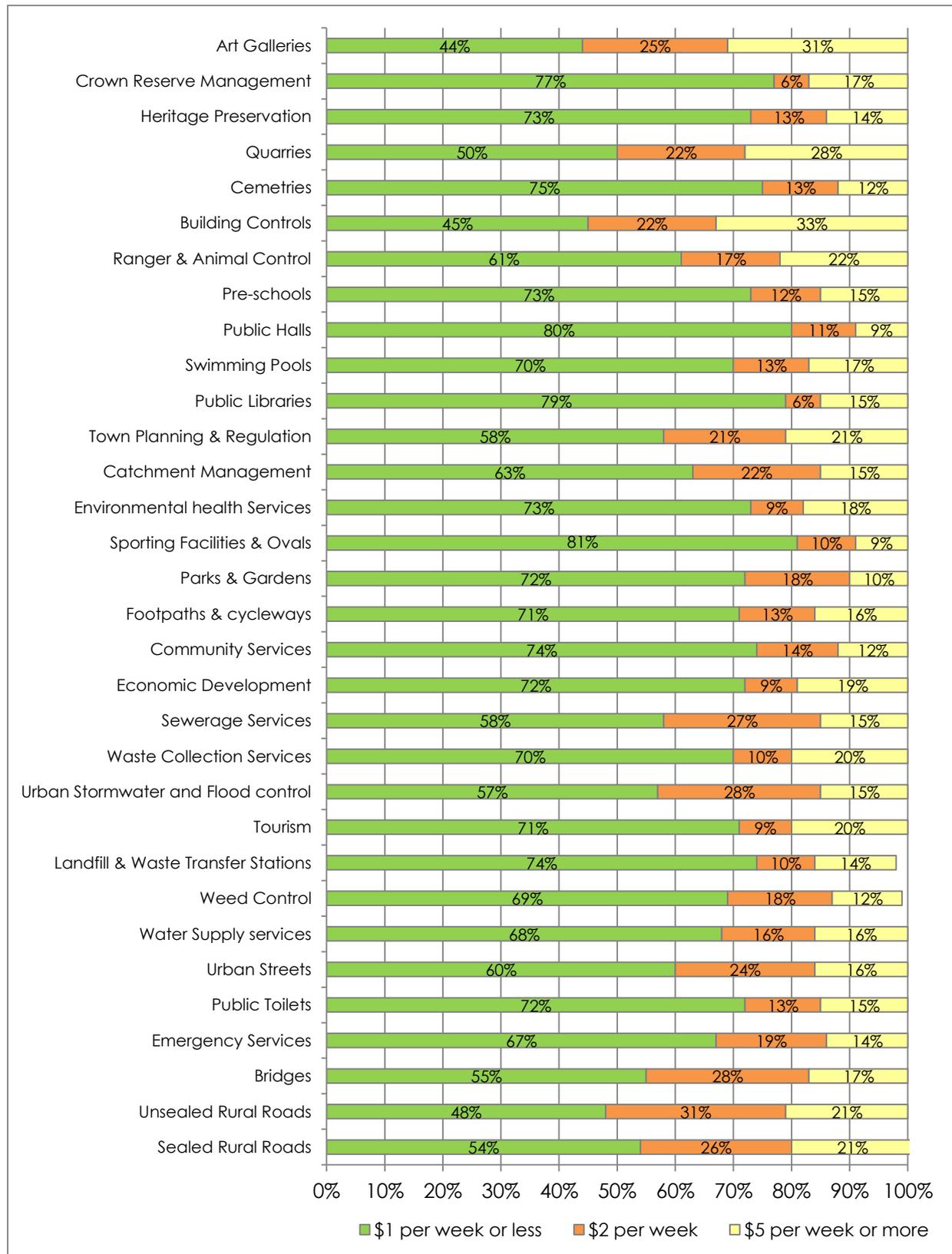


TABLE 3.1: Top 5 budget priorities and how much extra respondents are willing to pay for Council services and programs

Service & Program: Top 5 Budget Priorities	Prepared to pay more %	\$1 or less per week	\$2 per week	\$5 or more per week
1. Sealed Rural Roads	45%	54%	26%	21%
2. Unsealed Rural Roads	46%	48%	31%	21%
3. Bridges	37%	55%	28%	17%
4. Emergency Services	28%	67%	19%	14%
5. Public Toilets	19%	72%	13%	15%

SUMMARY

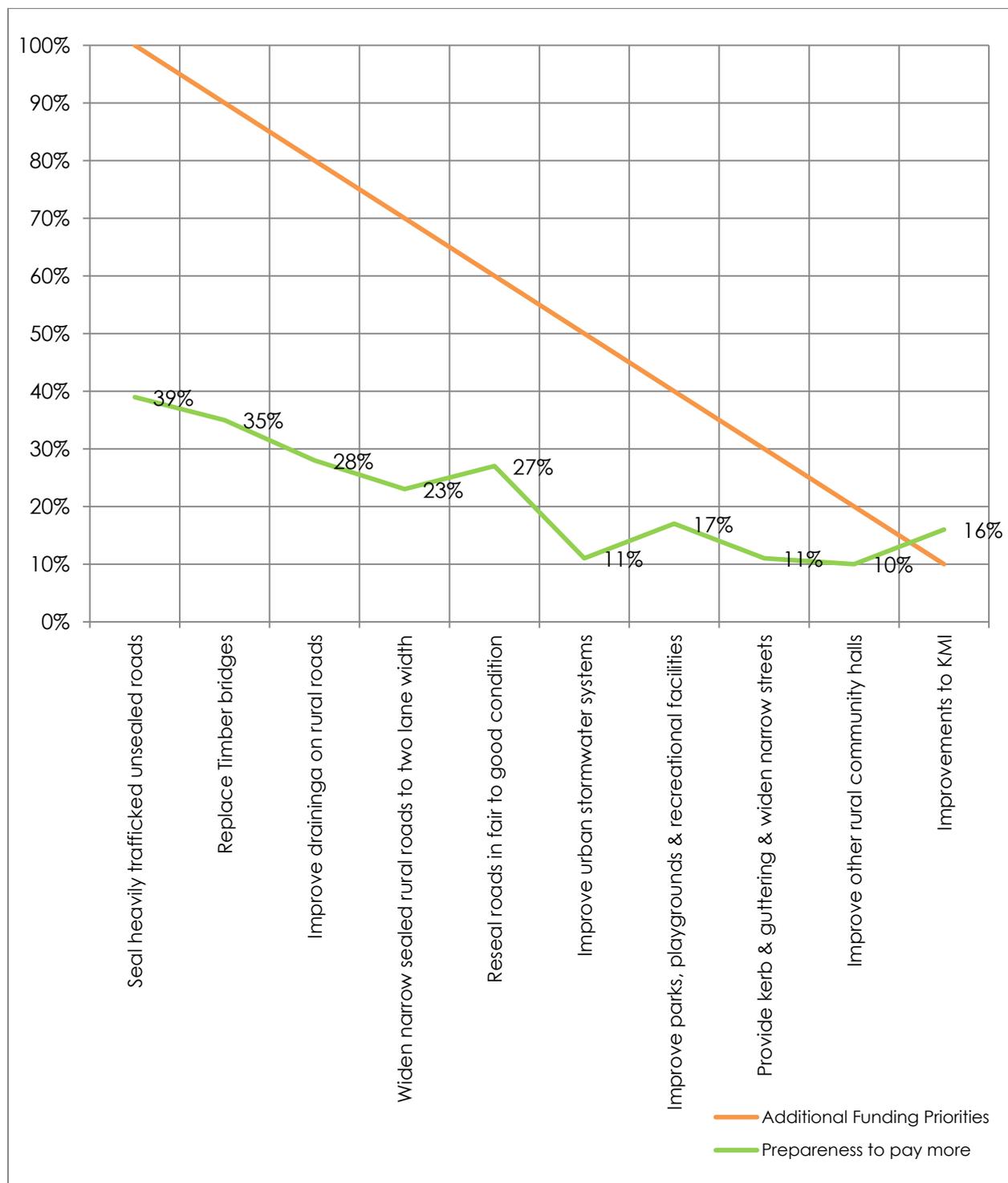
Council Programs and Services: Budget priorities

Higher funding allocation to sealed rural roads was deemed the highest budget priority, followed by unsealed rural roads and bridges (Graph 3.1), with heritage preservation, crown reserve management and art galleries considered to be respondents' lowest budget priorities. A substantial proportion of respondents were prepared to pay more to see an improvement in Council services and programs, the highest being unsealed rural roads with 46 per cent of respondents willing to pay more, followed by sealed rural roads (45 per cent), bridges (37 per cent), emergency services (28 per cent), weed control (26 per cent), community services (21 per cent) and tourism (20 per cent). It is interesting to note that the Council services and programs that respondents gave the highest budget priority to were also most aligned with respondent's willingness to pay more to see an improvement to these services.

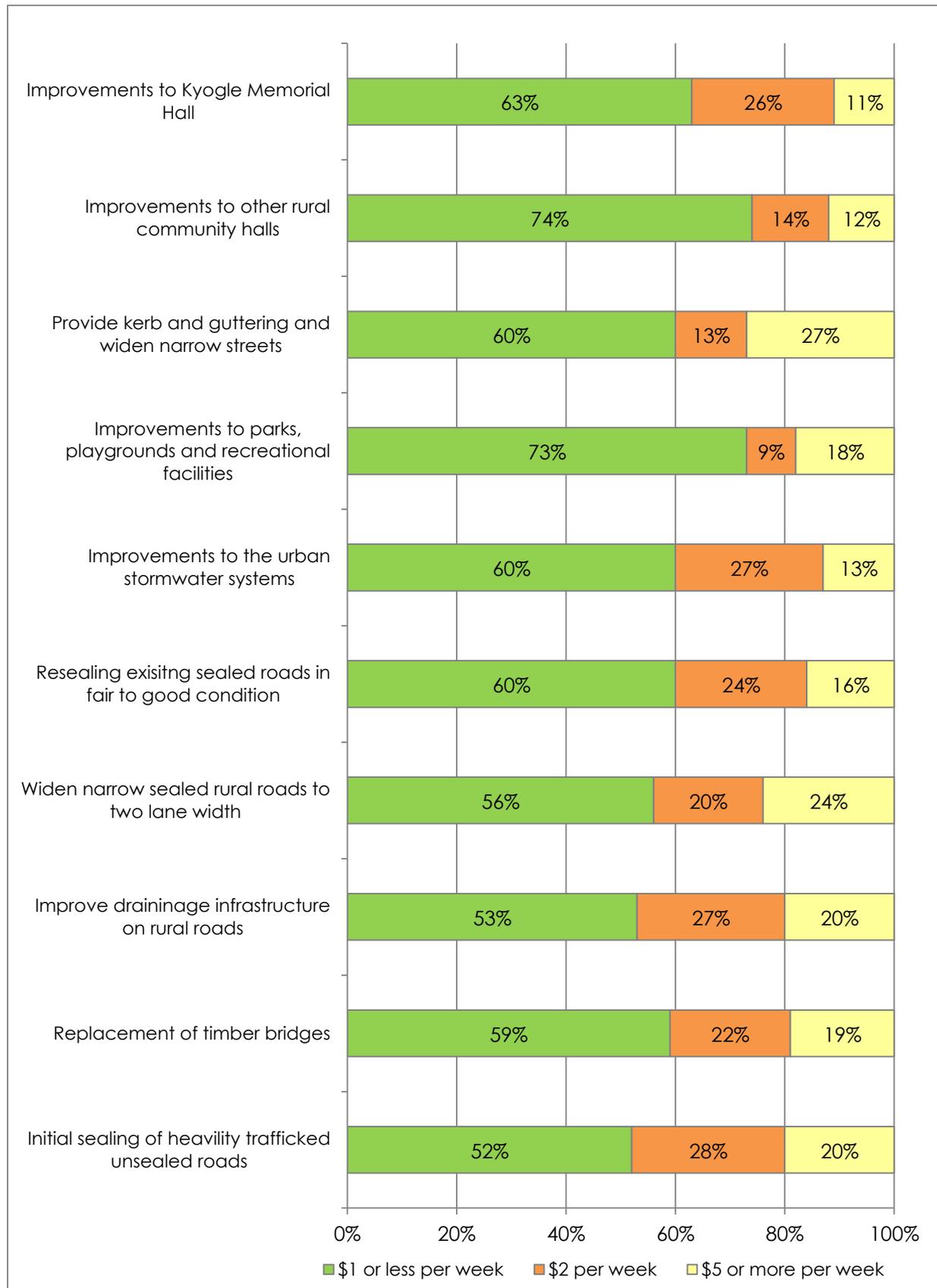
Of the respondents who are willing to pay more for Council programs and projects (Graph 3.2), the vast majority are comfortable with \$1 per week or less with a reasonable proportion willing to consider up to \$2 per week extra. Strangely, the highest proportion of respondents willing to pay more than \$5 per week extra were aligned with building controls (33 per cent), art galleries (31 per cent) and Quarries (28 per cent), however these Council programs and services had the least support for a rate rise, therefore it can be concluded that a only a very small amount of respondents (one, possibly two people) selected this option. More reliable was the data associated with sealed and unsealed rural roads both having 21 per cent of respondents willing to contribute \$5 or more followed by bridges (17 per cent) since these programs and services had the most support for contributing more (Table 3.1).

PART 4: ADDITIONAL FUNDING PRIORITIES

GRAPH 4.1: Respondent additional funding priorities vs. preparedness to pay more for Council programs and projects (n = various)



GRAPH 4.2: How much extra respondents are willing to pay for Council programs and projects (n = various)



SUMMARY

Council Programs and Projects: Additional funding priorities

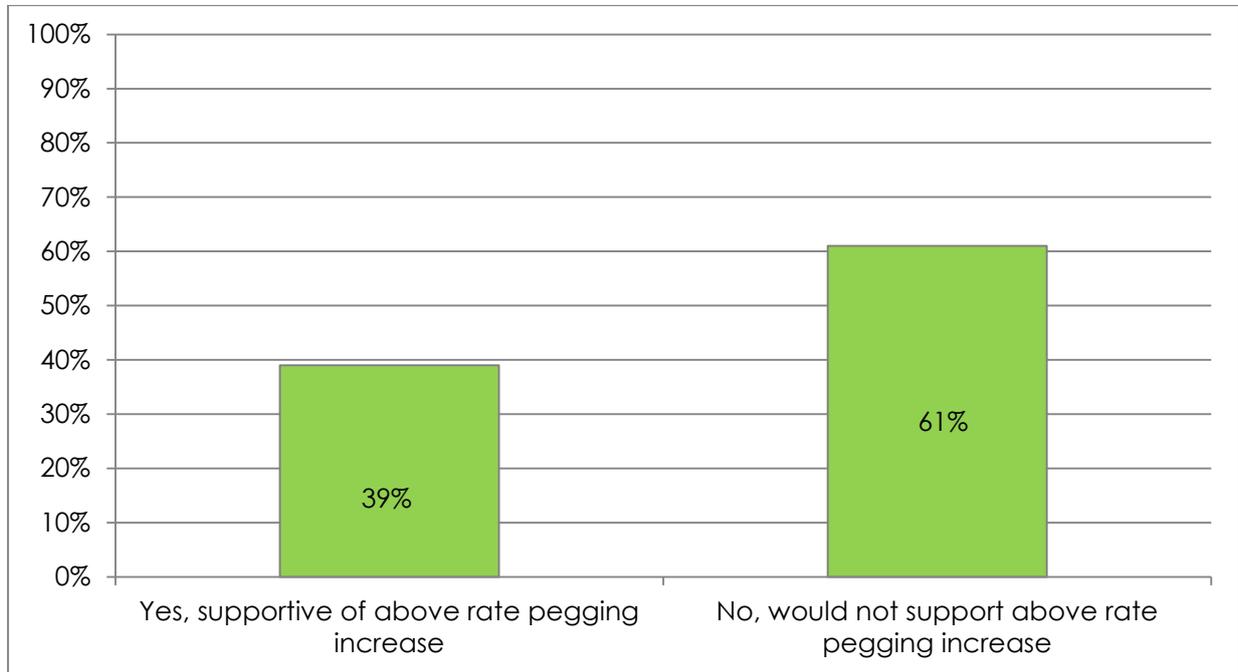
Respondents feel that any surplus funds should be spent on the initial sealing of heavily trafficked unsealed roads (Graph 4.1) with 39 per cent prepared to pay more, closely followed by replacement of timber bridges (35 per cent) and improving drainage infrastructure on rural roads (28 per cent).

Interestingly, improvements to the Kyogle Memorial Hall was ranked the lowest funding priority for Council programs and projects, yet still had a moderate level of support (16 per cent) from respondents willing to pay more. However, higher priority projects such as improvements to the urban stormwater system, while ranked sixth most important, only had 11 per cent of respondents who would be willing to contribute more.

