



Council

An Extraordinary Meeting of the City of Lismore Council will be held at the Council Chambers on Tuesday 17 June 2025 at 10:00AM

Members of Council are requested to attend.

Lismore City Council acknowledges the Widjabul Wia-bal people of the Bundjalung nation, traditional custodians of the land on which we meet.

Eber Butron
Acting General Manager

11 June 2025



ETHICAL DECISION MAKING AND CONFLICTS OF INTEREST

A guiding checklist for councillors, staff and community committees

Ethical decision making

- Is the decision or conduct legal?
- Is it consistent with government policy, Council's objectives and Code of Conduct?
- What will the outcome be for you, your colleagues, the Council, anyone else?
- Does it raise a conflict of interest?
- Do you stand to gain personally at public expense?
- Can the decision be justified in terms of public interest?
- Would it withstand public scrutiny?

Conflict of interest

A conflict of interest is a clash between private interest and public duty. There are two types of conflict:

- Pecuniary – an interest that you have in a matter because of a reasonable likelihood or expectation of appreciable financial gain or loss to yourself or another person or entity defined in part 4 of the Lismore City Council Code of Conduct with whom you are associated.
- Non-pecuniary – a private or personal interest that you have that does not amount to a pecuniary interest as defined in the Lismore City Council Code of Conduct. These commonly arise out of family or personal relationships, or out of involvement in sporting, social, religious or other cultural groups and associations, and may include an interest of a financial nature.

The test for conflict of interest

- Is it likely I could be influenced by personal interest in carrying out my public duty?
- Would a fair and reasonable person believe I could be so influenced?
- Conflict of interest is closely tied to the layperson's definition of "corruption" – using public office for private gain.
- Important to consider public perceptions of whether you have a conflict of interest.

Identifying problems

- Do I have private interests affected by a matter I am officially involved in?
- Is my official role one of influence or perceived influence over the matter?
- Do my private interests' conflict with my official role?

Disclosure and participation in meetings

- A councillor or a member of a Council Committee who has a pecuniary interest in any matter with which the Council is concerned and who is present at a meeting of the Council or Committee at which the matter is being considered must disclose the nature of the interest to the meeting as soon as practicable.
- The councillor or member must not be present at, or in sight of, the meeting of the Council or Committee:
 - a. at any time during which the matter is being considered or discussed by the Council or Committee, or
 - b. at any time during which the Council or Committee is voting on any question in relation to the matter.

No Knowledge - a person does not breach this clause if the person did not know and could not reasonably be expected to have known that the matter under consideration at the meeting was a matter in which he or she had a pecuniary interest.

Non-pecuniary Interests - Must be disclosed in meetings.

There are a broad range of options available for managing conflicts & the option chosen will depend on an assessment of the circumstances of the matter, the nature of the interest and the significance of the issue being dealt with. Non-pecuniary conflicts of interests must be dealt with in at least one of the following ways:

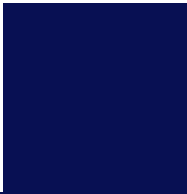
- It may be appropriate that no action be taken where the potential for conflict is minimal. However, councillors should consider providing an explanation of why they consider a conflict does not exist.
- Limit involvement if practical (eg. participate in discussion but not in decision making or vice versa). Care needs to be taken when exercising this option.
- Remove the source of the conflict (eg. relinquishing or divesting the personal interest that creates the conflict)
- Have no involvement by absenting yourself from and not taking part in any debate or voting on the issue as of the provisions in the Code of Conduct (particularly if you have a significant non-pecuniary interest)

Whilst seeking advice is generally useful, the ultimate decision rests with the person concerned.

Agenda

- 1. Opening of Meeting**
- 2. Acknowledgement of Country**
- 3. Pause for reflection**
- 4. Apologies and Applications for Leave of Absence or Attendance by Audio-Visual Link**
- 5. Disclosures of Interest**
- 6. Mayoral Minute(s) and Condolence Motions**
- 7. Reports of Committees**
- 8. Matters Arising**
- 9. Reports of the General Manager**
 - 9.1 Reimagine Lismore Community Strategic Plan 2025-2035 including the Delivery Program 2025-2029 and Operational Plan 2025-2026.6
 - 9.2 Draft 2025-2026 Operational Plan Budget by Program, Draft 2025-2026 Statement of Revenue Policy, Draft 2025-2026 Fees & Charges and Draft 2025-2026 - 2034-2035 Long Term Financial Plan..... 10
 - 9.3 2025-2026 Rates and Charges..... 17
 - 9.4 Community Engagement Strategy 2025 and Community Participation Plan30
 - 9.5 Asset Management Planning 2025-2026.....33
 - 9.6 Workforce Management Strategy37
- 10. Notices of Motion / Questions with Notice**
- 11. Confidential Business**
 - 11.1 RFQ Q24/105 Supply, install, commission and annual hosting of In-Vehicle Monitoring System (IVMS).....40

Reports of the General Manager



Report

Subject	Reimagine Lismore Community Strategic Plan 2025-2035 including the Delivery Program 2025-2029 and Operational Plan 2025-2026.
TRIM Record No	BP25/356:EF23/200
Prepared by	Coordinator Corporate Planning & Reporting
Reason	To consider feedback received during the public exhibition period of 28 days and endorse the finalised versions of the plans
Strategic Theme	Leadership and participation
Strategy	We provide effective management and responsible governance.
Action	Ensure the efficient and effective operation of Council.

Executive Summary

The *Local Government Act 1993* requires the Community Strategic Plan, and supporting strategies, be reviewed by 30 June of the year following an ordinary election. The review identified that a new Community Strategic Plan should be developed.

With the development of the new Community Strategic Plan, and the commencement of a new term of Council, a new Delivery Program needed to be developed to guide Council's operations over the next four years, along with an Operational Plan for 2025/2026. Reimagine Lismore: A Plan for the Future 2025-2035, combines Council's Community Strategic Plan 2025-2035, Delivery Program 2025-2029, and Operational Plan 2025-2026.

The draft version of Reimagine Lismore: A Plan for the Future 2025 – 2035 has been on public exhibition from 13 May-12 June 2025 to obtain public feedback for consideration before the final plan is endorsed by Council. Multiple submissions were received during the exhibition period.

Once the submissions, and any final alterations made based on this feedback, are considered, Council is asked to endorse the plan, publish it on Council's website, and advise the Office of Local Government of the adoption of the final version of Reimagine Lismore: A Plan for the Future 2025-2035.

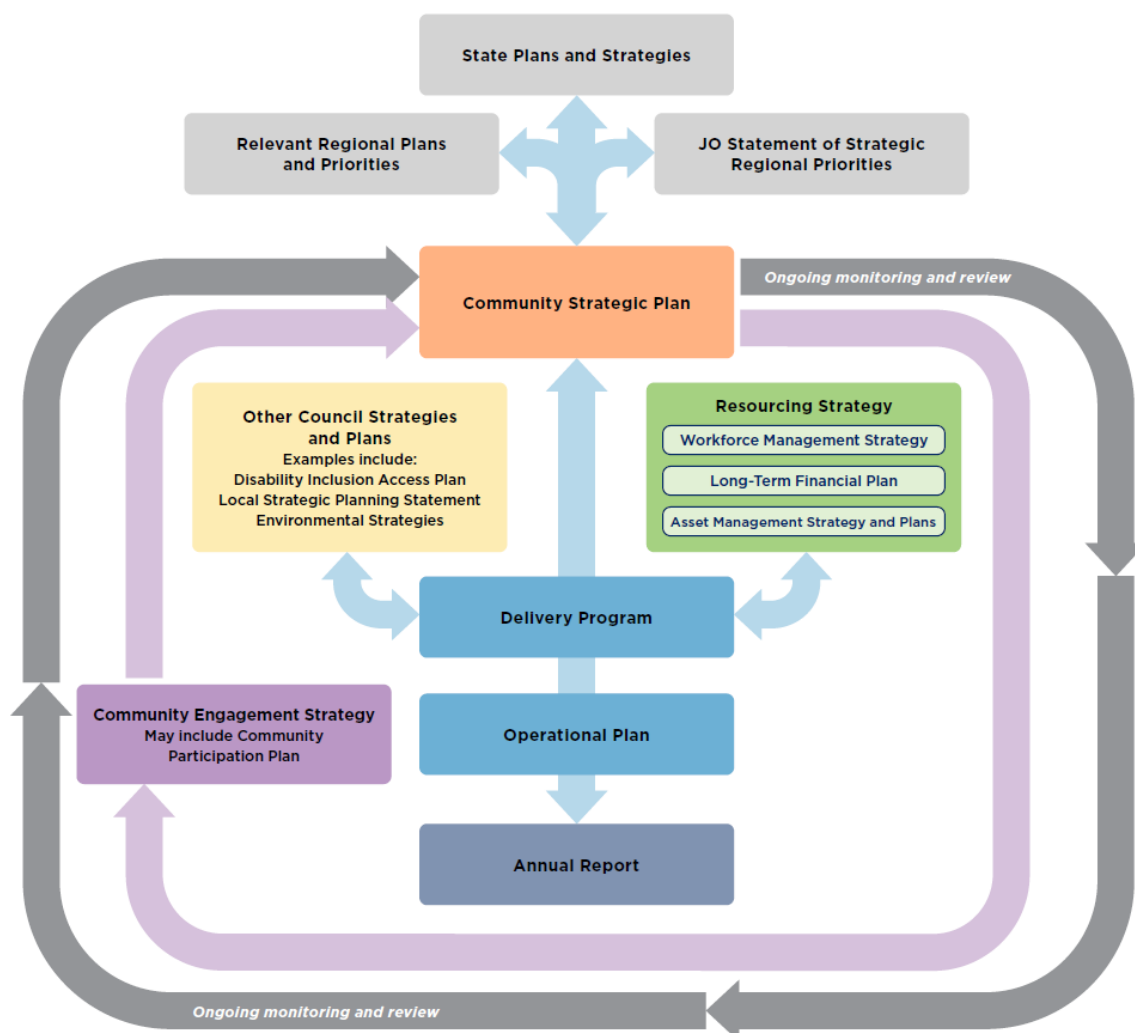
Recommendation

That Council:

1. adopt Reimagine Lismore: A Plan for the Future 2025-2035 combining the Community Strategic Plan 2025-2035, Delivery Program 2025-2029 and Operational Plan 2025-2026
2. publish on Council's website
3. provide a copy to the Office of Local Government

Background

The Integrated Planning and Reporting (IP&R) Framework is one of the guiding principles for councils as specified in Section 8A(c) of the *Local Government Act 1993* (the Act). It is comprised of a suite of strategies and plans that identify the community's priorities, goals and vision for the future, and guide Council's activities to support achieving the vision. IP&R brings all of Council's plans and strategies together with a common focus and clear path forward.



