

Imagine Lismore  
**Community  
Strategic Plan  
2022 – 2032**





An aerial photograph of Lismore, Australia, showing a mix of residential houses, commercial buildings, and industrial areas. A river flows through the town, with a bridge crossing it. The background features rolling green hills under a clear sky.

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# Foreword

## A message from Mayor Steve Krieg



The devastating natural disaster in February 2022 and the following major flood in March provides our community the opportunity to re-imagine our city.

It is a once-in-a-generation opportunity to rethink what we want our city to be and how we want to live as a community.

The process will be long, and quite often challenging, but by working together we can develop a vision and implement it with the assistance of the State and Federal Government disaster relief agencies.

Over the last three years our community has been tested like never before with bushfires, COVID-19 and the February natural disaster. I am humbled to be the mayor of a community that refused to be defeated. We have shown ourselves to be resilient, adaptable, and most importantly, determined to Build Back Better.

I would like to invite the whole community to come along with the journey as we update our Community Strategic Plan that speaks to Lismore's future as a vibrant and bustling regional capital that is the Heart of the Northern Rivers.

## A message from General Manager John Walker

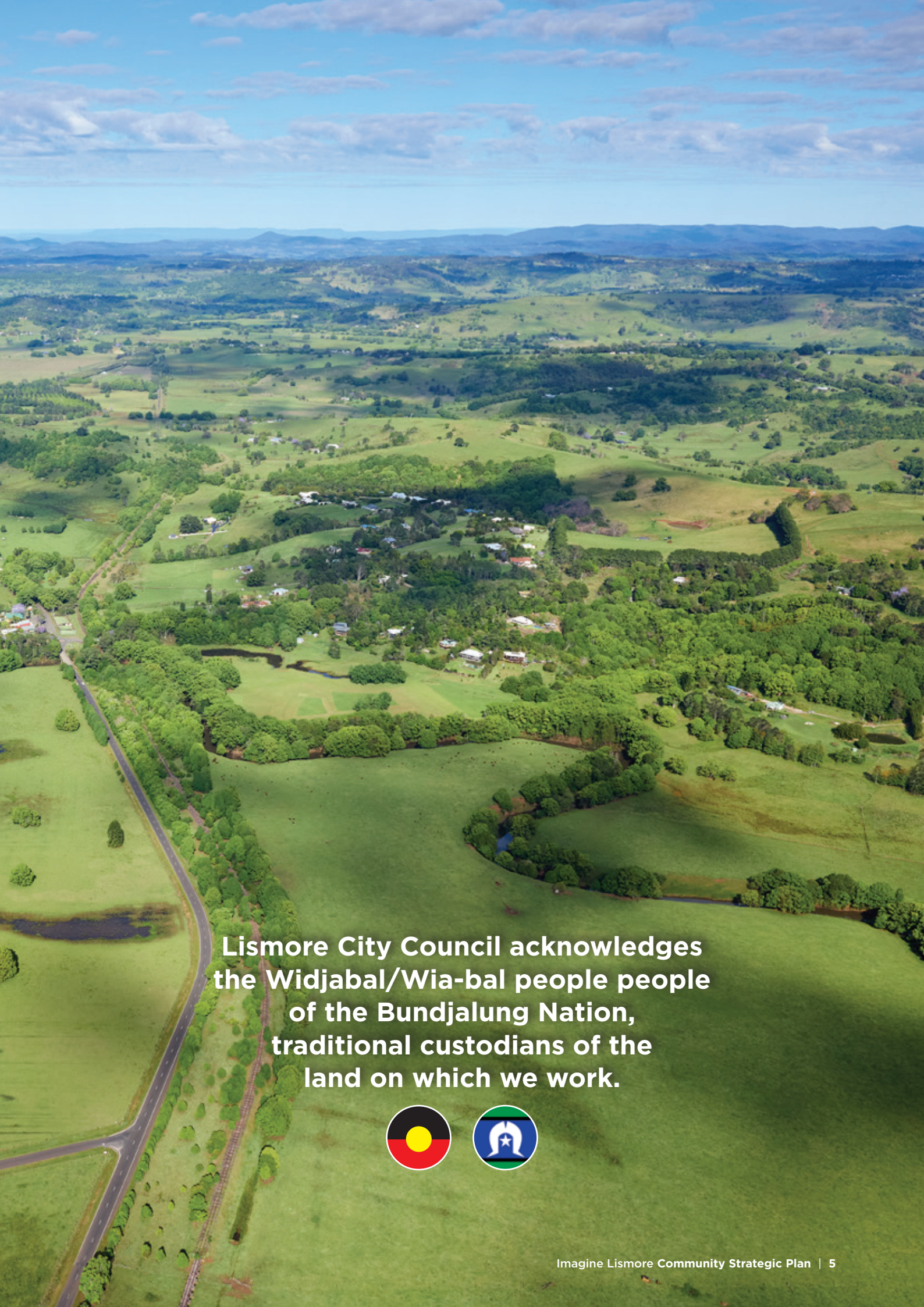


The natural disaster in February this year has changed Lismore and it will have a lasting effect on our future. A new vision is needed but in the interim, there is a lot of work to do to rebuild all that was damaged and to set us up for a great future.

That is why we have decided for now to continue with our current Community Strategic Plan rather than develop a new one. When it is time to develop a new strategy, we will bring the community with us on that journey.

Council is being well supported through this rebuild by the State and Federal governments including support to strengthen our capacity and capability enabling us to be better placed to deliver our services and community needs and to secure our financial sustainability.

There is a lot of uncertainty in the community at present but by working together we will achieve our big goals and give our community confidence and a sense of purpose in our City's long term future.




**Lismore City Council acknowledges  
the Widjabal/Wia-bal people  
of the Bundjalung Nation,  
traditional custodians of the  
land on which we work.**