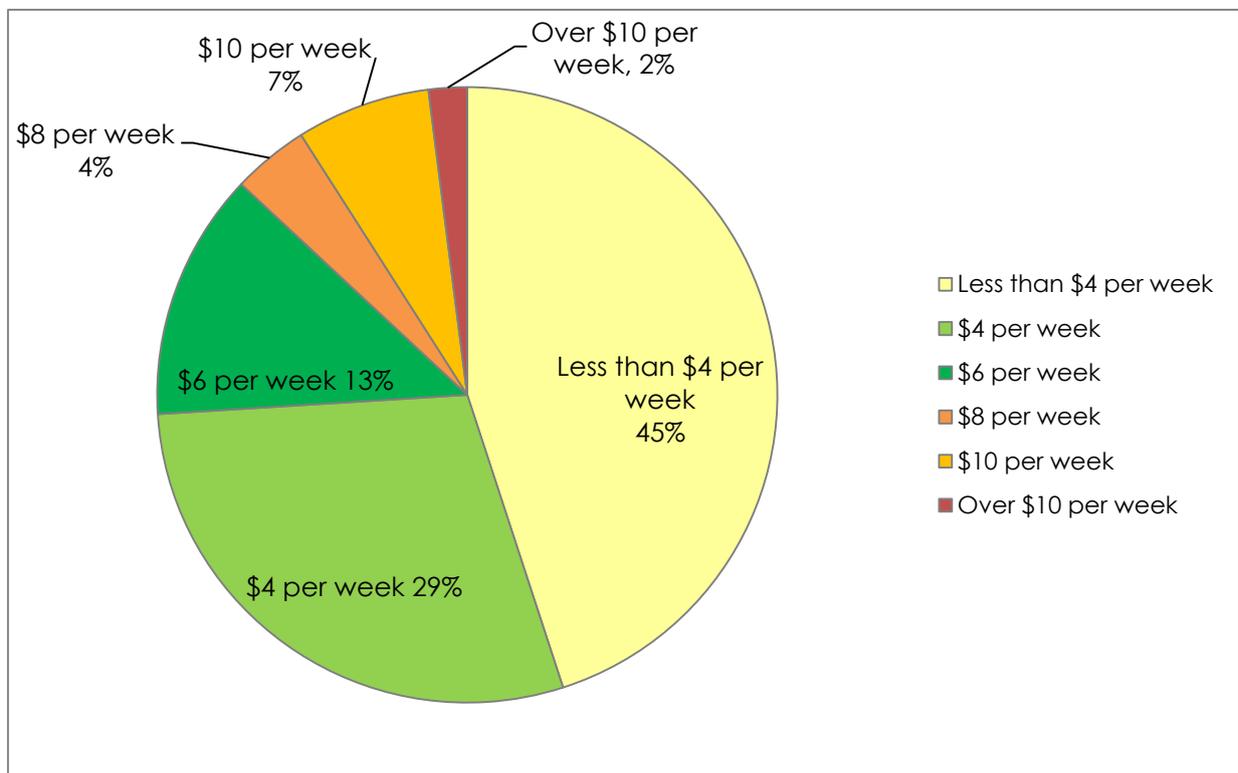
Of the respondents who are willing to pay more for Council programs and projects (Graph 4.2), the vast majority, are comfortable with \$1 per week or less with a reasonable proportion willing to consider up to \$2 per week extra. Ranked eighth in funding priority, it was the provision of kerb and guttering and widening narrow streets that appeared to have the most support for increases in excess of \$5 with 27 per cent willing to contribute more. This also had the lowest number of respondents willing to pay more, again suggesting perhaps only one or two people selected this option.

PART 5: FUNDING SHORTFALL

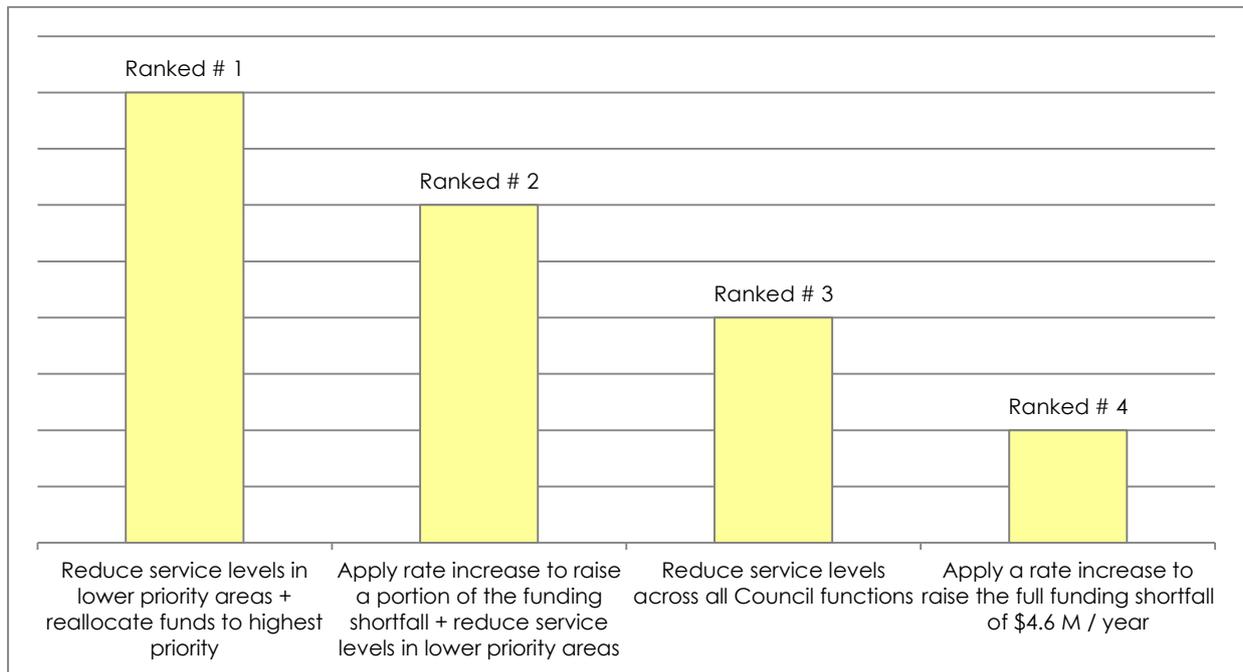
GRAPH 5.1: Respondent support for modest above rate pegging increase to help address the funding shortfall (n = 334)



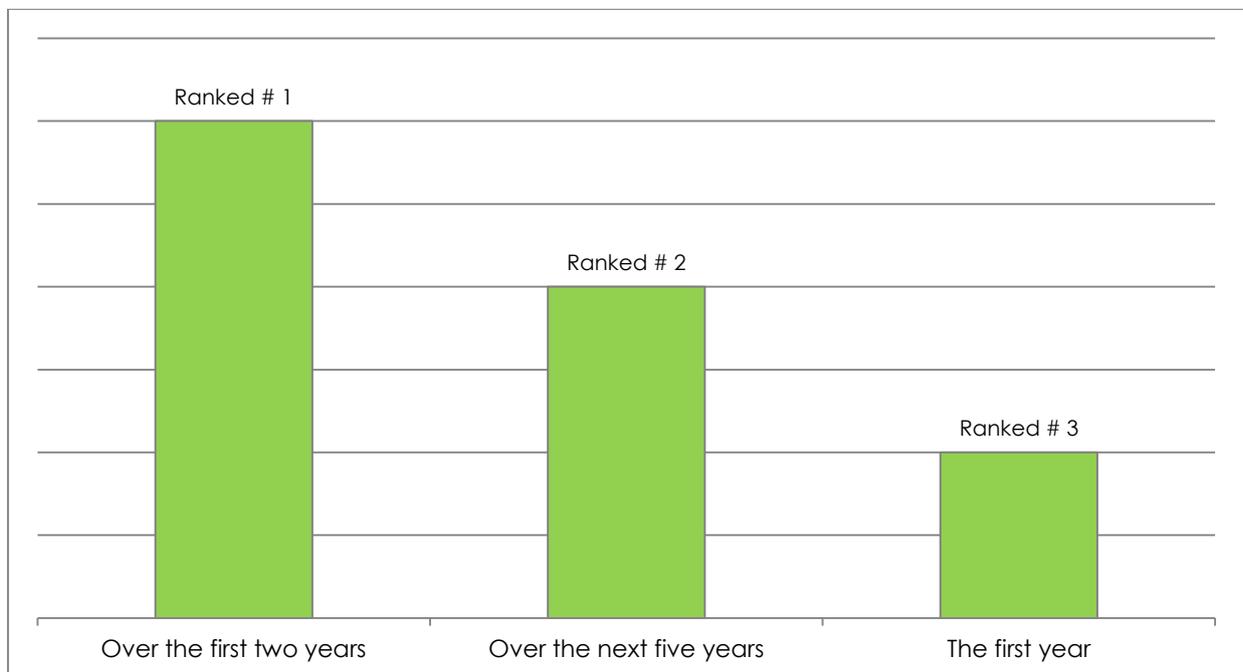
GRAPH 5.2: Respondents profile of what would be a reasonable increase for those who support modest above rate pegging increase (n = 119)



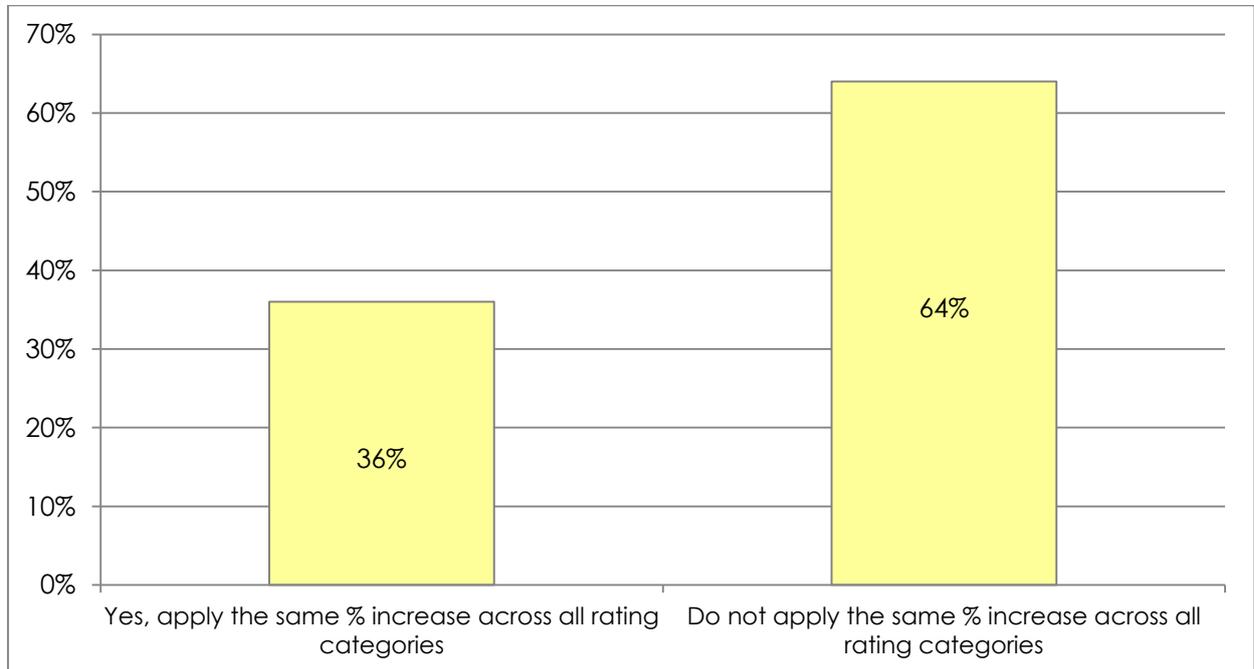
GRAPH 5.3: Respondents preferred options for managing the funding shortfall (ranked in order of preference) (n = various)



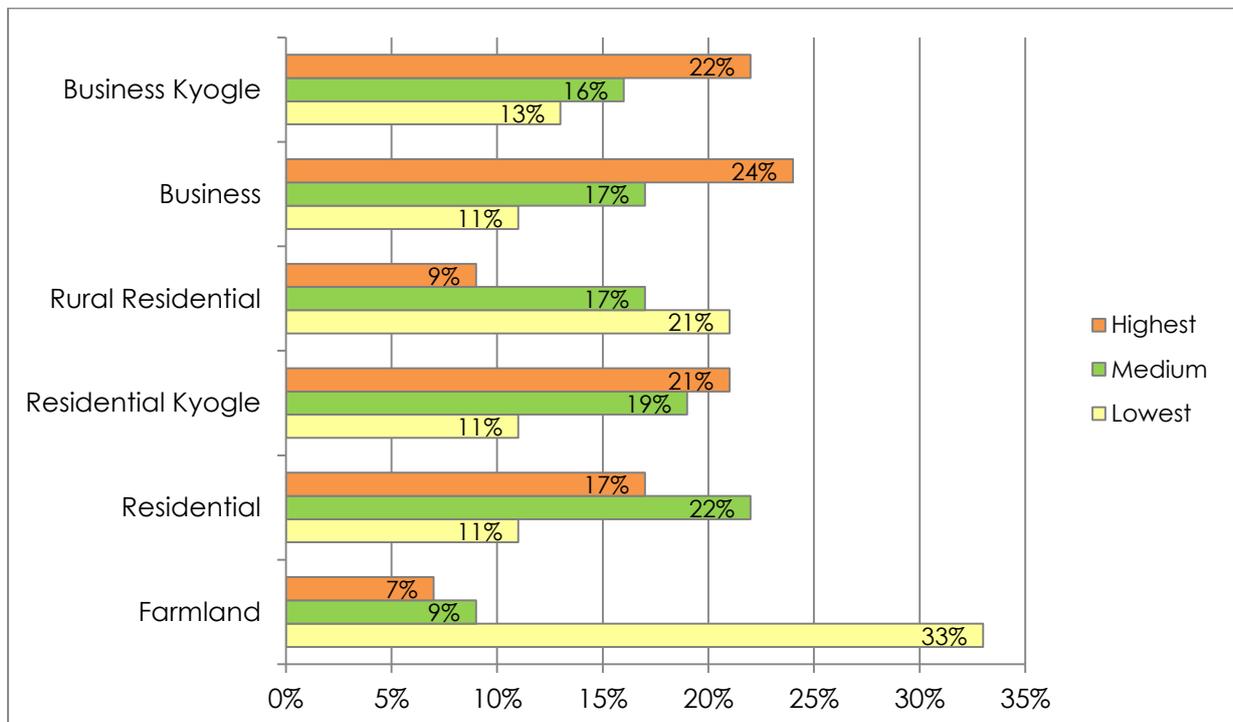
GRAPH 5.4: Respondents preferred timeframe for implementation of an above rate pegging increase (ranked in order of preference) (n = various)



GRAPH 5.5: Respondents view on whether an above rate pegging increase should be applied at the same percentage across all rating categories (n = 302)



GRAPH 5.6: Respondents view on distribution of above rate pegging percentage increase per rating category. (n = 137)



SUMMARY

Funding Shortfall

Only 39 per cent of respondents were in support of an above rate pegging increase (Graph 5.1) as a method to address Councils' funding shortfall.

Of those respondents supportive of an above rate pegging increase (Graph 5.2), 45 per cent were willing to pay less than \$4 per week in additional rates. The remaining 55 per cent of respondents were willing to pay greater than \$4 per week. The general consensus was that \$4 per week and below would be a reasonable increase to rates with a total of 73 per cent of respondents in this group.

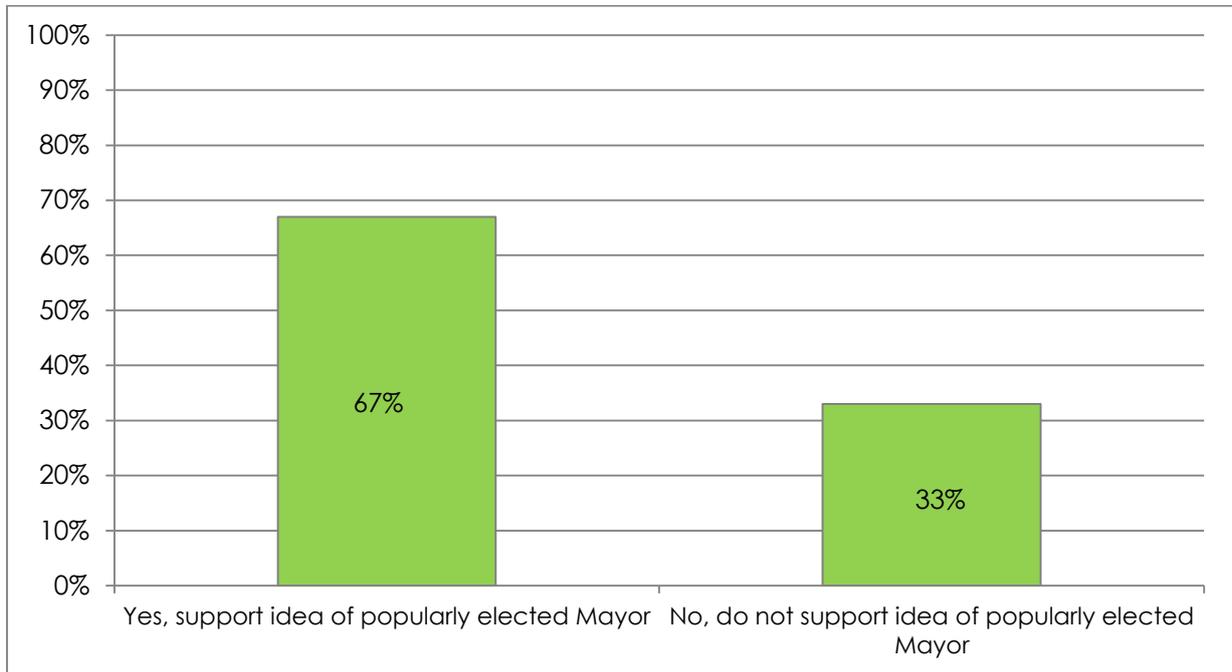
Respondents preferred option for managing the funding shortfall (Graph 5.3) was to reduce service levels in lower priority areas and reallocate funds to higher priority areas with the second most palatable option being to apply a rate increase to raise a portion of the funding shortfall, while reducing service levels in lower priority areas. Respondents were not in favour of reducing service levels across all Council functions or simply applying an increase, they tended to favour the more flexible alternatives.

The preferred timeframe for implementation of an above rate pegging increase is over the first two years (Graph 5.4), followed by the next five years with the least popular being implementation within the first year.

