

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

## Attachments Excluded From Agenda

Eber Butron  
**Acting General Manager**

11 June 2025





# Attachments

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## Reports

<b>9.1</b>	<b>Reimagine Lismore Community Strategic Plan 2025-2035 including the Delivery Program 2025-2029 and Operational Plan 2025-2026.</b>	
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# Reimagine Lismore: A Plan for the Future

An integrated Community  
Strategic Plan, Delivery Program  
and Operational Plan

1 July 2025 – 30 June 2035

**Lismore**  
City Council





## Acknowledgement of Country

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

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

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





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# Introduction

## Welcome to Reimagine Lismore: A Plan for the Future

This plan integrates the Community Strategic Plan, Delivery Program and Operational Plan into one, succinct document, addressing the integrated planning and reporting principles as described in the *Local Government Act 1993 (Section 8C)*. The plan seeks to:

- Identify and prioritise key local community needs and aspirations and consider regional priorities.
- Identify strategic goals to meet those needs and aspirations.
- Develop activities and prioritise actions to work towards the strategic goals.
- Collaborate with others to maximise achievement of strategic goals.

In 2024/2025, Lismore City Council adopted a rigorous and robust integrated planning and reporting approach aimed at improving community engagement, transparency and accountability. The review included desktop research, alignment with current plans and strategies, and participation in a national benchmarking exercise. This was followed by workshops with Councillors, staff and the community to review the draft vision, objectives, strategies and actions. The approach embraced NSW Government's social justice principles for equity, access, participation and rights.

We express our deepest thanks to more than **1700 community members** who completed a survey or attended a workshop and shared their ideas and suggestions. We heard from a broad and diverse cross-section of the community, including young people, families, seniors, people with disability, people with diverse cultural backgrounds, local business owners and managers, and representatives from local community organisations.

Council will regularly review this plan to ensure continued relevance in a changing environment and adherence to legislated requirements.



## A Message from the Mayor

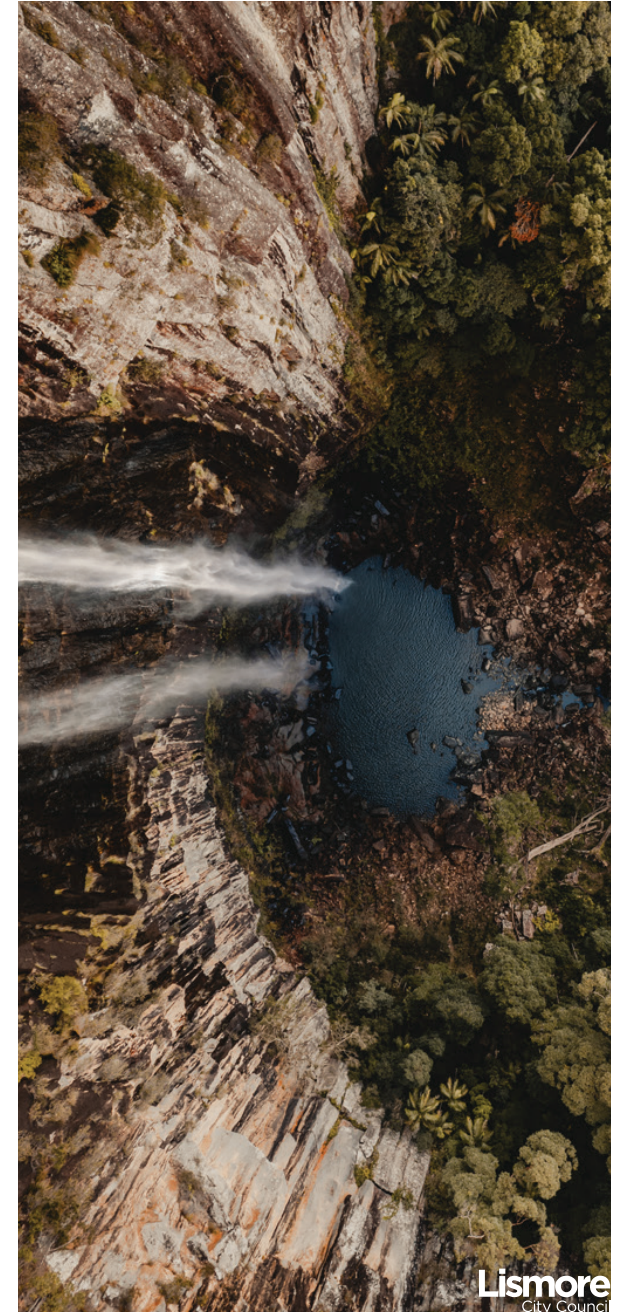
I am delighted to present to you our Community Strategic Plan (CSP), a cornerstone document that charts the course for our city's future from 1 July 2025 to 30 June 2035. This plan is a testament to our collective vision and a roadmap for what we will invest in, work on, and prioritise in the coming years.