An aerial photograph of a town, likely Lismore, showing a mix of residential houses, commercial buildings, and green spaces. A river flows through the middle of the town, and a major road runs along the right side. The sky is clear and blue.

# Time to re-imagine



**Lismore needs time to re-imagine its future. The Imagine Lismore Community Strategic Plan (CSP) was developed in 2013 and updated in 2017. It is now being updated again in 2022 to provide a stepping stone from which we can launch a re-imagining of Lismore's future.**

Under normal circumstances the CSP would be developed by the June following an election. Lismore's circumstances have been anything other than normal. Like many other councils we have faced bushfires, COVID-19 restrictions, postponed elections, changes in leadership and severe weather events.

# The floods and storms that hit our region in February 2022 were unlike anything experienced in Australian history.

Initial estimates in March 2022, provided by the Insurance Council of Australia (IAC), indicated that the floods would be the fifth costliest natural disaster in Australian history. It took another seven months (October 2022) for the floods to be declared the costliest natural disaster in Australian history. Even now, as we present this CSP, there are many unanswered questions and the repair bills continue to rise.

Lismore faces an uncertain future. Significant questions need to be answered before the community can start to re-imagine what the future will look like.

Questions such as:

- What changed about our community needs and aspirations after the natural disaster?
- What does the future look like for our residents on the floodplain?
- Where do we want to go as a community?
- Have our plans for future growth and housing changed?
- How do we maintain connection with villages and rural areas?
- How long will the rebuild take and when can we start getting back to normal?

Lismore will be looking to State and Federal government agencies for answers to most of these questions. Agencies such as the Northern Rivers Reconstruction Corporation, Infrastructure Coordination Office, CSIRO and Resilience NSW will provide answers in time.

In the meantime, we present this CSP to provide guidance and give Lismore time for a re-imagining.

**Our Community Strategic Plan is based on the social justice principles determined by the NSW Government.**

## Equity

There is fairness in decision-making and prioritising and allocation of resources.

## Access

All people have fair access to services, resources and opportunities to meet their basic needs and improve their quality of life.

## Participation

Everyone has the maximum opportunity to genuinely participate in decisions which affect their lives.