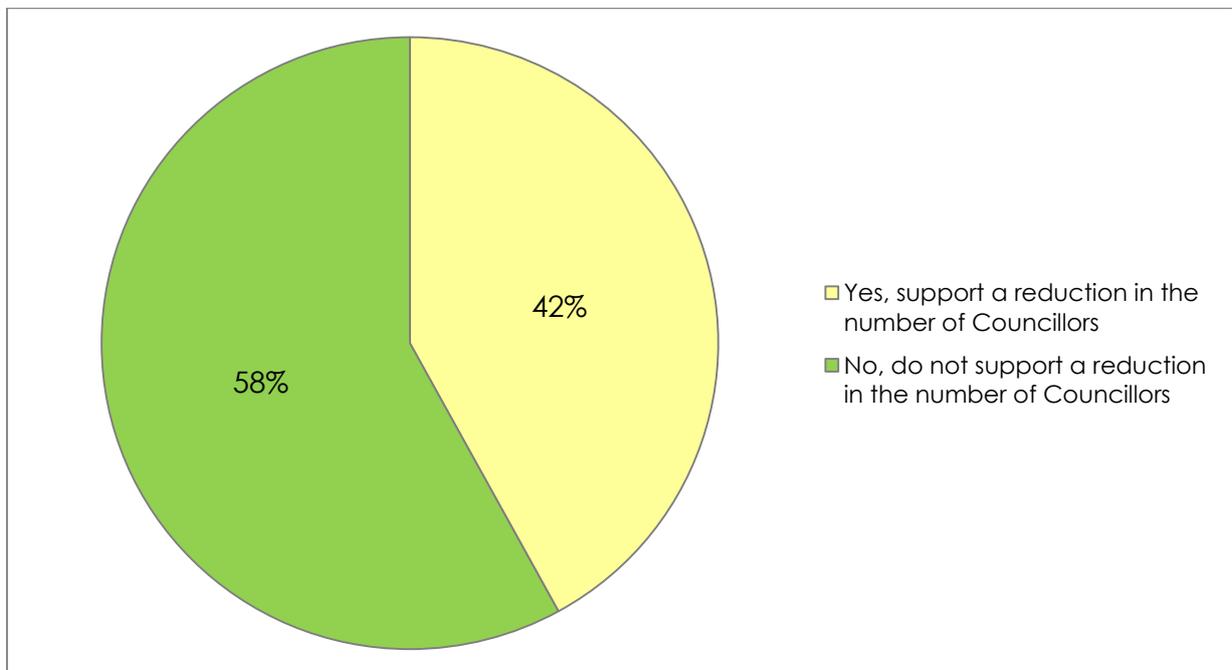
Only 36 per cent felt that an above rate pegging increase should be applied across all rating categories at the same percentage (Graph 5.5). The majority and remaining 64 per cent felt that if an increase should be distributed across the rating categories at varying percentages (Graph 5.6) with the highest share of the increase being apportioned to business, followed by residential with farmland having considerable support for the lowest share of the increase.

PART 6: GOVERNANCE

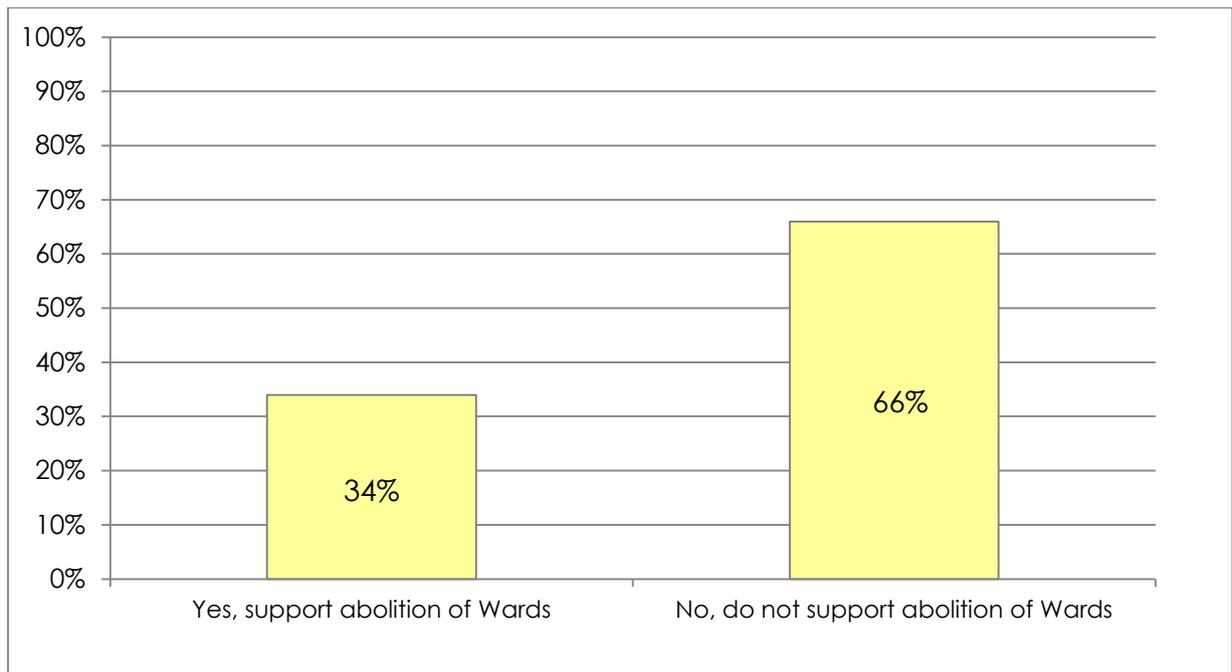
GRAPH 6.1: *Respondents support for a popularly elected Mayor. (n = 338)*



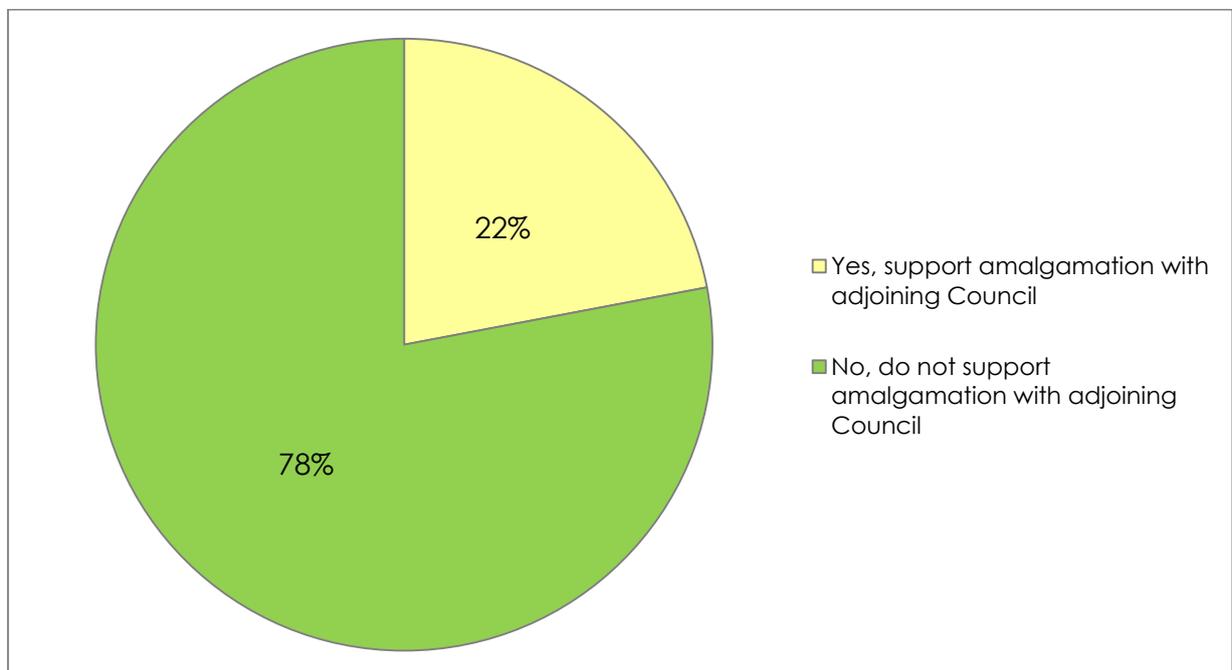
GRAPH 6.2: *Respondents support for a reduction in the number of Councillor's. (n = 336)*



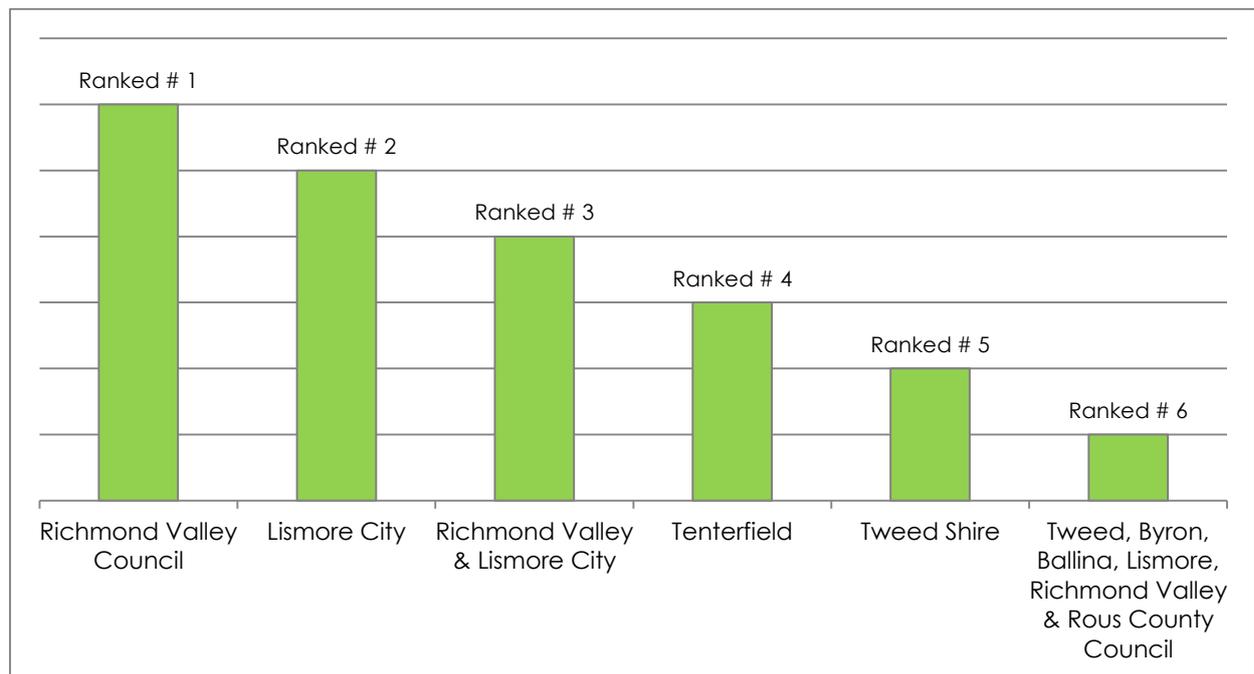
GRAPH 6.3: *Respondents support for the abolition of Wards (n = 303)*



GRAPH 6.4: *Respondents support for amalgamation with an adjoining Council (n = 338)*



GRAPH 6.5: Respondents preferred amalgamation between Kyogle Council and an adjoining Council (ranked in order of preference) (n = 338)



SUMMARY

Governance

The majority of respondents, (67 per cent) support the idea of a popularly elected Mayor (Graph 6.1) preferably with no reduction in the number of councillors with 58 per cent of respondents not in favour of reducing the current representation (Graph 6.2).

The abolition of Wards was not a popular option with only 34 per cent in favour (Graph 6.3) although based on the demographic information of respondents surveyed; 31 per cent are unsure which Ward they reside in.

The support for amalgamation with one or more neighbouring councils is marginal at 22 per cent (Graph 6.4). However, if Council were forced, or chose to enter into an amalgamation, the preferred option would be to do so with Richmond Valley Council, followed by Lismore City Council with the next popular option an amalgamation of all three - Richmond Valley, Lismore City and Kyogle Councils' (Graph 6.5).

PART 7: GENERAL COMMENTS

Amalgamation

1. Definitely NO to any amalgamation. Kyogle Shire Council would be wiped out. Workers and ratepayers would be worse off.
2. The only gain in amalgamation is to the Shire Council doing the takeover – not the one being taken over. No longer is there a shire office and staff is reduced resulting in loss of jobs. There would be no gain for our town and businesses. Our area would be the “last outpost” of whichever shire Council we became.
3. Do not want amalgamation!
4. I think it would be unfair for us to amalgamate with one of the larger Wards and have to pay larger rates when we receive much less in the way of facilities, amenities and job opportunities. Amalgamation – it is not a simple matter of adding to another council – different areas of Kyogle could go different directions.
5. Ward C should be amalgamated with Richmond Valley as most residents shop in Casino.
6. If Council was forced to amalgamate the Council should be split into three areas. Tenterfield, Richmond, Lismore
7. Kyogle Council Area should be split up into 4 parts and join adjoining councils e.g. east shire to Tweed. S/east to Lismore south to Richmond west to Tenterfield. The nature of Kyogle shire is too diverse to join one other shire, east Kyogle has more in common with Lismore/Tweed. West has more in common with Tenterfield ditto south of shire.
8. Kyogle remain a rural council.
9. I don't think Kyogle should amalgamate at all and should fight against it.
10. Why is there not an option to split part of the shire into Tenterfield when you have a natural line (Range) to split west of the range into Tenterfield you then could put the rest where you want. I would have put this option before the rest.
11. If amalgamation has to be, then parts of our shire should be amalgamated with adjoining shires in their respective areas.
12. Don't, for the sake of the community and sanity, amalgamate.
13. I feel Kyogle Council should stay as Kyogle Council. I am strongly against any amalgamation with any other council.
14. I totally reject the idea of amalgamation with Casino. Casino has nothing going for it. Kyogle has nothing to gain from any association with Casino. The crime rate there is high mainly because Casino is a killing town. It has the stench of death because of the abattoirs. We have a good Mayor now, why change.
15. Council should fight to keep Kyogle Shire area as it is now. Do not amalgamate. Be our own boss.
16. Richmond Valley Council are broke as advised by friends who have problems with their sewerage every time they receive a lot of rain. RVC have advised them that they cannot fix this problem with sewerage overflowing and smelling due to them having no money. Do not amalgamate with them. Also, roads in very poor condition.
17. The only amalgamation that would provide economics of scale large enough to satisfy requirements of funding and resources would be a whole of north coast amalgamation - perhaps then we could just recede from NSW altogether.
18. Amalgamation in other places does not appear to have been successful.

19. Amalgamation option - split between Tenterfield/Lismore/Richmond Valley.
20. Keep Kyogle a "country" shire. Resist all overtures from the "Greens"
21. I do not agree with amalgamation. Think local act local.
22. No amalgamation except with a like socio-geographic area e.g. inland Richmond River Council.
23. We do not want to become part of RVC - they are creating a gas land waste and we'll not agree to that - ever!
24. Amalgamation soon please.
25. Amalgamation with a neighbouring LGA with future growth potential should be considered.
26. Amalgamation of councils is not an option unless they are incorporated into a larger area for representation in Federal parliament and abolition of State Governments which are opting out of more responsibility to the point of being obsolete.
27. I believe that amalgamation of shires in Queensland has not reduced costs and the outlying areas are getting even less services.
28. No amalgamation with Richmond Valley.
29. No amalgamation especially not with Richmond Valley.
30. I strongly oppose to amalgamation with Casino.
31. This Council needs a change of a GM or amalgamation with Richmond Valley Council.
32. Strongly oppose amalgamation on the basis that Councillors in far off towns or cities do not have the local knowledge required to adequately represent their constituents.
33. Amalgamate with one or more Councils with tourism and residential growth particularly or an officer with specific training in applying for grants.
34. If we were to amalgamate with any other council I consider Woodenbong from Glen Road to Lindsay Creek should go to Tenterfield Shire.
35. Council should fight to keep Kyogle Shire boundaries as they are today.

Coal Seam Gas (CSG)

36. WHY if you spending so much money on the survey, is there not a question about CSG? If CSG does go ahead this survey will be useless. The time for the survey would be after we have stopped the drilling.
37. Erect "NO CSG" signs at each road leading into town to reflect the community vote
38. It is imperative Kyogle keeps CSG out. The biggest percent of residents oppose it.
39. Keep Kyogle Shire CSG free at all costs.
40. As a resident of the Northern Rivers, I think there are much bigger issues facing our Council than what has been put in this survey. Where on this form is there anything about CSG? Nowhere. That is not good enough. The Council should be concerned about what residents are saying - No to CSG. If mining is allowed into this area, all other industries will suffer, and so will everyone's living here. We DO NOT WANT CSG. It's yours job to make sure we don't have mining here.
41. CSG represents by far the greatest threat to the long term sustainability of the Kyogle LGA, the health of our community and its environmental, social, economic and cultural wellbeing. The much increased heavy vehicle traffic would only create further drain on Councils finances. The vast majority don't want this mass industrialisation of our area. Council must do more to resist the invasive threat. Roadside signs at the town approaches saying 92% residents surveyed oppose CSG

are essential. A show of our community strength. It's so simple. Lismore sees the need, why not Kyogle?

42. I very strongly oppose CSG Mining.
43. Under no circumstance do I want to see the development of CSG/big mining or other unconventional gas in this area.
44. No coal seam gas in Kyogle LGA. No mining in Kyogle LGA. Erect "Gas field" free signposts on all main roads entering Kyogle.
45. Keep Kyogle LGA Coal Seam Gas and other invasive mining, gold, free.
46. Protect and preserve the environment from invasive gas mining and inappropriate mining such as gold and antimony mining.