I encourage all residents to join us in this journey towards a brighter future for our city. Your continued support and participation are crucial as we work together to bring this vision to life.

Thank you for your commitment to making Lismore a better place for everyone.

### Key Highlights of Our CSP:

- **Guiding Our Investments and Priorities:** The CSP outlines the key areas where we will focus our resources and efforts. It ensures that our investments align with the needs and desires of our community.
- **Community-Driven Response:** This plan is our response to the valuable feedback and insights we have gathered from you, the residents of Lismore. Your voices have shaped this document, making it a true representation of our community's vision.
- **Shared Vision for the Future:** The CSP sets a clear and shared vision for Lismore's future. It is a collaborative effort that brings together the aspirations of our community, ensuring that we move forward with a unified purpose.
- **Partnership for Success:** As the key guiding document for Council, the CSP enables us to work in partnership with the community to achieve the priorities you have identified. Together, we can create a thriving, and vibrant Lismore.







## A Message from the Acting General Manager

I am pleased to present to you Lismore's Community Strategic Plan, Delivery Program, and Operational Plan for the period from 1 July 2025 to 30 June 2035. This comprehensive document, titled "A Plan for the Future," represents a significant milestone in our ongoing commitment to fostering a vibrant, thriving and resilient Lismore.

Our strategic planning approach, adopted in 2024/2025, emphasises rigorous community engagement, transparency and accountability. We have integrated feedback from more than 1700 community members who participated in surveys and workshops, ensuring this plan reflects the diverse needs and aspirations of our community.

### This plan is:

- **A mandate from the community to deliver on their priorities:** It reflects the collective voice and vision of our residents, guiding us to focus on what truly matters to them
- **Setting the agenda for what we need to focus on:** It outlines clear priorities and strategic objectives that will drive our efforts over the next decade.
- **Creating clarity for our workforce and our teams to deliver the aspirations of the community:** It provides a roadmap for our workforce, ensuring that everyone is aligned and working towards common goals.
- **Providing our teams with deliberate focus and connecting the work of our people to the bigger vision for Lismore:** It links individual and team efforts to the broader community vision, fostering a sense of purpose and direction.

Key priorities identified include growing Lismore with a focus on improving road safety, enhancing youth services, and advocating for diverse housing options and flood mitigation. We are committed to working collaboratively with Australian and State governments, non-governmental organisations and local stakeholders to achieve these objectives.

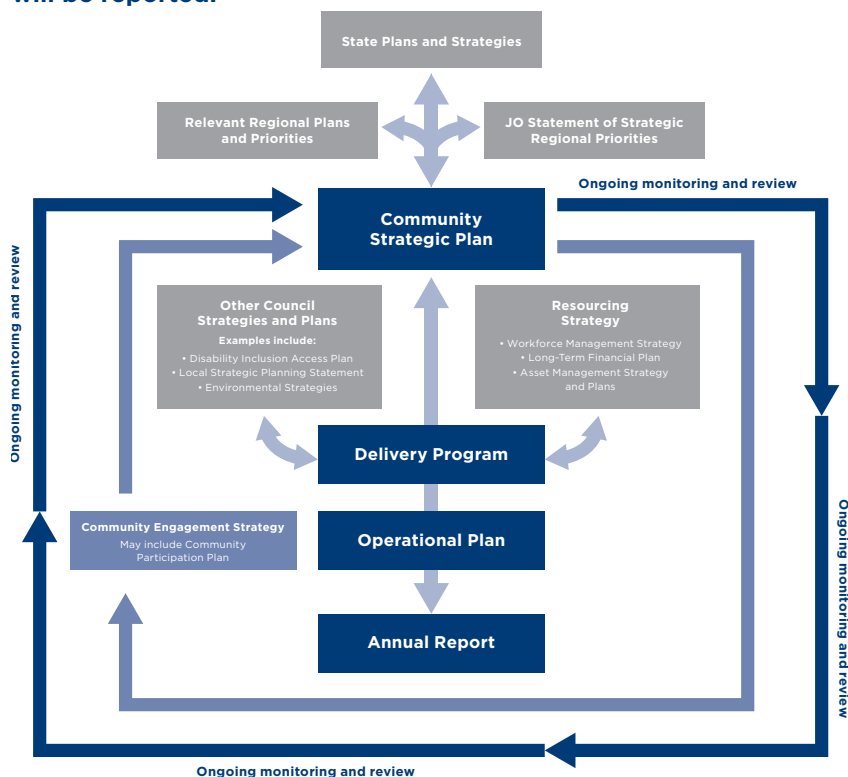
This plan also underscores our dedication to environmental stewardship, economic growth and cultural enrichment. By aligning our resources and efforts, we aim to create a welcoming and thriving community for all.

Together, we can build a brighter future for Lismore.



# Integrated Planning and Reporting Framework

The Integrated Planning & Reporting Framework guides planning and reporting activities to meet requirements under the *Local Government Act 1993* and *Local Government (General) Regulation 2021*. The Framework includes a suite of plans that set out a community vision and goals, strategic actions to achieve them, how services and projects will be resourced, how the community will be engaged, and how progress will be reported.