The highest-level plan in IP&R is the Community Strategic Plan (CSP), prepared by Council on behalf of the community. The 'Imagine Lismore Community Strategic Plan' 2022-2032 was adopted by Council in February 2023 and was based on community engagement predominantly received before the 2022 natural disaster.

The IP&R Guidelines (the Guidelines) require that Council must review the CSP before 30 June in the year following an ordinary election of council. The Imagine Lismore Community Strategic Plan was reviewed from September-December 2024. The review included, as specified in the Guidelines, the preparation of the State of our City Report 2024, a review of the content of the current CSP, and a review of the Community Engagement Strategy (CES) 2019. The outcome of this review was the decision to create a new CSP to reflect current community priorities and update the vision for Lismore.

The creation of a new CSP necessitates the creation of a new Delivery Program (DP) so that the actions within the DP are in line with delivering the goals set out in the CSP. An Operational Plan (OP) must also be created each financial year to specify which actions within the DP will be funded and actioned within that year to progress the achievement of the CSP goals.

Lismore City Council

Meeting held 17 June 2025 - 9.1Reimagine Lismore Community Strategic Plan 2025-2035 including the Delivery Program 2025-2029 and Operational Plan 2025-2026.

Reimagine Lismore: A Plan for the Future 2025 – 2035

To emphasise the interrelationship between the CSP, DP, and OP, it was decided to present all three in a single document. This makes the plans easy to read and follow through each of the focusing steps from long-term goal through to short-term action. To this end, Reimagine Lismore: A Plan for the Future 2025-2035 lays out the strategic goals of the Lismore community to guide the next 10 years, and the pages following the CSP step out the specific actions Council will perform over the next four years to progress these goals.

The CSP was developed using extensive community engagement to identify what Lismore of the future should look like. This engagement included a Community Scorecard sentiment survey in November 2024, a series of community workshops run across the local government area (LGA), as well as consideration of feedback gathered through numerous engagement activities conducted over the preceding three years. Through this process, the community told us their priorities, aspirations for the future, and guided the development of a clear vision for Lismore. This feedback resulted in the identification of the strategic objectives of our community, the core pillars of Reimagine Lismore: A Plan for the Future 2025-2035. The pillars are:

1. Place - Plan sustainable growth to ensure liveable communities and a vibrant regional city
2. Environment - Value, protect and enhance local biodiversity, natural landscapes and waterways and strengthen resilience to natural hazards
3. Community - Foster safe, healthy and inclusive communities for all ages, cultures and abilities
4. Prosperity - Support the growth of prosperous and vibrant communities
5. Leadership - Ensure effective governance, advocacy, engagement and partnerships with a focus on long-term financial sustainability

Building on the CSP, and with significant contribution from the community, councillors and Council officers, the Delivery Program 2025-2029 and Operational Plan 2025-2026 were created to support the strategic objectives and provide specific actions Council will deliver to help achieve them. These supporting plans will form Council's roadmap for the next four years with annual reviews checking our progress.

Public Exhibition

The draft version of Reimagine Lismore: A Plan for the Future 2025-2035 was presented to Council at the May 2025 Council meeting where it was resolved to place it on public exhibition (88/25). During the exhibition period of 14 May-12 June 2025, a range of submissions were received and are attached to this report. Exhibition has been electronic on Your Say Lismore (<https://yoursay.lismore.nsw.gov.au/>) and available at Council's Corporate Centre.

PLEASE NOTE: The draft version of Reimagine Lismore: A Plan for the Future 2025-2035 was placed on exhibition after the May 2025 Council meeting until 12 June 2025. At the time of writing, the plan is still on display and not all comments or submissions may have been included in this report. An updated submission list will be provided to councillors prior to the Council meeting.

Feedback Received

Council officers would like to acknowledge those community members and organisations who took the time to review Reimagine Lismore: A Plan for the Future and make a submission, and thank them for their participation in the review process.

During the public exhibition period, submissions were made by individuals as well as on behalf of organisations. The feedback covers a wide range of areas with no single theme or area of the plans standing out over others. Subjects covered in the submissions include:

- Affordable housing
- Flood mitigation and potential retreat
- Sporting facilities and community sporting groups
- Environmental issues
- Community groups and halls
- Water supply
- Youth and community recreation facilities
- Events funding and support

As there is no single area of the plan addressed by the majority of the feedback, it is not recommended to make any changes to the CSP, DP or OP prior to adoption. However, all feedback received will be distributed to relevant areas of Council for future consideration and addressed directly with the people and/or organisations who made the submissions where appropriate.

Conclusion

The Community Strategic Plan 2025-2035, Delivery Program 2025-2029 and Operational Plan 2025-2026 have been combined into Reimagine Lismore: A Plan for the Future 2025-2035. Endorsement by Council will bring Council's IP&R program up to date, with a future focus, tangible actions, and clear vision for Lismore.

It is recommended that Reimagine Lismore: A Plan for the Future 2025-2035 be endorsed by Council to fulfil the requirements of the IP&R Guidelines and provide a clear path forward for our community.

Attachment/s

- | | |
|--|----------------|
| 1. ➡ Reimagine Lismore: A Plan for the Future 2025-2035_final | (Over 7 pages) |
| 2. ➡ Reimagine Lismore Community Feedback as at 10 June 2025_redacted | (Over 7 pages) |
| 3. ➡ Email feedback CSP - Pieter Verasdonck | (Over 7 pages) |
| 4. ➡ Submission - LCC community strategic plan - Reclaim our Recovery | (Over 7 pages) |
| 5. ➡ Submission - Community Strategic Plan - Nimbin Chamber of Commerce_redacted | (Over 7 pages) |

Report

Subject	Draft 2025-2026 Operational Plan Budget by Program, Draft 2025-2026 Statement of Revenue Policy, Draft 2025-2026 Fees & Charges and Draft 2025-2026 - 2034-2035 Long Term Financial Plan
TRIM Record No	BP25/351:EF24/224
Prepared by	Corporate Accountant
Reason	To adopt the 2025-2026 Operational Plan Budget by Program, 2025-2026 Statement of Revenue Policy, 2025-2026 Fees and Charges and 2025-2026 - 2034-2035 Long Term Financial Plan and comply with the Integrated Planning & Reporting Guidelines
Strategic Theme	Leadership and participation
Strategy	We communicate and engage with our community.
Action	Coordinate and initiate community engagement in Council activities and decision-making.

Executive Summary

Council resolved to endorse the public exhibition of the following documents for a period of 28 days at its Ordinary Meeting 13 May 2025:

- Draft 2025-2026 Operational Plan (including the Draft 2025-2026 Budget by Program and Draft 2025-2026 Statement of Revenue Policy)
- Draft 2025-2026 Fees and Charges
- Draft 2025-2026 – 2034-2035 Long Term Financial Plan

The public exhibition period commenced 13 May 2025 and closes Thursday 12 June 2025.

Minor changes have been to the budget made following the public exhibition period as a result of further reviews undertaken and additional information having been received post the May Ordinary Meeting.

Council is required to consider these changes and all submissions received during the public exhibition prior to adopting the 2025-2026 Operational Plan Budget by Program, 2025-2026 Statement of Revenue Policy, 2025-2026 Fees & Charges and the 2025-2026 – 2034-2035 Long Term Financial Plan.

Recommendation

That:

1. all submissions to the 2025-2026 Operational Plan (Budget by Program), 2025-2026 Statement of Revenue Policy, 2025-2026 Fees and Charges and the 2025-2026 – 2034-2035 Long Term Financial Plan be received and noted.
2. the following documents be adopted and published:
 - a. 2025-2026 Operational Plan including:
 - i. 2025-2026 Operational Plan (Budget by Program)
 - ii. 2025-2026 Statement of Revenue Policy
 - iii. 2025-2026 Fees and Charges
 - b. Resourcing Strategy incorporating:
 - i. Long Term Financial Plan 2025-2026 – 2034-2035

Background

At its May Meeting, Council resolved to place the Draft 2025-2026 Operational Plan (Budget by Program), Draft 2025-2026 Statement of Revenue Policy, Draft 2025-2026 Fees and Charges and Draft 2025-2026 – 2034-2035 Long Term Financial Plan on public exhibition.

Council is required to consider any public submissions and proposed changes detailed in this report, prior to adopting the documents.

Operational Plan – Budget by Program

The Operational Plan is a sub-set of the Delivery Program and details activities which will occur in each of the four years and includes a detailed four year Budget by Program that is included in the attachments to this report.

During the public exhibition period, further reviews of the budget have been undertaken. In addition, Council has received further information that impacts the budget, requiring small changes to be made.

The main changes impacting the operating result are:

- due to Council receiving notification of its 2025-2026 Emergency Services Levy (ESL),
- the inclusion of a recurring budget item for Flood Awareness Week (\$55,000),
- adjustments to the Regional Roads budget to match grant funding (\$14,382) and
- correction of Council's share in joint ventures (\$8,600) associated with the Richmond Tweed Regional Library budget for 2025-2026

In addition, Council adopted a revised Lismore Urban Stormwater Management Plan (USMP) implementation program at its May Meeting, leading to increases in operating expenditure of \$100,400, along with a reduction in capital expenditure of \$635,000 for the 2025-2026 financial year. This has resulted in a net reduction in the transfer from the Stormwater Management reserve of \$534,600.

The proposed changes to the 2025-2026 budget have reduced the unrestricted cash surplus by (\$71,469), with the surplus now projected to be \$609,091.

Please note this is still a significant improvement on the 2024-2025 original budget of \$131,079.

It is imperative Council starts building an unrestricted cash reserve balance to ensure it has sufficient financial capacity to fund unexpected events and to be able to reinvest in improvements and initiatives that will drive Council forward as well as improving Council's long term financial sustainability.

A summary of the proposed changes to the budget is outlined below:

Program	Reason for change	2025/2026 Budget Impact Saving/(Cost)
Operating Expenditure		
Response & Recovery	Fire & Rescue NSW 25/26 statutory contribution advised	(28,333)
Response & Recovery	NSW Rural Fire Service 25/26 statutory contribution advised	(4,783)
Response & Recovery	State Emergency Service 25/26 statutory contribution advised	32,021
Response & Recovery	Flood Awareness Week – include as recurring budget item	(55,000)
Finance	Net share in joint ventures (RTRL) – correction of LCC share	(8,600)
Roads	Regional Roads – increase expenses to match grant funding	(14,382)
Stormwater Drainage	Update USMP – remove budget per updated USMP	100,000
Stormwater Drainage	Forward works program project – per updated USMP	(200,000)
Stormwater Drainage	Conduits & Pits asset management – per updated USMP	(400)
Various	ABC charges – minor impact of above changes	(992)
Total		(180,469)
Capital Expenditure		
Finance	Equity share in joint ventures – correction of LCC share	8,600
Stormwater Drainage	Browns Creek naturalisation removed per updated USMP	500,000
Stormwater Drainage	Monaltrie Creek treatment system removed per updated USMP	50,000
Stormwater Drainage	Newbridge St treatment system removed per updated USMP	85,000
Total		643,600
Reserve Funding		
Stormwater Drainage	Stormwater Management reserve – reduced transfer from	(534,600)
Total		(534,600)
Total Budget Impact	Impact of changes on unrestricted cash surplus	(71,469)
	Unrestricted Cash Surplus (Draft Budget on Public Exhibition)	680,560
	Revised Unrestricted Cash Surplus	609,091

A summary of revised 4 year Budget by Program is shown below. Please these results include internal transactions (ie. Internal transfers and are prior to accounting consolidation).