Council Roads Infrastructure

47. Please fix our roads and bridges.
48. On Duck Creek Road there's an old road that runs off it called Finney's Forrest road. From Upper Duck Creek Road from Old Bonalbo it runs between Upper Duck Creek Road to Richmond Range Forrest road – then turn left, then turn right onto McNamara's Forrest road and then onto Toonumbar to Kyogle. If that road was fixed up it would be a great short cut to Kyogle from Old Bonalbo. Benefits = more business for Kyogle instead of Casino.
49. The state of the roads is a disgrace known throughout Southern Qld and from Newcastle up in NSW.
50. Rural road drainage – I would like to see an old practice reused of grading road edges – this is done in Casino and Lismore and does a good job keeping water off the roads in wet times, lessening pot holes and takes away the uneven lumps left from heavy vehicles and also cut the grass down at the same time.
51. Gravel roads to be graded every six months.
52. Drains to be cleared out when road is graded.
53. Pipes to be cleaned out.
54. Could you please ask your maintenance grader operators NOT to put crowns around gravel road corners because it reduces the width of the travelling surface and forces traffic onto wrong side of road.
55. Our roads are disgusting - but you know that!
56. Need to fix rural roads sealed and unsealed. Narrow width of roads, leads to many near accidents. Many people don't move over, simply making the centre of road would help. Omagh road and its 20 years of temporary patching is a disgrace a vast increase in traffic particularly trucks leading to wear and tear. Cedar Point bridge side of road near Cahill's is shocking huge holes hidden in grass. I have bent axel and wrecked wheels.
57. The state of disrepair of Dyraba road is affecting our business.
58. Guide posts to be put on road on bad corners.
59. I have lived in Kyogle Shire most of my life and seen roads and bridges improve. Also have seen lots of people leave our towns. Kyogle Shire have done a good job improving bridges on northern end of Clarence Way linking us with Brisbane – they need to keep going with more maintenance of road between Bonalbo and Woodenbong.
60. Unsealed rural roads are an absolute disgrace.
61. If Council could consider turning the Lyons road into a toll road. The Lyons road must be costly to maintain. A toll would provide the funds necessary a toll could also

- support a sealed road to the Border Ranges National Park - Tweed tourist drive; this could give economic benefits to the shire. If Council has the authority, a small fuel excise could provide road funding e.g. 1 to 2 cents per litre.
62. Rural roads should be maintained before they get to a dangerous state. Maintenance with a grader would save a lot of money. Millers quarry not used to its capacity.
 63. The Kyogle to Murwillumbah should be upgraded; especially the Cawongla range that is the life blood to Kyogle /Gold Coast. When the missing link was sealed 15 years ago, the tourists came to Kyogle from the Gold Coast. Open your eyes, get out and talk to people.
 64. "Unsealed and wooden bridges" allow working bees to fix our own rural roads and bridges - Council pays for material we supply labour - under supervision of town planning - we supply machinery!!
 65. Murwillumbah Road between Kyogle and Uki really needs improving considering trucks use this road. Also Anzac road between Kyogle and Geneva really needs improving as well.
 66. I believe unsealed roads & bridges should be your number 1 priority and forgetting about resealing town roads and just repairing damaged roads. Two years is too long to wait to have my unsealed road graded!!!!
 67. Fix the roads and bridges and enough money will come in to fix the rest!
 68. Increased efficiency in managing road repairs would reduce costs. Preventative action (increases/improved drainage) would also assist.
 69. Dirt roads discourage tourists who spend money and support businesses. Our roads are a disgrace. We received no rubbish removal and no water supply and live on dirt roads - we benefit little from Council.
 70. Remove heavy vehicles from the Kyogle to Murwillumbah road which is wrecking the road. Implement a weight limit to reduce this, which should not cost a lot of money - this is tourist route pulling people from coast and Brisbane.
 71. Richmond Valley Council seem to be the best at road repair. Could Kyogle consider using their road team and sharing machinery assets between the two Councils? Council should also consider more frequent checking of sealed roads and make a more rapid response to minor repairs. This may prevent more major deterioration.
 72. When you can afford it, put money into roads instead of footpaths.
 73. We pay \$4000 in rates and the only service we receive is a once a year grade. Not only was this a waste money to Council, we had to put up with unsatisfactory road for a year. While I know you have cost pressures if you don't inspect the road before and after the works are done you will continue to waste scarce resources.
 74. Sealing Williams road and re-sealing Kyogle to Cawongla section should be a priority.
 75. Please, please, please seal Lillian Rock Rd!!! That's all we want from you. Thank you.
 76. Current jet patch program on sealed road maintenance is a waste of money without first addressing the underlying causes of pavement failure - principally inadequate roadside drainage and lack of curb and channel to prevent water egress under pavement.
 77. Roads leave a lot to be desired.
 78. Roads and Roads - Fix them!
 79. I travel 30 to 40 kilometres in a car per annum. Kyogle has to worst roads I have experienced. I do not and will not drive a 4WD type vehicle.
 80. I am disgusted with the current road conditions especially Cawongla road. This road is frequented by tourist in our warmer months and its state is appalling. B Doubles and

Large trucks should be banned from using this road as they constantly undermine the road and any road works done to it. The jet patcher is not a road repairer and would be better off shelved. Start using the whacker packers again and sweep up after them. Gravel on corners is a death trap. Where has your pride gone? Money wasted on poor road maintenance.

81. Unsealed roads need more regular maintenance (dangerous).
82. Wasting money with band aid road maintenance is frustrating to see. If you do the job properly you would not need to keep coming back. The jet patcher should be used in conjunction with the whacker packer. Fill the hole, jet patch it, sand on top, whacker packer it. Sweep up excess. The way you do it, trucks come over and take the lot with them and empty out hole. Incorrect tar base used for this area, hot day tar melts and truck takes tar from road, new surface is required. Spend a bit more money and time for a longer lasting job. Sick of the money being wasted. Sweep gravel from dangerous corners.
83. No where have you addressed the vegetation control on unsealed road which render them unsafe and downright dangerous especially in summer. Roads are the most important issue as everyone has to use them. You live and die on roads.
84. The road from Woodenbong to the Junction of Tenterfield Highway is not much better than third world countries (bloody disgrace). Rates are more than enough. Work smarter.
85. Rural roads - maintenance - very important for safety of people travelling regularly on them. Should be (gravel roads) graded at least twice a year. Weed control - noxious weeds should be eradicated e.g. Parramatta grass (when Council slashers do slash, they spread the weeds further. Noxious weeds should be controlled adequately before they spread and become impossible to eradicate.
86. Not impressed with Kyogle Council funding rallies on our fragile rural roads money could be better spent elsewhere.

Council Programs and Services

87. Pool to stay open until 7pm so 9am to 5pm workers have time to use it.
88. The village rubbish tips need only to be open 1 day per week. This should save a large amount of money.
89. Accommodate gym at Pool complex (central and accessible).
90. Our current effort is so 'blasé'. Give our town back its lift!
91. Make our town welcoming.
92. Keep fluoridation free.
93. Two bins replace half bins.
94. We have poor signage.
95. Control barking dogs!
96. When we say a dog is a pest "BELIEVE US!"
97. Don't ever change our centre parking, not ever, ever, ever!
98. I think the water lines should be flushed out on a more regular basis.
99. Want to see more suitable native shade trees planted on streets and verges – including (especially) the main street - Gateway to the rainforest (?).
100. More seating and plants in CBD - traffic bubbles at corners of footpath at both main intersections with shading.
101. Encourage alfresco dining.
102. No smoking in CBD.

103. Clean KMH and appoint a capable and responsible Overseer.
104. Kyogle is a beautiful place, but oh how we miss the lovely roses and gardens we had.
105. You cannot afford to lower any service levels – must come up with innovative ways of addressing council role in the community.
106. Sewerage services in the Bonalbo village are appalling.
107. Bonalbo and surrounding areas need the benefit of a hydrology study.
108. Community services are desperately lacking.
109. Emergency management is extremely lacking in west of the range areas (lots of focus on Kyogle).
110. Catchment Management – what does Council do?
111. Stock owners to be allowed feed stock on roads – weekends. To keep under growth (no questions asked).
112. Encourage people to subdivide lots of 100 acres in half with constraints on dwelling permits, catchment management etc. this will increase development and add fees to Council funds.
113. Road side weed control is very disappointing I watch more weeds spread along the roadside. The Council needs to make sure the correct chemical is used to control a particular weed e.g. Parramatta grass being sprayed with Round-up or Glyphosate is a waste of ratepayers money. Groundsell Bush, Giddachi trees, Devils Fig and also Coolatide grass spreading. Ratepayers should be given a reduction on their rates if their roadside is kept clean and weed free.
114. Top marks for maintaining Mallanganee Waste Facility in such excellent order.
115. I'd like Kyogle to make the most of its period architecture and rainforest market. Make the town a place people want to come to know they can access it easier, a tourist destination.
116. Bring back the roses!
117. Stray dogs are a hazard to pedestrians and drivers in Kyogle Shire small towns pedestrians' safety is threatened because of the danger of attack, and driver's attention is diverted from the road so that an accident might result which causes injury to both car drivers and pedestrians.
118. The garbage bins are not big enough. You need two, one for recycle and one for rubbish.
119. I have omitted to rank some of the town services as I don't rely on them. Ranking of many urban services (roads) are lower than rural because I live in a rural area, although I consider services like pool for sports and schools are important for kids.
120. I think Council does a good job with limited funding, could streamline some service areas and redirect funds to major projects.
121. Main street needs trees. "Gateway to the Rainforest" - Looks more like a desert and removing the roses was a bad move.
122. Police services are too limited - Most weekends provide a need to rely on Casino or Lismore commands. Waiting time for police and ambulance services are outrageous. Last Friday for example - Kyogle show no local police on duty - trouble starts, leaves people vulnerable.
123. Congratulations on the improvements at the Kyogle Waste/Landfill. Well done to plantings in Kyogle Main Street. If Councillors/Staff had to pay for own lunches and petrol you would save quite a bit of money and lower petrol prices in town. Too much roadside spraying - looks un-environmental. Not enough bins. Very naughty - allowing roadside litter to accumulate on all roads!!

124. Farms too closely settled. Whole area is a catchment; there is no way it can be done without contaminating water. Growing food is far more important. It will ruin Tourism. I do not support ratepayer money being donated to motor sports.
125. We appreciate the opportunity to fill in this survey. We have often thought we would be prepared to pay more rates for some improved services. We should build the economic status of Kyogle based on its natural values through tourism and grazing.
126. Kyogle Council needs to improve its efforts in identifying and applying for grants that are available for community development. These grants are easier to secure when Council operates in partnerships with community organisations. We can do more with the resources we have if a proactive partnering model is implemented so that the community groups and council are working together to achieve common goals.
127. Tourism is important. Sealing the Dam Access Road is very important. It is the only State Water controlled Dam in NSW that has not got a sealed approach.
128. We need green waste collection. Free green dumping; free mulch; (?) free landfill voucher system attached to rate notices.
129. Dogs in main streets - health regulations. Cattle on rural roads - insecure fencing with owner of cattle having a poor attitude - Rangers when phoned fail to act to fix ongoing problem - Council regulations not solid enough to better problem. Skate board and scooter riding in main streets no respect for the elderly to get out of their way - weekends and school holidays.
130. Why didn't you ask me if I wanted my bin cut in half? I DIDN'T!
131. Don't like divided garbage bins. Should have separate bin for recycling. Also hope that what we sort for recycle goes to correct place. Rumour says it goes in same hole.
132. Green waste collection to be introduced improved dog and feral animal control - firm stance against CSG mining.
133. I feel the Council do well with the money given to them. I would like to see recycling bins in town and also shade covers over pool if money was there.
134. With the ageing of Kyogle and district residents I would like to see the expansion of the local aged care facility (Kyogle Court).
135. We need better street lighting, especially along Anzac drive, the intersection of Saville street and Anzac drive and intersection of Summerland Way and Collins Creek Road. (Golf Course Estate)
136. The dam access road needs to be sealed as it has a lot of tourists on it especially in holiday season, it's dangerous.
137. Landfill and waste: I would like to see subsidy given to residents who do not have access to the service in town - reward people for doing the right thing. It costs too much so people don't, they burn and dump instead.
138. Personally I was always taught to live within my means. I believe Kyogle Council should do likewise, services are quite adequate.
139. Refuse DAs for units/flats etc. in older area of town involving demolition of old houses (our heritage) and that destroy life style.
140. Investigate opportunities for use of solar power to relieve Council electricity usage.
141. Develop more community/Council partnerships to improve local facilities, e.g., toilet blocks, rural halls, weed clearing etc.
142. Plant shade trees around town - wherever possible. Down side streets closest to Main Street. "The Gateway to the rainforest" sorely lacks trees.
143. Why is Council involved in the provision of preschools?!? Look at other ways to raise money rather than just rates. e.g. government grants /partnering with service clubs to maintain parks, gardens/partnering with philanthropic individuals who may be willing

- to pay for the repair of a bridge - can put a plaque on it with their name. Promote tourism and industry coming to the area. Lends itself to ecotourism ventures why not give such businesses - rate free land for a certain length of time. Allow greater freedom to land holders to build an extra dwelling on their property = extra rates.
144. Would like to see a green waste collection with replaced bin.
 145. Potable water should be available to water carriers 24/7 not the hours presently allowed. Rural properties owners still pay rates and therefore should be treated equally. The price of water to purchase in Kyogle is enormous. I just paid \$220 for 10,000 litres. In Qld we paid \$120 for 15,000 and an extra \$5 for weekends. As we have no carriers in Kyogle, to get water from Casino is \$330 - one third of my pension. At present, an emergency supply at weekends and public holidays is not available. Wow, this Council sure looks after its rural residents ha ha
 146. The present street gardens look nothing like the gateway to the rainforest.
 147. Implement rail car service to Brisbane.
 148. Library could be bigger.
 149. Kyogle to become imaginative and progressive with thought of all the LGA and villages. On a tourism point, Kyogle area should not rip off events or copy events from villages. Council should appreciate the beauty of its shire and keep a well-kept and maintained appearance. When Council do a job, they should complete the task completely including tidy up and safe usage and neat appearance.
 150. Please have an amnesty period on illegal developments, many folk living in the shire in old dairy's etc. do not contribute to the costs of running the shire offer an incentive to register all dwellings even if not compliant.
 151. Waste collection and roads are my priority. Economic development and tourism are obviously needing more effort to draw people to Kyogle Shire. I think longer term more people will move inland as coast prices increase. There need to be jobs and facilities for them so I would be against a merger. Immediate solution but long term would be forgotten by coastal priorities. Happy to pay a bit more in the short term to get us through.
 152. Big drunken street parties in Bonalbo CBD have destroyed community spirit and left the town filthy, smelling like a urinal. Kyogle Council has completely disregarded the rate paying residents and businesses of Bonalbo CBD wished for and alcohol free zone. The Bonalbo Hall is an asbestos white elephant and Council should stop throwing rate money at "community partnerships" with self-interest groups prone to corruption. I live in Barkers vale so our services are very limited.
 153. The stormwater outlet near the VIC is in dire need of regular cleaning. The weed control on Council and crown land is seemingly non-existent.
 154. Our "Tidy Town" looks more inviting. Cemetery - Well done to carers. We need to encourage investment in business and tourism - increase revenue to LGA.
 155. I would love to see more businesses open in Kyogle CBD. Perhaps Council could help new businesses by paying, say, half the rent for new business.
 156. Need more for kids to do in spare time such as BMX Track, Go-cart track, we need more than tourism!
 157. Let's encourage businesses to come to town by improving tourism. The town has a very large population of elderly; the paths are unacceptable for the use of mobility implements. FREE tip days 3 times a year.
 158. Speed Camera/Signs/Other - for traffic into Kyogle along Summerland Way. Establish a gay, lesbian, transgender advisory centre. Establish a stall for market days with forth

- coming single/gay/lesbian/transgender sporting events and other outdoor activities. A voice for the minorities. Review of speed signs and installation of speed camera.
159. As a local resident for 35 years now, the roadside grounds and waterways including drainage need to be kept in a more visually acceptable state so stormwater doesn't damage road surfaces which in turn create potholes. Always slash roadside grounds so our native wildlife have a chance to live and aid control of lantana and croftern weed etc. Also as we identify out town as the gateway to the rainforest we really need shade trees down the main street like Lismore and Casino have done. Greenery and shade is a must.
 160. The need for free green disposal so it is not tipped all over the country side.
 161. I think a heavy emphasis needs to be placed on the economic development of our region in order to move forward with prosperity.
 162. Traffic flow through Kyogle Township needs improvement. Well done you!!
 163. Water bottle/refill/fountain needed in town at Library. Compost bins and worm farms need to be available for purchase. Dump and Council office for cost price and admin cost. Email overdue notices from Library.
 164. Open the tip earlier.
 165. Council has an extremely poor planning department; the LEP restricts business in coming to Kyogle. Rural properties produce the majority of the shire income and this area has the greatest reflections place upon it. Council needs to encourage large business to this district. There is a generation mining in Kyogle 20 to 30 year old - most have left to seek employment. Retirees are not the answer; they do not have enough money to spend in the community. Tourism is part of the answer, however park walkers don't spend money in the town they come in with all their daily needs - Kyogle needs to move forward or our community will pay a hefty price - lack of service due to lack of money - lift Kyogle back onto the map!
 166. Bonalbo has sadly lacked any improvement over the past few years. The bank of earth put in Oak to secure one house has the effect of flooding five houses in large storms. We have lived here for 42 years -- so we do know. Will you pay damages to our property that a bad engineer has caused? Also, houses built in flood area in Sandilands Street should not have been allowed. Drain in Capeen Street needs cleaning.
 167. The tip charges too much based on the size of the vehicle. Not a good way to charge people. I pay a ridiculous fee of \$14 to empty one bin!!!! Because I have a van. Get them to judge the amount of rubbish.
 168. People in Kyogle are poor, we need less costs. Need more business and employment. More tourism dollars. More eco-tourism. Markets. Self-Employment. Small to medium business encouragement to area. Light commuter rail to Brisbane (yay- Malcolm) Light commuter rail to Byron-Murwillumbah. Come on it's the 21st century!
 169. Too little emphasis on promoting tourism particularly rural business, Richmond River and slow train movement.
 170. As I am an aged widowed resident of Bonalbo for 50+ years I would appreciate the mowing of my outside footpath areas I have to pay to have this mowed. I am on a single aged pension. I live on a corner block and I believe council owns the outside fence area.