The **Community Strategic Plan** details the community’s 10-year vision, priorities, aspirations, and strategic objectives.

The 4-year **Delivery Program** and annual **Operational Plan** details how Council will deliver and resource projects and services to address the community’s strategic objectives.

An **Annual Report** is prepared to report on Council’s overall progress.

The **Community Engagement Strategy** outlines Council’s principles and approach for engaging with the community and key stakeholders to inform Council decisions about projects and services.

The **Resourcing Strategy** provides information on the resources (money, assets and people) Council needs to implement the Delivery Program and Operational Plan. It includes a Long-Term Financial Plan, Asset Management Strategy, and a Workforce Management Strategy.

The **Workforce Management Strategy** details how Council will ensure they have the right people with the right skills in the right place at the right time.

The **Long-Term Financial Plan** is a rolling 10-year plan that informs decision making and demonstrates how the objectives of the Community Strategic Plan and commitments of the 4-year Delivery Program and annual Operational Plans will be resourced and delivered over the short, medium, and long-term.

The **Asset Management Strategy** provides strategic guidance and direction to manage Council assets covering roads, buildings, water and wastewater, stormwater, parks and open spaces, and other Council-owned land.

To strengthen integration, improve service delivery and community value, Lismore City Council has integrated its Community Strategic Plan, Delivery Program and Operational Plan into **Reimagine Lismore: A Plan for the Future**.

The table below references the section in our plan that addresses integrated planning and reporting requirements.

Integrated Planning and Reporting Guidelines requirements	Community Strategic Plan	Delivery Program	Operational Plan	Reimagine Lismore: A plan for the future	Relevant section
Provide a community vision statement	✓			✓	Community vision
Identify the main priorities and aspirations for the future of the local government area over the next 10 years.	✓			✓	Community priorities and aspirations
Provide strategic objectives for the community that address social, environmental, economic and civic leadership issues identified by the community.	✓			✓	Objectives
Provide strategies for achieving each objective.	✓			✓	Strategies
Identify principal activities the council will undertake to meet the objectives and implement the strategies.		✓		✓	Principal activities
Identify projects, programs or actions the Council will undertake within the financial year to address the objectives.			✓	✓	Priority projects
Identify areas of service Council will review during its term.		✓		✓	Service reviews
Specify each review to be undertaken in that year.			✓	✓	
Explain who is responsible for delivering each strategy.	✓	✓		✓	Service team
Allocate responsibilities for each project, program or action.			✓	✓	
Include assessment methods for determining whether the objectives are being achieved.	✓	✓		✓	Community scorecard
Identify suitable measures to determine the effectiveness of the projects, programs and actions undertaken.			✓	✓	
Provide financial estimates for Council’s budget position for the 4-year period.		✓		✓	Financial summary
Detail budget for the actions to be undertaken in that year.			✓	✓	
Include a Statement of Revenue Policy for the year covered by the Operational Plan.			✓	✓	





# Community Strategic Plan 2025-2035



# Lismore at a glance

**Lismore Local Government Area (LGA), located in the heart of the Northern Rivers region of New South Wales, is a diverse and vibrant area comprising the regional city of Lismore and several surrounding villages including Nimbin, Clunes, Bexhill, Dunoon, Wyrallah, Caniaba and The Channon.**

Lismore is built on the lands of the Widjabul Wia-bal people of the Bundjalung Nation, whose enduring cultural and spiritual connection to Country is deeply respected and acknowledged through local initiatives. Indigenous culture is celebrated through Bundjalung language revitalisation, art, festivals and community programs that aim to strengthen reconciliation and preserve Aboriginal and Torres Strait Islander people's knowledge and traditions.

Located in lush hinterland with a subtropical climate, the Lismore region is known for its beautiful rainforests, rivers and koala populations. Key attractions include the Lismore Rainforest Botanic Gardens, Whian Whian Conservation Area, Nightcap National Park, Protesters Falls and Minyon Falls.

Economically, Lismore functions as a key regional service centre. It supports a diverse

range of industries including education, sports, community justice, health, retail, agriculture, and tourism. Southern Cross University and TAFE campuses contribute to innovation and skills development in the region. Agriculture remains vital, with macadamia, blueberry, dairy and beef farming among the dominant sectors.

Lismore is known as a regional arts and creative hub. Lismore Regional Gallery, local galleries and artist collectives offer a platform for emerging and established artists. Annual events such as the Lantern Parade and Nimbin MardiGrass reflect the region's progressive, inclusive and creative spirit. Nimbin, in particular, is internationally recognised for its countercultural identity, environmental activism and alternative lifestyle.