Budget	2025-2026 \$'000	2026-2027 \$'000	2027-2028 \$'000	2028-2029 \$'000
Operating Revenue	169,920	161,716	158,983	163,868
Capital Grants and Contributions	220,560	181,823	76,682	26,163
Total Income from Continuing Operations	390,480	343,539	235,665	190,031
Operating Expenditure	181,003	168,427	163,984	168,277
Operating Result for the year	209,477	175,112	71,681	21,754
Operating Result before capital grants and contributions	(11,082)	(6,710)	(5,000)	(4,409)
Unrestricted Cash Result – Surplus/(Deficit)	609	627	926	1,008
Capital Expenditure	244,140	209,776	104,052	54,364

At the time of writing this report Council had received six (6) submissions in relation to the Budget by Program.

Statement of Revenue Policy and Fees and Charges

No changes have been proposed to either the Statement of Revenue Policy or the Fees and Charges from the documents placed on public exhibition from 13 May to 12 June 2025.

At the time of writing this report Council had received two (2) submissions in relation to the Fees and Charges.

Long Term Financial Plan

The Long Term Financial Plan (LTFP) is a 10-year rolling plan informing decision making and demonstrating how the objectives of the Community Strategic Plan and commitments of the four-year Delivery Program and the annual Operational Plan will be resourced and delivered over the short, medium, and long term.

The LTFP has been updated to reflect the changes to the Budget by Program and is summarised below:

	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	2030-2031	2031-2032	2032-2033	2033-2034	2034-2035
	\$m	\$m	\$m	\$m	\$m	\$m	\$m	\$m	\$m	\$m
Operating Income	146	138	134	139	138	142	147	151	155	160
Capital Grants	221	182	77	26	9	10	9	10	10	8
Total Income	367	320	211	165	147	152	156	161	165	168
Operating Expenses	157	145	139	143	142	146	149	153	156	160
Operating Result	210	175	72	22	5	6	7	7	9	8
Operating Result before Capital Grants	(11)	(7)	(5)	(4)	(4)	(4)	(3)	(2)	(1)	0

The LTFP shows a projected improvement in Council's operating result before capital grants and contributions, from a loss of \$11 million in 2025-2026 to a projected break-even result in 2034-2035. This demonstrates Council's focus on financial sustainability in delivering essential community services, whilst being fiscally prudent in achieving an unrestricted cash surplus in each year.

Council's operating performance ratio is projected to achieve a break-even result in 2031-2032. This ratio excludes net losses from the disposal of assets, which is why this ratio achieves this result prior to the actual operating result being break-even in 2034-2035.

It should be noted that the LTFP is based on a number of critical financial assumptions and existing budget methodologies. The impact of significant natural disaster restoration works on future asset maintenance, renewal and depreciation commitments needs further detailed modelling to fully understand the impacts on Council's long term financial position.

The Draft LTFP is attached to this report.

At the time of writing this report Council had received one (1) submission in relation to the LTFP.

Cost Shifting

Cost shifting describes a situation where the responsibility for, or the cost of, providing a certain service, concession, asset, or regulatory function is “shifted” from one sphere of government to another sphere of government, without the provision of corresponding funding or the conferral of corresponding and adequate revenue raising capacity. In 2021 Council resolved that *“staff include in the annual budget and the annual audited financial statement to Council a separate schedule which includes the amounts cost shifted onto Council each year and that the schedule is itemised into the areas cost shifted, as categorised in the LGNSW survey, and the amounts”*.

In terms of the 2025-2026 budget, the impact of cost shifting to Council is estimated at \$9.14 million. A breakdown of the individual items is attached to this report and is based on the last survey completed and lodged in February 2025.

Comments

Finance

As detailed in the report.

Other officer comments

Included in the table of submissions.

Public consultation

The Draft Operational Plan (Draft Budget by Program), Draft Statement of Revenue Policy, Draft Fees and Charges and Draft Long Term Financial Plan were placed on public exhibition for 28 days from 13 May to 12 June 2025. In relation to these documents, a total of 5 submissions were received at the date of writing this report.

The submissions are summarised in the following table.

Item	Delivery Program item number or attachment	Summary of submission	Officer Comment
1	Budget by Program	Northern NSW Football (NNSWF) 1. Include football specific upgrades in future capital works programs 2. Explicitly acknowledge football in facility scheduling and maintenance priorities	Receive and note
1	Fees & Charges	Northern NSW Football (NNSWF) 1. Review hire fees to ensure football remains accessible and affordable (consider tiered or subsidised pricing models for local clubs versus commercial use)	Receive and note
1	Long Term Financial Plan	Northern NSW Football (NNSWF) 1. Incorporate football infrastructure priorities into the LTFP 2. Collaborate with NNSWF to secure co-investment from NSW Government grants	Receive and note
2	Budget by Program	Request to increase Council's donations to community halls from \$2,000 to \$4,000 to assist with increases in costs due to contribution not having increased for many years.	Receive and note – budget impact would be \$60,000
3	Budget by Program	Submission on behalf of Magpie Centre Indigenous Corporation – requesting contribution of \$1,500 towards liability insurance and other administrative costs. More detail contained within attachments, including future consideration of a \$5,000 contribution towards a number of initiatives.	Receive and note
4	Budget by Program	Submission on behalf of Whian Whian Memorial Hall requesting 100% increase in the donation to community halls to match the increase in insurances. Stating the donation has not increased since 2010.	Receive and note
5	Fees & Charges	Nimbin Transfer Station charges – request to align wheelie bin charges for rural areas with the equivalent annual rateable charge (calculated on a fortnightly basis)	Receive and note
6	Budget by Program	Submission by Nimbin Chamber of Commerce funding for: 1. the implementation of the Nimbin Place Plan 2. disability parking near the new toilet block and Rainbow Walk 3. Illuminate Nimbin activation event 4. Activities for youth 5. Western carpark maintenance 6. Solar hot system for amenities block	Receive and note
7	Budget by Program	Submission on behalf of Dorroughby Glenview Community Centre requesting 100% increase in the donation to community halls to match the increase in insurances.	Receive and note

Conclusion

The Operational Plan Budget by Program and Long-Term Financial Plan have required some changes following the public exhibition period of 13 May to 12 June 2025 as detailed in this report. There are no changes proposed to the Statement of Revenue Policy or Fees and Charges.

It is recommended that Council adopts the documents and publishes them on Council's website:

Attachment/s

- | | | |
|----------------------|--|----------------|
| 1. ⇒ | Budget by Program 2025-2026 | (Over 7 pages) |
| 2. ⇒ | Long Term Financial Plan 2025-2026 - 2034-2035 | (Over 7 pages) |
| 3. ⇒ | Statement of Revenue Policy 2025-2026 | (Over 7 pages) |
| 4. ⇒ | Fees and Charges 2025-2026 | (Over 7 pages) |
| 5. ⇒ | Cost Shifting Survey | (Over 7 pages) |
| 6. ⇒ | Budget submissions redacted | (Over 7 pages) |

Report

Subject	2025-2026 Rates and Charges
TRIM Record No	BP25/362:EF24/216
Prepared by	Rating Coordinator
Reason	To comply with the legislative requirements of the Local Government Act 1993 and for Council to make the 2025-2026 Rates and Charges
Strategic Theme	Leadership and participation
Strategy	We provide effective management and responsible governance.
Action	Ensure the efficient and effective operation of Council.

Executive Summary

This report presents recommendations that if adopted would allow Council to comply with the provisions of the *Local Government Act 1993* (Act) in relation to the making of the 2025-2026 Rates and Charges. This is consistent with the advertised draft Operational Plan (OP) 2025-2026.

Recommendation

That following exhibition of the draft 2025-2026 Operational Plan in accordance with Section 405 of the *Local Government Act 1993*, Council makes the Rates, Wastewater Charges, Waste Management Charges, Water Charges, Stormwater Management Services Charges and Interest Charges for 2025-2026 as set out in the attached document.

Background

Council has prepared a draft OP 2025-2026 and it includes the Revenue Policy. The Revenue Policy lists all rates and charges proposed to be levied in 2025-2026. On the basis Council adopts the OP 2025-2026 as part of this business paper, this report is prepared for Council to make the 2025-2026 rates and charges in accordance with its statutory obligations.

2025-2026 Rates and Annual Charges

The Revenue Policy lists all proposed 2025-2026 rates and charges. The following is a selection of the main rates and charges:

Ordinary Rates

The NSW Independent Pricing and Regulatory Tribunal determined the rate pegging percentage increase for 2025-2026 was 3.9%. This has been factored into the rating structure for 2025-2026, however no increase has been applied to the 'Business Inner CBD' rating category.

Base Rate

A base rate is charged to all rateable properties. The base rate relates to costs Council considers are of equal value to a ratepayer regardless of the location of a property or its valuation. Costs considered reasonable to include in the base rate amount relate to Councillors, Corporate Management, Corporate Centre, Financial Services and Regulatory Services (Development and Compliance). The base rate will be \$475 in 2025-2026.

Wastewater Charges

The charges have been increased by 3.9% which is in line with rate peg.

Waste Management Charges

As a result of the natural disasters of February and March 2022 and the subsequent damage to Council's waste cell, Council has been required to transport waste off site to other facilities. This has resulted in Council incurring significant additional operational costs, it is anticipated that this will continue during 2025-2026 year until the cell becomes operational. To offset the increased operational costs, Council has introduced a waste levy of \$75.00 per **service** for the 2025-2026 year.

To minimise the impact on ratepayers, Council proposes to once again reduce the Waste Minimisation charge in 2025-2026 to zero.

Waste services have been reviewed with proposed changes incorporated in the 2025-2026 both to the services to be delivered and the charging structure for the services to be delivered. The changes reflect the true cost of the service being delivered by Council and will provide for a more sustainable waste facility over the longer term. A full list of charges has been included in the Revenue 2025-2026 Policy of Council.

Water Charges

Council applies a user pays policy for water charges. The adoption of the recommendations relating to water charges will continue this policy.

For 2025-2026, consumption charges will increase by 5% to \$5.28 per kilolitre. Base service availability charges will increase by 5% to \$388.00 per annum. This effectively increases the typical residential bill from \$1,214 to \$1,275 per annum; a \$61 per annum or 5% increase.