Council Management

171. Get rid of the people in the office. There are more people in the office than out in the field. Maybe if more people especially kids got work on the shire them they could get experience. Instead of putting middle aged people in the office. But typical Kyogle, it's not what you know, it's who you know. Put some apprenticeships out so our local kids can get a job.
172. I think Council office is completely overstaffed.
173. Increase "productivity" for Council staff or reduce overheads with staff benefits.
174. Workers to start work on jobs (not at Depot).
175. I believe that Council supplied vehicles be used only for Council activities and work, they should not be taken home for use over the weekends to drive their families / sporting teams around. These vehicles are being taken on holidays to the coast that is funded by rate payers. Why do office staff need a top of the range 4WD? Cut all of this out and we would save a lot of money. Have these staff accountable for kilometres and petrol use - no weekend use of these vehicles. What a waste of my rates.
176. I think council has ample funds at its disposal now. It should lower its staff level in its office. Make the remaining staff more efficient and reduce its current level of red tape. Far too many vehicles being used for unimportant areas.
177. Council website is bland, uninformative and generally poor.
178. Many Councillors and staff work diligently and with good intention for the area. But, too many long term staff are not productive and have an attitude of entitlement. This is common with public servants. "Strong" and efficient management in Council and elected representatives is fundamental to a prosperous and effective Council operation. The benefits of "cash reserves" are overrated. Use a greater percentage – be brave!
179. Rate payers do not appreciated the decision 5/4 amongst Councillors. Its time they put their egos in their pockets and work as a combined team for the good of Kyogle LGA. This is the biggest challenge facing Mayor Mulholland.
180. I suggest scaling down the long term financial plan to \$9.3M per year. I would like to see it reduced to an equal percentage in all areas.
181. Look harder at your inefficiencies.
182. Need to look at external funding opportunities to add to rate base. Many of the services listed can attract outside funds.
183. Council is reactive instead of forward planning.
184. Happy with what Council is achieving.
185. Find increased efficiency and productivity.
186. You have enough money, budget and use it like we all have to run our lives in difficult times. Stop spending on useless items.
187. Councillors who are make ridiculous decisions costing a lot of money should be responsible for the costs. A good example is the foyer shop at the memorial hall.
188. Make Council more accountable for its costs instead of getting the dearest contractors (which appears to happen a lot) look at all contracts and quotes. Nepotism still appears to be a factor in Council (office) unqualified team leaders still seems to be a problem in town. This is a magnificent town and community and should be looked after better and I believe the recent change in Mayor and Councillors will help bring a welcomed change and future for our community.

189. It is hard to justify the number of positions occupied by Council staff within the Council building. The problem has been growing for many years as bureaucratic red tape and regulations have created unproductive positions that demand unjustified salaries. Time has come to sort out the top heavy staffing and reduce positions and costs. When this is done rate increases would be not so necessary. The rural community is suffering financial difficulties and cannot afford a rate increase.
190. Conduct a full audit of all Council functions with a view to saving money due to misuse of, or waste of resources. Lower the number of staff vehicles used by office staff (admin function vehicles) lower the key appointment staff by one third of current numbers, employ more operational staff (persons involved in fixing road, manning dumps, fixing bridges) lower office staff by one third. That is the bean counters and other non-operational staff. Live within your means and budget like most rate payers. Have a nice day.
191. The Council should start saving money and not put the burden on the ratepayers no Council employees cars should be used only for Council purposes not joy rides and holidays and fuel card only used on Council purposes and if you were really concerned about Kyogle look around to see where other money could be saved and used on things Kyogle needs.
192. Always make sure Council employs locals not out of town GMs and Town Planners. Also all free transport cars and petrol not given. I am a pensioner getting \$20,000 a year not over \$100,000 net. I have to supply my own vehicle and petrol to get around. Let them use their own cars and petrol, it would save a lot of money for Kyogle services.
193. Less regulation - stay out of people's lives!! Less office staff. Pay staff less. Make outdoor staff work a full day's work. Less personal use of vehicles. Why is Tabulam in Kyogle Council!!!! Should be in RVC or Tenterfield.
194. An efficiently run Kyogle Council with modest targets/goals is my preferred option. Our location and population presents serious difficulties - so we have to carefully priorities and plan moderately recognising the limit of the rate payer's ability to pay - economic diversification and growth is critical.
195. I think Council senior staff should make themselves more accessible to the public (as is reasonable) after all with no rate paying public they would have no jobs. This does not apply to all Council staff, just a handful whose actions and decisions affect progress in this region.
196. I would like to suggest that Council have a car pool with all vehicles housed at the Council with the exemption of essential services. All other employees to find their own way to work including the General Manager. Vehicles to be used strictly for Council business.
197. Inefficiency, slack work ethics, lack of appropriate qualification to enable employees to perform at their highest level all add up to wasted time and money in any business or organisation. Perhaps if ratepayers could see an efficient and competent functioning Council they wouldn't be so angry at being asked for more money. If Council cleaned up its own act first before coming to the people - they may get a better response. You only have to read the number of letters (in parliament it is considered one letter speaks for 100 voters who didn't write) to the editors in the local papers to see how frustrated, angry and dissatisfied Kyogle ratepayers are.
198. Down scale number of people employed at Council - each head has an assistant. Need to downsize. Rates are too high for town residents. Better management of funds. No wastage.

199. Less staff in administration building and fewer vehicles for staff using Council vehicles.
Example = weekends
200. Has Council considered reduction in staff levels? Previous Manager brought Council from being in red to being in the black. Maybe Council should adopt some of his policies.
201. Productivity needs to be increased - nepotism needs to be addressed - Community Officer needs to be more visible and accountable - *Futures* funding needs to be abolished , too many projects being funded that does not improve job creation.
202. Reduce unnecessary spending such as cars for Council staff. Better financial management. Our rates should not be paying for items such as the cinema or community grants.
203. Not enough production of labour from workers seems to happen in the allocated time e.g. 36 to 38 hours a week. Slow travel time is quite an accepted practice. Turnover of vehicles of staff, a lot of Council funding goes for purpose e.g. keep vehicles longer.
204. Having been to Council meetings it is clear in opening statements that the Council does not work for the people of Kyogle. They are doing it all for that imaginary figure "God" who is not accountable.
205. Perhaps overpaid managerial staff could take a cut in their salaries. Save money by not producing useless surveys. Since moving here, I would not know what community services are available!!!!
206. Council should do their elected duty and make the best, informed decisions for the ratepayers who do not have the capacity or knowledge to do so.
207. To have better services which is needed to progress.
208. The use of ALL shire vehicles after work and at weekends should not be permitted.
209. Historically too much of our rates has been used in Kyogle town itself. West of the range communities have no road access to Kyogle and cannot use the services we pay for. How ridiculous.
210. We need to have change within Kyogle Council starting at the top. Change is a great thing, and we need to have it. Over all, staff and Councillors do a great job for our area.
211. Inefficient and slack attitude of some admin staff and total inability to get answers regarding any work on Strains road at Mallanganee, that is to get a pipe headwall replaced before cattle trucks goes over edge and pipes that haven't been replaced. Put all Council employees on performance based contracts.
212. Please do not head in the management direction of Byron shire and others - they have abolished their Council work teams and replaced with contractors. Keep self-reliant. Strongly oppose abolition of Wards - it enables political minorities to gain power through preference voting.
213. I am very deeply disappointed in Kyogle Council, they have done me no favours.
214. It's about time to spend on other Council areas apart from Kyogle; services have been cut everywhere else bar Kyogle.
215. Kyogle Council is completely out of touch with the west of the range residents we have more in common with Casino and Lismore, towns we use.
216. Too much money wasted on inefficiencies. Simpler, Clear, "Black + White" Rules and regulations in all areas.
217. I am very grateful to those taking on these responsibilities for this precious community.
Thank you all very much!
218. Charge rates on State land. Use cash reserves. Work more efficiently.

219. Please reorganise priorities. Cut back.
220. Let's save money by reducing Councillors, listen to the people you are already charging too much for rates, why would anyone want to live in Kyogle? No wonder the prices of houses are worthless, better places to live and cheaper rates.
221. Part F: geography of Kyogle area makes retention of Wards essential for at least some representation for more remote areas - even if we do not know what Ward we might be in. Council newsletter constantly reminds me that Kyogle township is the central concern for Council business and activities (unfortunately).
222. Greater efficiency in work.
223. Get rid of unnecessary red tape, this should save on administration costs.
224. Find ways to consult with the community and represent what they want. Councillors read and respond to emails.
225. Reduce office staff and reduce spending on low priority areas to help costs.
226. New direction needed by Council - Need to change the General Manager.
227. Council should consider whether it can save money by looking at productivity improvement or the sale of any surplus assets.
228. Pull the purse strings in and watch spending carefully to recover the funding shortfall for as long as it takes. Sometimes an old saying "tie it up with wise to keep the show on the road" can be applied at times like this. Recovery begins at all levels and starts at home. If your budget does not permit it don't even do it. If the budget only has \$13.9 million per year, spend \$13 million wisely.
229. If you want us to increase our rates will you take a salary cut?
230. If you increase my rates, you as Council need to take a decrease in staff and pay. The "white castle" needs to be better managed and staff need to work harder and be time savers.
231. Work to change the boundaries of Kyogle shire that afar places such as Drake are not in the Kyogle shire. It needs to be addressed as the ratio of size of shire to population means that the upkeep is untenable.
232. Better management of Council funds. I think Council provides adequate services to most ratepayers people should not expect too much funding shortfall, manage funds better, do not waste money seek more government grants. Spend less on consultants use own engineers for design and implementation of works.
233. We all have to live within a certain budget and sometimes we have to do without something's until situations change, which they can do with good management.
234. All this counts for naught if inefficiencies are not dealt with at administrative and managerial levels. (Not included in this Survey?) This is where funding "leaks" can be plugged and asset management (Including personnel) utilised efficiently and effectively!!
235. It seems to me that the whole administration of the Council needs a major shake-up. Customer relations in some sections are appalling. Development potential of Kyogle is strangled by the poor reputation of Council in regard to lack of co-operation. Why were the fact sheets not included with the survey? Does this mean the survey has no value to Council administration?
236. Increased efficiency in office administration by cutting costs.
237. Cut services in low priority areas to cut costs. Cut office administration costs.

Council Rates

238. I also feel Council are going to charge residents and ratepayers MORE even though we are one of the poorest parts of NSW e.g. unemployed and pensioners who live from one fortnight to the next and any increase is going to be a BIG BURDEN on their finances.
239. Rate discussion neglects serious consideration of: Median household incomes in each LGA and median house values in each LGA and the low socio economic status of Kyogle.
240. Reluctant to agree to 'modest' increase as this is usually then repeated several times until it becomes a large increase. Also collecting more funds can lead to it being spent on unnecessary jobs rather than improved roads etc.
241. We pay enough on rates - use and manage income more wisely therefore no need for increase. Too many staff doing very little.
242. Why not send two surveys to each residence? Kyogle needs to increase rates - Its rate revenue is far behind many other LGAs Ratepayers need to realise they should contribute more. Balancing the books is important - it is far preferable to amalgamate. We are willing to pay more to be provided improved services.
243. No rates for pensioners.
244. Our rates increased by 19% this year well above the pegged limit so I am not sympathetic to Councils revenue raising. Kyogle Council needs to take a look at Richmond Valley Councils policy's that is get rid of the General Manager and upper management and employ people that are more in touch with the real world, get away from the mentality of slugging the ratepayer. Take a look at how RVC has turned their financial statement around.
245. I am rated rural residential on the edge of the shire with few council services so why do I pay twice as much as residential in the same area? They have multiple services available. Being on the aged pension I would find it very difficult to manage any rate increase.
246. I think rate payers are paying enough - they seem to go up every year!
247. The service at the Council chambers counter is excellent! We are retired pensioners and we couldn't pay any more rates.
248. Don't increase rates. First look at Councils operations and identify cost cuttings. Increased rates don't mean increased services or infrastructure.
249. Council needs to address its cost structures. The rates I pay here are more expensive than my property elsewhere with lower returns - an increase would prompt me to not own any assets here.
250. Willing to pay \$1 per week increase in rates for better services. Not happy with more.
251. It is not an option to stay as we are. Costs and debt will overtake us we either increase our rates or amalgamate. I think increasing rates is the best option and it should be enough to help us become fully viable.
252. Increase rates to cover service needs.
253. Why are you wanting to increase rates at all when everything economically is in a bad way. Everyone is doing it hard - the rural scene is as hard as it has been for 30 years, we do not have the money for any increase, we pay a large amount in rates near (\$5000) for very little return. It's also hard to respond to a survey which does not have the responses you would put as #1 option.

254. It's not fair that my business rates are so high and the Council is so inefficient in so many areas. Rather than increase rates as a solution, start cutting your costs because there are a lot of very arrogant mouths being fed.
255. I think people not working should also receive reduced rates as they are often more financially disadvantaged than pensioners and struggling to meet present costs each quarter. Rates have doubled in less than 10 years unlike wages !!
256. Though a rural resident some urban areas for funding are important to me and am happy to pay extra for. I do not wish to pay extra rates for a service I do not use or never will.
257. We can't afford any rate rise as we are on a disability pension.
258. Given the size of the LGA and relative wealth of the rate payers compared with our coastal neighbours, perhaps the Council should be pursuing a rate income redistribution Policy on a State wide basis.
259. Rates are much too dear for service that is given.
260. Dear friends, people are struggling already. More costs would cause a lot more financial than emotional pain to many.
261. Council needs to address the rates which are far in excess of other Councils and fail to offer services.
262. Page 7 - Part E- overleaf assumed a rate increase!! Only seeking details as to how to apply a rate increase with no provision for disposal and reallocation of assets in order to promote the overall attractiveness of Kyogle into the near future.
263. Whilst I understand the limited fund basis in this shire, and agree that ratepayers may need to pay a little more to help raise the difference I object to money being poured into beautifying Kyogle (that paving is embarrassing) when there are potholes the size of small cars that needs filling. If my rates must go up, please ensure that our dollars benefit all ratepayers and not simply the town dwellers who already get more services from their dollar than we'll see in a lifetime. Thank you.
264. If there needs to be a rate increase to cover high priority issues - maybe the people / ratepayers who use those facilities should pay more e.g. Farmland already pay \$1328 per year and receive no benefit from waste management, sewerage, water etc. Therefore should not have to pay for their services and related increases. However, if rural roads seem to be a priority then maybe a higher portion of rate raised may need to go to them???. Just a thought.
265. Increase rates on hobby farm type rural residents as they are most burdens on Council resources.
266. I do not support above rate pegging.
267. This is preparing for a rate increase - I DON'T WANT ONE.
268. Regarding proposed rate increase I would like to point out that farmers are only getting the equivalent of the 1974 prices for their beef and can't afford an increase.
269. I am a grazer and vealer prices are what they were 20 to 30 years ago so we are not in a position to pay rate increases. Rural ratepayers have had two rate increases above the pegged limit in recent years and we have had to absorb these. We are not in a position to pay another one. Council needs to manage its finances better.
270. There have been rate increases to rural ratepayers in recent years. To seek further increases is unfair, with two increases in recent past - to seek another is unfair.
271. How dare Council contemplate rate increases when it oversees so much waste and inefficiency.
272. Kyogle Council will have to spend less. At the moment there are no farms in Kyogle making a decent profit - in fact many are going backwards. Beef farm income is less

than in the 80's shops in Kyogle town are empty - and in twenty years will be a ghost town. Please do not bleed the surrounding country dry by increasing rates.

273. The survey seems designed to take us to rate increases. NO THANKS! No rate rises.

Other General Comments

274. I have not completed this survey because the farming industry from which my living should come from is now so loaded with costs there is no point in asking for more improvements in Kyogle Shire. I often wonder what priority Australia places on food security.

275. It is time for Council, Government and businesses all over Australia and the world to tighten belts, become more self-sufficient, lower expectations and manage with less. The demand for goods and services is out of control. We are an extremely rich country and to keep wanting more is simply greed. People in this day and age are overloaded and many suffer from inability to cope, depression, alcoholism, vandalism crime. Too many goods and services is a problem.

276. Pressure needs to be put on the Federal Government to cut back on funding third world charities and instead fund local infrastructure. Charity begins at home.

277. I appreciate being asked for my views. My responses would benefit from more background information.

278. STOP wasting time and money on surveys particularly privately commissioned social surveys that get put in a draw and never seen again let alone implemented.

279. First part of this survey I haven't filled in as I feel that Council is going to do what they want, when they want and how they want no matter what the residents and ratepayers want or feel.

280. We live in rural area so water services, rubbish collection is not applicable to us.

281. Global warming and increased technology will create future unemployment. Increasing facilities in the humanities could well assist in easing the burdens of the future by helping to enrich lives. Enrichment could then in turn elevate standards in our society. The ripple effect could impact on mental and physical health impact on crimes, encourage respect for fellow and property, ease pressure on public purse and destroy the myth that money is most important. Free swimming pools can further add to healthy citizens.