## Rights

Equal rights and opportunities for everyone to participate in community life.

These principles underpin the Community Strategic Plan and everything we do at Council. We are committed to delivering programs, facilities and services that ensure access and equity for all.

# Your feedback

**Our Community Strategic Plan is based on the feedback we received from our community. We use several methods to gather the information.**

## **Community Satisfaction Survey**

Held every four years to check in with the community and see where we are meeting people's needs and where we need to improve. It asks people about what services are important to them and what their level of satisfaction is.

## **Community Consultation**

We hold an extensive community consultation every four years to review our Community Strategic Plan and see if our community's priorities have shifted. This tells us what strategies we need to change to meet the evolving needs of our community. We also ask people for a wishlist of what they would love to see us do into the future.

The most recent consultation occurred before the February 2022 floods and the community's aspirations may have changed since the events earlier this year. This plan will act as a guide until important questions about the future can be answered.

## **What is important to you**

- Transport and digital connectivity
- Lower-cost housing
- Greater community consultation
- Direct communication with Councillors in CBD and villages
- Simplified and streamlined DAs
- More support for diverse industries and business
- Lead the way in renewable energy
- Flood-free industrial land and flood Mitigation for residential areas and CBD
- Climate change emergency policies
- Celebrate our uniqueness of culture, environment, art and creativity
- Relationships with Indigenous residents
- Protect our environment



# What you told us

**“Improve public transport around the region to improve access to training, employment and entertainment.”**

**“Build the rail trail and connect up all our walking paths.”**

**“Improve internet connectivity.”**

**“Build more housing - it is an economic multiplier. Create jobs and training for young people and inject money into the economy..”**

**“More housing supply & social & smaller.”**

**“Create affordable and sustainable housing options including in villages for at risk groups, particularly older women.”**

**“Council needs to be more open with their vision - Lismore has so much potential but it's floundering.”**

**“Emergency response SMS service - let people know what is happening and promote this service better.”**

**“Make it easier for business - simplify DA process.”**

**“Less red tape for more diverse housing types (granny flats on farms).”**

**“Higher density housing, increased population, more jobs.”**

**“100% renewable energy - Council operations & community.”**

**“Bring back flood spotter networks to get better, more localised information out to small communities.”**

**“More flood-free industrial land.”**

**“Flood and drought-proof Lismore by re-establishing the Big Scrub as a food forest.”**

**“Target & support industries including alternative energy, agriculture, eco-tourism, medical marijuana, education, arts & entertainment, hospitality.”**

**“Invite sustainable industry such as renewable energy.”**

**“More thorough risk assessment of climate change & response.”**

**“Develop eco-tourism partnerships to promote the LGA-wide environment.”**

**“More acknowledgement of Indigenous heritage - create more Bundjalung language signage in our parks and public spaces.”**

**“Build pride in sustainability.”**

# Who we are

**Lismore is the heart of the Northern Rivers.**

**As a regional city and services hub, Lismore supports a large urban population as well as providing vital services for many outlying villages, hamlets and rural areas.**

Lismore is located within rich farmland and is flanked by beautiful beaches and ancient rainforests. It is 45 minutes from the world-famous holiday destination Byron Bay, 30 minutes from the world-famous alternative lifestyle capital Nimbin and a two-and-a-half hour drive from Queensland's capital city, Brisbane.

Lismore is the recognised centre for health, education, retail, entertainment, culture and sport in the Northern Rivers. It continues to strengthen its status as a regional city with

hospital service upgrades, expansion of university facilities and, in the countryside, the growth of many cottage industries that celebrate and export the best of the region's food, art and natural products to the world.

Lismore's population of around 45,000 encompasses a diverse range of colourful people from all walks of life. Lismore is a city where difference is embraced and community is strong.

All of this combines to create a unique Local Government Area with a character that is vibrant and individual. The region is more broadly known as the Rainbow Region in honour of its diversity.