Stormwater Management Services Charges

The charges for 2025-2026 will remain the same as the 2024-2025 charges.

For residential lots the charge will be \$25.00. For residential strata and company titled land, the charge will be \$12.50 per unit.

For business properties the charge will be area based with a minimum charge of \$25.00 for properties up to 350m² and an additional \$25.00 for each unit of 350m² or part thereof. Business properties over 4,200m², dependent upon the outcome of an assessment of the property to determine the proportion of the property that is impervious, will be charged a minimum \$300.00 with an additional charge of \$25.00 per 350m² or part thereof that is declared impervious.

Maps and Schedules

Council is required to provide maps and schedules of some of its rates and charges. Copies of these are provided as attachments to this report.

Comments

Finance

The recommended 2025-2026 Rates and Charges are consistent with those advertised in the draft Reimagine Lismore OP 2025-2026 and are supported.

Public consultation

The draft Reimagine Lismore OP 2025-2026, which includes the Rates and Charges, was on public display from 13 May 2025 to 12 June 2025.

Conclusion

Council is required to adopt the 2025-2026 rates and charges. The rates and charges to be made include ordinary rates, base rate, wastewater charges, waste charges, water charges, stormwater management services charges and interest on overdue rates and charges.

The recommendations are worded to meet Council's statutory obligations when deciding the 2025-2026 Rates and Charges and are consistent to that proposed in the draft Reimagine Lismore OP 2025-2026.

Attachment/s

1. [↓](#) Rates & Charges 2025-2026
2. [↔](#) Schedule A - 2025 26 (Over 7 pages)
3. [↔](#) Bexhill Schedule A - 2025 26 (Over 7 pages)
4. [↔](#) Clunes Schedule A - 2025 26 (Over 7 pages)
5. [↔](#) Dunoon Schedule A - 2025 26 (Over 7 pages)
6. [↔](#) Goolmangar Schedule A - 2025 26 (Over 7 pages)
7. [↔](#) Modanville Schedule A - 2025 26 (Over 7 pages)
8. [↔](#) Nimbin Schedule A - 2025 26 (Over 7 pages)
9. [↔](#) North Woodburn Schedule A - 2025 26 (Over 7 pages)
10. [↔](#) Perradenya Schedule A - 2025 26 (Over 7 pages)
11. [↔](#) South Gundurimba Schedule A - 2025 26 (Over 7 pages)
12. [↔](#) The Channon Schedule A - 2025 26 (Over 7 pages)
13. [↔](#) Wyrallah Schedule A - 2025 26 (Over 7 pages)
14. [↔](#) Schedule C - 2025 26 (Over 7 pages)
15. [↔](#) Schedule D - 2025 26 (Over 7 pages)
16. [↔](#) Schedule F - 2025 26 (Over 7 pages)
17. [↔](#) Schedule G - 2025 26 (Over 7 pages)
18. [↔](#) Schedule H - 2025 26 (Over 7 pages)
19. [↔](#) Schedule I - 2025 26 (Over 7 pages)
20. [↔](#) Schedule J - 2025 26 (Over 7 pages)



Rates, Wastewater Charges, Waste Management Charges, Water Charges, Stormwater Management Services Charges and Interest Charges for 2025-2026

RATES

- (1) A **Business Rate** to be known as the '**Business Inner CBD**' rate of **seven point seven seven five two (7.7752) cents in the dollar** per assessment, on the land value as at base date 1 July 2022 with a **base amount of four hundred and seventy five dollars (\$475.00)** per assessment be now made for the rating year 1 July 2025 to 30 June 2026, on all rateable land within the centre of activity known as the Inner CBD shown as within the red boundary of the map, Schedule C, and that meets the definition of Business as defined in Section 518 of the *Local Government Act 1993*. The total income from base amounts equates to **six point four (6.4%) percent of the Business Inner CBD income**.
- (2) A **Business Rate** to be known as the '**Business Urban**' rate of **two point zero one zero zero (2.0100) cents in the dollar** per assessment, on the land value as at base date 1 July 2022 with a **base amount of four hundred and seventy five dollars (\$475.00)** per assessment be now made for the rating year 1 July 2025 to 30 June 2026, on all rateable land within the centre of activity outside the Inner CBD shown as within the red boundary of the map, Schedule C, but within the urban area of Lismore as shown by the red boundary on the map, Schedule D, and that meets the definition of Business as defined in Section 518 of the *Local Government Act 1993*. The total income from base amounts equates to **eight point eight (8.8%) percent of the Business Urban income**.
- (3) A **Business Rate** to be known as the '**Business Other**' rate of **zero point five eight nine four (0.5894) cents in the dollar** per assessment on the land value as at base date 1 July 2022 with a **base amount of four hundred and seventy five dollars (\$475.00)** per assessment be now made for the rating year 1 July 2025 to 30 June 2026, on all rateable land in the City of Lismore but not within the areas defined within the maps, Schedules C and D attached and the Village of Nimbin, as defined by the map of Nimbin in Schedule A, and that meets the definition of Business as defined in Section 518 of the *Local Government Act 1993*. The total income from base amounts equates to **twenty two point three (22.3%) percent of the Business Other income**.
- (4) A **Business Rate** to be known as the '**Nimbin Business**' rate of **zero point eight one three nine (0.8139) cents in the dollar** per assessment on the land value as at base date 1 July 2022 with a **base amount of four hundred and seventy five dollars (\$475.00)** per assessment be now made for the rating year 1 July 2025 to 30 June 2026, on all rateable land within the Village of Nimbin, as defined by the map of Nimbin in Schedule A, that meets the definition of Business as defined in Section 518 of the *Local Government Act 1993*. The total income from base amounts equates to **seventeen point three (17.3%) percent of the Nimbin Business income**.
- (5) A **Residential Rate** to be known as the '**Residential**' rate of **zero point three nine one seven (0.3917) of a cent in the dollar** per assessment, on the land value as at base date 1 July 2022 with a **base amount of four hundred and seventy five dollars (\$475.00)** per assessment, be now made for the rating year 1 July 2025 to 30 June 2026, on all rateable land within the centres of population defined and within the red lines shown on the maps in Schedule A attached and meeting the definition of Residential as defined in Section 516 of the *Local Government Act 1993*. The total income from base amounts equates to **thirty three point six (33.6%) percent of the Residential income**.
- (6) A **Residential Rate** to be known as the '**Residential Rural**' rate of **zero point three zero five eight (0.3058) of a cent in the dollar** per assessment on the land value as at base date 1 July 2022 with a **base amount of four hundred and seventy five dollars (\$475.00)** per assessment, be now made for the rating year 1 July 2025 to 30 June 2026,

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 more City Council acknowledges the people of the Bundjalung Nation, traditional custodians of the land on which we work.

on all rateable land that meets the definition of Residential except for land within the centres of population defined by the maps in Schedule A attached and meeting the definition of Residential as defined by Section 516 of the *Local Government Act 1993*. The total income from base amounts equates to **twenty six point four (26.4%) percent of the Residential Rural income**.

- (7) A **Farmland Rate** to be known as the '**Farmland**' rate of **zero point three zero four four (0.3044) cents in the dollar** per assessment, on the land value as at base date 1 July 2022 with a **base amount of four hundred and seventy five dollars (\$475.00)** per assessment be now made for the rating year 1 July 2025 to 30 June 2026, on all rateable land in the City of Lismore area that meets the definition of Farmland as defined in Section 515 of the *Local Government Act 1993*. The total income from base amounts equates to **seventeen point two (17.2%) percent of the Farmland income**.

WASTEWATER CHARGES

- (8) In accordance with Sections 501 and 539 of the *Local Government Act 1993*, an annual charge be now made for the provision of sewerage services to single units of residential occupation, residential, as defined in Section 516 (1) (a) of the *Local Government Act 1993*, including residential strata units of **one thousand and fifty three dollars (\$1,053.00)** per assessment. This charge applies to properties connected to the Lismore Sewer Scheme and is to be known as the '**Sewer**' charge for the period 1 July 2025 to 30 June 2026, excluding properties charged the Sewer Rebate 1 or Sewer Rebate 2 annual charge.
- (9) In accordance with Sections 501 and 539 of the *Local Government Act 1993*, an annual charge, as per the attached Schedule F, where the charge is indicated by the number of units of residential occupancy located on a property, be now made for the provision of sewerage services to a parcel of land connected to the Lismore Sewer Scheme to be known as the '**Sewer Multiple**' charge for the period 1 July 2025 to 30 June 2026, excluding residential Strata Units.
- (10) In accordance with Sections 501 and 539 of the *Local Government Act 1993*, for all other properties, not being residential land as defined in Section 516 (1) (a) of the *Local Government Act 1993*, an annual charge be now made for the provision of trade waste services for properties connected to the Lismore Sewer Scheme, as per the attached Schedule G, where the charge is indicated by the number of equivalent tenants or part thereof allocated to an assessment in accordance with the methodology set out in Council's Wastewater Usage Charging Strategy to be known as the '**Non-Residential Sewer**' charge, except for properties declared by Lismore City Council to be Established Strength Users, for the period 1 July 2025 to 30 June 2026.
- (11) In accordance with Sections 501 and 539 of the *Local Government Act 1993*, an annual charge be now made for the availability of sewerage services of **six hundred and thirty two dollars (\$632.00)** per assessment for all rateable parcels of land within 75 metres of a Lismore Sewer Scheme main and capable of discharging into that main but not connected thereto to be known as the '**Sewer Unconnected**' charge for the period 1 July 2025 to 30 June 2026, excluding properties charged the Sewer Rebate 1 or Sewer Rebate 2 annual charge.
- (12) In accordance with Sections 501 and 539 of the *Local Government Act 1993*, an annual charge be now made for the availability of sewerage services to single units of residential occupation, residential, as defined in Section 516 (1) (a) of the *Local Government Act, 1993*, including residential strata units of **three hundred and sixteen dollars (\$316.00)** per assessment. This charge applies to occupied properties for which an Occupation Certificate has been issued, which have a self-sufficient or stand-alone onsite system of wastewater management installed and which have no connection to the

Lismore Sewer Scheme. In addition, all necessary State or Local Government approvals applicable to the onsite system of wastewater management must have been obtained and the system must be operated in compliance with these approvals. This charge is to be known as the **'Sewer Rebate 1'** charge for the period 1 July 2025 to 30 June 2026.