282. The safety of Council workers on our roads is paramount. However get rid of lollypop men. Instead use police. Police ticket offenders by dealing out fines X 1000% or by ten. Second offenders have their vehicle confiscated. The revenue of those fines would pay for police presence. After you use cameras to catch offenders. Money saved would be astronomical.

283. I live in RVC and rent a house to tenants in Bonalbo.

284. Survey is invalid as not informed about 12 million dollars in cash reserves. Fact sheets were not provided with survey.

285. The rating system is no longer a fair system. It should be abolished in favour of a shire income tax or GST and a share of royalties from mining and forestry's etc. Big trucks should be forced onto railway lines. Road workers should work longer hours.

286. Residents are temporary and therefore should not be included in deciding. Rate payers have investment and responsibility to pay rates therefore should be ones deciding where money goes. Fact sheet should be included as too hard to access.

287. When you disregard the hype and look at the core problem facing local councils it comes back to simple mathematics. The residents in Kyogle shire - like all shires pay

- most of their taxes fees and charges to state and Federal levels of Government. Over time the expectations placed on Local Government have increased with no commensurate increase in State/Federal funding. We pay 50% tax on fuel, the Federal Government need to allocate to roads!
288. I couldn't answer all questions as I don't know enough about these matters.
289. New housing development and unsealed rural roads create dust/noise pollution and are a health hazard.
290. Council really needs to pull its socks up. Some 5 years ago the Council was subject to another Department of Local Government investigation. The reports preface was astounding and Council didn't learn much from previous investigation. Don't know if anything has changed (in relation to) - several years ago a Councillor informed me Council has not appropriately setup to take advantage/receive benefits of funding - including tourism opportunities - the rally that was here several years ago did not boost the economy as Council predicted. Also with the 'new' IGA development, an opportunity to prevent demolition of a potentially heritage listed building façade was ignored by Council - I was privy to information.
291. Kyogle, it's a positive Council, has positive people in the shire, well worth backing money wise. I have 4.8 acres and am 14 kilometres out of town. I am now zoned as residential and pay \$1013 plus per annum rates. On top of this I am on an unkempt unsealed road, get no Council services and have to pay to dispose of waste at the tip. The unsealed unkempt road here is heavily used (a lot of trucks) so I would resent paying higher rates for anything!
292. Part C Budget Priorities: creates a task devalued by expecting every element to be ranked - surely a 1 to 6 or less ranking what is of greatest significance would be more helpful for responder.
293. Councils were formed to oversee roads, garbage, bridges, flood control and mitigation. Councils are now gardens with services that the State Government has opted out of with little finance.
294. I do not understand why the responsibilities at State and Federal Government level are being taken up by local Councils. Roads, rates, recreation and rubbish.
295. Over 30 per cent of Kyogle Shire is National Park making a loss of productive land therefore the State and Federal Government should be providing more funding. Also, the previous Council wasted a lot of money on their first draft LEP where they tried to turn large portions of productive land into defacto national parks! They had no consultation with the people who make their living off the land.
296. Survey badly designed - Too many options, particularly for rating. Only top 1 to 5 going to give useful statistics - the rest will be noise. Predict poor response due to level of complexity and detail. Also, ignores mostly rural residents who do not use town facilities/services.
297. Survey way too long! I should have started on page 8 and worked backwards so I could deal with the "real" issues first.
298. This survey is far too compressing for the average person to fill in. Why not have questions like in Part G. Anyone who filled the form in without first reading the fact sheets wasted their time and yours processing it.
299. We live in Bonalbo and the entire village is neglected by Kyogle Council, particularly our roads and pathways. Not sure why Bonalbo is a part of Kyogle Shire when we need to pass through two other shires depending which way we go, via Casino or via Urbenville. Therefore all our business that we can't do in the village goes to another shire. It doesn't make sense to drive past. It would be very rare that a Bonalbo resident

would conduct business in Kyogle. I note that Bonalbo post office doesn't even make a drop off point for this survey.

300. Thank you for this opportunity

301. Focus on core areas - let the State Government fund emergency services, catchment management/LLS. Congratulations to Danielle Mulholland. Good luck and keep up the momentive! We should do away with Wards! Everything applies to everyone. This form is difficult and time consuming to fill in - could it be simplified?

302. Seek increased Government funding for rural roads. There is more traffic on our roads so more fuel tax is collected, more registration taxes received so councils are entitled to increase government funding. Council needs to cut down on money spent, services which are not essential in an attempt to financially manage its budget better.

303. When Council just gave business free use to gutter footpaths and make them dangerous with ratepayer funded foreign orders for mates and with many employed because they are locals. This 'survey' designed to get the answers Council wants is a perfect example of Council dishonesty in the land of superlative. If Council and many others actually performed they wouldn't have to waste so much on mindless propaganda. It's called a 'survey' but part E only allows answers that supports a rate rise of one or another. Nothing about increases in productivity, selecting the person most qualified performance based work contractors, stopping favours for mates funded by ratepayers, charging businesses for the use of council land, charging the going rents for the use of group house etc. etc. etc. this 'survey' looks like it was compiled by one of those hacks in Council employed not by what the person knows but who the person knows. These matters and more would be highlighted if Council decided to increase rates.

304. Seek increased Government funding as there is increased traffic on our roads resulting in more money in fuel taxes and registration fees - Councils are due for increased funding. With regard to rate rises canvassed in the survey, I would like to make the following observations/comments: Around our property in Barkers Vale, there are a number (a majority) of properties surrounding us with some form of unapproved development over and above what is already permitted for that property. These range from one to up to eight additional dwellings on properties we believe have not had approval to build. Other examples are sheds and dairies converted and being utilised as additional dwellings, in another case classes being held without permissions/approval. Additionally MO properties, whilst burdening the area with all the pressure increased population brings, yield very little in the way of increased rate revenue over the rates attained with the property as farmland. Surely something could be done to bring rating of MO up to that of village residential. We do not believe the council has to the right to moot future possible rate rises further burdening honest ratepayers until something has been done to address the above issues.

305. Very poorly designed survey.

306. Council should continue to endeavour to leverage additional funding from State and Federal Government - they collect lots of taxes. Go into your cash reserves (how much is there?) and save on high maintenance. Small Councils like Kyogle are the basis of democracy. Council does a good job overall. Tax distribution is a fundamental matter.

APPENDIX 1: FACT SHEETS

FACT SHEET 1: *Income*

Kyogle Council *Sustaining our LGA*

FACT SHEET 1 *Income*

Kyogle Council is a multi-purpose Council servicing a Local Government Area (LGA) of 3,589km², 2,628km² of which is rateable land and 961km² of which is non-rateable land. Of the non-rateable land, 926km² (or 26% of the total LGA) is State Forest and National Parks. There are 5,118 separate rateable assessments within the LGA.

Council obtains its income revenue through various sources. The primary sources are general rates, fees and charges for specific services and external grant funding. The revenue Council receives from your rates and charges provides funds for the broad range of services and projects it delivers to our local communities. In addition to this rates revenue, Council receives various grants from the State and Federal Governments, such as an annual untied Financial Assistance Grant to help cover administration costs as well as specific

Council endeavours to maximise the revenue received through external grants, there is no other level of government with the capacity to address the funding shortfalls identified across the local government sector throughout Australia.

It is possible for Councils to look to increase their general rates above the annually pegged levels, but this can only be done with the approval of the NSW Government and only where a genuine need for the increase has been identified and the local communities have been consulted.

For the 2013/2014 financial year, Council has estimated that it will collect \$5.1M in general rate revenue, resulting in a net amount of \$4.91M after allowing for concessions.

The table below shows average rate comparisons with other Northern Rivers Councils for the 2011/12 financial year, net of pension and other concessions

	BALLINA	BYRON	KYOGLE	LISMORE	RICHMOND VALLEY	TWEED	NORTHERN RIVERS
Area (km ²)	485	566	3,584	1,288	3,047	1,308	10,277
Ratepayers	17,280	14,714	5,106	18,219	10,401	38,800	104,520
Rate Income ('000)	14,788	16,131	4,541	23,253	7,636	45,798	112,147
Av. Rate	\$856	\$1,096	\$889	\$1,276	\$734	\$1,180	\$1,072

purpose grants such as Roads to Recovery and Black Spot Project Grants.

The revenue generated from water charges, sewer charges, stormwater charges and waste charges is used to fund those specific services only. General rate revenue however, is used to provide funding for a range of general services including items such as roads, recreational facilities, economic development, emergency services and administration.

Council's general rates are subject to rate pegging by the NSW Government. This means that the Council is not allowed to increase the total amount of general rates collected from its ratepayers by more than the "pegged" amount, which is set annually by IPART (usually around 3%). Whilst the NSW Government is reviewing the way that general rates and grants apply to Local Government, these remain essentially consistent from year to year, with increases linked to pegged amounts determined by the State Government. Whilst

Council is constantly receiving requests from our residents for improved and/or increased services. The vast majority of these requests are for basic essentials such as roads, bridges and drainage. As part of the NSW Government's Integrated Planning and Reporting requirements, Council prepared detailed Asset Management Plans and an Asset Management Strategy in 2012. This process identified an annual funding shortfall of \$4.6M over the next 10 years, an amount necessary to maintain the infrastructure assets in their present condition. If Council is to remain sustainable in the long term and deliver the expectations of our communities and the visions of Council, additional income must be sourced. The alternative is a reduction in service levels and further deterioration of our infrastructure such as roads and bridges. Based on the feedback from the residents and ratepayers and through assessment of the infrastructure assets under our control,

Kyogle Council Sustaining our LGA

Council has identified a list of priority works across the major functions of roads, bridges, urban streets, drainage, parks and gardens, community buildings and swimming pools. These works total over \$40M, with over \$10M of them being identified as "Very High Priority". If these projects were to be delivered over a 20 year period, this would require around an additional \$2M per year.

It seems clear that residents, ratepayers, Councillors and Council staff all know what needs to be done; the issue is how we find the funds to actually do it. There are five main options available to Council and the local communities to address the funding shortfall and these are:

- maintain rates at the current pegged levels and continue to make the most of the funds that we have available to spend, accepting

No one single option would be a solution to the problem on its own, and a combination of several of these options will be the best way to find the sort of balance required to address our challenges. As such, Council is looking at a number of options for raising its own source revenue through above rate pegging increases. If ratepayers were to contribute additional rates over and above the "pegged" amount for each of the next 5 years, the following table outlines the estimated additional annual income and rates that could be achieved, including a total additional income over the 10 year period and the total additional rates expressed as an amount in dollars per week. The total impact proposed is between \$4 and \$8 per week for the average ratepayer.

YEAR	BASE LINE		OPTION 1 – 15%		OPTION 2 – 24%		OPTION 3 – 30%	
	Current Long Term Financial Plan		3% per annum above rate pegging for 5 yrs (15% total)		4.5% per annum above rate pegging for 5 yrs (24% total)		5.5% per annum above rate pegging for 5 yrs (30% total)	
	Rate Pegging Increases	Annual Rate Income	Average Additional Rates	Total Additional Income	Average Additional Rates	Total Additional Income	Average Additional Rates	Total Additional Income
2013/14	3.40%	5,147,335	0	0	0	0	0	0
2014/15	3.00%	5,301,755	29	150,302	45	230,630	56	285,677
2015/16	3.00%	5,460,808	61	314,011	95	485,431	118	604,350
2016/17	3.00%	5,624,632	96	492,056	150	766,418	187	959,097
2017/18	3.00%	5,793,371	134	685,425	210	1,075,766	264	1,353,266
2018/19	3.00%	5,967,172	175	895,169	277	1,415,815	350	1,790,503
2019/20	3.00%	6,146,187	180	922,024	285	1,458,290	360	1,844,218
2020/21	3.00%	6,330,573	186	949,685	293	1,502,038	371	1,899,544
2021/22	3.00%	6,520,490	191	978,175	302	1,547,100	382	1,956,531
2022/23	3.00%	6,716,105	197	1,007,521	311	1,593,512	394	2,015,227
		TOTALS	\$4/week	6,394,369	\$6/week	10,075,000	\$8/week	12,708,413

that service levels will reduce and asset disposals may be required; or

- increase our rates in order to increase the funds available so that we can address more of our communities' expectations; or
- continue to endeavour to leverage additional funding from external grants; or
- utilise the funds held as cash reserves to address the highest priority areas in the short term; or
- continue to demonstrate our commitment to continuous improvement through the ongoing efficiency and effectiveness of Council's operations to ensure the best value for money in the delivery of services.

The options proposed for above pegging increases are modest, with none of them seeking to raise sufficient revenue to cover the whole funding shortfall. The expectation is that Council will still be pursuing the best combination of the methods outlined above, but it is also recognised that the main issue that will impact on our ratepayers is the increase in general rates above rate pegging. Council is now seeking feedback from ratepayers and the many communities within the LGA on their willingness to contribute to solving the challenges we face through additional contributions of funding.

FACT SHEET 2: *Asset Management Strategy*

Kyogle Council *Sustaining our LGA*

FACT SHEET 2 *Asset Management Strategy*

Kyogle Council is a multipurpose Council that delivers a wide range of services to its local communities. In order to deliver these services, a wide range of infrastructure type assets are required, such as roads and bridges, buildings and other structures, footpaths, pipes, playgrounds, plant and machinery. In 2012, Council prepared a series of detailed Asset Management Plans for these infrastructure assets using the following groupings:

- Buildings and Community Facilities
- Parks and reserves
- Plant Equipment and Emergency Services
- Stormwater and Flood Management
- Transport
- Waste Management Services
- Water Supply Services
- Sewerage Services

These infrastructure assets have a total combined replacement value of approximately \$417M, with \$298M of this being Transport-related assets such as roads and bridges. The annual cost to maintain and operate these assets over their life time is \$17.2M per year. Council's current *Long Term Financial Plan* provides \$13.9M per year of expenditure for this purpose. This presents a funding shortfall of \$3.3M per year over the life of the assets.

There is also a \$42.9M backlog of asset renewal and upgrade expenditure, required to bring these assets to what would be considered a satisfactory standard. The vast majority of this backlog is associated with Council's Transport-related assets such as roads and bridges. In order to address this backlog over time, Council's *Asset Management Strategy* has identified that an additional \$1.3M per year is required, bringing the annual funding shortfall to a total of \$4.6M per year over the next 10 years.

The current 10 year forward outlook is that current service levels can be maintained for most services within the current budget allocation for the next 10 years, with the exception of Transport. Because of the significance of the issues relating to Transport

assets, separate fact sheets have been prepared providing additional details in relation to Council's road and bridges assets. Council obtains funding for these assets through various sources, primarily;

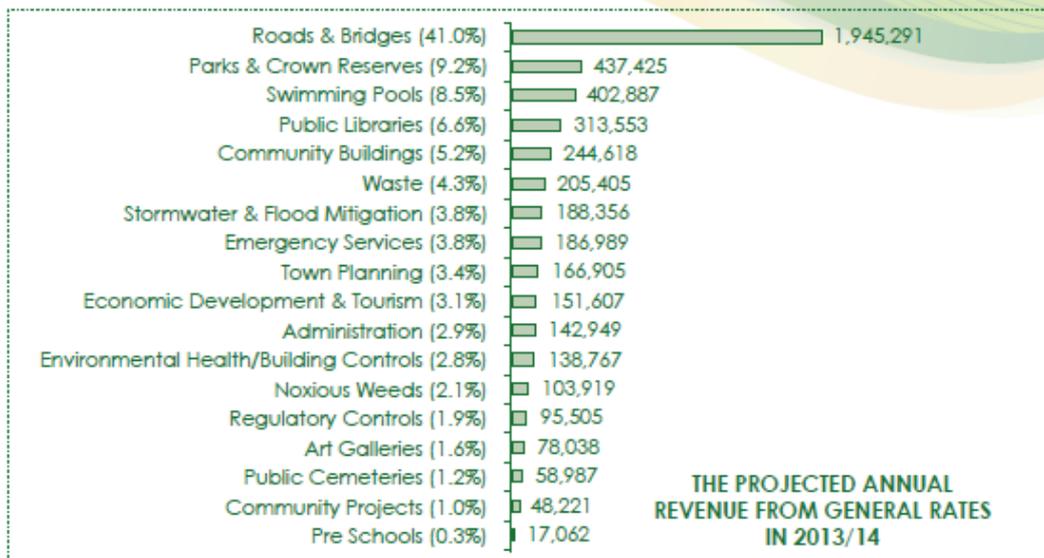
- general rates;
- fees and charges for specific services; and
- external grant funding.

Services such as Water, Sewerage and Waste are funded through fees and charges and specific purpose external grants. As such, these services are accounted for separately to those funded by revenue raised through general rates and general purpose grants. Whilst the NSW Government is reviewing the way that general rates and grants apply to Local Government, these remain essentially consistent from year to year, with increases linked to pegged amounts determined by the State Government. Whilst Council endeavours to maximise the revenue received through external grants, there is no other level of government with the capacity to address the funding shortfalls identified across the local government sector throughout Australia. This leaves Council with little option but to pursue an increase in its own source revenue, generated through general purpose rates. It is possible for Councils to increase their general rates above the annually pegged levels, but this can only be done with the approval of the NSW Government, and only where a genuine need for the increase has been identified, and the local communities have been consulted.

The projected annual revenue from general rates in the 2013/14 financial year is \$4.91M. The budgets for expenditure of this revenue across Council's various functions are shown in the figure at the top of the next page.

As can be seen from this figure, the level of expenditure on roads and bridges is of most significance. It is also important to understand that some of these services are compulsory and must be delivered by Council in accordance with legislative requirements and obligations. That is to say that Council does not have the option to withdraw or reduce these service levels. Some services are part-compulsory and part-optional, whilst others are entirely optional. In these areas Council can consider reducing service levels provided to the local communities or removing the services altogether.