# Our community at a glance...

Total population

**44,334**

Urban population

**28,876**

Rural population

**15,457**

Unemployment

**5.1%**

Total households

**19,774**

Average household size

**2.43**

Average weekly income

**\$1,319**

Average age

**44**

People who speak a language other than English

**5.2%**

One parent families

**13.1%**

Single person households

**28.4%**

Aboriginal and Torres Strait Islander people

**5.6%**

People born in Australia

**89.6%**

Reported needing help in their day-to-day lives due to disability

**7.1%**

Compared to NSW, Lismore has a higher proportion of:

Children and secondary schoolers aged 12-17 years old and older people aged 50-85 years.

People working in technical and trade, community and personal service, sales and as labour workers.

People living in low-density housing (separate houses).

People with no internet connection.

\*Statistics from the 2021 census

# Dealing with Disaster

**As dawn broke on the morning after 28 February, all roads leading into Lismore were full of vehicles towing boats, canoes and water skis as residents took to their flooded city.**

Strangers came to the rescue of strangers, neighbours saved neighbours and the entire community stood as one.

Countless lives were saved that morning and into the afternoon, as what has become known as Lismore's Tinny Army put aside personal safety to rescue members of their community.

To this day, many of the Tinny Army shun individual recognition of their bravery, but word of their legendary actions quickly spread far and wide.

In September 2022, the Tinny Army and the Lismore Community was awarded the Golden Wattle Award, an annual award from The Wattle Day Association Inc.

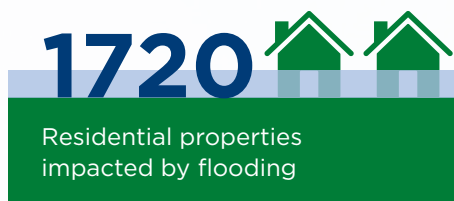
The citation reads: "The 2022 Golden Wattle Award honours the Lismore Community, who when faced with the most challenging and difficult circumstances, displayed the very best in Australian support for each other and solidarity. They are an inspiration to the rest of the Australian community. The Golden Wattle Award is recognition of their courage and resilience during the recent flood events and the recovery that is still ongoing.

"The heroes are too many to be named individually, but standout groups include the 'Tinny Brigade' for their rescues and transport of essential goods, the 'Mud Army' for their on the ground assistance, the ABC North Coast for providing a communications network, the Lismore City Council staff and Councillors for providing emergency relief, the local businesses who ensured essential supplies, the many service and community groups, the unsung silent individuals who provided support, safety and services."

**The February natural disaster may have destroyed homes, livelihoods, and businesses, but it could not destroy the heart of the Lismore Community.**

## The Impact to Lismore Local Government Area: Key figures

### Property damage (Homes and businesses)



Estimated volume of flood waste collected



**70,000 tonnes**  
**(14,000 truckloads)**

# The Integrated Planning and Reporting framework

**The Integrated Planning and Reporting framework is how NSW councils plan services and projects within the community.**

In simple terms, every four years we ask our community what they want for the future, then develop projects to meet these objectives and budgets to fund them.

The NSW Government requires all NSW councils to do this. Every four years, we review our Community

Strategic Plan (10 years) and develop a new Delivery Program (four years) and Operational Plan (one-year budget).

These documents are accompanied by a Resourcing Strategy (10 years) that is made up of a Long Term Financial Plan, Asset Management Strategy and Workforce Management Plan.

While this is a legislative requirement for all councils, it is also a system of planning that makes sense.



## Our plans in a regional context

**It is important for us to help achieve the NSW Government's broader objectives for the Northern Rivers, and align our activities with regional plans.**

These state plans talk about the need for improved public transport, keeping people healthy, better family

and community services, improved infrastructure, strengthening our local environment and communities, and providing accountable government.

Our Community Strategic Plan reflects all of these priorities along with those voiced by our own community.

# How our plans fit together

## Community Strategic Plan

- Takes a 10-year outlook.
- Defines community priorities and aspirations.
- Outlines 10-year objectives for Council to work towards to achieve community priorities.