- (13) In accordance with Sections 501 and 539 of the *Local Government Act 1993*, an annual charge be now made for the provision of sewerage services to single units of residential occupation, residential, as defined in Section 516 (1) (a) of the *Local Government Act 1993*, including residential strata units of **five hundred and twenty seven dollars (\$527.00)** per assessment. This charge applies to occupied properties for which an Occupation Certificate has been issued, which have at least one dry composting toilet installed, have no flush toilets installed, but which continue to discharge their grey water to the Lismore Sewer Scheme. In addition, all necessary State or Local Government approvals applicable to the dry composting toilet(s) must have been obtained and the toilet(s) must be operated in compliance with these approvals. This annual charge is to be known as the **'Sewer Rebate 2'** charge for the period 1 July 2025 to 30 June 2026.

WASTE MANAGEMENT CHARGES

- (14) An annual charge in accordance with Section 496 of the *Local Government Act 1993*, for all land within the declared scavenging area within the Lismore Urban Area, a map of which is available at Council's office, for the removal, weekly, of the approved organic contents of a 240 litre approved mobile waste bin. In addition, on a fortnightly basis, Council will collect the approved recyclable contents of a 240 litre or 360 litre approved mobile bin as well as the approved waste contents of a 120 litre or 140 litre approved mobile bin. This charge is to be known as the **'Integrated Waste'** collection service for the period 1 July 2025 to 30 June 2026 and will be charged at **six hundred and forty two dollars and zero cents (\$642.00)** per annum. Additional services will be charged at **six hundred and forty two dollars and zero cents (\$642.00)** per annum. Services commenced during the charging period will be charged for on a proportional basis.
- (15) An annual charge in accordance with Section 496 of the *Local Government Act 1993*, for all land within the declared scavenging area within the Lismore Urban Area, a map of which is available at Council's office, for the removal, on a fortnightly basis, of the approved organic contents of a 120 litre approved mobile waste bin. In addition, on a fortnightly basis, Council will collect the approved recyclable contents of a 120 litre approved mobile bin as well as the approved waste contents of a 80 litre approved mobile bin. This charge is to be known as the **'Integrated Waste – Urban Half'** collection service for the period 1 July 2025 to 30 June 2026 and will be charged at **four hundred and fifty dollars and sixty nine cents (\$469.00)** per annum. Additional services will be charged **four hundred and fifty dollars and sixty nine cents (\$469.00)** per annum. Services commenced during the charging period will be charged for on a proportional basis.
- (16) An annual charge in accordance with Section 496 of the *Local Government Act 1993*, for all land within the declared scavenging area within the Lismore Urban Area, a map of which is available at Council's office, for the removal, weekly, of the approved organic contents of a 240 litre approved mobile bin. In addition, on a fortnightly basis, Council will collect the approved recyclable contents of a 240 litre or 360 litre approved mobile bin as well as the approved waste contents of a 240 litre approved mobile bin. This charge is to be known as the **'Integrated Waste – Waste Plus'** collection service for the period 1 July 2025 to 30 June 2026 and will be charged at **seven hundred and forty seven dollars and zero cents (\$747.00)** per annum. Additional services will be charged at **seven hundred and forty seven dollars and zero cents (\$747.00)** per annum. Services commenced during the charging period will be charged for on a proportional basis.

- (17) An annual charge in accordance with Section 496 of the *Local Government Act 1993*, for all land within the declared scavenging area within the Lismore Urban Area, a map of which is available at Council's office, for the removal, subject to approval by the Manager – Commercial Services, of the approved waste contents of an approved 240 litre mobile bin on a fortnightly basis. This charge is to be known as the '**Special Needs**' collection service for the period 1 July 2025 to 30 June 2026 and will be charged at **five hundred and thirty seven dollars and zero cents (\$537.00)** per annum. Additional services will be charged at **five hundred and thirty seven dollars and zero cents (\$537.00)** per annum. Services commenced during the charging period will be charged for on a proportional basis.
- (18) An annual charge in accordance with Section 496 of the *Local Government Act 1993*, for all land, located outside the urban area of Lismore but within the declared domestic waste scavenging area, a map of which is available at Council's Corporate Centre for the removal, weekly, of the approved waste contents of a 240 litre approved mobile bin and on a fortnightly basis, the approved recycling contents of a 240 litre or 360 litre approved mobile bin. This charge is to be known as the '**Waste Collection Service - Rural**' collection service for the period 1 July 2025 to 30 June 2026 and will be charged at **six hundred and thirty one dollars and zero cents (\$631.00)** per annum. Additional services will be charged at **six hundred and thirty one dollars and zero cents (\$631.00)** per annum. Services commenced during the charging period will be charged for on a proportional basis.
- (19) An annual charge in accordance with Section 496 of the *Local Government Act 1993*, for all land, located outside the urban area of Lismore but within the declared domestic waste scavenging area, a map of which is available at Council's Corporate Centre for the removal, fortnightly, of the approved waste contents of a 140 litre approved mobile bin and on a fortnightly basis the approved recyclable contents of a 120 litre approved mobile bin. This charge is to be known as the '**Waste Collection Service - Rural Half**' collection service for the period 1 July 2025 to 30 June 2026 and will be charged at **four hundred and thirty seven dollars and zero cents (\$437.00)** per annum. Additional services will be charged at **four hundred and thirty seven dollars and zero cents (\$437.00)** per annum. Services commenced during the charging period will be charged for on a proportional basis.
- (20) An annual charge in accordance with Section 496 of the *Local Government Act 1993*, for all land, located outside the urban area of Lismore but within the declared rural village service areas, a map of which is available at Council's Corporate Centre for the removal, fortnightly, of the approved organic contents of a 240 litre approved mobile bin, the approved waste contents of a 240 litre approved mobile bin and the approved recycling contents of a 240 litre or 360 litre approved mobile bin on a fortnightly basis. This charge is to be known as the '**Waste Collection Service – Rural Village**' collection service for the period 1 July 2025 to 30 June 2026 and will be charged at **seven hundred and twenty dollars and zero cents (\$720.00)** per annum. Additional services will be charged at **seven hundred and twenty dollars and zero cents (\$720.00)** per annum. Services commenced during the charging period will be charged for on a proportional basis.
- (21) An annual charge in accordance with Section 496 of the *Local Government Act 1993*, for all land, located outside the urban area of Lismore but within the declared rural village service areas, a map of which is available at Council's Corporate Centre for the removal, weekly, of the approved organic contents of a 120 litre approved mobile bin on a fortnightly basis, the approved waste contents of a 140 litre approved mobile bin on a fortnightly basis the approved recycling contents of a 120 litre approved mobile bin on a fortnightly basis. This charge is to be known as the '**Waste Collection Service – Rural Village Half**' collection service for the period 1 July 2025 to 30 June 2026 and will be charged at **five hundred and ten dollars and zero cents (\$510.00)** annum. Additional services will be charged at **five hundred and ten dollars and zero cents (\$510.00)** per

annum. Services commenced during the charging period will be charged for on a proportional basis.

- (22) An annual charge in accordance with Section 501 of the *Local Government Act 1993*, for all properties, located within the urban area of Lismore, a map of which is available at Council's Corporate Centre, whose waste does not meet the definition of domestic waste contained within the *Local Government Act 1993* and where Council collects the approved waste contents of an approved 240 litre mobile waste bin and the approved contents of a 240 litre approved resource recovery bin on a fortnightly basis from that property. This charge is to be known as the **'Waste Collection – Urban Business'** charge for the period 1 July 2025 to 30 June 2026 and will be charged at **five hundred and sixty nine dollars and zero cents (\$569.00)** per annum. Additional services will be charged at **five hundred and sixty nine dollars and zero cents (\$569.00)** per annum. Services commenced during the year a proportional charge will be made.
- (23) An annual charge in accordance with Section 501 of the *Local Government Act 1993*, for all properties, located outside the urban area of Lismore but within the declared waste scavenging area, a map of which is available at Council's Corporate Centre, whose waste does not meet the definition of domestic waste contained within the *Local Government Act 1993* and where Council collects the approved waste contents of an approved 240 litre mobile waste bin on a weekly basis and the approved contents of a 240 litre or 360 litre approved recycling bin on a fortnightly basis from that property. This charge to be known as the **'Waste Collection – Rural Business'** charge for the period 1 July 2025 to 30 June 2026 and will be charged at **six hundred and twenty seven dollars and zero cents (\$627.00)** per annum. Additional services will be charged at **six hundred and twenty seven dollars and zero cents (\$627.00)** per annum. Services commenced during the year a proportional charge will be made.
- (24) An annual charge in accordance with Section 496 of the *Local Government Act 1993*, for all land within the declared domestic waste scavenging areas, both urban and rural, maps of which are available at Council's Corporate Centre, not utilising the domestic waste management service provided by Council to be known as the **'Waste Availability'** charge, of **seventy eight dollars and seventy five cents (\$78.75)** per assessment, except for all land located within the Nimbin and District service area (Schedule I attached), maps of which are available at Council's Corporate Centre, for the provision of the Nimbin Transfer Station Facility, for the period 1 July 2025 to 30 June 2026.
- (25) An annual charge in accordance with Section 501 of the *Local Government Act 1993*, for all land within the Lismore City Council area, to be known as the **'Waste Minimisation'** charge, of **Nil (\$0.00)** per assessment for the period 1 July 2025 to 30 June 2026.
- (26) An annual charge in accordance with Sections 501 and 541 of the *Local Government Act, 1993*, for all land located within the Nimbin and District service area (Schedule J attached), maps of which are available at Council's Corporate Centre, for the provision of the Nimbin Transfer Station, of **one hundred and ninety dollars and zero cents (\$190.00)** per assessment and for properties with multiple units of residential occupancy a charge of **one hundred and ninety dollars and zero cents (\$190.00)** per unit of residential occupancy located on each assessment, to be known as the **'Transfer Station'** charge for the period 1 July 2025 to 30 June 2026. Properties paying for a waste collection service are exempt from this charge.
- (27) An annual charge in accordance with Section 496 of the *Local Government Act 1993*, for all land within the declared scavenging area, a map of which is available at Council's office, for the removal, fortnightly, of the approved contents of a 240 litre approved mobile waste bin. This charge is to be known as the **'Extra Bin Domestic Urban – 240L Waste'** collection service for the period 1 July 2025 to 30 June 2026 and will be charged at **two hundred and thirty one dollars and zero cents (\$231.00)** per annum. Additional services will be charged at **two hundred and thirty one dollars and zero cents**

(\$231.00) per annum. Services commenced during the charging period will be charged for on a proportional basis.

