

An Ordinary Meeting of Lismore City Council will be held at the Council Chambers on 10 June 2025, 10.00am

Attachments Excluded From Agenda

Eber Butron
Acting General Manager

4 June 2025



Attachments

Reports

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Lismore
City Council

Reconciliation Action Plan

2025 – 2029



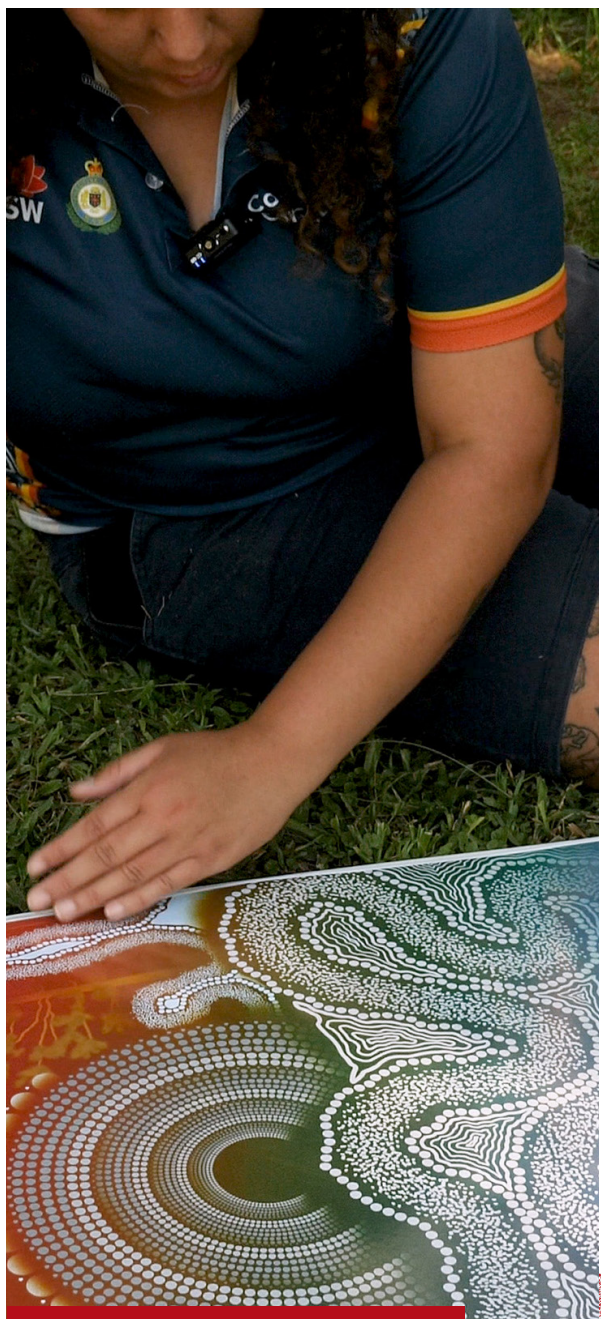


Acknowledgement of Country

Lismore City Council acknowledges the
Widjabul/Wia-bal people of the Bundjalung nation,
traditional owners of the land on which
we work, live and play.

We acknowledge their continuing
connection to the land, sea and community.

We pay our respects to the Widjabul/Wia-bal
people, their culture, their elders
and community leaders past,
present and emerging.



The Artist and her story:

Tywana Caldwell

Tywana Caldwell has been selected as the Indigenous local artist chosen to have her artwork featured throughout this document.

Ms Caldwell's artwork, titled Ngulliboo, the Bundjalung word meaning 'all of us', has been selected to symbolise the RAP and its vision.

Ms Caldwell is a proud Bundjalung woman from the Widjabul Wia-bal people here in Lismore. Her family is from here, its her community and this is where she grew up and where she still currently lives.

She is well known as Nunja or Nunj (Nun-ja) which is associated with being happy. Her art is one of her hobbies that brings her happiness.

Ms Caldwell expressed her gratitude for the opportunity to represent her local community in this way. Sharing her art is very rewarding because she makes it for everyone to love.

Ngulliboo is a representation of her interpretation of what she thinks Lismore stands for. The Richmond river is reflected in the artwork connecting the Bundjalung Nation together. There are symbols of the elders, which are the knowledge holders who share information and keep culture alive. The Hoop pines also feature as the native tree of Lismore



which symbolises the importance of keeping country and culture alive. The hands at the top of the design depicting solidarity for everyone in the community and the meeting symbol in the middle of the design representing Lismore and the surrounding communities.

The design very much represents reconciliation and inclusivity. Ms. Caldwell thinks that reconciliation is just an idea of everyone coming together and enjoying something we all love.

The RAP provides an opportunity to showcase and nurture the talent of our young Indigenous artists and provide them an opportunity to showcase their work as well as demonstrating Council's commitment to strengthening relationships with Aboriginal and Torres Strait Islander peoples.





A Message from the Mayor

Cr Steve Krieg

We recognise the Bundjalung peoples as the traditional owners of this region and we acknowledge that we live and work on their ancestral lands.

Lismore City Council acknowledge that other Aboriginal and Torres Strait Islander people have also made their home in the Lismore LGA. By working together, we commit to maintaining, strengthening and enhancing our relationships in the spirit of reconciliation.

This is the Lismore City Council's fourth Reconciliation Action Plan which will build on the progress made in the three preceding Plans as there is much more to do.

This new RAP is our commitment to the reconciliation process, supporting our workforce and community to build respect for Aboriginal and Torres Strait Islander peoples, culture,

country, heritage, language and traditions to enhance our relationships and generate opportunity. This RAP demonstrates how we continue to build and leverage better relationships with Indigenous peoples, Indigenous groups, Widjabul Wia-bal Gurrumbil Aboriginal Corporation RNTBC and the Ngulingah Land Council.

To support the work of the RAP, Council has committed in the Community Strategic Plan 2025-2035 under the Community pillar to "promote respect for Aboriginal and Torres Strait Islander peoples, all cultures and their heritage". This will require listening, learning and having meaningful conversations which promote reconciliation.

I am sincerely thankful to the members of the Internal RAP Working Group for their insights and contributions to the development of our RAP. Lismore City Council is looking forward to working with our community and workforce to develop our reconciliation path to deliver meaningful outcomes with the Aboriginal and Torres Strait Islander peoples, communities and organisations.





A Message from the Acting General Manager

Mr Eber Butron

Lismore City Council continues to support reconciliation and is committed to building programs, frameworks and processes that support Aboriginal and Torres Strait Islander people into our workforce.

At the heart of everything we do at Lismore City Council is respect, respect for culture, history, place and purpose. We must do all we can to address discrimination, inequity and injustice, and remain vigilant in our pursuit of a shared understanding that we are all one people.

I would like to thank the Council staff who facilitated the development of this document. I would also like to thank Tim Roberts from East Coast Heritage and Archaeology for his invaluable assistance in developing our new RAP 2025–2029. His experience and expertise greatly guided us through the consultation and development process.

The General Manager is a key member of the RAP Working Group, and I am proud of all our staff for their dedication and commitment to this important work, which continues to be a priority for Council.



Internal RAP Working Group

The RAP Working Group is an internal Council team that works together on the development and delivery of the actions assigned to the RAP. The team ensures accountability is owned by each Department with a RAP action as well as reporting and consulting with Aboriginal Groups on the implementation of this RAP.

The group consists of:

- General Manager or delegate
- Head of Corporate Services or delegate
- Manager People and Culture
- Chief Corporate and Community Officer
- Chief Operating and Finance Officer
- Head Customer Experience or delegate
- Coordinator Organisation Development
- Coordinator Media and Communications
- Coordinator Strategic Planning
- Lismore Area Librarian
- Senior Community Engagement Officer
- Parks and Open Spaces representative
- Aboriginal workers

Aboriginal Advisory Group

The purpose of the Aboriginal Advisory Group (AAG) is to provide advice to Council that is strategic, impartial and based on experience, to improve the lives of the people living, working, playing and visiting the Lismore local government area. Further, Council looks to the AAG and the other advisory groups for advice, innovation in formulating solutions, and to incorporate advice and recommendations into the decision-making process to the maximum extent possible.

The group is selected through an expression of interest process and consists of at least two Councillors, one representative from the Ngulingah Local Aboriginal Land Council and a maximum of eight community representatives. It is expected that this group will play an advisory and oversight role as part of the implementation of this RAP.

Our RAP Journey and progress towards reconciliation

In 2013 Lismore City Council developed its first Reflect Reconciliation Action Plan (RAP) to put into action a series of initiatives to advance both Aboriginal and Torres Strait Islander equality and social sustainability within the Lismore Local Government Area.

Over the past twelve years, there have been clear successes, but also challenges. Opportunities for Council to learn and develop have become clear. A review of Council's Aboriginal Employment Strategy (AES) demonstrated that there continue to be gaps in workforce cultural competence, cultural safety and that organisation-wide training will be critical to increasing success.



The Reconciliation Action Plan

2022-2024

This RAP builds on the work and progress made in previous RAP's, focussing on fostering strong respectful and trusting relationships with Aboriginal and Torres Strait Islander peoples, particularly within the Bundjalung Nation and the broader Northern Region. The Plan emphasised creating tangible pathways into Council employment - through fulltime, part time and casual work, apprenticeships and traineeships to enhance opportunities and break down of the barriers for First Nations communities.

Council aimed to promote cultural exchange and education among all workers and the wider community, reinforcing a commitment to ongoing listening and learning. Furthermore, Council's history of supporting initiatives such as National Aborigines and Islanders Day Observance Committee (NAIDOC) Community Day, the Koori Rugby League Knockout, Aboriginal Art Exhibitions, the Corey James Memorial

Scholarship and the Elsa Dixon School-Based Traineeships demonstrated its longstanding dedication to celebrating Aboriginal and Torres Strait Islander culture. The vision underlined the importance of shared stories, inclusive activities, and ongoing collaboration in achieving genuine reconciliation and honouring the heritage of Aboriginal and Torres Strait Islander peoples.

Our prior RAP aligned 20 specific actions corresponding to Reconciliation Australia's four key pillars: Relationships, Respect, Opportunities and Governance. Eight of these actions were successfully completed, four were not achieved, and the remaining eight are still in progress and will be built upon in this RAP.



Continued

All the actions that have not been completed have been reviewed and realigned under the three focus areas of People, Culture, Country, Heritage and Language and Partnerships and Cultural Celebrations in this RAP.

Council had a target of 6% representation within its workforce, however despite the target and the great work that has been undertaken in implementing a number of employment programs, Council is currently falling under this target at 4.7%, with a total of twenty- four Aboriginal and Torres Strait Islander workers within its permanent workforce of 506 staff.

Council's workforce has grown significantly over the last twelve months particularly in response to the flood restoration works, which means that while the number of Aboriginal and Torres Strait Islander staff has decreased slightly from the previous RAP, the overall workforce is increasing which means that their overall proportion is decreasing.

Retention of Aboriginal workers has periodically proven challenging in some Council teams with Aboriginal workers being under-represented within the indoor professional workforce, where typically there are more structured career pathways. Developing better career pathways for all Council workers will lead to higher levels of retention of Aboriginal and non- Aboriginal workers.

There will be a stronger focus in the RAP to build cultural safety working towards Lismore becoming an Employer of Choice for Aboriginal and Torres Strait Islander workers. The desire is for Aboriginal and Torres Strait Islander peoples to not only be attracted to work for Lismore City Council but are supported and trained to build long and successful careers.



Forging a career with Lismore City Council



Malakai Simon-Clarke

began his journey with Lismore City Council as a school-based trainee funded through an Elsa Dixon grant at just 16 years old, he is one of the youngest team members to walk through the doors. Now 19, he's a full-time permanent Parks and Gardens team member and a valued part of the outdoor works crew, with a clear path ahead and a passion for learning.

Malakai's career began with uncertainty that many young people can relate to. Unsure of what came next after school, he wanted to get into the workforce early and explore his options. Through Council's LEAP program, he found both direction and confidence. The hands-on support, structured training, and chance to rotate across various outdoor maintenance tasks gave him the exposure he needed to grow — and the encouragement to keep going.

Today, Malakai's role involves everything from mowing and snipping to spraying and assisting other teams. It's a role that requires teamwork, adaptability and a strong work ethic — all qualities he's developed through experience. For Malakai, this job isn't just a stop along the way; it's the foundation of a long-term career in landscaping and garden care. With his sights set on building a future in the industry, he's a prime example of how early support through targeted employment programs and opportunity can set a young person up for success.

2024 Cory James Memorial Scholarship awarded



From left to right: Auntie Jenny, Shannan Caldwell and Lismore Mayor Steve Krieg.

As part of recognising and celebrating NAIDOC week, Lismore City Council awarded the annual Cory James Memorial Scholarship for Aboriginal and Torres Strait Islander workers to Fleet Services mechanic, Shannan Caldwell.

The scholarship is in memory of Cory James, a young Indigenous Council worker who passed away suddenly in 2019. He was a proud Indigenous man who wanted to promote his culture and heritage within the community.

Auntie Jenny, who was the mother of the late Cory James, presented the scholarship to Shannan, 33, before a large crowd of colleagues at Council's Brunswick Street Depot.