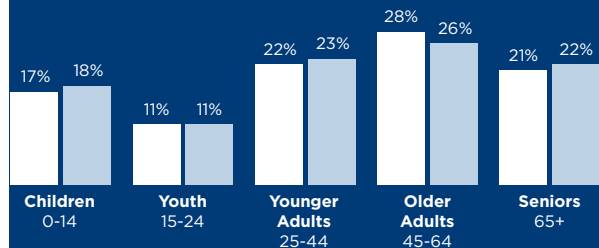
Sport plays a central role in the Lismore community, with high community participation and several notable Australian sportspeople excelling on the world stage. Key facilities include CBD Sporting Complex, Hepburn Park, Albert Park and Goonellabah Sports & Aquatic Centre. Ongoing infrastructure upgrades aim to enhance local participation across a range of sports and attract regional sporting events.

When you drive into Lismore and villages, the love for the region is evident from the number of colourful hearts and positive messages of hope and resilience in windows and on buildings. Lismore is thriving, growing and evolving to create a vibrant and welcoming place for everyone.



### Age Profile

2021, ABS Census



**Lismore LGA**  
Median age: 44 years

**Regional NSW**  
Median age: 43 years



**43,783**

**Resident Population**

2024, ABS estimate



**7.7%** Regional NSW: 7.3%

**Profound or severe core activity limitation**

Lismore LGA: 2021, ABS Census (excludes not stated)



**5.9%** Regional NSW: 6.6%

**Aboriginal and/or Torres Strait Islander people**

Lismore LGA 2021, ABS Census



**5.9%** Regional NSW: 6.6%

**Households that speak a non-English language**

Lismore LGA: 2021, ABS Census (excludes not stated)



**70.2%** Similar to 69.9% in 2016  
Regional NSW, 2021: 70%

**Home ownership**

Own home outright or with a mortgage

2021, ABS Census (excludes not stated)



**15%** Similar to 14.8% in 2016  
Regional NSW, 2021: 16.9%

**Housing diversity**

Semi-detached house, townhouse, flat or apartment

2021, ABS Census (excludes not stated)



**20.9%** Up from 17.6% in 2016  
Regional NSW, 2021: 17.8%

**Completed bachelor degree or higher**

2021, ABS Census



**3.7%** Regional NSW: 3.8%

**Cycle or walk to work**

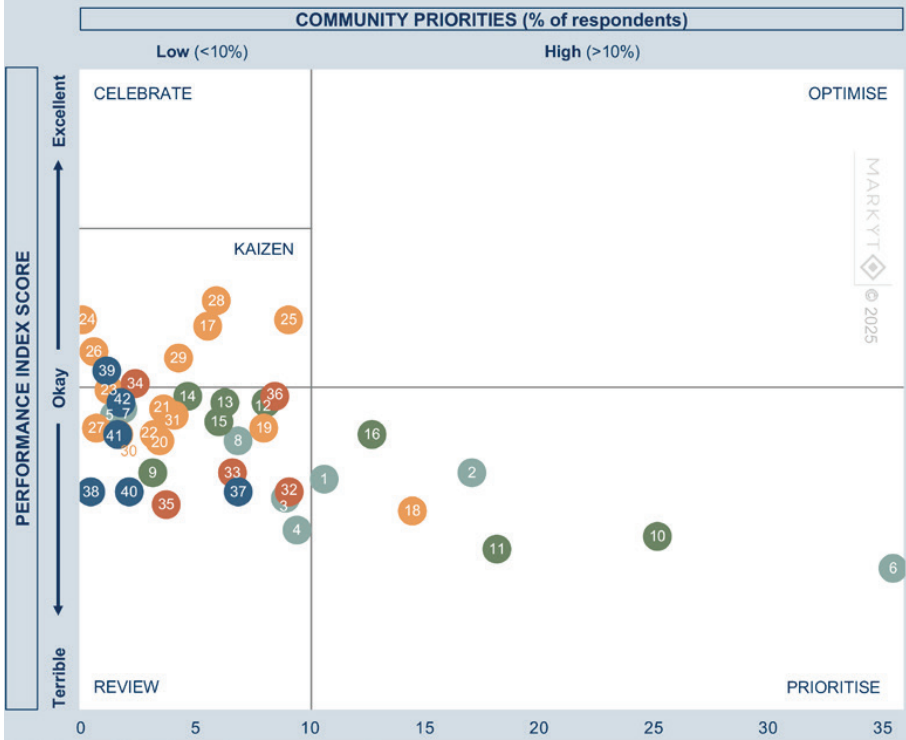
Among employed persons aged 15+ years, 2021, ABS Census

(base excludes work from home, did not go to work and not stated)