Kyogle Council
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Council has developed a strategy to address the issues associated with the management of its \$417M worth of infrastructure assets. This strategy requires the local communities within the Kyogle Local Government Area to work with Council in developing a balance between the service levels we provide, the funding available, and the level of risk we are willing to accept. As part of the review of the *Community Strategic Plan*, Council is now seeking input from its communities on what changes to services might be acceptable to them, what services they may be prepared to pay more for, and how much they may be prepared to pay.

Council's Asset Management Strategy identifies a number of options available for the long term management of its infrastructure assets such as:

- reviewing the function and condition appropriate for each asset group taking into account the level of utilisation;
- demolition and disposal of assets that are not critical or not delivering the required service levels; and
- improving assets where the improvement provides a reduction in life cycle costs, or a greater resilience to damage or deterioration in condition.

Council's mission, goals and objectives have also been considered within the overall

asset management planning process. It is important to recognise that the provision and maintenance of public infrastructure is critical to the economic, cultural, social and environmental needs of the local communities. Provision of services that meet the needs of our various communities is critical in maintaining their way of life. Council has limited resources and these same communities need to provide Council with feedback so that we are able to set priorities for the allocation of these resources.

FACT SHEET 3: *Roads and Streets*

Kyogle Council
Sustaining our LGA

FACT SHEET 3 *Roads and Streets*

Council maintains a road network of 1,319km made up of State Roads, Regional Roads and Local Roads. The State Road network is maintained by Council on behalf of the Roads and Maritime Services (formerly the Roads and Traffic Authority) and the Regional and Local Road networks are owned and maintained by Council. The road network is broken down as follows:

The road network is in a state of decline. The current funding is not sufficient to maintain the road network and as such, Council cannot deliver the level of service expected by its communities. Funding for renewals is well below that required to preserve the assets that remain in fair to good condition. Many of these assets are at or near the end of their useful life and require significant expenditure to bring them up to a satisfactory standard. The network contains a number of narrow and winding roads and streets which do not

ROAD CLASS	Sealed Road Length (km)	Unsealed Road Length (km)	Urban Streets Length (km)	Sub-Total by Road Class (km)
State Highways	112	0	3	115
Regional Roads	106	15	7	128
Local Roads	216	807	53	1,076
Sub-Total by Type (km)	434	822	63	1,319

Within these roads and streets there are also other significant assets that include:

- 109 causeways with a total length of 1,628m on Local Roads;
- 253 Grids and 79 Gates on Local Roads (maintained by the Permit holders);
- 4,102 drainage structures with a total length of 35.5km on Local and Regional Roads;
- 27.2km of guardrail and safety fence on Local and Regional Roads;
- 6,164 items of road side furniture such as signs, bus shelters and seats; and
- 15.2km of footpaths and cycleways.

In 2012 Council completed a *Transport Asset Management Plan* covering its network of roads and streets, as well as bridges. The financial analysis undertaken as part of this plan can be summarised as follows:

- The total replacement cost of the existing assets is \$298M. This is made up of \$96M worth of bridges, \$17M worth of urban streets and footpaths and \$185M worth of rural roads and drainage;
- The annual funding shortfall over the next ten years is \$4.05M per year. \$3.0M of this shortfall is associated with the capital replacement, or renewal, of existing assets; and
- \$70M worth of these assets are in poor to very poor condition.

meet current engineering standards, or the expectations of the residents and road users. Funding for annual maintenance is also below that required to maintain the assets in their existing condition, or to ensure that rates of deterioration do not increase. If funding levels cannot be increased, reduced service levels need to be agreed to in consultation with the local communities.

The current budget for the maintenance of roads and streets is \$2.7M, made up of \$695,000 for Regional Roads, \$1,562,000 for Rural Local Roads and \$478,000 for Urban Streets. These allocations are required to cover the costs of routine works such as pothole patching, slashing, spraying, grading, patch gravelling, clearing drains, street lighting, signage, guardrail, guide posts and line marking. The funds available severely limit the extent of work that Council can undertake each year and Council struggles to meet the expectations of its communities.

The impact of the high frequency of heavy rainfall events we have experienced over recent years also needs to be acknowledged in any discussion on the financial requirements for the ongoing maintenance of Council's road network. Council has received \$12.6M in Natural Disaster funding for the restoration of damage to roads and streets between 2008 and 2012, an average of \$2.5M per year. Despite the disruption to the road network at varying levels during this time, the injection of

Kyogle Council Sustaining our LGA

funds of this magnitude has allowed Council to achieve significant efficiencies by combining its maintenance works with flood damage restoration works. This has meant that more was able to be achieved with Council's funding than would have otherwise been possible. In some areas, primarily unsealed roads, this has resulted in the condition of roads generally not changing from their pre-2008 condition, with some areas improving slightly where expenditure has been focused. However, relying on this funding source on an ongoing basis in the future brings great uncertainty and risk. If weather patterns revert to a more regular rainfall pattern that still causes damage to the road network, but does not result in Natural Disaster declarations, Council could see a rapid deterioration of the condition of the road network over the medium term (5-10 years) as it would not have the funds to repair some damaged areas, and this in turn often leads to accelerated rates of deterioration of the roads. This is particularly of concern in relation to the unsealed road network.

Council's Asset Management Strategy identifies a number of options available for the long term management of its roads and streets that can be achieved within the current budget. These can be summarised as follows:

- focus rehabilitation and upgrade expenditure on the highest trafficked roads and streets linked to the major arterial roads, acknowledging that other areas will not be able to be considered;

Strategic Expenditure Area	Ideal Annual Expenditure	Current Annual Expenditure	Current Annual Shortfall
Initial Sealing of heavily trafficked unsealed roads	\$700,000	\$0	\$700,000
Improve drainage infrastructure on rural roads	\$200,000	\$31,000	\$169,000
Widen narrow sealed rural roads to two lane width	\$500,000	\$300,000	\$200,000
Provide kerb and guttering and widen narrow streets	\$200,000	\$75,000	\$125,000
Resealing of existing sealed roads in fair to good condition	\$1,200,000	\$535,000	\$665,000
Sub-Totals	\$2,800,000	\$941,000	\$1,859,000

- focus maintenance expenditure on highest utilised roads and allow the condition of the less utilised roads to deteriorate; and
- imposition of reduced speed limits on sections of poorer quality road.

Outlined below are a number of capital works programs identified by Council where improvements can be made to the existing road network that will lead to a reduction in the long term cost of maintaining roads and streets. At present there is not sufficient funding

to fully implement any of these programs, and the long term life cycle cost benefits from these programs will not fully eventuate unless they are implemented in full. The programs identified are:

- Initial sealing of the most heavily trafficked unsealed roads – \$7M program, at an average cost of \$300,000/km, implemented over ten years;
- Improve drainage infrastructure on rural roads in order to reduce the impact of heavy rain, ensure adequate width for passing vehicles and to make grading easier and more efficient on the unsealed roads – \$4M program implemented over 20 years;
- Widen narrow sealed pavements to allow vehicles to pass without the need to drive on the unsealed shoulders, reducing shoulder wear and avoiding accelerated deterioration of pavements – \$5M program over 10 years;
- Provide kerb and guttering and widen narrow urban streets – \$2M program over 10 years; and
- Reseal existing sealed roads that are still in fair to good condition, so that the wearing surface remains intact, reducing potholing, cracking and ingress of moisture that lead to accelerated deterioration of the underlying pavement, causing potholing, rutting, shoving and deformation of the road – \$30,000/km over a network of \$386km and at a reseal frequency of once every 10 years.

Council continues to strive to improve the efficiency and effectiveness of the work methods applied to its roads and streets. We have also identified cost effective programs and strategies that can be implemented with modest amounts of additional funding, that will allow Council to deliver the type of road network that can foster a safe, happy growing community, and stimulate the economy of the area. The challenge now is to source the additional revenue required to deliver these programs over the next 10 years.

FACT SHEET 4: *Bridges*

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FACT SHEET 4 – *Bridges*

The road network within the Kyogle Local Government Area contains a total of 380 bridges with a combined length of over 7.1km. The bridge network is made up as follows:

- Eliminate remaining timber bridges and replace with concrete and steel structures that provide a 100 year design life reducing the annual maintenance requirements and ongoing renewal costs.

Road Class	Number of Timber bridges	Length of Timber Bridges (m)	Number of Concrete Bridges	Length of Concrete Bridges (m)	Sub-Total by Road Class (Number of bridges)	Sub-Total by Road Class (Length of bridges)
State Highways	0	0	28	892	28	892
Regional Roads	5	80	21	498	26	578
Local Roads	207	2,991	119	2,651	326	5,642
Sub-Totals	212	3,071	168	4,041	380	7,112

Council is financially responsible for the bridges on Local and Regional Roads, which have a total of 352 bridges. Of these, 212 are constructed from timber. These timber bridges represent the single biggest challenge facing Kyogle Council, from both a financial sustainability and risk exposure perspective. Many of these timber bridges were constructed between the 1930s and 1950s and are near the end of their useful lives. Council has a bridge management strategy that has been in place since 2004, but funding levels mean that many of the remaining timber bridges will not be able to be replaced before they are beyond economical repair. Council prepared a Transport Asset Management Plan in 2012 and identified the following strategies for the long term management of these bridges:

- Increased structural condition inspections in order to establish clear priorities for maintenance and replacements and allow assessment of load bearing capacities and risk of failure;
- Focus expenditure on maintenance and replacements to the highest trafficked roads and streets, working away from major arterial roads;
- Compilation of data on heavy vehicle usage across the network with a focus on school bus routes, milk tanker routes and timber haulage routes to assist in the strategic decision making process;
- Imposition of weight and speed limits on deteriorating bridges and other structures when required;
- Demolition and disposal of bridges where alternate routes provide acceptable means of access; and

At present, Council's bridge replacement program is focused on the replacement of smaller single span structures, many of which are able to be replaced with concrete pipe culverts rather than bridge structures, in an attempt to reduce the overall number of timber bridges. This strategy has worked well over the last 10 years, reducing the number of timber bridges by an average of 9 per year, from 304 in 2003 to 212 in 2013. The bridges replaced during this period also included a significant number of larger multi-span timber bridges on Regional Roads (Clarence Way and Mount Lindesay Road) that were funded 50/50 by the NSW Government through their Regional Road Timber Bridge Replacement Program, which no longer exists. Council will continue to lobby both the State and Federal Governments for funding to assist with the replacement of timber bridges, however the message from the current NSW Government has been made clear by the Minister for Roads and Ports, The Hon. Mr Duncan Gay MP, who stated in April this year:

"We're doing what we can to help local government in NSW but Councils need to make clear decisions as to where funding should be allocated in their local area. Councils also receive funding from their local rates and the Federal Government and if bridges are deteriorating or need replacing, Councils need to prioritise funding for the work."

Council undertakes an extensive program of planned maintenance of its timber bridges, using skilled staff and specialist plant and equipment. Council also promotes efforts to maximise efficiency and effectiveness in this

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area, but despite this, the resources available are not sufficient to halt the deteriorating condition of these timber bridges.

Council has also increased its capacity to design and construct replacement bridge structures over the last 10 years. This has proven to deliver the best value for money for the local communities, as well as providing some local employment and a decrease in Council's dependency on external contractors and suppliers. We have also increased Council's capacity to manage external contracts for design and construction of larger structures, allowing Council to take advantage of opportunities for additional funding when they eventuate, as was the case with the former NSW Government's *Regional Road Timber Bridge Replacement Program*.

Of the 212 timber bridges that remain, 66 are multiple-span bridges with an average replacement cost of \$425,000 each. These multi-span timber structures present particular challenges, as they have timber piers and supporting structures that are often mid-stream and/or at elevated height and are difficult to access for maintenance and repairs. Whereas the decking and girders are relatively simple to remove and replace, these timber pier-supporting structures are more complex. This means that over the life-time of these structures, the girders and decking may have been replaced several times, but these piers may never have been replaced, and these are the oldest timber elements that remain in service. Council has recently developed an innovative solution to this challenge that allows these timber piers to be replaced by galvanised steel piers, without demolishing the structure and also keeping the bridge open with limited service during the works. The resulting steel structures have been designed such that they can support a concrete deck structure when the funding is available for the replacement of the remaining timber components. A recent example is the timber bridge at Grieves Crossing on Grady's Creek Road at The Risk.

Council's current funding levels for bridges are \$880,000 per year for replacements and \$556,000 per year for maintenance. At this level of expenditure it will take another 58 years to replace the remaining timber bridges. In this time period, many of these will need to have

weight limits imposed, or be closed altogether. This could have significant impacts on the local economy and the health and wellbeing of the affected communities. In order to see the timber bridges replaced in the next 20 years, the replacement budget would need to be \$2.45M, which is an additional \$1.6M per year to the bridge replacement program.

There is a long term economic benefit to Council if this could be achieved. As the number of timber bridges is reduced, the requirement for maintenance and upkeep of the concrete and steel structures which replace them will also reduce. This could see the current \$550,000 per year allocated for maintenance, reduced to around \$200,000 per year, an ongoing saving of around \$350,000 per year. As these replacement structures also have a longer life than the existing timber structures, the annual funding for replacements over the life cycle of the new structures will reduce from the \$2.45M required for the next 20 years, down to \$1M per year, an ongoing saving of \$1.45M per year. After 20 years, this would see the annual costs associated with bridges reduced by \$1.8M per year. In simple terms, an additional \$32M investment over the next 20 years, would be offset by an ongoing saving of \$1.8M per year thereafter, making the payback period for the \$32M investment a further 17 years. When planning for assets with a life of 100 years, this is a significant return on investment, which would contribute greatly to the sustainability of the local communities and the local economy.

Council will always strive for innovative solutions to the challenges that a bridge network of this magnitude presents, to ensure that the best value for money can be achieved from the available funds. However, the current funding levels are not sufficient to maintain the bridges in their current condition, or make any improvements to the overall condition of the bridge network as a whole. This means that the remaining life of many of these structures will expire before we can afford to replace them, leading to closures, weight limits, risk of failure and the social and economic impacts that go along with each of these. There are many bridges, but every bridge is the most important bridge to somebody.

FACT SHEET 5: *Amalgamation*

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FACT SHEET 5 – *Amalgamation*

As you may now be aware the State Government has appointed the *Independent Local Government Review Panel (ILGRP)* to examine and make recommendations on the reform of Local Government, including possible amalgamations of Councils in NSW.

The ILGRP has produced an interim report that proposes Kyogle Council consider amalgamating with Richmond Valley and/or Lismore City Councils.

Council has previously canvassed the communities across the Local Government Area (LGA) on their level of support for an amalgamation with one or more adjoining Councils. The results of the last two residents and ratepayers surveys are as follows:

- In the 2009 survey, 26% were in favour of an amalgamation; and
- In the 2012 survey, 28% were in favour of an amalgamation.

In order to further canvas the communities across the LGA in the current survey, Council has prepared a brief list of points, for and against, for people to consider before completing the survey questions relating to amalgamations. The lists provided are not intended to be exhaustive, and are general across the local government sector. There will be a varying level of relevance to the issues and challenges facing Kyogle Council and the other Councils in the region, and also variation from one Council in the region to the other. These main points for and against are set out below.

POINTS FOR AMALGAMATION

- Larger Councils are considered to be more robust, stronger and more effective organisations.
- Larger local Councils may have cost advantages from economies of scale.
- Some local Councils lack financial viability because they have a high proportion of low income households and/or have responsibility for large, low density areas.
- Research shows that up to half of NSW Councils could be financially unsustainable

with significant concerns about large infrastructure backlogs.

- The relative increases in operational expenditure across the local government sector is higher than the increase in capital expenditure on infrastructure asset replacement and renewals.
- Allows for cross-subsidisation from areas of more sustainable own-source revenue to other areas.
- Easier for the State Government to manage less Councils.
- May provide access to a substantial package of incentives from the State Government.

POINTS AGAINST AMALGAMATION

- Small Councils can be as cost effective as large ones and provide greater and more personal levels of service than do large areas.
- Amalgamation could have serious consequences for local employment and services, particularly in rural villages and remote areas.
- Larger organisations are behaviourally less constrained and less transparent than small ones. Incompetence and corruption occur more often in large Councils.
- Small Councils tend to be innovative in management plans, financial planning, out-sourcing work to the market and comprehensive asset management.
- Different communities have different preferences and needs. Such service differentials are better achieved by small local areas than by larger areas.
- Small communities generate much greater trust and social capital.
- Small Councils make better use of volunteers per head of population in community work.
- Amalgamation models adopted in Queensland, South Australia, Western Australia and Victoria are arguably unsuccessful. Queensland is currently undergoing a process of de-amalgamation of their super-Councils.

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ALTERNATIVES

An alternative to amalgamation that keeps the local in local government while improving efficiency is through the use of shared service centres where Councils take a regional approach to service delivery.

The best example of NSW Councils using a shared service centre is Hunter Councils in the Hunter Valley where 11 Councils share legal services, procurement, training and other services. Hunter Councils' shared service centre is run as a business, with the 11 Councils represented on its board.

This could be achieved through the County Council provisions that are being recommended by the ILGRP to replace the current system of Regional Organisations of Council (ROC's). The existing County Council provisions of the Local Government Act allow the structure and functions of a County Council to be tailored to the particular needs and circumstances of a region. The Panel believes that the membership of County Councils should be compulsory and automatically comprise the Mayors of Member Councils and Chairs of Local Boards.

The Panel recommends that, at a minimum, each County Council should have the following set of core functions:

- strategic regional and sub-regional planning;
- regional advocacy, inter-government relations and promoting collaboration with State and Federal agencies in infrastructure and service provision;
- management of, or technical support for, water utilities;
- road network planning and major projects;
- waste and environmental management (including weeds and floodplain management);
- regional economic development;
- library services; and
- high level corporate services.