## Delivery Program

- Takes a four-year outlook – the length of a council term. A new Delivery Program is adopted by each new council.
- Details specific strategies Council will implement to achieve community priorities.
- Sets timelines to achieve these strategies.



## Operational Plan

- A one-year outlook.
- Details specific programs, projects and events Council will undertake to achieve community priorities during a financial year.
- Includes performance indicators to measure success.



# Council's role and responsibilities

Lismore City Council provides for the day-to-day needs of the community. In the 21st century, councils are responsible for much more than roads, rates and rubbish – we have a broader mandate to ensure a healthy economy, environment and society as well as providing strong civic leadership.

Council is a service provider, collaborator and advocate. Council's role in delivering the Community Strategic Plan is varied – sometimes we are directly responsible for achieving outcomes and sometimes we need to work with other agencies, organisations and governments to achieve what our community wants.

## Service provider

We provide more than 50 direct services for the day-to-day functioning of our community.

## Collaborator/partner

We collaborate and partner with other agencies and organisations to achieve good outcomes for the community. We cannot deliver everything ourselves, but we can support others to fulfil the community's goals.

## Advocate

We advocate on behalf of the community to state or federal departments for additional services within our community. This often includes areas of health, housing, transport and education.





# Council is responsible for the direct delivery of:

- Urban and rural roads
- Public amenities
- Waste collection
- Leisure centres
- Parks and gardens
- Footpaths/cycleways

- Art gallery and libraries
- Traffic and city safety
- Sporting facilities
- Playgrounds
- Water and wastewater services

- Regulation and enforcement
- Stormwater management
- Kerbing and guttering
- Airport management
- Environmental planning and protection

- Town planning
- Crematorium and cemeteries
- Tourism services
- Quarry management
- Community and cultural events

# Community aspirations and objectives

**In this continuation of the Imagine Lismore Community Strategic Plan, we highlight the community's aspirations for Lismore.**

Using the feedback from our community consultation, we developed five key priority areas:

- An inclusive and healthy community
- A prosperous and vibrant city
- Our natural environment
- Our built environment
- Leadership and governance

The plan also includes community objectives in each key priority area and a list of strategies to achieve those objectives.

We also include how we will measure success.



# An inclusive and healthy community



“

An inclusive and healthy community is connected to community wellbeing, a healthy lifestyle, social connections and a feeling of belonging and acceptance.

”

A1

Our community is safe, happy and healthy.

A2

We recognise our Aboriginal and Torres Strait Islander community and cultures.

A3

Our sporting facilities and recreational spaces encourage active and passive community participation.

A4

Our community is a desirable place to live, an easy place to work and a welcoming place to visit.

A5

Our community has access to essential services.

**An inclusive and  
healthy community**

# 10-year objectives

## A1 Our community is safe, happy and healthy.

### Strategies:

- A1.1 Support community members to participate in healthy eating and active living.
- A1.2 Provide responsive emergency management and emergency prevention services.
- A1.3 Maintain public health, safety and amenity.

### How do we measure success?

- Community satisfaction with the perceptions of safety in the community
- Level of local crime
- Community satisfaction with Council's emergency management

## A2 We recognise our Aboriginal and Torres Strait Islander community and cultures.

### Strategies:

- A2.1 Provide opportunities for Aboriginal and Torres Strait Islander people to participate in community events and programs.
- A2.2 Support and promote Aboriginal and Bundjalung art and artists.
- A2.3 Implement actions in the Reconciliation Action Plan.
- A2.4 Conserve items, areas and places of Aboriginal cultural heritage significance.
- A2.5 Ensure workforce planning strategies, human resource practices and all stages of the employment lifecycle reflect Reconciliation Action Plan commitments and responsibilities.

### How do we measure success?

- People's level of agreement with the statement "feeling part of the community".
- Community satisfaction with Council's relationship with Indigenous residents.