The scholarship of \$5000 allowed Shannan to choose from various training options that will further develop his technical skills and strengthen his broader career options.

Shannan was so humbled to have been awarded the scholarship.

It was important to Shannan to pass his technical knowledge onto his local community in North Casino, so they have basic skills to keep their cars running smoothly.

The awarding of the Cory James scholarship is an ongoing action in the RAP. It not only honours the legacy of Cory James, a young Indigenous worker dedicated to promoting his culture and heritage within our community, it also reflects Council's commitment to supporting the growth and development of our Indigenous workers.



Our Area

Aboriginal History and Statistics of Lismore LGA

Formulating a Reconciliation Action Plan (RAP) which accurately addresses local Aboriginal and Torres Strait Islander aspirations requires a comprehensive understanding of the area's historical and cultural foundations and the contemporary demographic landscape. Knowledge of pre- and post-contact histories including the dispossession, resilience and cultural continuity of Indigenous communities provides essential context for identifying ongoing community strengths, challenges and aspirations.

Additionally, a comprehensive understanding of current population statistics, geographic distribution and socioeconomic indicators ensures that proposed initiatives are tailored to local conditions and requirements. This enables Lismore City Council to develop a Reconciliation Action Plan (RAP) that facilitates the creation of targeted, community-driven strategies, contributing to effective, respectful and sustainable reconciliation outcomes.

The Aboriginal Bundjalung People of the Lismore Local Government Area:

A Historical and Cultural Overview

The Bundjalung people are the Traditional owners of an extensive region in northern New South Wales (NSW), spanning from the Clarence River in the south to the Logan River in Queensland, and westward towards the Great Dividing Range (Tindale 1974). Within this broader territory lies the Lismore Local Government Area (LGA), widely recognised as Wiyabal dialect Country (Crowley 1978; Everick Heritage 2021). According to Crowley (1978), Lismore including Goonellabah and localities stretching between the Tuckean Swamp in the south and the Nightcap Range in the north is accepted as the centre of Wadjubal-Wia-bal Country.

The Bundjalung linguistic group, composed of multiple dialects such as Nyangbal, Minyanbal, Banjang, and Wiyabal, extends between the Clarence and Logan Rivers and west to Tenterfield (Crowley 1978; Sharpe 1985). Dialect groups and sub-clans were comprised of interlinked family networks that shared cultural practices, coordinated resource management, and conducted ceremonial exchanges.

According to the 2021 ABS Census statistics Lismore's Aboriginal and Torres Strait Islander population has increased by 19.3% which equates to 426 people since 2016. This groups population currently stands at approximately 2600, which makes up 5.9% of the population for a total population of approximately 45,000 people.

The percentage of working age residents in the Local Government area (LGA) that identify as Aboriginal and Torres Strait Islander is 6.8%.

Demographically, the Aboriginal and Torres Strait Islander population in Lismore is characterised by a relatively young age profile, reflected in an overrepresentation of children and youth under 25 years of age. Such a distribution often relates to higher fertility rates and larger family units, contributing to significant implications for local educational and vocational services. In geographic terms, Indigenous families reside throughout the LGA, with notable concentrations in Goonellabah, North Lismore and South Lismore; however, communities also exist in more rural localities, highlighting the importance of adaptable, place-based approaches to healthcare, schooling, and other essential services.



Continued

Socio-economic indicators reveal ongoing inequalities consistent with broader national trends, including lower median household income, reduced full-time employment rates and comparatively lower educational attainment.

Cultural vitality remains a defining characteristic of Lismore's Aboriginal and Torres Strait Islander community. Annual events such as NAIDOC Week and Reconciliation Week foster celebrations of language, stories, and traditions that affirm community identity.

Housing affordability remains a pressing concern, while the dispersal of Indigenous families into rural areas can impede equitable access to specialist healthcare and higher education facilities. Additionally, ongoing improvements in local employment pathways are required to harness the potential of a predominantly youthful Indigenous demographic.

While these statistics provide some insights into the demand for age-based services in the coming years, it should be noted that anecdotally that very large numbers of Lismore's Aboriginal and Torres Strait Islander community avoid and refuse participation in ABS census counts and if they decide to participate they may not identify as Aboriginal and Torres Strait Islander peoples.



An aerial photograph of Lismore, Australia, showing a mix of green fields, residential areas, and a river. In the foreground, a Indigenous man with curly hair and white body paint on his face and chest is gesturing with his hands. A red text box is overlaid on the right side of the image.

Our Business

Lismore is the geographic and economic heart of a region of immense natural wealth — the Northern Rivers. While our economic assets and beautiful natural landscape contribute to Lismore's strength, its soul is its people. Lismore's real 'heart', its community, is unlike any other. It is a community sculpted from a unique convergence of historic and cultural events. Together, they have forged a place where diversity is not just accepted, but actively embraced.



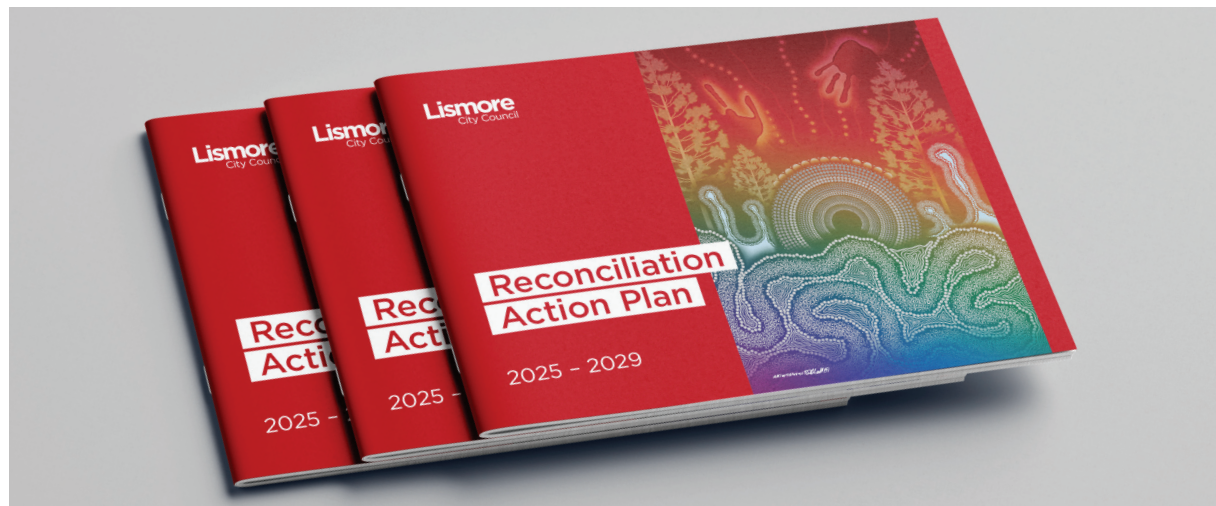
Lismore City Council delivers local government services to a population of approximately 45,000. It is a mixed urban and rural community at the heart of the Northern Rivers. The city is situated on the Wilsons River and covers an area of 1,290 square kilometres. Lismore City Council is one of the largest employers within the City of Lismore providing an enormous opportunity to lead diversity and inclusion practices in the Region.

Lismore City Council delivers a range of diverse services including:

- Urban and rural roads
- Public amenities
- Waste collection
- Leisure Centres
- Parks and Open Spaces
- Art Gallery and Libraries
- Traffic and City Safety
- Sporting facilities
- Playgrounds
- Water and Waste water services
- Regulation and enforcement
- Storm water management
- Kerb and guttering
- Airport management
- Environmental planning and protection
- Town Planning
- Tourism services
- Quarry Management
- Community and cultural events
- Governance
- Council administration

Our Vision for the RAP

2025-2029



A RAP for Lismore City Council acts as an important framework to foster cultural understanding, inclusivity and collaboration with Aboriginal and Torres Strait Islander communities. By reviewing and updating the RAP, Lismore City Council seeks to identify and remove barriers to equality, improve community cohesion and create opportunities for cultural exchange and mutual respect.

Furthermore, an updated RAP integrates reconciliation principles into Council operations and decision-making processes, ensuring that policies and initiatives are culturally aware and

supportive of First Nations peoples' rights and goals. This method enhances community relationships and contributes to the overall well-being and development of the local area.

This new RAP will be for a period of four years to align with Council's Delivery Program and will ensure that RAP actions are better integrated into Council teams workplans and budgets.

As such will not be registered under Reconciliation Australia as the timelines for Reconciliation RAPs are generally two years so don't align with this four-year timeline.



Our Vision for the RAP

2025-2029

Developing the new RAP – Consultation

Drafting a RAP requires consulting with the community, local Aboriginal Land Council and native title groups. Such engagement ensures that the plan is informed by and incorporates the perspectives, cultural insights and historical experiences of both Indigenous and non-Indigenous peoples. This process is crucial for building trust, fostering mutual respect and developing meaningful partnerships, which are fundamental to the plan's successful implementation.

There were a couple of ways that Indigenous and non-Indigenous community members could provide feedback into the RAP, including an externally facilitated drop in Community “Yarn and Yo!” session held in Lismore and community feedback via the “Your Say” engagement portal.”

While the Ngulingah Aboriginal Land Council hasn't provided specific feedback, they have viewed the document and there was strong alignment between this RAP and the Ngulingah Aboriginal Land Council's Community Land and Business Plan (CLBP). This Plan is for a similar time frame from 1 July 2024 to 30 June 2029, with the four main goals being:

- 1. Promote and protect our culture and heritage**
- 2. Secure, connect to and care for Country**
- 3. Continue to support our community and members**
- 4. Investigate and implement commercial opportunities**

Consulting with staff during the process of updating a RAP is essential for creating a framework that is owned and understood by Council staff and supports decision-making processes while aligning with the rights and aspirations of the local Aboriginal community. Staff engagement ensures that the RAP reflects practical insights from those implementing its strategies, fostering a workplace culture that is both culturally aware and inclusive. By involving staff, organisations can identify gaps in existing policies, develop initiatives that prioritise reconciliation, and ensure that all operational activities are informed by a commitment to respecting and supporting the rights, goals, and cultural heritage of Aboriginal and Torres Strait Islander peoples.

Two engagement sessions were externally facilitated, where workers passionately demonstrated their commitment to progressing reconciliation at Lismore City Council and this feedback has been incorporated into the actions and outcomes identified to be achieved for the RAP 2025 - 2029.



RAP Actions 1 July 2025 – 30 June 2029

Key Focus Area 1:

People

To identify ways to improve and support Aboriginal and Torres Strait Islander workers by removing all discriminatory practices and creating a culturally safe environment where they want to work and build careers at Lismore City Council.

No.	Action	Outcome	Timeline	Responsibility
1.10	Engage with Aboriginal and Torres Strait Islander workers and/or Aboriginal and Torres Strait Islander advisors to consult on Equal Employment Opportunity (EEO) Management Plan.	The Equal Employment Opportunity Management Plan is enriched with culturally informed insights, leading to more equitable, respectful and effective workplace practices.	December 2025	Head Corporate Services
1.20	Develop a cultural safety program in consultation with Aboriginal and Torres Strait Islander workers.	The workplace fosters a more respectful, inclusive environment where staff are better equipped to recognise, value and support diverse cultural identities.	December 2025	Manager People and Culture
1.30	Have a designated area and time for Yarning Circles to take place for Council workers to encourage responsible, respectful and honest inter actions between participants to build trusting relationships.	Council workers engage in respectful, honest dialogue that fosters trust, strengthens relationships and promotes a supportive workplace culture.	June 2028	Manager People and Culture
1.40	Increase Aboriginal and Torres Strait Islander employment participation to reflect the LGA demographic.	The workforce becomes more representative, fostering equitable opportunities, cultural diversity and stronger community connections.	Ongoing	Manager People and Culture
1.50	Provide opportunities for all workers to participate in reconciliation activities.	Workers gain deeper cultural understanding and respect, ultimately fostering a more inclusive and culturally safe workplace.	Ongoing	Manager People and Culture
1.60	Identify suitable localised cultural awareness training content by partnering with a suitable organisation or engaging with local elders to develop our own training content and rolling this out as part of induction and onboarding.	New starters have a deeper understanding of the Lismore LGA, cultural heritage and cultural understanding.	December 2026	Manager People and Culture
1.70	Continue to allocate funds to and seek expressions of interest in the Cory James Memorial Scholarship from Aboriginal and Torres Strait Islander workers.	Continues the legacy of Cory James and supports the training and development of our Indigenous workforce.	Annually	Manager People and Culture



Key Focus Area 2:

Culture, Country, Heritage and Language

To promote respect, understanding, preservation of Aboriginal culture, language and heritage within the Council and the broader community while supporting the revival of traditional cultural practices throughout the region.