- (28) An annual charge in accordance with Section 496 of the *Local Government Act 1993*, for all land within the declared scavenging area, a map of which is available at Council's office, for the removal, fortnightly, of the approved contents of a 240 litre approved mobile recycling bin. This charge is to be known as the **'Extra Bin Domestic Urban – 360L Recycling'** collection service for the period 1 July 2025 to 30 June 2026 and will be charged at **ninety dollars and zero cents (\$90.00)** per annum. Additional services will be charged at **ninety dollars and zero cents (\$90.00)** per annum. Services commenced during the charging period will be charged for on a proportional basis.
- (29) An annual charge in accordance with Section 496 of the *Local Government Act 1993*, for all land within the declared scavenging area, a map of which is available at Council's office, for the removal, weekly, of the approved contents of a 240 litre approved mobile organics bin. This charge is to be known as the **'Extra Bin Domestic Urban – 240L Organics'** collection service for the period 1 July 2025 to 30 June 2026 and will be charged at **two hundred and ten dollars and zero cents (\$210.00)** per annum. Additional services will be charged at **two hundred and ten dollars and zero cents (\$210.00)** per annum. Services commenced during the charging period will be charged for on a proportional basis.
- (30) An annual charge in accordance with Section 496 of the *Local Government Act 1993*, for all land within the declared scavenging area, a map of which is available at Council's office, for the removal, fortnightly, of the approved contents of a 240 litre approved mobile waste bin. This charge is to be known as the **'Extra Bin Domestic Rural & Village – 240L Waste'** collection service for the period 1 July 2025 to 30 June 2026 and will be charged at **two hundred and seventy two dollars and zero cents (\$272.00)** per annum. Additional services will be charged at **two hundred and seventy two dollars and zero cents (\$272.00)** per annum. Services commenced during the charging period will be charged for on a proportional basis.
- (31) An annual charge in accordance with Section 496 of the *Local Government Act 1993*, for all land within the declared scavenging area, a map of which is available at Council's office, for the removal, fortnightly, of the approved contents of a 240 litre approved mobile recycling bin. This charge is to be known as the **'Extra Bin Domestic Rural & Village – 360L Recycling'** collection service for the period 1 July 2025 to 30 June 2026 and will be charged at **one hundred and twenty eight dollars and zero cents (\$128.00)** per annum. Additional services will be charged at **one hundred and twenty eight dollars and zero cents (\$128.00)** per annum. Services commenced during the charging period will be charged for on a proportional basis.
- (32) An annual charge in accordance with Section 496 of the *Local Government Act 1993*, for all land within the declared scavenging area, a map of which is available at Council's office, for the removal, fortnightly, of the approved contents of a 240 litre approved mobile organics bin. This charge is to be known as the **'Extra Bin Domestic Village – 360L Organics'** collection service for the period 1 July 2025 to 30 June 2026 and will be charged at **one hundred and forty five dollars and zero cents (\$145.00)** per annum. Additional services will be charged at **one hundred and forty five dollars and zero cents (\$145.00)** per annum. Services commenced during the charging period will be charged for on a proportional basis.
- (33) An annual charge in accordance with Section 496 of the *Local Government Act 1993*, for all land within the declared scavenging area, a map of which is available at Council's office, for the removal, weekly, of the approved contents of a 240 litre approved mobile waste bin. This charge is to be known as the **'Extra Bin Non Domestic Urban – 240L Waste'** collection service for the period 1 July 2025 to 30 June 2026 and will be charged at **three hundred and forty six dollars and zero cents (\$346.00)** per annum. Additional

services will be charged at **three hundred and forty six dollars and zero cents (\$346.00)** per annum. Services commenced during the charging period will be charged for on a proportional basis.

- (34) An annual charge in accordance with Section 496 of the *Local Government Act 1993*, for all land within the declared scavenging area, a map of which is available at Council's office, for the removal, weekly, of the approved contents of a 240 litre approved mobile recycling bin. This charge is to be known as the '**Extra Bin Non Domestic Urban – 240L Recycling**' collection service for the period 1 July 2025 to 30 June 2026 and will be charged at **one hundred and thirty five dollars and zero cents (\$135.00)** per annum. Additional services will be charged at **one hundred and thirty five dollars and zero cents (\$135.00)** per annum. Services commenced during the charging period will be charged for on a proportional basis.
- (35) An annual charge in accordance with Section 496 of the *Local Government Act 1993*, for all land within the declared scavenging area, a map of which is available at Council's office, for the removal, weekly, of the approved contents of a 240 litre approved mobile organics bin. This charge is to be known as the '**Extra Bin Non Domestic Urban – 240L Organics**' collection service for the period 1 July 2025 to 30 June 2026 and will be charged at **three hundred and fifteen dollars and zero cents (\$315.00)** per annum. Additional services will be charged at **three hundred and fifteen dollars and zero cents (\$315.00)** per annum. Services commenced during the charging period will be charged for on a proportional basis.
- (36) An annual charge in accordance with Section 496 of the *Local Government Act 1993*, for all land within the declared scavenging area, a map of which is available at Council's office, for the removal, weekly, of the approved contents of a 240 litre approved mobile waste bin. This charge is to be known as the '**Extra Bin Non Domestic Rural & Village – 240L Waste**' collection service for the period 1 July 2025 to 30 June 2026 and will be charged at **four hundred and eight dollars and zero cents (\$408.00)** per annum. Additional services will be charged at **four hundred and eight dollars and zero cents (\$408.00)** per annum. Services commenced during the charging period will be charged for on a proportional basis.
- (37) An annual charge in accordance with Section 496 of the *Local Government Act 1993*, for all land within the declared scavenging area, a map of which is available at Council's office, for the removal, fortnightly, of the approved contents of a 240 litre approved mobile recycling bin. This charge is to be known as the '**Extra Bin Non Domestic Rural & Village – 240L Recycling**' collection service for the period 1 July 2025 to 30 June 2026 and will be charged at **one hundred and twenty eight dollars and zero cents (\$128.00)** per annum. Additional services will be charged at **one hundred and twenty eight dollars and zero cents (\$128.00)** per annum. Services commenced during the charging period will be charged for on a proportional basis.

WATER CHARGES

- (38) In accordance with Section 502 of the *Local Government Act 1993*, for water recorded by the water meter on a property, a charge of **five dollars and twenty eight cents (\$5.28)** per kilolitre for the year 1 July 2025 to 30 June 2026 to be known as the '**Consumption**' charge is made.
- (39) In accordance with Sections 501, 539 and 541 of the *Local Government Act 1993*, an annual charge be now made for the year 1 July 2025 to 30 June 2026 for the provision of water and water service availability, based on the size of the water service connected to a property. For a property which has two or more water connections, the cost of the services will be the total number of services multiplied by the fixed service charged; in cases where different sized services are connected, the sum of the cost of the fixed

service charges, except for Perradenya (Recycled) services which are not charged an annual charge, and water connections used solely for firefighting services, the cost of which shall be **three hundred and eighty eight dollars and zero cents (\$388.00)** per firefighting service, to be known as the **'Fixed Service Charge'** is hereby made in respect of:

Size of Service	Fixed Service Charge
20mm	\$ 388.00
25mm	\$ 606.00
32mm	\$ 992.00
40mm	\$ 1,550.00
50mm	\$ 2,422.00
65mm	\$ 4,093.00
80mm	\$ 6,201.00
100mm	\$ 9,688.00
150mm	\$21,799.00

- (40) In accordance with Sections 501, 539 and 541 of the *Local Government Act 1993* an annual charge, for the availability of water to property not connected to Council's water supply but capable of connection thereto and within 225 metres of a Council water main in accordance with Section 552 (1)(b) of the *Local Government Act 1993*, for the year 1 July 2025 to 30 June 2026, to be known as the **'Water Availability'** charge, of **three hundred and eighty eight dollars and zero cents (\$388.00)** per assessment is made, excluding properties paying the Water Rebate charge.
- (41) In accordance with Sections 501, 539 and 541 of the *Local Government Act 1993*, an annual charge be now made for the availability of water to residential properties, residential as defined in Section 516 (1) (a) of the *Local Government Act 1993*, including residential strata units, of **one hundred and ninety four dollars and zero cents (\$194.00)** per assessment. This charge applies to occupied residential properties for which an Occupation Certificate has been issued, which have a self-sufficient stand-alone system of water supply installed and which have no connection to Council's reticulated water supply. In addition, all necessary State or Local Government approvals applicable to self-sufficient stand-alone water supply must have been obtained and the system must be operated in compliance with these approvals. This charge is to be known as the **'Water Rebate'** charge for the period 1 July 2025 to 30 June 2026.

STORMWATER MANAGEMENT SERVICES CHARGE

- (42) An annual charge in accordance with Section 496A (1) of the *Local Government Act 1993*, for all eligible residential property, as defined, excluding residential strata units, within the Tucki Tucki Creek catchment area shown on Schedule H, of **twenty five dollars (\$25.00)** per assessment, to be known as the **'Stormwater Charge - Residential - Tucki'** for the period 1 July 2025 to 30 June 2026.
- (43) An annual charge in accordance with Section 496A (1) of the *Local Government Act 1993*, for all eligible residential property, as defined, excluding residential strata units, within the Wilsons River catchment area shown on Schedule I, of **twenty five dollars (\$25.00)** per assessment, to be known as the **'Stormwater Charge - Residential - Wilsons River'** for the period 1 July 2025 to 30 June 2026.
- (44) An annual charge in accordance with Section 496A (1) of the *Local Government Act 1993*, for all residential strata units and all residential company titled units within the Tucki Tucki

Creek catchment area shown on the map in Schedule H, of **twelve dollars and fifty cents (\$12.50)**, to be known as the '**Stormwater Charge - Res Strata - Tucki**' for the period 1 July 2025 to 30 June 2026.

- (45) An annual charge in accordance with Section 496A (1) of the *Local Government Act 1993*, for all residential strata units and all residential company titled units within the Wilsons River catchment area shown on the map in Schedule I, of **twelve dollars and fifty cents (\$12.50)**, to be known as the '**Stormwater Charge - Res Strata – Wilsons River**' for the period 1 July 2025 to 30 June 2026.
- (46) An annual charge in accordance with Section 496A (1) of the *Local Government Act 1993*, for all business/commercial and industrial property, except for business/commercial and industrial strata units and company titled units, located within the Tucki Tucki Creek catchment area of Lismore shown on the map in Schedule H, of **twenty five dollars (\$25.00)** for each 350m² or part thereof subject to the following; for properties up to 4,200m² in area, the charge will be \$25 per 350m² or part thereof to a maximum of \$300; for properties whose area exceeds 4,200m², \$25 for each 350m² or part thereof, subject to any reduction due to the porous nature of the property which has been determined using Council's adopted Stormwater Appeals Procedure and the charge is to be known as the '**Stormwater Charge - Business Tucki**' for the period 1 July 2025 to 30 June 2026.
- (47) An annual charge in accordance with Section 496A (1) of the *Local Government Act 1993*, for all business/commercial and industrial property, except for business/commercial and industrial strata units and company titled units, located within the Wilsons River catchment area of Lismore shown on the map in Schedule I, of **twenty five dollars (\$25.00)** for each 350m² or part thereof subject to the following; for properties up to 4,200m² in area, the charge will be \$25 per 350m² or part thereof to a maximum of \$300; for properties whose area exceeds 4,200m², \$25 for each 350m² or part thereof, subject to any reduction due to the porous nature of the property which has been determined using Council's adopted Stormwater Appeals Procedure and the charge is to be known as the '**Stormwater Charge - Business – Wilsons River**' for the period 1 July 2025 to 30 June 2026.
- (48) An annual charge in accordance with Section 496A (1) of the *Local Government Act 1993*, for all eligible business/commercial and industrial strata units and company titled units, located within the Tucki Tucki Creek catchment area of Lismore shown on the map in Schedule H, to be calculated at **twenty five dollars (\$25.00)** for every 350m² or part thereof of the total property and the product of that calculation being divided by the sum of the strata unit entitlement or the total sum of units of the company title with the product of that calculation being multiplied by the individual strata unit entitlement or company title entitlement to give the charge that is to be known as the '**Stormwater Charge - Bus Strata - Tucki**', subject to a minimum charge of \$25 per assessment, for the period 1 July 2025 to 30 June 2026.
- (49) An annual charge in accordance with Section 496A (1) of the *Local Government Act 1993*, for all eligible business/commercial and industrial strata units and company titled units, located within the Wilsons River catchment area of Lismore shown on the map in Schedule I, to be calculated at **twenty five dollars (\$25.00)** for every 350m² or part thereof of the total property and the product of that calculation being divided by the sum of the strata unit entitlement or the total sum of units of the company title with the product of that calculation being multiplied by the individual strata unit entitlement or company title entitlement to give the charge that is to be known as the '**Stormwater Charge - Bus Strata – Wilsons River**', subject to a minimum charge of \$25 per assessment, for the period 1 July 2025 to 30 June 2026.