## A3

### Our sporting facilities and recreational spaces encourage active and passive community participation.

#### Strategies:

- A3.1 Provide a major parkland that caters for the local and regional community while providing economic benefits to the CBD.
- A3.2 Provide high-quality open spaces, parks and reserves.
- A3.3 Provide high-quality sporting facilities to meet the diverse needs of the community.
- A3.4 Continued improvement of Lismore's sport and recreation facilities.

#### How do we measure success?

- Community satisfaction with open and recreational spaces and sporting facilities.
- Community satisfaction with aquatic centres and pools.
- Community satisfaction with major sporting facilities.

## A4

### Our community is a desirable place to live, an easy place to work and a welcoming place to visit.

#### Strategies:

- A4.1 Promote positive attitudes and behaviours toward people with disability.
- A4.2 Create liveable communities for all.
- A4.3 Support access to meaningful employment to cater for community diversity.
- A4.4 Improve systems and processes to ensure accessibility for all.

#### How do we measure success?

- Number of people who agree that the Lismore area is a great place for people like me.

## A5

### Our community has access to essential services.

#### Strategies:

- A5.1 Provide suitable and well-planned cemeteries, chapel and crematorium services.
- A5.2 Assist in improving regional health facilities and services in Lismore.

#### How do we measure success?

- Community satisfaction with Council's cemeteries and crematorium facilities.
- Improved access to high-quality health and medical services.



**A prosperous  
and vibrant city**



“

A prosperous and vibrant city has a resilient economy with a diversity of business, a thriving cultural and artistic life, and an attractive, welcoming city centre.

”

**B1**

Our community has diverse business and industry, as well as opportunities for investment and growth.

**B2**

Our city, villages and riverbank precincts are vibrant and provide diverse activity that strengthens our social connections.

**B3**

Our community has a diverse and thriving arts and cultural life.

**B4**

Our community is connected and convenient.

**A prosperous and vibrant city**

# 10-year objectives

**B1**

**Our community has diverse business and industry, as well as opportunities for investment and growth.**

**Strategies:**

- B1.1** Support and encourage a diverse and competitive mix of business and industry.
- B1.2** Promote Lismore city centre through the Lismore Business Promotion Program.

**How do we measure success?**

- Relative level of socio-economic disadvantage.
- Gross Regional Product and population figures.
- Community satisfaction with Council's City Centre Management Program.
- Community satisfaction with the provision of business facilitation including encouraging new small business and investment.

**B2**

**Our city, villages and riverbank precincts are vibrant and provide diverse activity that strengthens our social connections.**

**Strategies:**

- B2.1** Facilitate ongoing growth opportunities and improvements within the Lismore CBD.
- B2.2** Use placemaking to enhance, activate and manage the CBD, Quadrangle and riverbank precincts.
- B2.3** Facilitate unique events that celebrate our diversity.
- B2.4** Provide socially inclusive, vital and welcoming services that support the education, social and recreational needs of the community.

**How do we measure success?**

- Community satisfaction with access to public spaces in the urban area and villages.
- Community satisfaction with appearance of public spaces in the urban area and villages.
- Community satisfaction with festivals and events.
- Community satisfaction with libraries and information.

## B3 Our community has a diverse and thriving arts and cultural life.

### Strategies:

- B3.1 Develop a diverse gallery program resonating with wide audiences.
- B3.2 Support the careers of Aboriginal and Bundjalung artists.
- B3.3 Provide a framework for ongoing public art and cultural growth.
- B3.4 Support cultural partnerships and collaborations.

### How do we measure success?

- Community satisfaction with arts and cultural activities.
- Community satisfaction with festivals and events.
- Community perception of arts and cultural activities.

## B4 Our community is connected and convenient.

### Strategies:

- B4.1 Maintain regular passenger transport to Lismore and the region.
- B4.2 Maintain and develop airport and aviation services.
- B4.3 Advocate for regional integrated transport services.
- B4.4 Provide footpaths, cycle ways and pedestrian access that is safe and serviceable.