The new multi-purpose bodies would incorporate and replace existing County Councils such as Far North Coast Weeds, Rous Water and Richmond River County Council.

The Panel makes it clear that County Councils are NOT an additional tier of government: rather, their role is to work alongside their member Councils as a joint entity to undertake selected functions.

In its submission to the ILGRP report "Future Directions for NSW Local Government – Twenty Essential Steps" in July this year, Council had this to say about the Regional County Council proposal:

Council recognises that there is a need for change to provide improved regional co-operation and that Local Government needs a body to provide stronger lobbying power at a regional level. Council generally supports the proposed concept of the Regional County Council model, but also recognises that there is a need for any such model to be designed to suit the specific needs of the region. Council is of the opinion that this is likely to result in increased contributions to the regional body for the constituent Councils and consideration as to how these costs can be met without impacting upon existing budgets needs to occur. Council is willing to be part of a trial process to develop the model that best suits the needs of the Northern Rivers region.

In relation to the proposal for amalgamations, Council's submission had this to say:

Evidence of a material benefit to the local community needs to be provided to support the recommendation for amalgamation. There also needs to be information provided on what incentives are on offer for Councils who enter into voluntary amalgamations.

APPENDIX 2: RESIDENT AND RATEPAYERS SURVEY WITH DATA

Kyogle Council Community Strategic Plan Review 2013

Resident and Ratepayers Survey: Data



PART A: COUNCIL PROGRAMS AND SERVICES. TELL US WHAT YOU THINK ABOUT THE THINGS WE DO.

For the following services and programs, please indicate their importance to you, and your current level of satisfaction with each.

Services and Programs	Level of Importance					Current Satisfaction Level				
	Low 1	2	3	4	High 5	Low 1	2	3	4	High 5
1. Sealed Rural Roads	Rank	3	Avg	4.31				Avg	2.50	
2. Unsealed Rural Roads	Rank	4	Avg	4.16				Avg	2.24	
3. Bridges	Rank	1	Avg	4.40				Avg	2.99	
4. Quarries	Rank	31	Avg	2.79				Avg	2.98	
5. Urban Streets	Rank	18	Avg	3.51				Avg	3.22	
6. Footpaths and Cycleways	Rank	26	Avg	3.23				Avg	3.26	
7. Urban Stormwater and Flood Control	Rank	19	Avg	3.49				Avg	3.18	
8. Parks and Gardens	Rank	22	Avg	3.34				Avg	3.41	
9. Public Halls	Rank	28	Avg	3.17				Avg	3.32	
10. Sporting Facilities and Ovals	Rank	24	Avg	3.29				Avg	3.42	
11. Emergency Services	Rank	2	Avg	4.34				Avg	3.66	
12. Water Supply Services	Rank	10	Avg	3.68				Avg	3.50	
13. Sewerage Services	Rank	13	Avg	3.60				Avg	3.56	
14. Waste Collection Services	Rank	14	Avg	3.58				Avg	3.38	
15. Landfill and Waste Transfer Stations	Rank	7	Avg	3.80				Avg	3.40	
16. Swimming Pools	Rank	23	Avg	3.33				Avg	3.70	
17. Public Toilets	Rank	6	Avg	4.00				Avg	2.93	
18. Cemeteries	Rank	20	Avg	3.46				Avg	3.65	
19. Public Libraries	Rank	14	Avg	3.58				Avg	3.73	
20. Community Services	Rank	11	Avg	3.66				Avg	3.41	
21. Art Galleries	Rank	32	Avg	2.57				Avg	3.28	
22. Pre-schools	Rank	24	Avg	3.29				Avg	3.42	
23. Town Planning and Regulation	Rank	14	Avg	3.58				Avg	2.88	
24. Building Controls	Rank	21	Avg	3.38				Avg	2.97	
25. Environmental Health Services	Rank	17	Avg	3.54				Avg	3.05	
26. Ranger and Animal Control	Rank	27	Avg	3.20				Avg	2.84	
27. Crown Reserve Management	Rank	30	Avg	3.03				Avg	2.93	
28. Economic Development	Rank	9	Avg	3.70				Avg	2.81	
29. Tourism	Rank	8	Avg	3.73				Avg	2.95	
30. Heritage Preservation	Rank	29	Avg	3.09				Avg	2.91	
31. Weed Control	Rank	5	Avg	4.02				Avg	2.45	
32. Catchment Management	Rank	12	Avg	3.64				Avg	2.83	

PART B: SERVICE LEVEL TRENDS. TELL US HOW YOU THINK THINGS ARE GOING AND WHERE YOU WANT THEM TO BE IN THE FUTURE.

For the following services and programs, please indicate your observations in relation to the current service levels, and let us know what your desired service level trends would be for the future.

Services and Programs	Current Observed Trends			Desired Future Trends		
	Getting Worse	Staying The Same	Getting Better	Reduce Service	Keep Service The Same	Improve Service
33. Sealed Rural Roads	41%	41%	18%	0%	29%	71%
34. Unsealed Rural Roads	42%	42%	17%	0%	27%	73%
35. Bridges	26%	36%	38%	0%	44%	56%
36. Quarries	9%	86%	5%	11%	69%	20%
37. Urban Streets	16%	63%	21%	6%	64%	30%
38. Footpaths and Cycleways	8%	54%	38%	6%	71%	23%
39. Urban Stormwater and Flood Control	7%	66%	27%	3%	68%	29%
40. Parks and Gardens	5%	62%	33%	8%	70%	22%
41. Public Halls	14%	76%	10%	11%	62%	27%
42. Sporting Facilities and Ovals	5%	80%	15%	6%	68%	26%
43. Emergency Services	3%	76%	21%	2%	64%	34%
44. Water Supply Services	6%	82%	12%	3%	78%	19%
45. Sewerage Services	4%	84%	12%	3%	81%	16%
46. Waste Collection Services	9%	74%	17%	3%	70%	27%
47. Landfill and Waste Transfer Stations	8%	63%	29%	3%	66%	31%
48. Swimming Pools	5%	80%	15%	5%	77%	17%
49. Public Toilets	22%	68%	10%	1%	47%	52%
50. Cemeteries	3%	82%	15%	4%	84%	12%
51. Public Libraries	2%	82%	16%	6%	76%	18%
52. Community Services	5%	78%	17%	8%	66%	26%
53. Art Galleries	5%	86%	9%	24%	63%	13%
54. Pre-schools	4%	85%	11%	10%	68%	22%
55. Town Planning and Regulation	19%	71%	10%	13%	53%	34%
56. Building Controls	15%	77%	8%	14%	58%	28%
57. Environmental Health Services	13%	77%	10%	11%	57%	32%
58. Ranger and Animal Control	20%	77%	3%	14%	55%	31%
59. Crown Reserve Management	14%	83%	3%	15%	63%	22%
60. Economic Development	18%	70%	12%	8%	48%	44%
61. Tourism	15%	63%	22%	9%	42%	49%
62. Heritage Preservation	14%	80%	6%	21%	53%	26%
63. Weed Control	37%	57%	6%	3%	35%	62%
64. Catchment Management	14%	79%	7%	10%	53%	37%

PART C: BUDGET PRIORITIES. TELL US HOW YOU THINK FUNDS SHOULD BE PRIORITISED.

For the following services and programs, please indicate your order of priority for future budget allocations, numbering them from 1 to 32, with 1 being your highest priority and 32 being your lowest priority. We also want you to tell us which of these services and programs you would be prepared to pay more for, and how much you would be prepared to pay to see improvements in services, and higher funding allocations in future budgets.

Services and Programs	Your Future Budget Priorities (1-32)	Would you be prepared to pay more? %Yes	If Yes, how much more would you be prepared to pay				
			<\$1/wk	\$1/wk	\$2/wk	\$5/wk	>\$5/wk
65. Sealed Rural Roads	Rank 1 Avg 5.60	45%	25%	29%	26%	11%	10%
66. Unsealed Rural Roads	Rank 2 Avg 6.18	46%	23%	25%	31%	13%	8%
67. Bridges	Rank 3 Avg 7.19	37%	25%	30%	28%	9%	8%
68. Quarries	Rank 29 Avg 20.79	5%	36%	14%	22%	14%	14%
69. Urban Streets	Rank 6 Avg 13.64	16%	39%	21%	24%	8%	8%
70. Footpaths and Cycleways	Rank 16 Avg 16.51	15%	53%	18%	13%	8%	8%
71. Urban Stormwater and Flood Control	Rank 11 Avg 15.20	14%	41%	16%	28%	6%	9%
72. Parks and Gardens	Rank 17 Avg 16.59	17%	45%	27%	18%	5%	5%
73. Public Halls	Rank 24 Avg 18.40	15%	66%	14%	11%	6%	3%
74. Sporting Facilities and Ovals	Rank 18 Avg 17.09	16%	49%	32%	10%	2%	7%
75. Emergency Services	Rank 4 Avg 10.38	28%	38%	29%	19%	7%	7%
76. Water Supply Services	Rank 6 Avg 13.64	12%	36%	32%	16%	3%	13%
77. Sewerage Services	Rank 13 Avg 15.75	10%	31%	27%	27%	3%	12%
78. Waste Collection Services	Rank 12 Avg 15.74	12%	41%	29%	10%	10%	10%
79. Landfill and Waste Transfer Stations	Rank 9 Avg 14.31	13%	38%	36%	10%	10%	4%
80. Swimming Pools	Rank 23 Avg 18.06	11%	37%	33%	13%	10%	7%
81. Public Toilets	Rank 5 Avg 13.40	19%	46%	26%	13%	9%	6%
82. Cemeteries	Rank 28 Avg 20.34	10%	58%	17%	13%	4%	8%
83. Public Libraries	Rank 22 Avg 17.93	13%	47%	32%	6%	9%	6%
84. Community Services	Rank 15 Avg 15.93	21%	50%	24%	14%	4%	8%
85. Art Galleries	Rank 32 Avg 24.34	7%	31%	13%	25%	18%	13%
86. Pre-schools	Rank 25 Avg 19.28	13%	58%	15%	12%	6%	9%
87. Town Planning and Regulation	Rank 21 Avg 17.53	8%	37%	21%	21%	16%	5%
88. Building Controls	Rank 27 Avg 19.97	3%	34%	11%	22%	22%	11%
89. Environmental Health Services	Rank 18 Avg 16.95	14%	48%	25%	9%	9%	9%
90. Ranger and Animal Control	Rank 26 Avg 19.50	10%	52%	9%	17%	9%	13%
91. Crown Reserve Management	Rank 31 Avg 21.82	8%	59%	18%	6%	11%	6%
92. Economic Development	Rank 14 Avg 15.81	14%	41%	31%	9%	13%	6%
93. Tourism	Rank 10 Avg 15.09	20%	44%	27%	9%	7%	13%
94. Heritage Preservation	Rank 30 Avg 21.23	12%	60%	13%	13%	10%	4%
95. Weed Control	Rank 8 Avg 13.69	26%	43%	26%	18%	5%	7%
96. Catchment Management	Rank 20 Avg 17.33	13%	44%	19%	22%	9%	6%

PART D: ADDITIONAL FUNDING PRIORITIES. TELL US WHAT YOU WOULD SPEND ANY ADDITIONAL MONEY ON.

If Council chooses to spend some of its cash reserves, or additional funding became available, please indicate your order of priority for future budget allocations, numbering them from 1 to 32, with 1 being your highest priority and 32 being your lowest priority. We also want you to tell us which of these services and programs you would be prepared to pay more for, and how much you would be prepared to pay to see improvements in services, and higher funding allocations in future budgets.

Programs and Projects	Your Priorities (1-10)	Would you be prepared to pay more? %Yes	If Yes, how much more would you be prepared to pay				
			<\$1/wk	\$1/wk	\$2/wk	\$5/wk	>\$5/wk
97. Replacement of timber bridges	Rank 2 Avg 3.74	35%	34%	25%	22%	9%	10%
98. Initial Sealing of heavily trafficked unsealed roads	Rank 1 Avg 3.03	39%	31%	21%	28%	8%	12%
99. Improve drainage infrastructure on rural roads	Rank 3 Avg 3.90	28%	27%	26%	27%	10%	10%
100. Widen narrow sealed rural roads to two lane width	Rank 4 Avg 4.62	23%	30%	26%	20%	6%	18%
101. Provide kerb and guttering and widen narrow streets	Rank 8 Avg 6.59	11%	37%	23%	13%	10%	17%
102. Resealing of existing sealed roads in fair to good condition	Rank 5 Avg 4.67	27%	32%	28%	24%	6%	10%
103. Improvements to the urban stormwater systems	Rank 6 Avg 6.36	11%	37%	23%	27%	3%	10%
104. Improvements to parks, playgrounds and recreational facilities	Rank 7 Avg 6.40	17%	42%	31%	9%	9%	9%
105. Improvements to the Kyogle Memorial Hall	Rank 10 Avg 7.61	10%	41%	22%	26%	4%	7%
106. Improvements to other rural community halls	Rank 9 Avg 7.58	16%	44%	30%	14%	7%	5%

PART E: FUNDING SHORTFALL. TELL US HOW WE SHOULD DEAL WITH THE FUNDING SHORTFALL.

Indicate by responding to the questions below what your preferred method would be for dealing with the funding shortfall.

107. Would you be supportive of a modest above rate pegging increase to help address the funding shortfall?	39%-Yes	61%-No	
108. If you answered yes, how much do you think would be reasonable?	45%<\$4 per wk 29%-\$4 per wk 13%-\$6 per wk 4%-\$8 per wk 7%-\$10 per wk 2%-over \$10 per wk		
109. What order of preference do you give the following options for managing the funding shortfall?	Rank (1-4)		
Apply a rate increase to raise the full funding shortfall of \$4.6M per year	Rank 4 Avg 2.91		
Apply a rate increase to raise a portion of the funding shortfall, and reduce service levels in lower priority areas	Rank 2 Avg 2.12		
Reduce service levels in lower priority areas and reallocate funds to highest priority areas.	Rank 1 Avg 2.02		
Reduce service levels across all Council functions	Rank 3 Avg 2.77		
110. If an above rate pegging increase is to be implemented, what time frame would you prefer to see it implemented over?	Rank (1-3)		
The first year	Rank 3 Avg 2.29		
Over the first two years	Rank 1 Avg 1.79		
Over the next five years	Rank 2 Avg 1.83		
111. If an above rate pegging increase is to be implemented, should the increase be applied across all rating categories at the same percentage increase?	36%-Yes	64%-No	
112. If you answered no, how would you distribute the increase across the rating categories?			
	Rating Category	Average Rates 2013/14	
		Share of Increase	
		Lowest Medium Highest	
	Farmland	\$1,328	33% 9% 7%
	Residential	\$445	11% 22% 17%
	Residential Kyogle	\$930	11% 19% 21%
	Rural Residential	\$882	21% 17% 9%
	Business	\$445	11% 17% 24%
	Business Kyogle	\$1,379	13% 16% 22%

PART F: GOVERNANCE. TELL US IF YOU THINK KYOGLE COUNCIL SHOULD CHANGE ITS GOVERNANCE MODEL.

Indicate by responding to the questions below if you support the idea of Kyogle Council making changes to its current governance arrangements.

113. Do you support the idea of a popularly elected Mayor?	67%-Yes	33%-No
114. Do you support a reduction in the number of Councillors?	42%-Yes	58%-No
115. Do you support the abolition of Wards?	34%-Yes	66%-No
116. Do you wish to see Kyogle Council amalgamated with an adjoining Council?	22%-Yes	78%-No
117. If Council chose or was forced to enter into an amalgamation, what would be your preferred amalgamation, ranked in order of most preferred to least preferred?	Rank (1-6)	
Lismore City Council – Kyogle Council	Rank 2 Avg 2.87	
Richmond Valley Council – Kyogle Council	Rank 1 Avg 2.82	
Tenterfield Shire Council – Kyogle Council	Rank 4 Avg 3.44	
Tweed Shire Council – Kyogle Council	Rank 5 Avg 3.79	
Lismore City – Richmond Valley – Kyogle Council	Rank 3 Avg 3.22	
Tweed Shire – Byron Shire – Ballina Shire – Lismore City – Richmond Valley – Kyogle (including the County Councils of Rous, Far North Coast Weeds, and Richmond River)	Rank 6 Avg 4.71	

PART G: DEMOGRAPHIC INFORMATION. TELL US ABOUT YOURSELF

Please assist with the following information about yourself. This information helps us understand the needs of the different sections of our communities.

118. What is your gender?	60%-Male	40%-Female				
119. What is your age?	1%-<20	1%-20-29	4%-30-39	14%-40-49	21%-50-59	59%-60+
120. What is your family Status?	25%-Single	44%-Couple	11%-Family(kids<12yrs)	20%-Family(kids>12yrs)		
121. How long have you lived in the Kyogle LGA?	13%-<5 years	15%-5-10 years	14%-11-20 years	57%-more than 20 years		
122. Are you a ratepayer?	94%-Yes	6%-No				
123. Do you own or rent where you live?	5%-Renting	95%-Own/Buying				
124. What is the nature of your employment?	17%-Full time	10%-Part Time	3%-Looking for work			
	5%-Not in the labour force	26%-Self-employed	39%-Retired			
125. Which Council Ward do you reside in?	19%-Ward A	28%-Ward B	22%-Ward C	31%-Not sure		
126. Do you read the Council newsletter?	90%-Yes	5%-No	5%-Don't receive it			
127. Where do you mainly receive information about Councils decisions and activities?	27%-Northern Star	47%-Express Examiner	9%-Television			
	73%-Council Newsletter	11%-Council website	4%-Council Meetings			
	34%-Word of Mouth	11%-Radio	3%-Other			

PART H: GENERAL REMARKS. TELL US IF YOU HAVE ANY OTHER COMMENTS TO ADD