INTEREST CHARGES

- (50) In accordance with Section 566 (3) of the *Local Government Act 1993*, the interest rate on outstanding rates and charges will be 10.5% and for the period 1 July 2025 to 30 June 2026

Report

Subject	Community Engagement Strategy 2025 and Community Participation Plan
TRIM Record No	BP24/1050:EF09/1726
Prepared by	Coordinator Corporate Planning & Reporting
Reason	To report the outcomes of public exhibition and seek adoption of the Community Engagement Strategy 2025 including the Community Participation Plan.
Strategic Theme	Leadership and participation
Strategy	We communicate and engage with our community.
Action	Provide effective communication and information delivery, marketing and promotions.

Executive Summary

As required by the *Local Government Act 1993* s406, Council's Community Engagement Strategy (CES) was reviewed in November 2024, within three months of the election for the current term of Council. The CES includes the Council's Community Participation Plan (CPP) as an appendix so the CPP was reviewed at the same time.

With the current CES and CPP being from 2019, the review identified the need for an updated CES and CPP to be developed, bringing Council's engagement approaches up to date and tailored to our geographically and demographically diverse community.

Council officers, with support of engagement specialists, ran a variety of engagement activities with both internal stakeholders and the community to identify what they would like Council's engagement approaches to include and what outcomes they would like it to achieve. These activities, coupled with analysis of engagement feedback from the last three years, shaped the new, fit for purpose, CES and CPP.

The draft CES, including the CPP, was placed on public exhibition from 14 May – 12 June 2025 per Council resolution 88/25. A number of submissions were received during the exhibition period, predominantly focused on the types of developments considered 'expected applications' within the CPP 2025. Council officers have reviewed the feedback and recommends that notification and engagement be retained for some of these development types. Council is asked to consider the feedback submitted by the community, confirm if the recommended change is accepted, decide if any further alterations should be made and then adopt and publish the CES including the CPP 2025.

Recommendation

That Council adopt the attached Community Engagement Strategy 2025 including the Community Participation Plan and publish it on Council's website.

Background

In accordance with Integrated Planning and Reporting (IP&R) legislation, the Community Engagement Strategy must be reviewed within three months of the local government elections, as part of the broader review of the Community Strategic Plan. A review was conducted in Q2 2024/2025, and the outcome published in City Notes on 2 December 2024 (Item 275/2024) advising that a new CES should be developed.

The development of a new CES ensures that Council considers modern technology, the needs of our diverse community and advancements in best practice when designing engagement activities. It also reinforces the consideration of community engagement at all stages of project development and delivery across all teams at Council.

Throughout late 2024 and the first half of 2025, a series of engagement activities were conducted with Council staff and the community as part of the broader IP&R consultation program. The feedback received through these activities, alongside feedback from Council engagement activities conducted over the previous three years, guided the development of the new CES to ensure it was tailored to the Lismore community.

The CES 2025 has built on the previous CES by identifying communities and stakeholders that would benefit from a tailored approach to engagement, defining clear engagement steps, and committing to actions that build and embed an engagement culture across all areas of Council. A number of submissions were received on the CES and CPP 2025 however none focused on, or objected to, any particular item within the CES 2025. As such, no changes are recommended to the CES portion of the combined CES and CPP 2025.

The CPP 2025 remains broadly similar to the previous CPP. The only change of note is a revised approach to development assessment engagement for expected development applications, removing engagement and submissions opportunities from these types of applications. This change will support Council's efforts to improve development assessment turnaround times, particularly for applications that are assessed to be minor in nature.

The removal of submission and engagement opportunities on 'expected applications' prompted a number of community members to provide feedback, with one submission supporting the change and five opposing it. Whilst these numbers may appear small, it is the only subject that garnered more than one submission across the full suite of IP&R documents on exhibition. All submissions received on the CES and CPP 2025 have been attached to this report for Council consideration.

The submissions have been considered by Council Officers and it has been determined that the broad aims of the change could still be achieved if some of the larger development types listed as an 'expected development application' continued to require engagement and submission opportunities. Given this, the following change to the CPP is recommended to Council:

- Remove the following development types from 'expected development applications'
 - Multiple dwellings (<5 units)
 - Urban subdivisions (not involving any new public road openings)
 - Rural subdivisions (<10 new dwelling entitlements)
 - Administrative changes to 'moderate application' development types to reflect the above change

The above changes have been made in the attached CES.

By retaining the category of 'expected development applications' for low impact uses, single dwellings, dual occupancies and secondary dwellings and home-based businesses/occupations, Council and the community will still realise the benefit of faster assessment times to encourage diverse housing development within the LGA, whilst listening to and acting on community feedback received.

Comments

Head of Planning of Environment

The recommended changes to the draft Community Participation Plan provide an acceptable and positive balance between community feedback received and the Council's targets for processing development applications in a timely manner. The development types categorised as Expected Applications in the final CPP are those that are not expected to have significant impact on neighbouring uses or community members and are now in line with the currently adopted CPP. The proposed changes as a result of community feedback are supported.

Public consultation

The draft version of the CES 2025 including the CPP 2025 was presented to Council at the May 2025 Council meeting where it was resolved to place it on public exhibition (88/25). After 28 days of public exhibition, multiple submissions were received and are attached to this report. Exhibition has been electronic on Your Say Lismore (<https://yoursay.lismore.nsw.gov.au/>) and available at Council's Corporate Centre.



PLEASE NOTE: The draft version of the CES 2025 including the CPP 2025 was placed on exhibition after the May 2025 Council meeting until 12 June 2025. At the time of writing, the strategy is still on display and not all comments or submissions may have been included in this report. An updated submission list will be provided prior to the Council meeting.

Conclusion

The new CES 2025 including the CPP is presented to Council for adoption following public exhibition of the strategy from 14 May – 12 June 2025. Based on community feedback received during the exhibition period, one change, to the types of development in the 'expected applications' and 'moderate applications' categories of the CPP, is recommended. Once adopted, the CES 2025 including the CPP will be published to Council's website.

It is also recommended that the CES 2019 and CPP 2019 are revoked as they will be replaced with the CES 2025 including the CPP 2025.

Attachment/s

1.  Community Engagement Strategy 2025 and Community Participation Plan_final (Over 7 pages)
2.  CES & CPP Community Feedback as at 10 June 2025_redacted (Over 7 pages)

Report

Subject	Asset Management Planning 2025-2026
TRIM Record No	BP25/388:EF11/452-7
Prepared by	Coordinator Asset Management
Reason	To adopt updated Asset Management Plans to support the delivery of the Reimagine Lismore Community Strategic Plan
Strategic Theme	Leadership and participation
Strategy	We provide effective management and responsible governance.
Action	Ensure well-managed buildings, land and property assets.

Executive Summary

The *Local Government Act 1993* requires that Council follows the Integrated Planning & Reporting (IP&R) framework to guide the future direction of Council operations. To fulfil this requirement, Council has created Reimagine Lismore: A Plan for the Future (Reimagine Lismore), containing our Community Strategic Plan, Delivery Program and Operational Plan. To support delivery of the commitments within Reimagine Lismore, a comprehensive Resourcing Strategy must also be developed and adopted. The Resourcing Strategy includes Asset Management Planning and requires that Council have an up-to-date and functional Asset Management Strategy, Asset Management Policy and Asset Management Plans.

Council has a Strategic Asset Management Plan (SAMP) consisting of the Asset Management Strategy and Asset Management Policy, and Asset Management Plans (AMPs) for our various classes of assets. A review of these documents has been conducted and identified updates were necessary to bring in line with the new IP&R documents developed over the previous 12 months. The updates fell broadly into two categories, financials, which can be updated as necessary, and alignment with Reimagine Lismore.

The financial updates have been completed in readiness for the commencement of the new financial year 2025-2026 and Council is asked to adopt the updated SAMP and AMPs to support the delivery of Council's IP&R plans. A process will continue to review and update the relevant AMP's for continued alignment with the Delivery Plan as it's updated.

Recommendation

That Council adopt the following Asset Management documents as part of the Integrated Planning & Reporting Framework:

- a. Strategic Asset Management Plan 2025 consisting of Council's Asset Management Strategy and Asset Management Policy
- b. 2025 Asset Management Plans for:
 - i. Buildings and Structures
 - ii. Transport
 - iii. Urban Stormwater
 - iv. Wastewater
 - v. Water Supply

Background

The SAMP and the associated AMPs provide information, by asset category, about the funding of maintenance activities, major projects and service levels associated with each asset category. The various AMPs inform the LTFP in terms of how much Council should be setting aside for asset maintenance and renewals.

These are evolving documents, continually reviewed and improved in response to changes in priorities set by Council. Like many councils in NSW, one of the critical challenges faced is providing adequate funding to maintain assets to the levels specified in the SAMP.