No.	Action	Outcome	Timeline	Responsibility
2.10	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country and increase workers understanding of its importance.	Workers gain a deeper understanding of these practices, leading to consistent application, enhanced cultural awareness and a more inclusive workplace environment.	June 2026	Manager People and Culture
2.20	Create a Yearly Calendar with days of Aboriginal and Torres Strait Islander significance that can be recognised at Lismore City Council.	By creating an annual calendar, it will ensure consistent recognition and celebration of significant Aboriginal and Torres Strait Islander events.	September 2025	GM Office
2.30	Educate and provide resources to workers about sacred sites within our LGA and surrounding regions, including how to identify sites and objects.	Workers become more knowledgeable and confident in protecting and respecting Aboriginal cultural heritage, resulting in strengthened community relationships and improved compliance with cultural protocols.	July 2027	Chief Finance and Operation Officer
2.40	Quarterly review of implementation of RAP and resourcing requirements.	RAP progress is consistently tracked, gaps are addressed, and greater accountability is achieved, ultimately strengthening the Council's commitment to reconciliation.	September 2025 then quarterly	Chief Corporate and Community Officer



Key Focus Area 3:

Partnerships and Cultural Celebrations

To deliver services through partnerships, in-kind and financial support and ensure Aboriginal and Torres Strait Islander people have equitable access to programs and community services whilst celebrating and recognising the achievements and success of Aboriginal people and the various support organisations

No.	Action	Outcome	Timeline	Responsibility
3.10	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	Through formalising an engagement strategy with the Ngulingah Local Aboriginal Land Council and Widjabul Wia-bal Gurrumbil Aboriginal Corporation RNTBC to develop guiding principles for future engagement, it will foster collaboration and more effective service delivery.	June 2027	Head Customer Experience
3.20	Organise and support at least 4 events each year (such as NAIDOC Week activities, Koori Knockout celebrations, local Artwork Exhibitions, Widjabul Wia-bal Day, Youth events and programs at the Lismore Libraries) that support and promote reconciliation, including events for Aboriginal youth. Register and advertise events.	Community experiences deeper cultural connection, increased awareness of Aboriginal heritage and stronger engagement with Aboriginal youth, ultimately advancing reconciliation across the region.	Yearly	Head of Customer Experience
3.30	Review Council's procurement strategy to support the inclusion of local Aboriginal and Torres Strait Islander businesses.	<ol style="list-style-type: none"> 1. Investigate Supply Nation membership 2. Develop a list of local Aboriginal and Torres Strait Islander businesses we can use to procure goods and services and upload to The Nest. 3. Review current procurement procedures to identify potential barriers to developing commercial relationships with Local Aboriginal and Torres Strait Islander businesses. 	July 2026	Head of Legal Services
3.40	Set a realistic performance measure to demonstrate the improvement in the inclusion of Aboriginal and Torres Strait businesses.	Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Complete by July 2027.	
3.50	Work with Government agencies to engage and collaborate with local Aboriginal and Torres Strait Islander organisations to identify opportunities to support children and young people.	Culturally relevant programs are developed and delivered, resulting in enhanced support for children and young people, measurable improvements in their well-being and educational engagement.	Ongoing	Head of Customer Experience
3.60	Continue to support Aboriginal cultural programs, resources and exhibitions in alignment with the CSP, delivery program and budgets.	Greater visibility of Aboriginal heritage is achieved, fostering increased cultural awareness, mutual respect, and community engagement.	Ongoing	Head of Legal Services



References

1. [Australian Institute of Health & Welfare, Australia's health 2022 data insights, Australian Government](#)
2. [Productivity Commission Annual Report 2020, Australian Government](#)
3. [Australian Bureau of Statistics – 2021 Census](#)
4. [AIATSIS 2024 Summit](#)
5. [Aboriginal Affairs NSW](#)

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Lismore
City Council



Investment Summary Report
May 2025

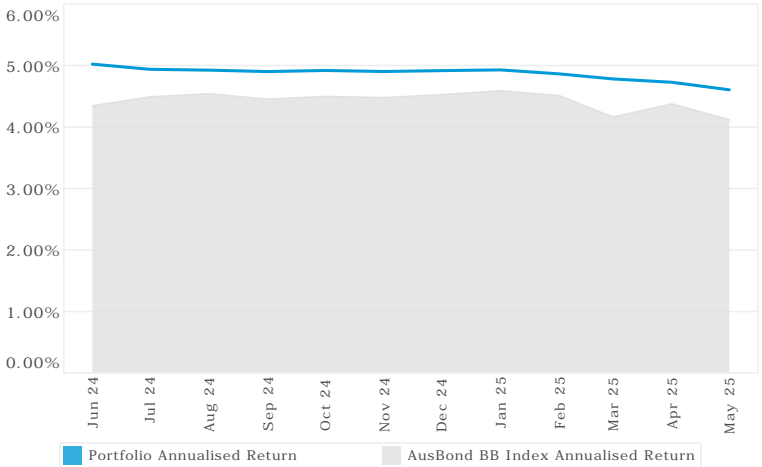


Lismore City Council
Executive Summary - May 2025



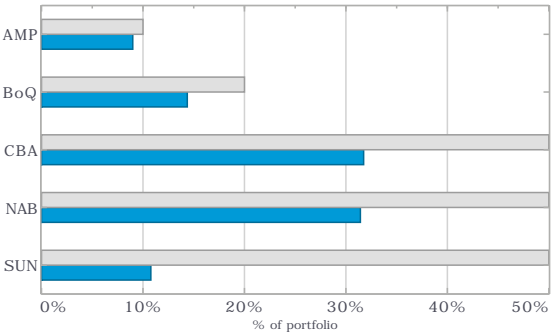
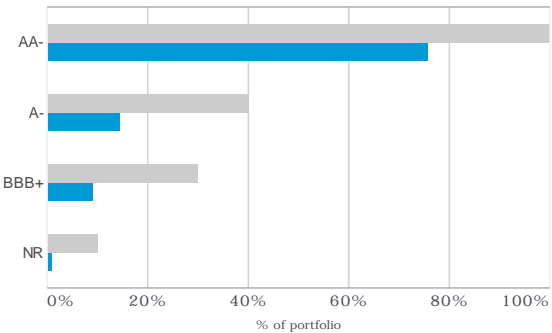
Investment HoldingsInvestment Performance

	Face Value (\$)	Current Value (\$)	Current Yield (%)
Cash	35,371,755	35,371,755	3.9293
Term Deposit	76,000,000	77,502,459	4.8628
	111,371,755	112,874,214	4.5663



Investment Policy Compliance

Total Credit ExposureIndividual Institutional ExposuresTerm to Maturities



	Face Value (\$)	Policy Max
Between 0 and 1 years	111,371,755	100% 100% a
	111,371,755	

Specific Sub Limits			
Between 3 and 10 years	0	0%	50% a
Between 5 and 10 years	0	0%	25% a

Portfolio ExposureInvestment Policy Limit



Lismore City Council Investment Holdings Report - May 2025



Cash Accounts

Face Value (\$)	Current Rate (%)	Institution	Credit Rating	Current Value (\$)	Deal No.	Reference
14,872.10	2.2500%	AMP Bank	BBB+	14,872.10	545721	
35,356,882.88	3.9300%	Commonwealth Bank of Australia	AA-	35,356,882.88	543330	64
35,371,754.98	3.9293%			35,371,754.98		

Term Deposits

Maturity Date	Face Value (\$)	Current Rate (%)	Institution	Credit Rating	Purchase Price (\$)	Purchase Date	Current Value (\$)	Deal No.	Accrued Interest (\$)	Next Interest Date	Reference
10-Jun-25	2,000,000.00	5.1300%	Bank of Queensland	A-	2,000,000.00	12-Nov-24	2,056,500.27	545626	56,500.27	At Maturity	
10-Jun-25	5,000,000.00	4.8500%	National Australia Bank	AA-	5,000,000.00	10-Feb-25	5,073,746.58	545782	73,746.58	At Maturity	
17-Jun-25	2,000,000.00	5.0700%	Suncorp Bank	AA-	2,000,000.00	16-Oct-24	2,063,340.27	545569	63,340.27	At Maturity	
24-Jun-25	3,000,000.00	5.1500%	Bank of Queensland	A-	3,000,000.00	26-Nov-24	3,079,154.79	545653	79,154.79	At Maturity	
24-Jun-25	4,000,000.00	5.1700%	Bank of Queensland	A-	4,000,000.00	3-Dec-24	4,101,983.56	545668	101,983.56	At Maturity	
24-Jun-25	5,000,000.00	4.7500%	National Australia Bank	AA-	5,000,000.00	26-Mar-25	5,043,595.89	545958	43,595.89	At Maturity	
1-Jul-25	5,000,000.00	5.1500%	Bank of Queensland	A-	5,000,000.00	27-Nov-24	5,131,219.18	545652	131,219.18	At Maturity	
22-Jul-25	2,000,000.00	5.0000%	National Australia Bank	AA-	2,000,000.00	22-Oct-24	2,060,821.92	545578	60,821.92	At Maturity	
5-Aug-25	5,000,000.00	4.8300%	National Australia Bank	AA-	5,000,000.00	5-Feb-25	5,076,750.68	545771	76,750.68	At Maturity	
19-Aug-25	2,000,000.00	5.0000%	National Australia Bank	AA-	2,000,000.00	23-Aug-24	2,077,260.27	545381	77,260.27	At Maturity	
25-Aug-25	1,000,000.00	0.9500%	National Australia Bank	AA-	1,000,000.00	25-Aug-21	1,007,261.64	543414	7,261.64	Annually	12
28-Aug-25	5,000,000.00	5.0300%	National Australia Bank	AA-	5,000,000.00	29-Aug-24	5,190,175.34	545413	190,175.34	At Maturity	
28-Aug-25	5,000,000.00	5.1000%	AMP Bank	BBB+	5,000,000.00	29-Nov-24	5,128,547.95	545663	128,547.95	At Maturity	
2-Sep-25	5,000,000.00	5.1000%	AMP Bank	BBB+	5,000,000.00	2-Dec-24	5,126,452.05	545667	126,452.05	At Maturity	
10-Sep-25	5,000,000.00	5.1200%	Suncorp Bank	AA-	5,000,000.00	6-Nov-24	5,145,183.56	545608	145,183.56	At Maturity	
23-Sep-25	4,000,000.00	4.7500%	National Australia Bank	AA-	4,000,000.00	21-Feb-25	4,052,054.79	545807	52,054.79	At Maturity	
4-Nov-25	2,000,000.00	4.5500%	Bank of Queensland	A-	2,000,000.00	2-May-25	2,007,479.45	546013	7,479.45	At Maturity	
11-Nov-25	3,000,000.00	4.8200%	National Australia Bank	AA-	3,000,000.00	11-Feb-25	3,043,578.08	545787	43,578.08	At Maturity	
2-Dec-25	3,000,000.00	4.3000%	National Australia Bank	AA-	3,000,000.00	2-May-25	3,010,602.74	546014	10,602.74	At Maturity	
23-Dec-25	5,000,000.00	4.6500%	Suncorp Bank	AA-	5,000,000.00	23-Apr-25	5,024,842.47	546005	24,842.47	At Maturity	
25-Feb-26	2,000,000.00	4.7400%	Westpac Group	AA-	2,000,000.00	25-Feb-25	2,001,558.36	545826	1,558.36	Quarterly	



Lismore City Council
Investment Holdings Report - May 2025



Maturity Date	Face Value (\$)	Current Rate (%)	Institution	Credit Rating	Purchase Price (\$)	Purchase Date	Current Value (\$)	Deal No.	Accrued Interest (\$)	Next Interest Date	Reference
23-Apr-26	1,000,000.00	4.2500%	Summerland Bank	NR	1,000,000.00	29-May-25	1,000,349.32	546084	349.32	At Maturity	
	76,000,000.00	4.8628%			76,000,000.00		77,502,459.16		1,502,459.16		