### How do we measure success?

- Percentage of people who travel to work by public transport.
- Community satisfaction with footpaths and bicycle paths.
- Community satisfaction with the convenience of community and public transport.
- Community satisfaction with airport and aviation services.



A vibrant photograph of a tropical forest. In the foreground, a stream flows over large, moss-covered rocks. A waterfall cascades over a series of large, mossy boulders in the middle ground. The background is filled with dense, green foliage, including palm trees and various tropical plants. The overall scene is peaceful and natural.

# Our natural environment

“

We value our natural environment and actively work to protect and enhance our natural assets, use our resources wisely, and grow sustainability.

”

C1

Our waterways and catchments are healthy.

C2

We are committed to resource recovery, waste management and recycling innovation.

C3

We are committed to environmental sustainability.

C4

Our diverse natural environment is protected and enhanced.

## Our natural environment

# 10-year objectives

## C1 Our waterways and catchments are healthy.

### Strategies:

- C1.1** Enhance riparian vegetation and manage off-stream impacts to improve water quality.
- C1.2** Provide a safe and serviceable stormwater drainage system.

### How do we measure success?

- Gross pollutants diverted from river – Wilsons River and Tucki Creek urban catchments.
- Sediment diverted from river – Wilsons River and Tucki Creek urban catchments.

## C2 We are committed to resource recovery, waste management and recycling innovation.

### Strategies:

- C2.1** Provide effective and efficient waste collection and disposal services.
- C2.2** Maximise resource recovery and minimise waste to landfill.
- C2.3** Provide community education about resource recovery, waste management and recycling.

### How do we measure success?

- Overall diversion from landfill.
- Community satisfaction with the provision of waste collection services.

## C3 We are committed to environmental sustainability.

### Strategies:

- C3.1** Make Council self-sufficient in electricity from renewable sources.
- C3.2** Ensure sustainability principles are understood and applied in Council's business operations.
- C3.3** Build corporate and community sustainability through active partnerships.

### How do we measure success?

- Council's carbon footprint.
- Reduction of Council's greenhouse gas emissions.
- Proportion of self-generated electricity.

## C4 Our diverse natural environment is protected and enhanced.

### Strategies:

- C4.1 Protect and improve biodiversity on public and private land in Lismore's urban and rural landscapes.
- C4.2 Protect and improve Lismore's koala population.
- C4.3 Report on the condition of our environment.

### How do we measure success?

- Amount of restored and revegetated native vegetation.
- Amount of restored and revegetated koala habitat.
- Amount of restored riparian area.
- Amount of riparian area excluded from livestock.
- Community satisfaction with the protection of the natural environment.



# Our built environment





“

Our built environment creates a liveable community where our basic needs and services are met now and into the future.

”

D1

Our city and village services are well managed and maintained.

D2

Our built environment is managed and enhanced to meet the needs of our growing community.

D3

Our land-use planning caters for all sectors of the community.

D4

Our community has a diversity of affordable housing options.

## Our built environment

# 10-year objectives

## D1 Our city and village services are well managed and maintained.

### Strategies:

- D1.1 Provide a road network that is safe and serviceable.
- D1.2 Plan for infrastructure that meets the needs of the community.
- D1.3 Provide Council buildings that are safe and fit for purpose.
- D1.4 Provide a safe water supply and associated services.
- D1.5 Provide wastewater supply and associated services.
- D1.6 Provide quality road materials and asphalt production.

### How do we measure success?

- Community satisfaction with the provision of water and sewage services.
- Community satisfaction with the maintenance of sealed roads.
- Community satisfaction with the maintenance of unsealed roads.

## D2 Our built environment is managed and enhanced to meet the needs of our growing community.

### Strategies:

- D2.1 Ensure new development enhances the area in which it is located.
- D2.2 Provide development assessments in a timely, customer friendly and sustainable manner.
- D2.3 Ensure new buildings and infrastructure meets relevant standards.

### How do we measure success?

- Community satisfaction with the level and type of development.
- Community satisfaction with the processing of development applications.
- Community satisfaction with level and types of compliance services.