**MARKYT** Community Priorities



- 1 Responsible growth and development
- 2 Rebuilding Lismore
- 3 Planning and building approvals
- 4 Housing advocacy / support
- 5 Sewerage management
- 6 Local roads and bridges
- 7 Traffic management
- 8 Footpaths, trails and cycleways
- 9 Emergency management
- 10 Flood mitigation and resilience planning
- 11 Stormwater management and drainage
- 12 Environmental management
- 13 Sustainable practices
- 14 Botanical gardens, corridors, reserves
- 15 Streetscapes, trees and verges
- 16 Waste management
- 17 Respect for First Nations peoples
- 18 Youth services and facilities
- 19 Family / children's services and facilities
- 20 Seniors' services and facilities
- 21 Disability access and inclusion
- 22 Community buildings, halls and toilets
- 23 Access to education / life-long learning
- 24 Crematorium and cemeteries
- 25 Art, cultural, creative facilities/activities
- 26 Library facilities and services
- 27 Local history and heritage
- 28 Sport and recreation facilities/services
- 29 Parks and playgrounds
- 30 Lighting of streets and public places
- 31 Animal management (dogs and cats)
- 32 Economic development and job creation
- 33 Lismore city centre dev / activation
- 34 City centre parking
- 35 Tourism and destination marketing
- 36 Festivals, markets, community events
- 37 Council's leadership
- 38 Advocacy and lobbying
- 39 Volunteer recognition and support
- 40 Consultation
- 41 Communication
- 42 Customer service

## Community priorities and aspirations

Council assesses local needs and determines how well Lismore City Council and its partners are meeting community needs. Key partners include Australian and State governments, non-governmental organisations and others.

In 2024, 1,678 community members completed a community scorecard. Sport and recreation facilities and services were the highest performing areas. The top priorities were local roads, flood mitigation and recovery, stormwater management, building, developing and growing Lismore, youth services and facilities, waste management, and housing advocacy and support.



# What the community would like...

## Safer roads

Road safety is the top priority across the Lismore area. The community would like improved maintenance of road surfaces, potholes, edges and curbing, with high quality work and longer-lasting solutions, and more frequent grading of gravel roads.

Other suggestions include better maintenance and repair of drains to mitigate flooding over roads, and improved management and maintenance of roadside vegetation and weeds.

## Effective flood mitigation

The community expects a clear and effective plan for flood mitigation that considers CSIRO recommendations and supports solutions to improve catchment, river and stormwater management.

The community envisions better cleaning, repair and upgrades of existing drains, for flood pumps to be kept in good working condition, and for new drains and pumps to be installed where needed.

## Better youth services

Young people would like better places to hang out, things to do, better advertising to let them know what's on, and better public transport to get around.

The community expect council to speak up and advocate for more government investment in youth services and creating opportunities for youth. Suggested activities include more movies, revamping community facilities, redoing basketball courts, more workshops, and more courses. Students also asked for safe places to study with free Wi-Fi.





## Growth, development and rebuilding of Lismore

The community is still experiencing impacts and hardship from the unprecedented natural disaster in 2022. Many would like impacted homes to be relocated out of the flood plain or rebuilt to be flood resilient, and damaged assets and infrastructure repaired as soon as possible.

Residents and businesses want to know more about what is happening with flood recovery efforts, timelines and plans for Lismore’s future.

## Diverse housing

The community want a clear plan to build more diverse housing outside of flood-prone areas.

Suggestions include lobbying government to accelerate release of more land, invest in housing projects and speed up processing time for existing projects. Other suggestions will include reviewing planning regulations to allow more subdivisions, medium to high-density development, and housing diversity.

## Responsible economic growth

The community envisions a stronger economy through focussed efforts toward investment attraction for sustainable growth.

They also expect Council to lobby the government for investment in enabling infrastructure to attract more businesses and industries to the area and to provide clear direction on the future of the CBD.





# Community vision

## Lismore, the heart of the Northern Rivers

We envision a vibrant community where everyone has the opportunity to succeed, supported by strong economic foundations for meaningful employment, growth and wealth creation in a thriving economy — all while celebrating our culture, fostering the arts, promoting sports and protecting our natural environment.

# Objectives and strategies

Local government contributes to overall quality of life in five key performance areas – the built environment (place), natural environment, community, economic development (prosperity) and governance. For each of these areas, Lismore City Council engaged the community to establish core objectives and strategies. Our Delivery Program and Operational Plan provide further details about principal activities and priority projects Council will deliver to meet community needs.

	Place	Environment	Community	Prosperity	Leadership
Objectives	1. Plan growth to ensure Lismore retains its place as a regional city and remains the heart of the Northern Rivers.	2. Value and protect local biodiversity, natural landscapes and waterways, and strengthen resilience to natural hazards.	3. Foster safe, healthy and inclusive communities for all ages, cultures and abilities.	4. Support the growth of prosperous and vibrant communities.	5. Ensure effective governance, advocacy, engagement and partnerships with a focus on long-term financial sustainability.
Strategies	1.1 Provide strategic planning with diverse land uses, development opportunities and enabling infrastructure. 1.2 Advocate for increased housing availability and choice to meet community needs. 1.3 Provide effective water supply, wastewater infrastructure and associated services. 1.4 Improve our roads and footpaths to provide a safer and better connected network.	2.1 Facilitate increased resilience to natural hazards and disasters. 2.2 Work with partners to protect natural habitats, waterways and catchments to maintain ecosystem integrity and biological diversity. 2.3 Maintain green infrastructure in urban areas, including green corridors, streetscapes and public open spaces. 2.4 Deliver sustainable waste management.	3.1 Promote respect for Aboriginal and Torres Strait Islander peoples, all cultures, and their heritage. 3.2 Facilitate access to essential services in our city and villages for all ages, cultures and abilities. 3.3 Support a diverse and thriving arts and culture scene. 3.4 Provide quality sport and recreation facilities, services and programs. 3.5 Facilitate public safety and wellbeing.	4.1 Stimulate economic growth, diversification and investment in established and emerging industries. 4.2 Create vibrant, welcoming and attractive city and village centres. 4.3 Enhance tourism and events to leverage economic and social benefits for the local community.	5.1 Provide responsible, transparent and accountable leadership with sustainable management of Council finances, assets, risks and human resources. 5.2 Embed a customer-centric approach with effective engagement, communication and service delivery.