Lismore City Council
Accrued Interest Report - May 2025



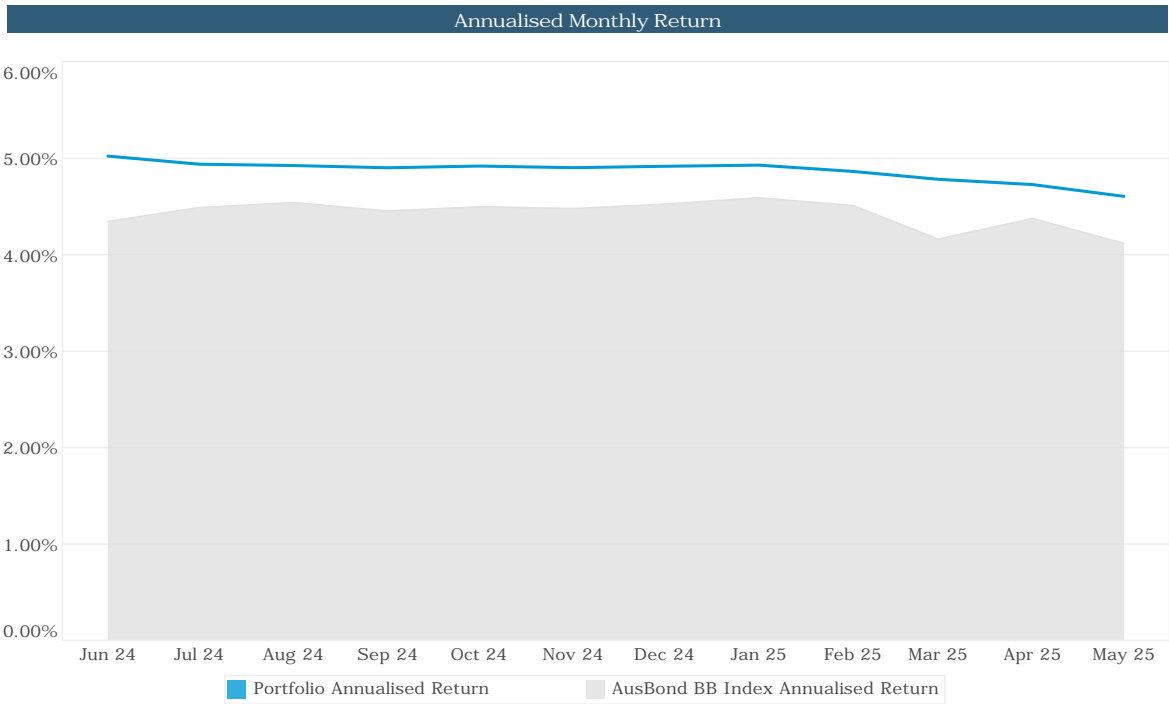
Investment	Deal No.	Comments	Face Value (\$)	Settlement Date	Maturity Date	Interest Received (\$)	Days	Interest Accrued (\$)	Yield (% pa)
Cash									
Commonwealth Bank of Australia	543330					110,028.34	0	110,855.72	3.93%
AMP Bank	545721					30.50	0	30.66	2.25%
						110,058.84		110,886.38	3.93%
Term Deposits									
National Australia Bank	545534		2,000,000.00	1-Oct-24	6-May-25	60,165.48	5	1,386.30	5.06%
Bank of Queensland	545643		6,000,000.00	20-Nov-24	20-May-25	153,230.14	19	16,084.93	5.15%
National Australia Bank	545517		1,000,000.00	25-Sep-24	27-May-25	33,424.66	26	3,561.65	5.00%
Bank of Queensland	545626		2,000,000.00	12-Nov-24	10-Jun-25	0.00	31	8,713.97	5.13%
National Australia Bank	545782		5,000,000.00	10-Feb-25	10-Jun-25	0.00	31	20,595.90	4.85%
Suncorp Bank	545569		2,000,000.00	16-Oct-24	17-Jun-25	0.00	31	8,612.05	5.07%
Bank of Queensland	545653		3,000,000.00	26-Nov-24	24-Jun-25	0.00	31	13,121.91	5.15%
Bank of Queensland	545668		4,000,000.00	3-Dec-24	24-Jun-25	0.00	31	17,563.83	5.17%
National Australia Bank	545958		5,000,000.00	26-Mar-25	24-Jun-25	0.00	31	20,171.23	4.75%
Bank of Queensland	545652		5,000,000.00	27-Nov-24	1-Jul-25	0.00	31	21,869.86	5.15%
National Australia Bank	545578		2,000,000.00	22-Oct-24	22-Jul-25	0.00	31	8,493.15	5.00%
National Australia Bank	545771		5,000,000.00	5-Feb-25	5-Aug-25	0.00	31	20,510.95	4.83%
National Australia Bank	545381		2,000,000.00	23-Aug-24	19-Aug-25	0.00	31	8,493.15	5.00%
National Australia Bank	543414		1,000,000.00	25-Aug-21	25-Aug-25	0.00	31	806.85	0.95%
National Australia Bank	545413		5,000,000.00	29-Aug-24	28-Aug-25	0.00	31	21,360.27	5.03%
AMP Bank	545663		5,000,000.00	29-Nov-24	28-Aug-25	0.00	31	21,657.54	5.10%
AMP Bank	545667		5,000,000.00	2-Dec-24	2-Sep-25	0.00	31	21,657.53	5.10%
Suncorp Bank	545608		5,000,000.00	6-Nov-24	10-Sep-25	0.00	31	21,742.46	5.12%
National Australia Bank	545807		4,000,000.00	21-Feb-25	23-Sep-25	0.00	31	16,136.98	4.75%
Bank of Queensland	546013		2,000,000.00	2-May-25	4-Nov-25	0.00	30	7,479.45	4.55%
National Australia Bank	545787		3,000,000.00	11-Feb-25	11-Nov-25	0.00	31	12,281.09	4.82%
National Australia Bank	546014		3,000,000.00	2-May-25	2-Dec-25	0.00	30	10,602.74	4.30%

Lismore City Council
Accrued Interest Report - May 2025



Investment	Deal No.	Comments	Face Value (\$)	Settlement Date	Maturity Date	Interest Received (\$)	Days	Interest Accrued (\$)	Yield (% pa)
Suncorp Bank	546005		5,000,000.00	23-Apr-25	23-Dec-25	0.00	31	19,746.58	4.65%
Westpac Group	545826		2,000,000.00	25-Feb-25	25-Feb-26	23,375.34	31	8,051.51	4.74%
Summerland Bank	546084		1,000,000.00	29-May-25	23-Apr-26	0.00	3	349.32	4.25%
						270,195.62		331,051.20	4.89%
<u>Grand Totals</u>						<u>380,254.46</u>		<u>441,937.58</u>	<u>4.60%</u>

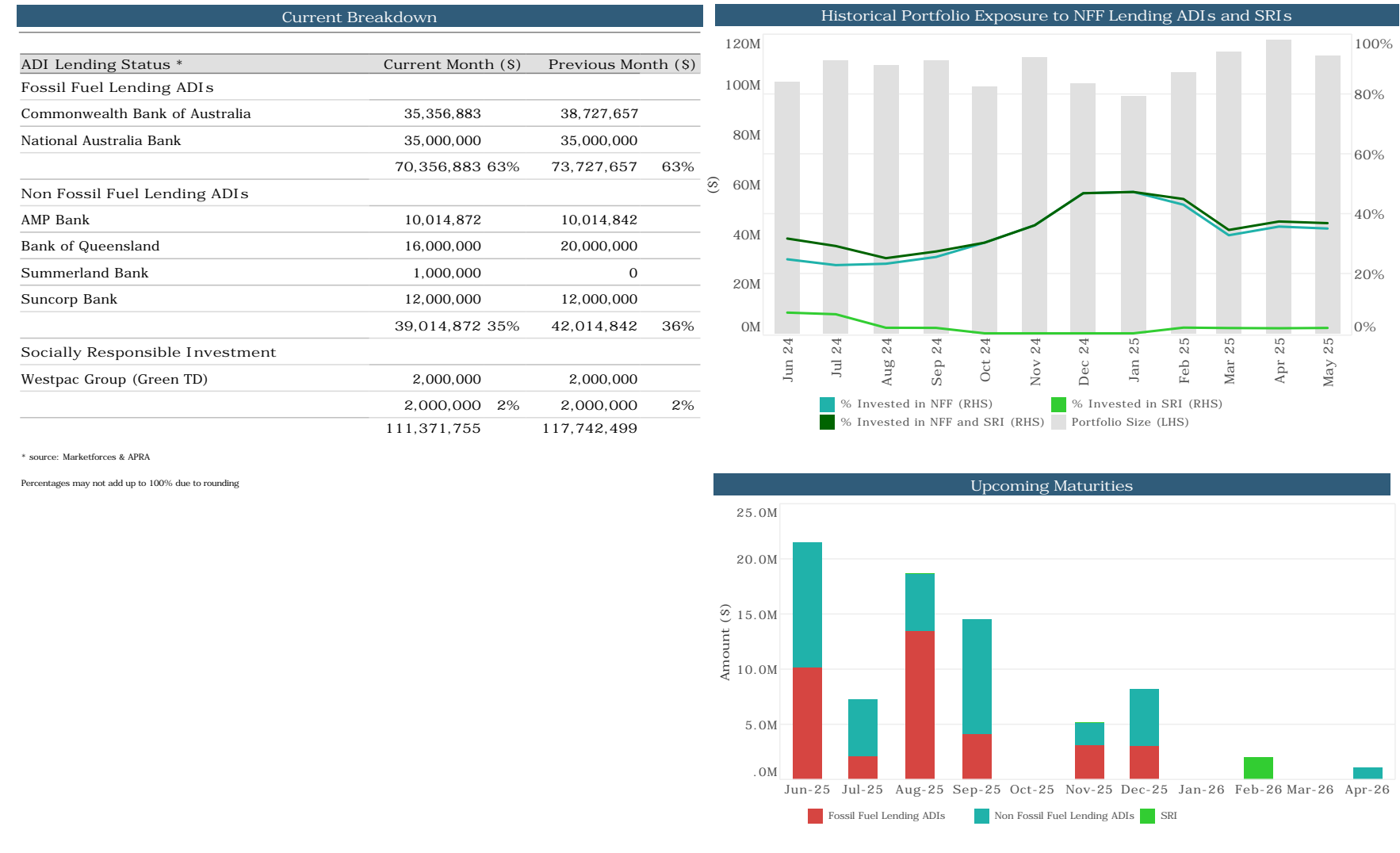
Lismore City Council
Investment Performance Report - May 2025



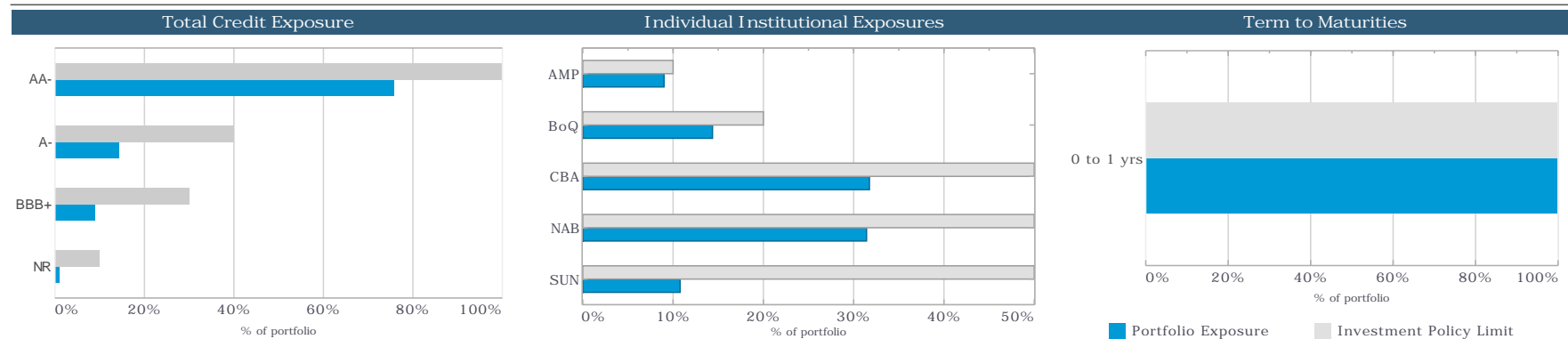
Historical Performance Summary (% pa)			
	Portfolio	Annualised BB Index	Outperformance
May 2025	4.60%	4.12%	0.48%
Last 3 months	4.70%	4.22%	0.48%
Last 6 months	4.80%	4.38%	0.42%
Financial Year to Date	4.86%	4.43%	0.43%
Last 12 months	4.87%	4.42%	0.45%



Lismore City Council Environmental Commitments Report - May 2025



Lismore City Council Investment Policy Compliance Report - May 2025



Credit Rating Group	Face Value (\$)		Policy Max	
AA-	84,356,883	76%	100%	a
A-	16,000,000	14%	40%	a
BBB+	10,014,872	9%	30%	a
NR	1,000,000	1%	10%	a
111,371,755				

Specific Sub Limits				
BBB+	10,014,872	9%	30%	a
A-	16,000,000	14%	40%	a

a = compliant
r = non-compliant

Institution	% of portfolio	Investment Policy Limit	
AMP Bank (BBB+)	9%	10%	a
Bank of Queensland (A-)	14%	20%	a
Commonwealth Bank of Australia (AA-)	32%	50%	a
National Australia Bank (AA-)	31%	50%	a
Suncorp Bank (AA-)	11%	50%	a
Summerland Bank (NR)	1%	5%	a
Westpac Group (AA-)	2%	50%	a

	Face Value (\$)		Policy Max	
Between 0 and 1 years	111,371,755	100%	100%	a
111,371,755				

Specific Sub Limits				
Between 3 and 10 years	0	0%	50%	a
Between 5 and 10 years	0	0%	25%	a