During the 2024-2025 financial year, the newly formed Asset Management team performed a thorough review of the current state of Asset Management within Councils Strategic and Operational frameworks. It was observed that an externally authored Strategic Asset Management Plan (SAMP) with five enclosed Asset Management Plans had been prepared for that period. The key observations within those Plans were that:

- the SAMP consolidated the Asset Management Strategy, Asset Management Policy and Asset Management Plans into a single document that fulfilled the Asset Management requirements as set out in the Integrated Planning and Reporting Guidelines from the NSW Government
- forward works planning for the current financial year and the Long-Term Financial Plan (LTFP) period was produced from available financials, condition data and age of assets
- the SAMP and AMPs needed updating to address two areas:
 - Financials within the Strategy part of the SAMP
 - Correlation to the Community Strategic Plan deliverables

Financial Updates

Working with the Finance team, the SAMP and each of the AMPs were updated with new financial information reflecting the 2025-2026 budget and updated LTFP. These updates will ensure the alignment of Council's Asset Management and LTFP. Confidence on condition and final valuation of assets remains low and is a priority moving into future years.

SAMP Updates

The following table highlights what sections of the SAMP has been updated to reflect the new financials:

Table	Description	Complete
Table 1	Asset Summary [Only 'Gross Carrying Amount' column has been updated, not 'Asset' column.]	✓
Table 2	Asset Classes and Values	✓
Figure 1	Pie Chart	✓
Figure 1	Infrastructure Ratios	✓
Figure 1	Bar Chart	✓
Table 3	Asset Backlog Summary	
Table 4	Asset Condition Data	✓
Figure 2	Asset Condition Summary	✓
Table 5	Combined Asset expenditure projection	✓
Figure 3	Council Expenditure Overview	✓
Table 17	Asset Classes and Values	✓
Table 18	Asset Backlog Summary	
Figure 12	Council Backlog Summary	
Table 20	Asset Condition Data	✓
Figure 13	Condition Summary	✓
Table 21	Combined Asset expenditure projection	✓
Figure 14	Consolidated Fund Asset Expenditure Projections	✓
Table 22	General Fund Expenditure projection	✓
Figure 15	General Fund Asset Expenditure projection	✓
Table 23	Water Fund Expenditure projection	✓
Figure 16	Water Fund Asset Expenditure projection	✓
Table 24	Wastewater Fund Expenditure projection	✓
Figure 17	Wastewater Fund Asset Expenditure Projections	✓
Figure 18	Consolidated Portfolio - Pie	✓
Figure 18	Consolidated Portfolio - Table	✓
Figure 19	Consolidated OLG asset expenditure ratios	✓
Figure 20	Consolidated OLG backlog ratio	
Figure 21	General Fund portfolio - Pie	✓
Figure 21	General Fund Portfolio - Table	✓
Figure 22	General Fund OLG asset expenditure ratios	✓
Figure 23	General Fund OLG backlog ratio	
Figure 24	Water Fund Portfolio - Pie	✓
Figure 24	Water Fund Portfolio - Table	✓
Figure 25	Water Fund OLG asset expenditure ratios	✓
Figure 26	Water Fund OLG backlog ratio	
Figure 27	Wastewater Fund Portfolio - Pie	✓
Figure 27	Wastewater Fund Portfolio - Table	✓
Figure 28	Wastewater Fund OLG asset expenditure ratios	✓
Figure 29	Wastewater Fund OLG backlog ratio	

Details of the updates to the individual AMPs is outlined below:

- **Transport (Roads and Bridges)**

This Plan replaces the 2024-2025 Plan (Appendix B – Transport Asset Management Plan). Modelling has been prepared on best available knowledge relating to condition.

- **Buildings and Structures**

This Plan replaces the 2024-2025 Plan (Appendix A – Buildings, Other Structures and Land Improvement Assets). Open Spaces is slated for a comprehensive Plan for 2026-2027

- **Urban Storm Water**

Council adopted a revised urban stormwater management plan at the May ordinary meeting. The Stormwater Financial Plan has been updated to reflect the change. This Plan replaces the 2024-2025 Plan (Appendix C – Stormwater Asset Management Plan)

- **Water Supply**

Following review, the existing plan (Appendix D – Water Supply Asset Management Plan) remains current and adequate with the inclusions of updated financials. The Water Supply Asset Plan will be reviewed in the 2026-2027 Planning Cycle.

- **Wastewater**

Following review, the existing Plan (Appendix E – Wastewater Asset Management Plan) remains current and adequate with the inclusions of updated financials.

Waste/Sewer Treatment Plants are currently undergoing substantial Master Planning under Flood Restoration. The Wastewater Asset Management Plan will be reviewed in the 2026-2027 Planning Cycle.

Public consultation

The Asset Management Strategy, Asset Management Policy, and Asset Management Plans are not required to be placed on public exhibition prior to adoption by Council. However, these documents are closely aligned to both the LTFP and other IP&R documents that have been developed in consultation with the community and have been on public exhibition prior to their adoption.

Conclusion

Council's Asset Management documents have been updated to reflect the 2025-2026 budget and updated LTFP and support Council's Asset Management for FY2025-2026. Further updating will be done once Council's new Community Strategic Plan, Reimagine Lismore: A Plan for the Future, comes into effect on 1 July 2025.

Attachment/s

- | | | |
|----------------------|--|----------------|
| 1. ↗ | Strategic Asset Management Plan 2025 | (Over 7 pages) |
| 2. ↗ | Transport (Roads and Bridges) Asset Management Plan-2025 | (Over 7 pages) |
| 3. ↗ | Urban Stormwater-Asset Management Plan-2025 | (Over 7 pages) |
| 4. ↗ | Buildings and Structures-Asset Management Plan-2025 | (Over 7 pages) |
| 5. ↗ | Wastewater-Asset Management Plan-2025 | (Over 7 pages) |
| 6. ↗ | Water Supply-Asset Management Plan-2025 | (Over 7 pages) |

Report

Subject	Workforce Management Strategy
TRIM Record No	BP25/288:EF23/200
Prepared by	Organisation Development Advisor
Reason	To seek adoption of the Strategy
Strategic Theme	Leadership and participation
Strategy	We provide effective management and responsible governance.
Action	Ensure the efficient and effective operation of Council.

Executive Summary

The Workforce Management Strategy forms part of Council's Resourcing Strategy and supports the delivery of the Reimagine Lismore: A Plan for the Future Community Strategic Plan 2025-2035. The Strategy was informed and shaped by comprehensive employee consultation, through which seven strategic pillars and actions were developed. The Workforce Management Strategy has been drafted in consultation with staff and includes key workforce metrics, insights around challenges and opportunities that Council is responding to and sets out our people roadmap for the next four years, including key initiatives, actions, targets and success measures.

Recommendation

That Council:

1. adopt the Workforce Management Strategy 2025-2029 as part of the Integrated Planning and Reporting Resourcing Strategy to support the delivery of the Reimagine Lismore: A Plan for the Future Community Strategic Plan 2025-2035
2. delegate authority to the General Manager to determine the graphic design of the final document

Background

It is a requirement under the Integrated Planning and Reporting framework for local authorities to have a Resourcing Strategy to support the delivery of the Community Strategic Plan (CSP). The Resourcing Strategy consists of the Long-Term Financial Plan, Asset Management Strategy and Plans and the Workforce Management Strategy (WMS).

Lismore City Council has a current WMS 2023-2026. To align with the development of the new CSP, Reimagine Lismore: A Plan for the Future, it was appropriate to bring forward the review of the WMS from 2026 to 2025.

The WMS is a roadmap to manage Council's workforce to ensure we:

- optimise employee performance
- improve efficiency
- attract and retain great talent
- ensure our workforce has the right capabilities

Council engaged a consultant (TMS Consulting) through a competitive procurement process to assist in the development of the Strategy.

A comprehensive employee consultation process was undertaken to help shape the Strategy. Nine focus groups were conducted with employees at various levels within the organisation, including both indoor and outdoor employees. Additionally, a confidential employee survey was sent out to all workers and 86 responses were received.

70 officers attended the focus groups to share their feedback and 86 officers completed the confidential survey. This feedback was valuable for the preparation of the Strategy.

Based on the feedback, and validated by benchmarking and research, seven key strategic workforce pillars were identified:

- Purpose-Driven Culture and Employee Value Proposition (EVP)
- Capability Building & Career Development
- Leadership Continuity & Empowerment
- Diversity, Equity & Inclusivity
- Communication, Engagement & Recognition
- Retention, Succession & Knowledge Transfer
- Systems, Technology & Workforce Planning

These strategic pillars have actions identified to support Council's delivery of the CSP. The WMS also provides a workforce snapshot, environmental scan and articulates the desired workplace culture required to position the organisation for the future and support the delivery of Council's objectives.

Council was provided with an update on the progress of the development of the WMS on 1 May 2025 and a further briefing on 3 June 2025. Feedback from councillors has been incorporated into the document.

The WMS Summary Report was circulated to all workers for final feedback with no further submissions made, indicating a high level of support from employees. Additionally, formal consultation occurred with Council's Executive Control Group and Consultative Committee.

Following adoption, the Strategy will be professionally designed in line with the IP&R set of documents and be included in the suite of documents for public access.

Comments

Finance

No budget impact

Public consultation

This is an internal document only and does not require public consultation.

Conclusion

The WMS is part of the Integrated Planning and Reporting Resourcing Strategy to support the delivery of the Reimagine Lismore: A Plan for the Future CSP 2025-2035. It sets the blueprint for our people over the next four years to ensure Council can optimise performance, improve efficiency, attract and retain great talent and ensure our people have the right capabilities.

Attachment/s

1. [📄](#) Workforce Management Strategy 2025-2029 (Over 7 pages)

Confidential Business



Confidential Matters – Closed Council Meeting

A Council may close to the public only so much of its meeting as comprises the receipt or discussion of any of the following:

Section 10A(2) – *Local Government Act 1993*:

- a) personnel matters concerning particular individuals;
- b) the personal hardship of any resident or ratepayer;
- c) information that would, if disclosed, confer a commercial advantage of a person with whom the Council is conducting (or proposes to conduct) business;
- d) commercial information of a confidential nature that would, if disclosed:
 - i) prejudice the commercial position of the person who supplied it, or
 - ii) confer a commercial advantage on a competitor of the Council, or
 - iii) reveal a trade secret;
- e) information that would, if disclosed, prejudice the maintenance of law;
- f) matters affecting security of the Council, Councillors, Council staff or Council property;
- g) advice concerning litigation, or advice, that would otherwise be privileged from production in legal proceedings on the grounds of legal professional privilege;
- h) information concerning the nature and location of a place or an item of Aboriginal significance on community land.

Clause 14.9 of Council Code of Meeting Practice

Representations from the public as to whether part of the meeting should be closed to the public can be made after the motion to close the meeting has been moved and seconded.

Recommendation

That the Council exclude members of the press and public from the meeting and move into Closed Council Meeting to consider the following matters:

Item	11.1 RFQ Q24/105 Supply, install, commission and annual hosting of In-Vehicle Monitoring System (IVMS)
Grounds for Closure	Section 10A(2) (d ii):
Public Interest	Discussion of this matter in an open meeting would on balance be contrary to the public interest because it relates to: commercial information of a confidential nature that would, if disclosed confer a commercial advantage on a competitor of the Council.