# Council's role and responsibilities

Lismore City Council is committed to working with our community as well as strategic and industry partners to deliver services, facilities and projects for a stronger Lismore. From investing in road reconstructions and critical infrastructure upgrades, to providing a range of community services and facilities while also supporting economic activity and events, the work of local government is as diverse as it is holistic. This broader mandate helps us cultivate a thriving, connected, healthy and resilient community and supports a more prosperous future.

## Provide

We build and manage assets, ensure compliance with local government regulations and local laws, deliver a range of services to support the day-to-day functioning of our community, and support community groups to deliver critical community services.

## Collaborate

We collaborate and partner with other agencies and organisations to achieve good outcomes for the community.

## Advocate

We advocate on behalf of the community to Australian and State Governments, community organisations and the private industry to deliver services and funding within our community.



# Our services

## Lismore City Council provides a range of services to meet community needs.

A summary of our services is provided below. Full details regarding what we do can be found at [www.lismore.nsw.gov.au](http://www.lismore.nsw.gov.au).

Place	Environment	Community	Prosperity	Leadership
<ul style="list-style-type: none"> <li>• Town planning</li> <li>• Urban and rural roads</li> <li>• Kerbing and guttering</li> <li>• Local traffic management</li> <li>• Quarry management</li> <li>• Paths and cycleways</li> <li>• Water supply infrastructure</li> <li>• Sewerage management</li> </ul>	<ul style="list-style-type: none"> <li>• Environmental planning and protection</li> <li>• Water and wastewater services</li> <li>• Lismore Recycling &amp; Recovery Centre</li> <li>• Nimbin Transfer Station</li> <li>• Waste collection services</li> <li>• Stormwater infrastructure</li> <li>• Parks and gardens</li> <li>• Lismore Rainforest Botanic Gardens</li> <li>• Streetscapes and verges</li> <li>• Ranger services</li> <li>• Environment Education Centre</li> <li>• Northern Rivers Rail Trail</li> </ul>	<ul style="list-style-type: none"> <li>• Art, culture and creative services</li> <li>• Sport, recreation and leisure services</li> <li>• Playgrounds and skate parks</li> <li>• Crematorium and cemeteries</li> <li>• Public amenities</li> <li>• Universal access and inclusion</li> <li>• Animal management</li> <li>• Community facilities</li> </ul>	<ul style="list-style-type: none"> <li>• Economic development</li> <li>• City and village centre activation</li> <li>• Tourism services</li> <li>• Community and cultural festivals and events</li> <li>• Airport management</li> </ul>	<ul style="list-style-type: none"> <li>• Customer Service</li> <li>• Council support services</li> <li>• Financial, risk, asset and resource management</li> <li>• Council buildings</li> <li>• Fleet management</li> <li>• Community engagement</li> </ul>

# Key partners

To deliver this plan and meet local community needs, Lismore City Council partners with various stakeholders including other levels of government, non-governmental organisations and the private sector.



## Australian Government

The Australian Government plays a central role in managing national affairs and addressing issues that impact the country as a whole. Key responsibilities include:

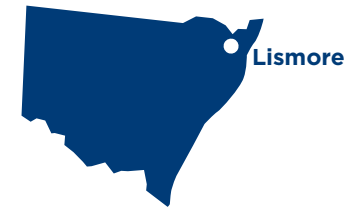
- Disaster Recovery
- Indigenous affairs
- Foreign affairs
- Immigration
- Defence
- Welfare programs
- National infrastructure
- Medicare
- Economic regulation
- Education: tertiary level (universities, etc)
- Environmental protection
- Emergency management



## State Government

NSW Government addresses state-wide issues and needs. Primary responsibilities include::

- Disaster Recovery
- Police, law and order
- Public housing
- Hospitals
- Public health
- State roads
- Public transport
- Economic development
- Tourism
- Education: primary, secondary, vocational
- Youth services
- Land use planning
- Community services
- Emergency services



## Other partners

Lismore City Council works with a range of other stakeholders to meet community needs in health, safety, housing, transport, education, economic development and the environment, including:

- NSW Reconstruction Authority
- Northern Rivers Joint Organisation
- Neighbouring councils
- Industry and peak bodies
- Local businesses
- Non-government organisations
- Environmental groups
- Community groups
- Cultural groups
- Sporting clubs
- Event organisers
- Funding bodies





**Delivery Program**

2025/2026 to 2028/2029

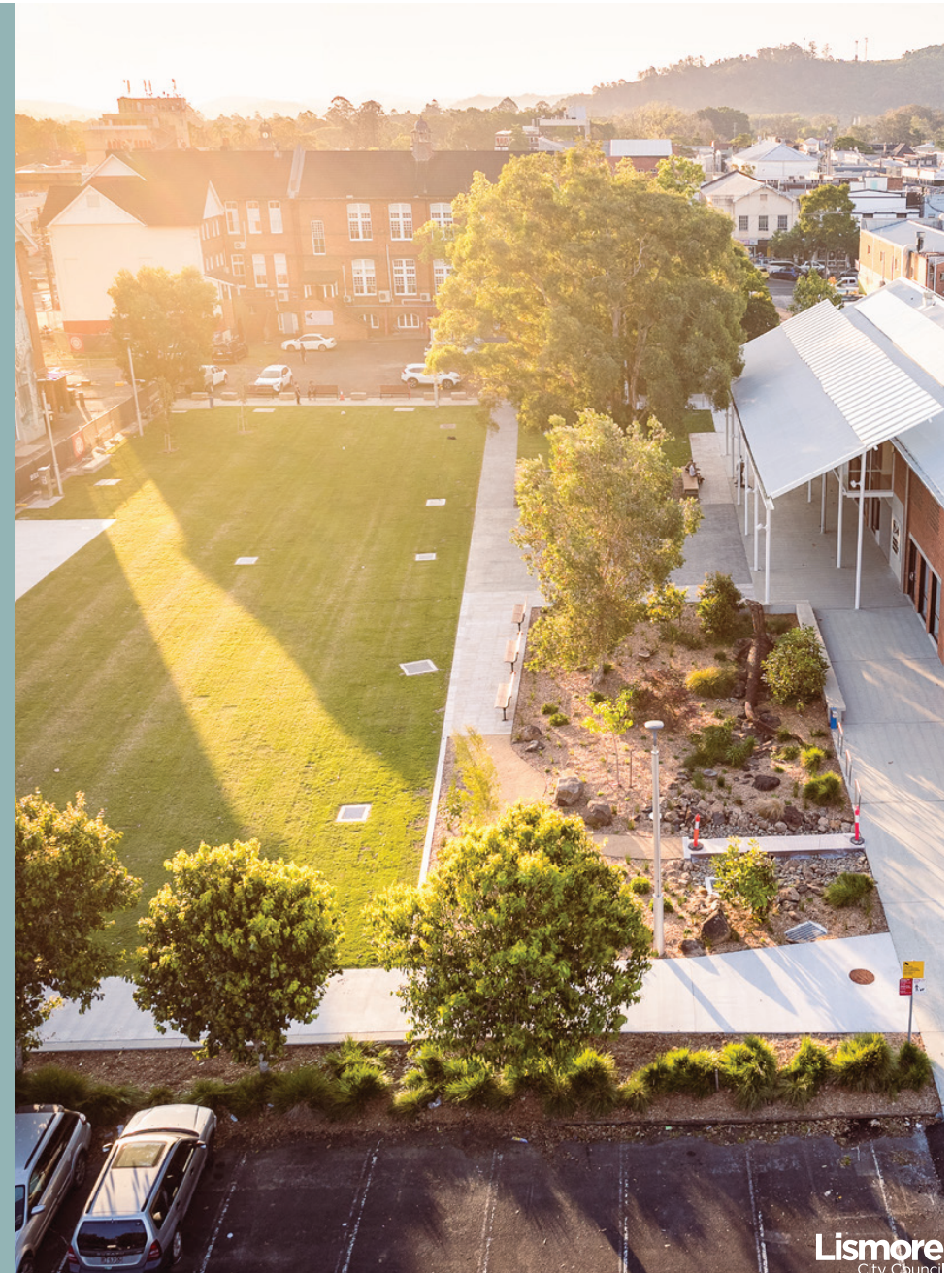
**and Operational Plan**

2025/2026



# 1. Place

Plan growth to ensure Lismore retains its place as a regional city and remains the heart of the Northern Rivers.