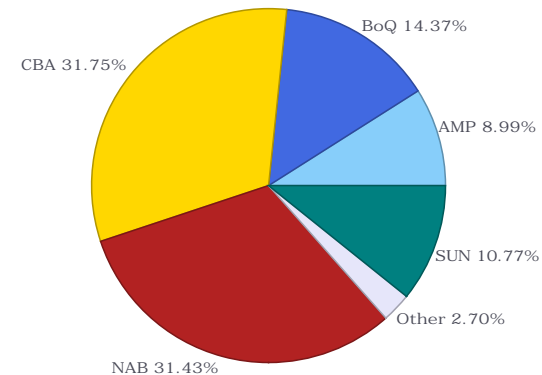
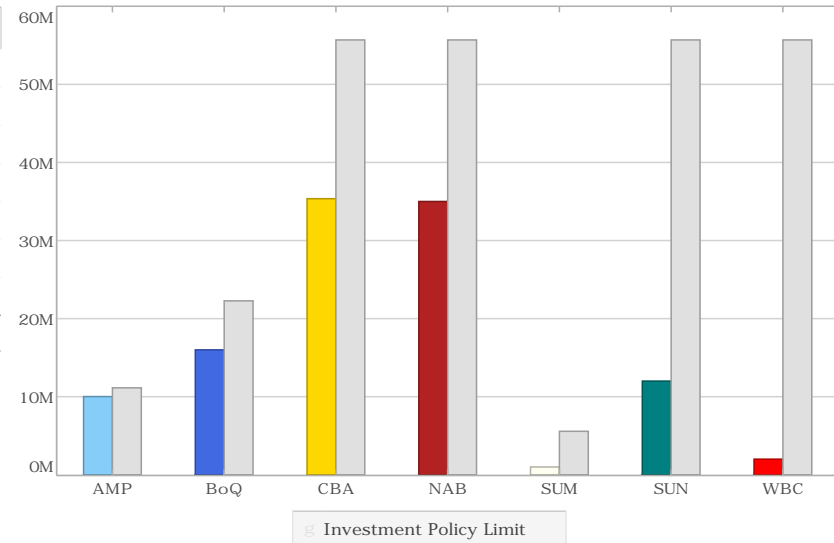
Lismore City Council Individual Institutional Exposures Report - May 2025



Individual Institutional Exposures

	Current Exposures		Policy Limit		Capacity
AMP Bank (BBB+)	10,014,872	9%	11,137,175	10%	1,122,303
Bank of Queensland (A-)	16,000,000	14%	22,274,351	20%	6,274,351
Commonwealth Bank of Australia (AA-)	35,356,883	32%	55,685,877	50%	20,328,994
National Australia Bank (AA-)	35,000,000	31%	55,685,877	50%	20,685,877
Summerland Bank (NR)	1,000,000	1%	5,568,588	5%	4,568,588
Suncorp Bank (AA-)	12,000,000	11%	55,685,877	50%	43,685,877
Westpac Group (AA-)	2,000,000	2%	55,685,877	50%	53,685,877
	111,371,755				

Individual Institutional Exposure Charts



Lismore City Council Cashflows Report - May 2025



Actual Cashflows for May 2025

Date	Deal No.	Cashflow Counterparty	Asset Type	Cashflow Description	Amount
2-May-25	546013	Bank of Queensland	Term Deposit	Settlement: Face Value	-2,000,000.00
				<u>Deal Total</u>	<u>-2,000,000.00</u>
2-May-25	546014	National Australia Bank	Term Deposit	Settlement: Face Value	-3,000,000.00
				<u>Deal Total</u>	<u>-3,000,000.00</u>
				Day Total	-5,000,000.00
6-May-25	545534	National Australia Bank	Term Deposit	Maturity: Face Value	2,000,000.00
		National Australia Bank	Term Deposit	Maturity: Interest Received/Paid	60,165.48
				<u>Deal Total</u>	<u>2,060,165.48</u>
				Day Total	2,060,165.48
20-May-25	545643	Bank of Queensland	Term Deposit	Maturity: Face Value	6,000,000.00
		Bank of Queensland	Term Deposit	Maturity: Interest Received/Paid	153,230.14
				<u>Deal Total</u>	<u>6,153,230.14</u>
				Day Total	6,153,230.14
26-May-25	545826	Westpac Group	Term Deposit	During: Interest Received/Paid Dates	23,375.34
				<u>Deal Total</u>	<u>23,375.34</u>
				Day Total	23,375.34
27-May-25	545517	National Australia Bank	Term Deposit	Maturity: Face Value	1,000,000.00
		National Australia Bank	Term Deposit	Maturity: Interest Received/Paid	33,424.66
				<u>Deal Total</u>	<u>1,033,424.66</u>
				Day Total	1,033,424.66
29-May-25	546084	Summerland Bank	Term Deposit	Settlement: Face Value	-1,000,000.00
				<u>Deal Total</u>	<u>-1,000,000.00</u>
				Day Total	-1,000,000.00
				<u>Total for Month</u>	<u>3,270,195.62</u>

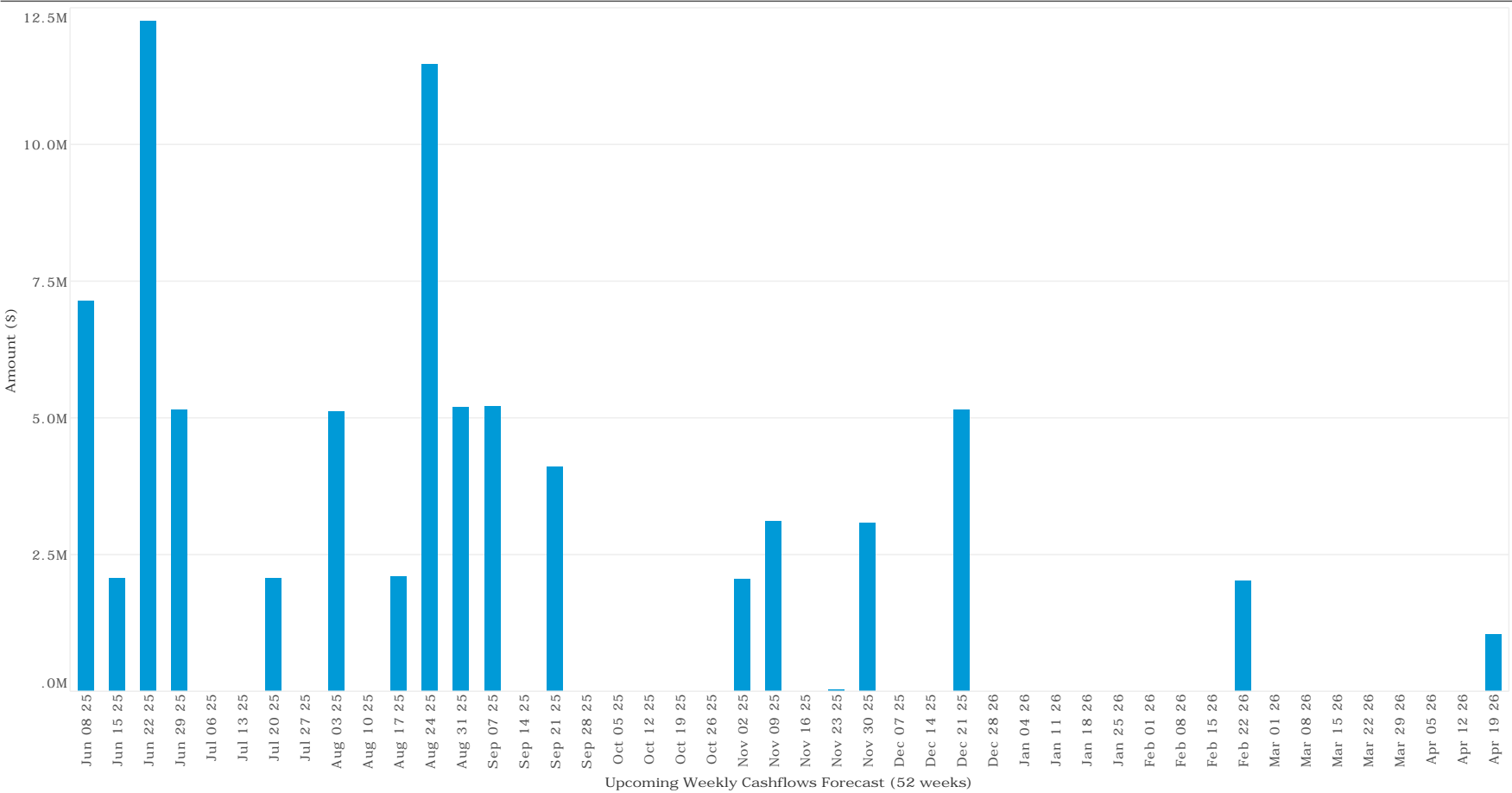
Forecast Cashflows for June 2025

Lismore City Council
Cashflows Report - May 2025

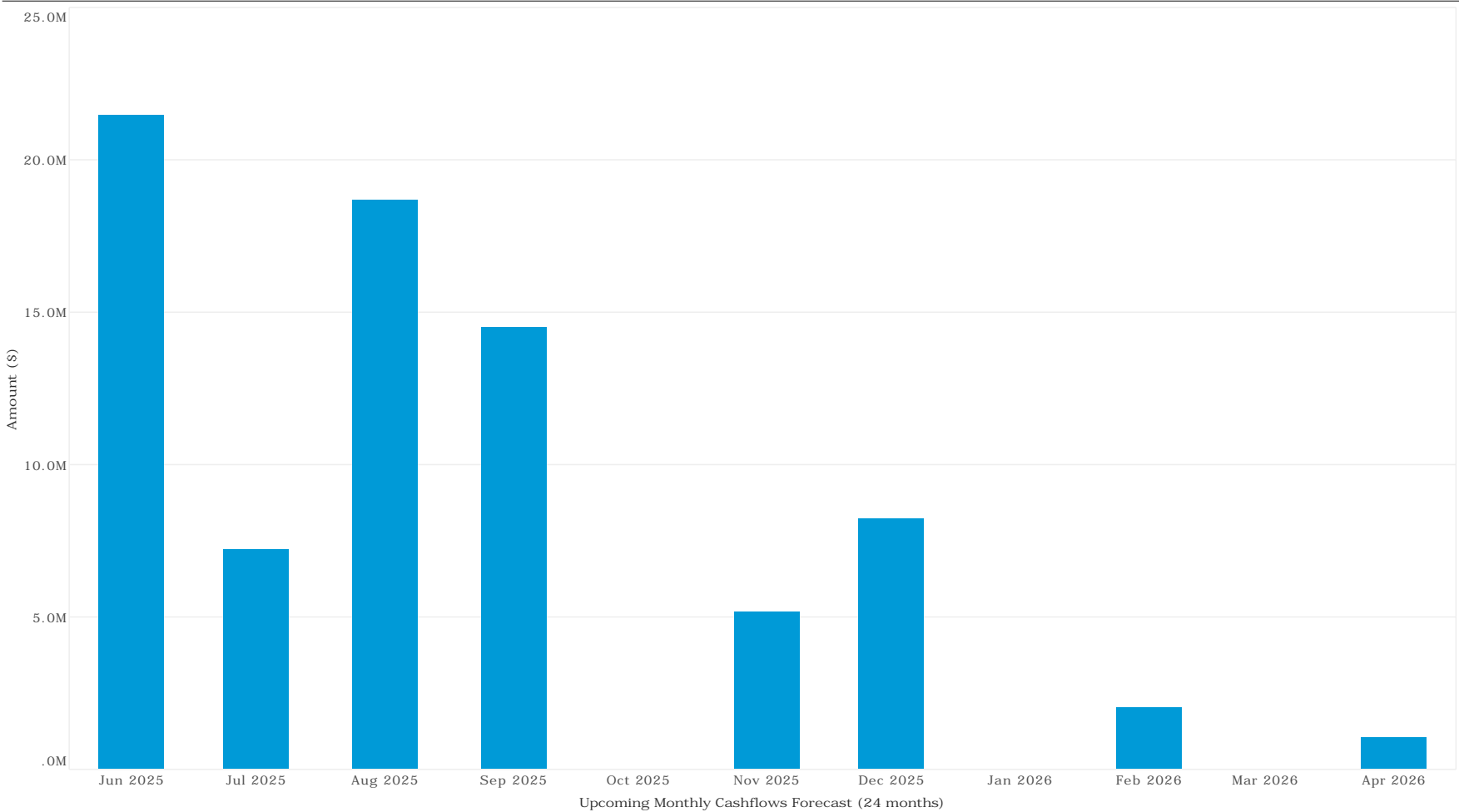


Date	Deal No.	Cashflow Counterparty	Asset Type	Cashflow Description	Amount
10-Jun-25	545626	Bank of Queensland	Term Deposit	Maturity: Face Value	2,000,000.00
		Bank of Queensland	Term Deposit	Maturity: Interest Received/Paid	59,030.14
				Deal Total	2,059,030.14
10-Jun-25	545782	National Australia Bank	Term Deposit	Maturity: Face Value	5,000,000.00
		National Australia Bank	Term Deposit	Maturity: Interest Received/Paid	79,726.03
				Deal Total	5,079,726.03
Day Total					7,138,756.16
17-Jun-25	545569	Suncorp Bank	Term Deposit	Maturity: Face Value	2,000,000.00
		Suncorp Bank	Term Deposit	Maturity: Interest Received/Paid	67,785.21
				Deal Total	2,067,785.21
Day Total					2,067,785.21
24-Jun-25	545653	Bank of Queensland	Term Deposit	Maturity: Face Value	3,000,000.00
		Bank of Queensland	Term Deposit	Maturity: Interest Received/Paid	88,890.41
				Deal Total	3,088,890.41
24-Jun-25	545668	Bank of Queensland	Term Deposit	Maturity: Face Value	4,000,000.00
		Bank of Queensland	Term Deposit	Maturity: Interest Received/Paid	115,014.79
				Deal Total	4,115,014.79
24-Jun-25	545958	National Australia Bank	Term Deposit	Maturity: Face Value	5,000,000.00
		National Australia Bank	Term Deposit	Maturity: Interest Received/Paid	58,561.64
				Deal Total	5,058,561.64
Day Total					12,262,466.85
Total for Month					21,469,008.22

Lismore City Council
Cashflows Report - May 2025



Lismore City Council
Cashflows Report - May 2025



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Local Government
Remuneration Tribunal

Annual Determination

Report and determination
under sections 239 and 241 of the
Local Government Act 1993

17 April 2025



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Executive Summary

The *Local Government Act 1993* (LG Act) requires the Local Government Remuneration Tribunal (the Tribunal) to report to the Minister for Local Government by 1 May each year on its determination of categories of councils and the maximum and minimum amounts of fees to be paid to mayors, councillors, as well as chairpersons and members of county councils.