## D3 Our land-use planning caters for all sectors of the community.

### Strategies:

- D3.1 Ensure land is available and serviced to meet population growth in locations that are accessible, close to services and employment, and suitable for development.
- D3.2 Ensure a diverse range of land use and development opportunities are available.
- D3.3 Protect resources, including prime agricultural land and extractive industries, for future use by the community.
- D3.4 Provide opportunities for community engagement in the preparation of land-use strategies and zone reviews.
- D3.5 Contribute to state and federal government planning and related policy and legislation reviews.

### How do we measure success?

- Community satisfaction with land-use planning for population and growth.

## D4 Our community has a diversity of affordable housing options.

### Strategies:

- D4.1 Plan for a mix of housing needs and facilitate increased supply of affordable housing.

### How do we measure success?

- Number of and types of dwelling structures in Lismore LGA comparative to regional NSW.



# Leadership and participation



“

We are committed to good governance, empowering our community through engagement, and fostering partnerships to do more with less.

”

E1

We communicate and engage with our community.

E2

We collaborate with other agencies to achieve great outcomes.

E3

Our decisions and actions are open, transparent, effective and in the interests of all.

E4

We provide effective management and responsible governance.

E5

We continue to grow our reputation and capacity as a regional city.

## Leadership and participation

# 10-year objectives

## E1 We communicate and engage with our community.

### Strategies:

- E1.1 Provide effective communication and information delivery, marketing and promotions.
- E1.2 Coordinate and initiate community engagement in Council activities and decision-making.
- E1.3 Engage with rural communities to encourage community involvement, connectedness and cohesion.

### How do we measure success?

- Participation in community engagement activities.
- Satisfaction with Council communications.
- Satisfaction with the opportunities to have a say on important issues.

## E2 We collaborate with other agencies to achieve great outcomes.

### Strategies:

- E2.1 Embrace a partnership approach to achieve community outcomes.
- E2.2 Build capacity of and provide support to community organisations and groups.
- E2.3 Facilitate programs and activities that celebrate young people, older people and multiculturalism.
- E2.4 Develop working relationships with government, non-government, private sector and community-based agencies.
- E2.5 Participate in cultural relationships.
- E2.6 Manage regional services with other councils.

### How do we measure success?

- Number of partnering projects completed per year.

## E3 Our decisions and actions are open, transparent, effective and in the interests of all.

### Strategies:

- E3.1 Manage Council meetings and provide support to Councillors in fulfilling their role.

### How do we measure success?

- Number of Council resolutions in closed session verses total number of resolutions.
- Number of Code of Conduct complaints.

## E4 We provide effective management and responsible governance.

### Strategies:

- E4.1 Ensure the efficient and effective operation of Council.
- E4.2 Provide a central point of contact for the community to interact with Council and access services.
- E4.3 Provide a safe working environment to ensure the health and wellbeing of all Council staff and volunteers.
- E4.4 Improve gender equality in Council's workforce.
- E4.5 Ensure well-managed buildings, land and property assets.
- E4.6 Ensure sound risk management practices.
- E4.7 Ensure well-managed procurement, tendering and contracting services.
- E4.8 Ensure Council's fleet and workshop is well-maintained, managed and fit for purpose.
- E4.9 Ensure the efficient operation of Richmond Tweed Regional Library.

### How do we measure success?

- Satisfaction with Council leadership and advocacy.

## E5 We continue to grow our reputation and capacity as a regional city.

- E5.1 Attract new visitors and provide tourists with information and services to explore the Rainbow Region.
- E5.2 Ensure diverse events catering for a wide audience that deliver social and economic benefits to the community.
- E5.3 Attract private investment and public funding to the city.
- E5.4 Facilitate the ongoing development of the Central Growth Corridor Project.
- E5.5 Support initiatives that grow Lismore City as a regional centre.

### How do we measure success?

- Community satisfaction with tourism and major events.
- Community satisfaction with business facilitation including encouraging new small business and investment.





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