Categories

Section 239 of the LG Act requires the Tribunal to determine the categories of councils and mayoral offices at least once every 3 years. A review of categories was last carried out by the Tribunal in 2023.

The Tribunal will next consider the model, the criteria for each group, and the allocation of councils in the 2026 review.

The criteria for each category is published in Appendix 1 of the Determination and remains unchanged from 2023.

It should be noted that **the Tribunal determined that one Council - Mid Coast Council – would be re-categorised from a Regional Centre to Regional Strategic Area from 1 July 2025** as a result of meeting the criteria at Appendix 1.

Fees

The Tribunal has determined a **3%** per annum increase in the minimum and maximum fees applicable to each category from **1 July 2025**.

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Section 1 – Introduction

Background

1. Section 239 of the LG Act requires the Tribunal to determine the categories of councils and mayoral offices at least once every 3 years. The Tribunal last undertook a comprehensive review of the categories and the allocation of councils into each of those categories in 2023.
2. The Tribunal will next conduct a full review of the categories and the allocation of councils as required by the LG Act in the 2026 Annual Review.
3. Section 241 of the LG Act provides that the Tribunal determine the minimum and maximum amount of fees to be paid to mayors and councillors of councils, as well as chairpersons and members of county councils for each of the categories determined under s.239.
4. The Tribunal can also determine that a council be re-categorised into a different category, existing or new, with a higher range of fees.
5. The Tribunal's Annual Determination takes effect from 1 July each year.

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Section 2 – 2024 Determination

2024 Annual Determination

6. In 2024, the Tribunal received 19 written submissions, which included two requests for re-categorisation.
7. The Tribunal found that the current allocation of the councils remained appropriate, with the exceptions outlined below.
8. The Tribunal closely reviewed population and data relating to council operations in the 2024 Annual Determination process to ensure categorisation of councils was consistent with the criteria.
9. For reasons explained at paragraphs 35-39 of the Local Government Annual Determination 2024, Hilltops Council and Muswellbrook Shire Council were reclassified as Regional Rural Councils.
10. The Tribunal determined that fees would increase by 3.75% for the minimum and maximum fees applicable to each category from 1 July 2024.

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Section 3 – 2025 Review

2025 Annual Review process

11. The Tribunal's 2025 Annual Review commenced in October 2024, when it wrote to all councils inviting submissions regarding fees. The Tribunal noted that it is only required to review the categories every three years and will next consider the model, the criteria applicable to each category and the allocation of councils in the 2026 Annual Review.
12. The invitation noted that it is expected that submissions are endorsed by respective councils.
13. The Tribunal also wrote to the President of Local Government NSW (LGNSW) inviting a submission.
14. The Tribunal received 16 written submissions from individual councils and one submission from LGNSW.
15. The Tribunal acknowledges and thanks all parties for their submissions.

Submissions Received – Requests for Re-categorisation

16. Seven of the 16 council submissions received requested re-categorisation or changes to current category criteria.
17. LGNSW also advocated for changes to factors affecting categorisation of councils.
18. Berrigan, City of Parramatta, Gilgandra Shire, Lake Macquarie City, City of Ryde, City of Sydney and Blacktown put forward cases for re-

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categorisation, or changes to category criteria, and the creation of new categories, for the Tribunal's consideration.

Requests for Re-classification

19. **Berrigan Shire Council** requested re-categorisation from Rural to Rural Large, despite acknowledging that they do not meet all the benchmarks in the criteria for this category.
20. The criteria for Rural Large is outlined at Appendix 1 of the 2024 Annual Determination, page 38 which states:

“Councils categorised as Rural Large will have a residential population greater than 10,000, and a councillor to resident ratio of at least 1 to 1200.

Other features may include:

- *one or two significant townships combined with a considerable dispersed population spread over a large area and a long distance from a major regional centre*
- *a limited range of services, facilities and employment opportunities compared to Regional Rural councils*
- *local economies based on agricultural/resource industries.”*

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21. Council's submission states they are currently at 86% of the population target threshold and 90% of the representation ratio but are meeting other criteria benchmarks.
22. Given that Council does not currently satisfy the population and ratio thresholds specified for Rural Large, the Tribunal is not persuaded to include Berrigan Shire Council in Rural Large at this time.
23. **City of Parramatta Council** requested that it be re-categorised to the highest category of general purpose councils, Principal CBD, in order to recognise its size, rate of growth, economic and global influence, operational budget, and strategic and geographical importance.
24. Council put forward a similar case for re-categorisation as part of the 2024 annual determination process, which was unsuccessful. In addition to the reasons put forth in paragraph 20 of the 2024 annual determination, the Council has included the following reasons for its re-categorisation request:
 - A local economy that has more than 30% of Australia's top 500 companies with offices in Parramatta, and estimated public and private investments in the next 5 years of \$20 billion
 - It is estimated by 2050 that Parramatta will be a city with a population of more than 500,000 people
 - The expected accessibility of the City, being a 'gateway to Sydney' with more people expected to live west of Parramatta than to its

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east by 2050, and being accessible by 2.3 million people within 45 minutes

- Key infrastructure in Parramatta, including but not limited to the Parramatta PHIVE, Commbank Stadium, the new Parramatta Light Rail, the Westmead Institute for Medical Research, Sydney Olympic Park and construction of Powerhouse Parramatta
- Expansion of education and innovation precincts, with Parramatta's education and training sector being valued at \$1.6 billion, and
- Significant operating and capital works budget of \$607 million, including multiple town centres, and sports and cultural hubs.

25. The Council also argues that a re-classification would reflect the additional skills and abilities that representing a growth council requires.
26. The City of Parramatta notes that the number of electors that each councillor represents is higher than the City of Sydney's. The submission states that the elected councillors represent more than 125,000 enrolled electors, compared to City of Sydney's elected councillors representing 45,891 enrolled electors.
27. Parramatta was classified as a Major CBD, following the 2017 Annual Determination. The Tribunal had found that Parramatta Council was significantly different from other large metropolitan councils on the basis of its secondary CBD status, as recognised by the State Government, at paragraph 21 of the 2017 annual determination. As a result, the

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description of Major CBD has remained specific to the City of Parramatta. Similarly, the Principal CBD criteria remained specific to the City of Sydney, since its inception in 2017.

28. Given the specific nature of both Major CBD and Principal CBD categories, the City of Parramatta's request for re-categorisation will require a change in the categories' criteria. As stated above, the Tribunal is not considering the criteria applicable to each category in the 2025 Annual Review process. The Tribunal will next consider the categories and criteria as part of the 2026 Annual Review process.
29. **Gilgandra Shire Council's** submission requests that it be re-categorised from Rural to Rural Large. Gilgandra Shire Council's case to be included in Rural Large category is based on two main points. The first point being Council offers a diverse range of services, and secondly these services result in higher levels of accountability and responsibilities for councillors.
30. Council submits it offers a diverse range of services over and above traditional local government services, which includes being the primary service provider for the community in the aged care and disability services. These include:
- Age care and disabilities services
 - Meals on wheels and community transport
 - Home care package delivery
 - Operation of a villa retirement village
 - Indigenous specific residential age care facility

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- Residential aged care nursing home
- Supported employment service for adults with intellectual disabilities
- Special disability accommodation properties for adults with intellectual disabilities
- Supported Living Services through the National Disability Insurance Scheme, and
- Day activities centre to support clients with unique challenges.

31. The submission notes these services not only entail a higher level of accountability and responsibility from Council (due to changes in the regulatory environment) but also generate larger revenue and employment opportunities that is comparable to a Rural Large category.
32. Council further submits that when assessing categories to place councils in, the Tribunal should also give due consideration to other factors than those outlined in the s.240 of the LG Act, such as services provided; financial responsibility; scale of operation; and number of employees.
33. While the Tribunal notes Council's request, it does not satisfy the population and ratio thresholds specified for the category of Rural Large. Further, the changes to criteria suggested would require a change in categories, which is not being considered this year. For these reasons, the Tribunal is not persuaded to include Gilgandra Shire Council in Rural Large at this time.

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34. Similar to last year, **Lake Macquarie City Council** requested that it be re-categorised from Regional Strategic Area to Major Strategic Area. Council also advocated for the population threshold of Regional Strategic Area be adjusted from its current threshold of 300,000 down to 200,000.
35. Council argues that its population, scale and output of council operations is significantly greater than other councils categorised as Regional Strategic Area, and more aligns with the Central Coast, as the council classified as a 'Major Strategic Area'.
36. Lake Macquarie City Council's request for re-categorisation is based on the following:
- Lake Macquarie being the second largest non-metropolitan council by population in NSW, with a larger population than Newcastle and Wollongong, which are classified as Major Regional Cities.
 - A population density that is 'significantly larger' than other Regional Strategic Areas and supported by 5 precincts in the Lake Macquarie LGA that have been identified for inclusion in the NSW Government Transport Oriented Development Program, which aims to encourage housing development near transport hubs, and are argued to lead to population growth near the hubs; and
 - A Gross Regional Product that is comparable to those of Major Strategic Areas and Major Regional City, rather than other Regional Strategic Areas.

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37. Council provided population data to support its case for the population threshold of Regional Strategic Area to be adjusted from its current threshold of 300,000 down to 200,000. The data was also provided as justification for its claim of a 'significant disparity within the Regional Strategic Area category' between Lake Macquarie and other councils:
- Lake Macquarie: 219,249 residents, 24,769 non-residents
 - Shoalhaven: 108,895 residents, 4,632 non-residents
 - Tweed: 98,967 residents, 7,755 non-residents
 - Maitland: 95,958 residents, 15,305 non-residents
38. As stated in paragraph 28 of the 2024 Annual Determination, all categories were determined by extensive evidence examined and considered by the Tribunal. It was determined that the population threshold for the Major Strategic Area was appropriate. As a result, the Tribunal is currently not persuaded to modify the criteria for the Major Strategic Area.
39. **City of Ryde Council** provided a submission requesting it be re-classified from its existing category of Metropolitan Large to Metropolitan Major. Council's case to be re-classified includes:
- The LGA having an area of 40.651 km², 16 suburbs, 3 wards, a population of 135,000 residents and over 54,000 rateable properties within its boundaries
 - A local economy that consists of 92,000 local jobs, 14,300 businesses and a gross regional product of \$19.2 billion

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- An innovation district within its west ward that has a long history of investment from all tiers of government, ultimately contributing \$13.6 billion annually to the NSW economy
- Future growth opportunities linked to the Governments Transport Oriented Development Accelerated Precincts, which Macquarie Park is identified as, that will bring increased housing, amenities and job retention, and
- Plans to build 2 new schools, 11,600 new homes, the redevelopment of Ryde Hospital and bringing together a range of organisations to create a fully integrated academic health sciences centre at Macquarie University Hospital.

40. As stated in Council's own submission, currently it does not satisfy the population threshold criteria required for Metropolitan Major. Accordingly, the Tribunal is not persuaded at this time to include City of Ryde in the category of Metropolitan Major.
41. The Tribunal also notes **Wollondilly Council's** submission confirming its adopted position to remain classified as a Regional Centre.
42. The Tribunal acknowledges each of the Council's requests for re-categorisation. Whilst the Tribunal has not been persuaded at this time to grant these requests, any council that provides a submission in the 2026 annual review, which includes a request for re-categorisation, will of course be considered.

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Requests for New Classifications

43. The **City of Sydney** Council requested the Tribunal change the classification name from Principal CBD to the previously used term “Principal City”.
44. The category “Principal City” was last used in the 2016 Determination. It was changed to Principal CBD in 2017 as a result of a review of categories. This review was undertaken in the context of Local Government reform, and council amalgamations, reducing the number of councils from 152 to 128.
45. Council’s submission outlines the history of boundary changes, including its expansion of the City of Sydney as a consideration in reverting to the 2016 category name.
46. Sydney City Council contends that reverting to the category term “Principal City” recognises that the council’s significance and contribution extends beyond the Sydney CBD.
47. The Tribunal notes the City of Sydney’s request would constitute modification to the category of “Principal CBD”. As stated above, the category “Principal CBD” is specific to City of Sydney and the Tribunal is not considering changes to the criteria applicable to each category in the 2025 Annual Review.
48. **Blacktown Council** requested re-categorisation from its current category of Metropolitan Major to a newly created category of “Metropolitan Major – High Growth”.

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49. Council's case to be re-categorised to a newly created category is based on the following:
- Council asserts that it is the largest and one of the fastest growing local government areas in NSW, and
 - It undertakes several transformational projects, including projects funded from NSW Government and Western Sydney Infrastructure Grants.
50. Further, Council submits that the category of Metropolitan Major fails to account for the transformational nature of projects undertaken by Council, including the economic and strategic impacts for NSW, and impact on its local government area (LGA), which results in attracting new residents and people to the LGA.
51. The Tribunal notes that a new category, Metropolitan Major, was introduced in 2023, to address generally the issues raised in the current submission.
52. As explained in the Tribunal's letter inviting submissions, the Tribunal is required to review the categories at least once every three years. The Tribunal will next consider the model, the criteria applicable to each category and the allocation of councils in the 2026 Annual Review process.
53. As such, the Tribunal is not persuaded at this time to create a new category.

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54. **LGNSW** submitted that the Tribunal should, as part of its determination for the categorisation of councils, consider the demographic and economic shifts impacting the complexity of council operations, and the communities that councils serve.
55. The LGNSW submission provides examples of recent demographic shifts the Tribunal should consider, as factors affecting categorisation of councils, including:
- The NSW Government's Transport Oriented Development Program, where the resulting accelerated growth drastically increases demands on the strategic and infrastructure planning functions of councils affected
 - The Renewable Energy Zones, which drive tens of billions of dollars of investment in rural and regional LGAs, and creates additional impacts in said councils, including population growth and growing infrastructure for transport and utilities, or
 - The Renewable Energy Planning Framework, which includes benefit sharing guidelines for councils to ensure their communities share the benefits of the project and require additional responsibility and management from affected councils.
56. Section 240 of the LG Act notes that the Tribunal is to determine categories for councils and mayoral offices according to prescribed matters. One such matter is the 'nature and extent of the development of areas', which could reasonably be accepted to include the items listed by LGNSW.

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57. However, this matter would also require a change to the categories' criteria, in order to identify areas of high development. As stated above, the Tribunal is not considering any modifications to the categories as part of the 2025 Annual Review process. However, the Tribunal will consider proposed modifications to categories as part of the 2026 Annual Review process.

Reclassification due to population thresholds

58. As was the case last year, the Tribunal reviewed applicable data as part of this review, to determine if any councils have met relevant benchmarks, therefore requiring a move in category.
59. The Tribunal identified that **Mid-Coast Council** met the population benchmark to be considered a Regional Strategic Area. As a result, Mid-Coast Council will be classified as a Regional Strategic Area in the 2025 Annual Determination.
60. The Tribunal will continue to monitor and review applicable data to ensure categorisation of councils remain consistent with the current criteria.

Submissions Received – Remuneration Structure

61. The current state of the remuneration structure continues to be a key issue of concern raised in submissions. A significant number of submissions received provide commentary on the structure, including examples of how it could be improved. These are addressed in the points below.

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Fees for Deputy Mayors

62. The issue of fees for deputy mayors was once again raised.
63. Three submissions asserted that the position of deputy mayor should attract its own distinct independent fee, beyond the fee provided for in s.249(5) of the LG Act.
64. The Tribunal dealt with this issue in its 2024 Annual Determination at paragraph 53-55. It was noted that the Tribunal lacked the powers to implement changes to the fee structure that would include a distinct independent fee for the position of deputy mayor.
65. There has been no change to the legislation to permit such a change. Therefore, the Tribunal is currently unable to introduce a remuneration structure that would include a distinct independent fee for the position of deputy mayor.

Changes to the role of Mayors and Councillors

66. It was suggested that the current remuneration structure is not fit for purpose as it no longer recognises the roles and responsibilities required of councillors and mayors.
67. Multiple submissions, including the LGNSW's submission, highlighted how the role of the councillor and mayor have changed over the past 9 years. Submissions identified a variety of factors that have impacted the roles of councillors and mayors, including the impact of NSW Government

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priorities and investments, and amendments to the LG Act (e.g. via the *Local Government Amendment (Governance and Planning) Bill 2016*).

68. It has been suggested that these changes have impacted the volume, nature and workload of the role, whilst remuneration has not been increased accordingly.
69. The recent submissions to the Tribunal, along with its own observations, highlight that the role of mayor in civic leadership, advocacy and representation has become more complex and demanding – an issue that must be addressed.
70. Community expectations are increasing on the mayor from both the council and the community to be seen and immediately present during times of natural disasters, major events or crisis.
71. Additionally, the disparity in the council categorisation between the annual fees for councillors and the mayor needs to be more consistent, so as not to be seen to be devaluing the role of mayor in some circumstances.
72. The Tribunal is not suggesting a fundamental review of the role of mayors and notes that people that enter local government representation do so from a sense of civic service, rather than remuneration.
73. However, the Tribunal has a statutory function, and not unlike the governing body of a council, mayors and councillors, its role, responsibility and functions are clear. The same can be said in relation to the clear functions of the general manager of a council.

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74. As previously stated, many of the matters raised in both council and LGNSW submissions are beyond the remit of the Tribunal, and to a degree, were addressed in the 2023 determination.

Regional and Rural mayors and councillors

75. Several submissions, including LGNSW, also raised concerns regarding the inadequacy of the remuneration structure, for rural and regional councils.
76. Specifically, that the remuneration provided to regional and rural councillors does not reflect the significant stressors that regional and rural councils in NSW face and that consideration should be given to the additional demands placed on mayors and councillors in rural and regional councils.
77. One submission suggested that fees for rural councils should be commensurate with fees for regional and metropolitan councils – arguing that mayors and councillors, regardless of their location, are required to possess a wide range of skills and knowledge.

Fees set by councils

78. Submissions received by the Tribunal regarding the current state of the remuneration framework raised concerns about councils setting their own fees, asserting that it could potentially be seen as a conflict of interest.

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79. It was suggested that a possible solution would be for the Tribunal to determine a fixed annual fee for mayors and councillors.
80. Whilst the Tribunal acknowledges and understands the concern raised, as explained in the 2024 Annual Determination at paragraph 68-69, such a change to the framework, to determine a fixed annual fee for mayors and councillors, would require legislative change.
81. As there has been no changes to the legislative scheme, it is not within the Tribunal's remit to determine a fixed annual fee for mayor and councillors' remuneration.

Request for a Review of the Remuneration Structure

82. For the reasons outlined above, several submissions suggested the Tribunal undertake a comprehensive review of the framework.
83. One submission went so far as to request the Tribunal recommend to the Minister for Local Government that a comprehensive review of the framework and LG Act be undertaken. Others suggested the Tribunal actively seek a referral from the Minister to undertake such a review.
84. The LG Act does not specify that the Tribunal is able to carry out a comprehensive review of the framework. As such, it is not within the Tribunal's remit to undertake such a review, unless such a function is conferred or imposed on it by the Minister, as per s.238(2) of the LG Act.
85. Should such a function be conferred on the Tribunal, it will of course carry out its functions and undertake a review.

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Section 4 – 2025 Fees

Submissions – 2025 Fees

86. LGNSW's submission to the Tribunal advocated for an increase in the minimum and maximum fees payable to mayors and councillors of at least 4%, to:

- Assist in reversing the fee erosion which occurred under the previous NSW Public Sector Wages Policy
- Mitigate economic pressures and the rising cost of living
- Ensure councillors and mayors receive fair and reasonable remuneration for the work they perform, and
- Address historic undervaluation of the work performed by elected representative in local government in NSW.

87. Economic data provided to the Tribunal by LGNSW to support their claim for an increase of at least 4% included:

- An annual Consumer Price Index (CPI) increase of 3.8% for the 12 months to June 2024
- The Fair Work Commission (FWC) awarding a 3.75% increase to the minimum pay for modern awards, and increasing the national minimum wage to \$915.90, as well as the FWC's comments regarding the growing cost of living and deterioration of disposable income, and
- The rate peg for the 2025-26 financial year being between 3.6%-5.1%.

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88. LGNSW also noted that the annual wage review, state wage case, award increases and the Independent Pricing and Regulatory Tribunal all had a clear theme on the increasing financial pressures on councils and its officers, which warrant increases in revenue and wages.
89. During its meeting with the Tribunal and assessors, LGNSW asserted that the current fees paid to mayors and councillors do not reflect their responsibilities. Nor do the current level of fees contribute to attracting a diverse range of candidates to stand for local government elections.
90. LGNSW also raised the issue of superannuation. It was contended that the payment of superannuation be mandated. Current arrangements require that a council pass a resolution at an open meeting to make such payments.
91. Four submissions received from individual councils directly addressed the issue of quantum increase to the minimum and maximum fees. These submissions sought an increase ranging from 3% to 10%.
92. The City of Sydney Council notes in its submission that it was not seeking an increase in fees payable for the Lord Mayor of Sydney.
93. The Tribunal is empowered under the s.241 of the LG Act to set minimum and maximum fees payable. It is then up to council to fix payment of annual fees for the mayor as outlined in s.249 of the LG Act.
94. It was suggested that the current fees, particularly in rural and remote communities, do not recognise or value the role of mayor and councillor,

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with fees set at a level that is commensurate to unqualified or inexperienced personnel.

95. The Tribunal was provided with a number of examples to demonstrate the financial impact, by way of lost wages, under the current fee rates.
96. Furthermore, 4 submissions compared the remuneration for NSW mayors and councillors with mayors and councillors in Victoria and Queensland as well as state Members of Parliament. The figures were provided to the Tribunal to demonstrate that the remuneration for NSW mayors and councillors is lower than all comparison examples provided.
97. It was also asserted that the low level of fees set for mayors and councillors devalues the importance and responsibility of the roles, diminishing the work undertaken on behalf of the community and is a significant barrier as to why people do not run for council.
- “If councillors were paid a full-time wage I would have run again. Nothing surer.”*
98. Another submission suggested that fees need to reflect the part-time or full-time nature of the work carried out by mayors and councillors. The setting of fees at such a rate would appropriately recognise and value this important work, whilst also mitigating any financial loss incurred by those members of the community elected to carry out these critical functions.
99. Nine submissions supported an increase, whilst not making a direct comment on the quantum. Other submissions advocated for remuneration to be set at a level that:

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- Is in line with responsibilities and challenges councillors' face
- Reflects the public profile and exposure of the role
- Reflects the growing complexity of the role
- Reduces the gap between minimum and maximum fees for each category
- Accounts for the rising cost of living challenges
- Reflects the commitment, accountability, workload, skills and knowledge required to perform the role of councillor and mayor regardless of location
- Establishes and maintains parity with mayors and councillors in other States and Territories
- Is 'determined outside of council so as councillors are not determining their own payments', and
- Overcomes economic barriers that prevent diverse members of the community from participating as a mayor or councillor.

Fee Increase

100. The Tribunal considered a range of factors in determining the amount to increase minimum and maximum fees payable to councillors and mayors. This included a wide range of economic data such as:

- Consumer Price Index for the 12 months to December each year
- Wage Price Index for the 12 months to December each year

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- Full-time average weekly ordinary time earnings for the 12 months to November each year
- NSW Public Sector Salaries increases
- Local Government State Award increases
- IPART Rate Peg Base Cost Change
- Public Service Senior Executive remuneration determinations, by the Statutory and Other Offices Remuneration Tribunal, and
- State Members of Parliament Basic Salary remuneration determinations by the Parliamentary Remuneration Tribunal.

101. On this occasion the Tribunal has determined that a **3%** increase will apply to the minimum and maximum fees applicable to existing categories.

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Conclusion

102. The Tribunal's determination has been made with the assistance of the Assessors, Ms Kylie Yates and Mr Brett Whitworth.
103. Determination 1 sets out the allocation of councils into each of the categories as per s.239 of the LG Act.
104. Determination 2 sets out the minimum and maximum fees paid to councillors and mayors and chairpersons of county concills as per s.241 of the LG Act.
105. The Tribunal acknowledges and thanks the Remuneration Tribunal secretariat for its excellent research and support to facilitate the successful completion the 2025 Annual Determination.



Viv May PSM

Local Government Remuneration Tribunal

Dated 17 April 2025

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Section 5 – Determinations

Determination No. 1 – Allocation of councils into each of the categories as per section 239 of the LG Act effective 1 July 2025

General Purpose Councils – Metropolitan

Principal CBD (1)

- Sydney

Major CBD (1)

- Parramatta

Metropolitan Major (2)

- Blacktown
- Canterbury-Bankstown

Metropolitan Large (10)

- Bayside
- Cumberland
- Fairfield
- Inner West
- Liverpool
- Northern Beaches
- Penrith
- Ryde
- Sutherland

- The Hills

Metropolitan Medium (8)

- Campbelltown
- Camden
- Georges River
- Hornsby
- Ku-ring-gai
- North Sydney
- Randwick
- Willoughby

Metropolitan Small (8)

- Burwood
- Canada Bay
- Hunters Hill
- Lane Cove
- Mosman
- Strathfield
- Waverley
- Woollahra

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General Purpose Councils - Non-Metropolitan

Major Regional City (2)

- Newcastle
- Wollongong

Major Strategic Area (1)

- Central Coast

Regional Centre (22)

- Albury
- Armidale
- Ballina
- Bathurst
- Blue Mountains
- Byron
- Cessnock
- Clarence Valley
- Coffs Harbour
- Dubbo
- Eurobodella

Regional Strategic Area(5)

- Lake Macquarie
- Maitland
- Mid-Coast
- Shoalhaven
- Tweed
- Hawkesbury
- Lismore
- Orange
- Port Macquarie-Hastings
- Port Stephens
- Queanbeyan-Palerang
- Shellharbour
- Tamworth
- Wagga Wagga
- Wingecarribee
- Wollondilly

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Regional Rural (14)

- Bega
- Broken Hill
- Goulburn Mulwaree
- Griffith
- Hilltops
- Kempsey
- Kiama
- Lithgow
- Mid-Western
- Muswellbrook
- Nambucca
- Richmond Valleys
- Singleton
- Snowy Monaro

Rural Large (16)

- Bellingen
- Cabonne
- Cootamundra-Gundagai
- Cowra
- Federation
- Greater Hume
- Gunnedah
- Inverell
- Leeton
- Moree Plains
- Murray River
- Narrabri
- Parkes
- Snowy Valleys
- Upper Hunter
- Yass

Rural (38)

- Balranald
- Berrigan
- Bland
- Blayney
- Bogan
- Bourke
- Brewarrina
- Carrathool
- Central Darling
- Cobar
- Coolamon
- Coonamble
- Dungog
- Edward River

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- Forbes
- Gilgandra
- Glen Innes Severn
- Gwydir
- Hay
- Junee
- Kyogle
- Lachlan
- Liverpool Plains
- Lockhart
- Murrumbidgee
- Narrandera
- Narromine
- Oberon
- Temora
- Tenterfield
- Upper Lachlan
- Uralla
- Walcha
- Walgett
- Warren
- Warrumbungle
- Weddin
- Wentworth

County Councils

Water (4)

- Central Tablelands
- Goldenfields Water
- Riverina Water
- Rous

Other (6)

- Castlereagh-Macquarie
- Central Murray
- Hawkesbury River
- New England Tablelands
- Upper Hunter
- Upper Macquarie

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Determination No. 2 - Fees for Councillors and Mayors as per section 241 of the LG Act effective from 1 July 2025

The annual fees to be paid in each of the categories to Councillors, Mayors, Members, and Chairpersons of County Councils effective on and from 1 July 2024 as per section 241 of the *Local Government Act 1993* are determined as follows:

Table 4: Fees for General Purpose and County Councils

General Purpose Councils – Metropolitan

Councillor/Member Annual Fee (\$) effective 1 July 2025

Category	Minimum	Maximum
Principal CBD	31,640	46,420
Major CBD	21,120	39,100
Metropolitan Major	21,120	36,970
Metropolitan Large	21,120	34,820
Metropolitan Medium	15,830	29,550
Metropolitan Small	10,530	23,220

Mayor/Chairperson Additional Fee* (\$) effective 1 July 2025

Category	Minimum	Maximum
Principal CBD	193,650	254,810
Major CBD	44,840	126,320
Metropolitan Major	44,840	114,300
Metropolitan Large	44,840	101,470

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Metropolitan Medium	33,630	78,480
Metropolitan Small	22,420	50,650

General Purpose Councils - Non-Metropolitan

Councillor/Member Annual Fee (\$) effective 1 July 2025

Category	Minimum	Maximum
Major Regional City	21,120	36,690
Major Strategic Area	21,120	36,690
Regional Strategic Area	21,120	34,820
Regional Centre	15,830	27,860
Regional Rural	10,530	23,220
Rural Large	10,530	18,890
Rural	10,530	13,930

Mayor/Chairperson Additional Fee* (\$) effective 1 July 2025

Category	Minimum	Maximum
Major Regional City	44,840	114,300
Major Strategic Area	44,840	114,300
Regional Strategic Area	44,840	101,470
Regional Centre	32,940	68,800
Regional Rural	22,420	50,680
Rural Large	16,820	40,530
Rural	11,210	30,390

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County Councils

Councillor/Member Annual Fee (\$) effective 1 July 2025

Category	Minimum	Maximum
Water	2,090	11,620
Other	2,090	6,930

Mayor/Chairperson Additional Fee* (\$) effective 1 July 2025

Category	Minimum	Maximum
Water	4,490	19,080
Other	4,490	12,670

*This fee must be paid in addition to the fee paid to the Mayor/Chairperson as a Councillor/Member (s.249(2)).



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Local Government Remuneration Tribunal

Dated: 17 April 2025

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Appendices

Appendix 1 Criteria that apply to categories

Principal CBD

The Council of the City of Sydney (the City of Sydney) is the principal central business district (CBD) in the Sydney Metropolitan area. The City of Sydney is home to Sydney's primary commercial office district with the largest concentration of businesses and retailers in Sydney. The City of Sydney's sphere of economic influence is the greatest of any local government area in Australia.

The CBD is also host to some of the city's most significant transport infrastructure including Central Station, Circular Quay and International Overseas Passenger Terminal. Sydney is recognised globally with its iconic harbour setting and the City of Sydney is host to the city's historical, cultural and ceremonial precincts. The City of Sydney attracts significant visitor numbers and is home to 60 per cent of metropolitan Sydney's hotels.

The role of Lord Mayor of the City of Sydney has significant prominence reflecting the CBD's importance as home to the country's major business centres and public facilities of state and national importance. The Lord Mayor's responsibilities in developing and maintaining relationships with stakeholders, including other councils, state and federal governments, community and business groups, and the media are considered greater than other mayoral roles in NSW.

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Major CBD

The Council of the City of Parramatta (City of Parramatta) is the economic capital of Greater Western Sydney and the geographic and demographic centre of Greater Sydney. Parramatta is the second largest economy in NSW (after Sydney CBD) and the sixth largest in Australia.

As a secondary CBD to metropolitan Sydney the Parramatta local government area is a major provider of business and government services with a significant number of organisations relocating their head offices to Parramatta. Public administration and safety have been a growth sector for Parramatta as the State Government has promoted a policy of moving government agencies westward to support economic development beyond the Sydney CBD.

The City of Parramatta provides a broad range of regional services across the Sydney Metropolitan area with a significant transport hub and hospital and educational facilities. The City of Parramatta is home to the Westmead Health and Medical Research precinct which represents the largest concentration of hospital and health services in Australia, servicing Western Sydney and providing other specialised services for the rest of NSW.

The City of Parramatta is also home to a significant number of cultural and sporting facilities (including Sydney Olympic Park) which draw significant domestic and international visitors to the region.

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Metropolitan Major

Councils categorised Metropolitan Major will typically have a minimum residential population of 400,000.

Councils may also be categorised Metropolitan Major if their residential population combined with their non-resident working population exceeds 400,000. To satisfy this criteria the non-resident working population must exceed 50,000.

Other features may include:

- total operating revenue exceeding \$300M per annum
- the provision of significant regional services to greater Sydney including, but not limited to, major education, health, retail, sports, other recreation and cultural facilities
- significant industrial, commercial and residential centres and development corridors
- high population growth.

Councils categorised as Metropolitan Major will have a sphere of economic influence and provide regional services considered to be greater than those of other metropolitan councils.

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Metropolitan Large

Councils categorised as Metropolitan Large will typically have a minimum residential population of 200,000.

Councils may also be categorised as Metropolitan Large if their residential population combined with their non-resident working population exceeds 200,000. To satisfy this criteria the non-resident working population must exceed 50,000.

Other features may include:

- total operating revenue exceeding \$200M per annum
- the provision of significant regional services to greater Sydney including, but not limited to, major education, health, retail, sports, other recreation and cultural facilities
- significant industrial, commercial and residential centres and development corridors
- high population growth.

Councils categorised as Metropolitan Large will have a sphere of economic influence and provide regional services considered to be greater than those of other metropolitan councils.

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Metropolitan Medium

Councils categorised as Metropolitan Medium will typically have a minimum residential population of 100,000.

Councils may also be categorised as Metropolitan Medium if their residential population combined with their non-resident working population exceeds 100,000. To satisfy this criteria the non-resident working population must exceed 50,000.

Other features may include:

- total operating revenue exceeding \$100M per annum
- services to greater Sydney including, but not limited to, major education, health, retail, sports, other recreation and cultural facilities
- industrial, commercial and residential centres and development corridors
- high population growth.

The sphere of economic influence, the scale of council operations and the extent of regional servicing would be below that of Metropolitan Large councils.

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Metropolitan Small

Councils categorised as Metropolitan Small will typically have a residential population less than 100,000.

Other features which distinguish them from other metropolitan councils include:

- total operating revenue less than \$150M per annum.

While these councils may include some of the facilities and characteristics of both Metropolitan Large and Metropolitan Medium councils the overall sphere of economic influence, the scale of council operations and the extent of regional servicing would be below that of Metropolitan Medium councils.

Major Regional City

Newcastle City Council and Wollongong City Councils are categorised as Major Regional City. These councils:

- are metropolitan in nature with major residential, commercial and industrial areas
- typically host government departments, major tertiary education and health facilities and incorporate high density commercial and residential development

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- provide a full range of higher order services and activities along with arts, culture, recreation, sporting and entertainment facilities to service the wider community and broader region
- have significant transport and freight infrastructure servicing international markets, the capital city and regional areas
- have significant natural and man-made assets to support diverse economic activity, trade and future investment
- typically contain ventures which have a broader State and national focus which impact upon the operations of the council.

Major Strategic Area

Councils categorised as Major Strategic Area will have a minimum population of 300,000. To satisfy this criteria the non-resident working population can be included.

Other features may include:

- health services, tertiary education services and major regional airports which service the surrounding and wider regional community
- a full range of high-order services including business, office and retail uses with arts, culture, recreation and entertainment centres
- total operating revenue exceeding \$250M per annum

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- significant visitor numbers to established tourism ventures and major events that attract state and national attention
- a proximity to Sydney which generates economic opportunities.

Currently, only Central Coast Council meets the criteria to be categorised as a Major Strategic Area. Its population, predicted population growth, and scale of the Council's operations warrant that it be differentiated from other non-metropolitan councils. Central Coast Council is also a significant contributor to the regional economy associated with proximity to and connections with Sydney and the Hunter Region.

Regional Strategic Area

Councils categorised as Regional Strategic Area are differentiated from councils in the Regional Centre category on the basis of their significant population and will typically have a residential population above 100,000. To satisfy this criteria the non-resident working population can be included.

Other features may include:

- health services, tertiary education services and major regional airports which service the surrounding and wider regional community
- a full range of high-order services including business, office and retail uses with arts, culture, recreation and entertainment centres
- total operating revenue exceeding \$250M per annum

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- significant visitor numbers to established tourism ventures and major events that attract state and national attention
- a proximity to Sydney which generates economic opportunities.

Currently, only Lake Macquarie Council meets the criteria to be categorised as a Regional Strategic Area. Its population and overall scale of council operations will be greater than Regional Centre councils.

Regional Centre

Councils categorised as Regional Centre will typically have a minimum residential population of 40,000. To satisfy this criteria the non-resident working population can be included.

Other features may include:

- a large city or town providing a significant proportion of the region's housing and employment
- health services, tertiary education services and major regional airports which service the surrounding and wider regional community
- a full range of high-order services including business, office and retail uses with arts, culture, recreation and entertainment centres
- total operating revenue exceeding \$100M per annum
- the highest rates of population growth in regional NSW

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- significant visitor numbers to established tourism ventures and major events that attract state and national attention
- a proximity to Sydney which generates economic opportunities.

Councils in the category of Regional Centre are often considered the geographic centre of the region providing services to their immediate and wider catchment communities.

Regional Rural

Councils categorised as Regional Rural will typically have a minimum residential population of 20,000. To satisfy this criteria the non-resident working population can be included.

Other features may include:

- a large urban population existing alongside a traditional farming sector, and are surrounded by smaller towns and villages
- health services, tertiary education services and regional airports which service a regional community
- a broad range of industries including agricultural, educational, health, professional, government and retail services
- large visitor numbers to established tourism ventures and events.

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Councils in the category of Regional Rural provide a degree of regional servicing below that of a Regional Centre.

Rural Large

Councils categorised as Rural Large will have a residential population greater than 10,000, and a councillor to resident ratio of at least 1 to 1200.

Other features may include:

- one or two significant townships combined with a considerable dispersed population spread over a large area and a long distance from a major regional centre
- a limited range of services, facilities and employment opportunities compared to Regional Rural councils
- local economies based on agricultural/resource industries.

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Rural

Councils categorised as Rural will typically have a residential population less than 10,000.

County Councils - Water

County councils that provide water and/or sewerage functions with a joint approach in planning and installing large water reticulation and sewerage systems.

County Councils - Other

County councils that administer, control and eradicate declared noxious weeds as a specified Local Control Authority under the Biosecurity Act 2015.

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