## and enabling infrastructure.

### Principal activities – what we will continue to do

Service team	Service description
Planning and Environment	<ul style="list-style-type: none"> <li>Assess planning proposals (land rezonings).</li> <li>Review and update key planning documents, including the Local Strategic Planning Statement, Local Environment Plan, Development Control Plan, Section 7.11 Developer Contributions Plan and Development Services Plan (Water, Stormwater and Wastewater).</li> </ul>

### Supporting strategies and plans

<ul style="list-style-type: none"> <li>Local Strategic Planning Statement</li> <li>Growth and Realignment Strategy</li> <li>Lismore Flood Risk Management Plan</li> <li>Local Environment Plan</li> <li>State Environmental Planning Policy Amendment (Agritourism) 2023</li> </ul>	<ul style="list-style-type: none"> <li>Development Control Plan</li> <li>Economic Development Strategy</li> <li>Nimbin Place Plan</li> <li>Developer contribution plans (s7.11 and Development Services Plans)</li> </ul>
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### Strategic initiatives

Priority projects	Linked strategies	Service team	2025/2026	2026/2027	2027/2028	2028/2029
1.1.1. Create land use strategies for Lismore and villages to support growth, considering requirements for different types of land uses - residential, rural, economic, agritourism, industrial and environmental.	Local Strategic Planning Statement	Strategic Planning	•	◦	◦	◦
1.1.2. Review infrastructure, service plans and funding requirements to align with Lismore’s land use strategy.	Local Strategic Planning Statement	Strategic Planning	•			
1.1.3. Partner with NSW Reconstruction Authority to develop precinct plans for future land use within Lismore CBD, East Lismore, North Lismore, South Lismore and the Health Precinct.	Local Strategic Planning Statement	Strategic Planning	•	•	•	•
1.1.4. Develop detailed place plans for Lismore Lake, Riverview Park and the Villages.	Local Strategic Planning Statement	Strategic Planning	•	◦	◦	◦

• Covered by operating budget ◦ Additional operating or capital budget or grant required



# 1.2

## Advocate for increased housing availability and choice to meet community needs.

### Principal activities – what we will continue to do

Service team	Service description
Planning and Environment	<ul style="list-style-type: none"> <li>• Assess planning proposals and development applications, and process planning consents within Ministerial timeframes.</li> <li>• Advocate for, and guide delivery of, affordable housing within the Lismore LGA in partnership with developers and government agencies.</li> <li>• Maintain and monitor housing approval, delivery and projection data.</li> <li>• Work with key stakeholders to identify and solve infrastructure bottlenecks holding back development.</li> </ul>

### Supporting strategies and plans

<ul style="list-style-type: none"> <li>• Affordable and Diverse Housing Strategy</li> <li>• Local Environmental Plan</li> <li>• Development Control Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Local Strategic Planning Statement</li> <li>• Growth and Realignment Strategy</li> <li>• Developer Contribution Plans (s7.11 and Development Services Plans)</li> </ul>
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### Strategic initiatives

Priority projects	Linked strategies	Service team	2025/2026	2026/2027	2027/2028	2028/2029	
1.2.1. Explore options to enable more diverse housing and accommodation in the new Property Strategy.	Affordable and Diverse Housing Strategy Local Strategic Planning Statement	Strategic Planning	•				
1.2.2. Advocate for Homes NSW and Aboriginal Housing Office to increase supply of social and community housing across Lismore LGA.		General Manager's Office	•	•	•	•	
1.2.3. Facilitate Community Housing Providers to develop land for diverse housing and other types of accommodation.		Strategic Planning; Statutory Planning	•	•	•	•	
1.2.4. Review plans to facilitate and/or provide, key worker and essential worker housing.		Statutory Planning	•	•			
1.2.5. Consider planning mechanisms for housing to facilitate intergenerational farming.		Local Strategic Planning Statement; Affordable and Diverse Housing Strategy	Strategic Planning	•			
1.2.6. Advocate for the NSW Government to urgently progress plans to relocate, retrofit, raise, recycle and deconstruct buy-back properties.			General Manager's Office; Flood Restoration Portfolio	•	•		

• Covered by operating budget ◦ Additional operating or capital budget or grant required

# 1.3 Develop and maintain water supply, wastewater management and associated services.

## Principal activities – what we will continue to do

Service team	Service description
Water and Wastewater	<ul style="list-style-type: none"> <li>Water and wastewater services and asset management.</li> </ul>
Planning and Environment	<ul style="list-style-type: none"> <li>Review and update as required, Section 7.11 Developer Contributions Plan and Development Services Plan (Water, Stormwater and Wastewater) at a minimum every five years</li> </ul>

## Supporting strategies and plans

<ul style="list-style-type: none"> <li>Lismore Growth &amp; Realignment Strategy</li> <li>Strategic Business Plan for Water Supply and Wastewater Services (2014)</li> <li>Water Supply Asset Management Plan</li> <li>Drinking Water Management System</li> </ul>	<ul style="list-style-type: none"> <li>Onsite Sewerage and Wastewater Management Strategy</li> <li>North Lismore Plateau Water and Wastewater Supply Project Management Plan</li> <li>Wastewater Asset Management Plan</li> <li>Developer Contribution Plans (s7.11 and Development Services Plans)</li> </ul>
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## Strategic initiatives

Priority projects	Linked strategies	Service team	2025/2026	2026/2027	2027/2028	2028/2029
1.3.1. Ensure restoration of the East Lismore and South Lismore sewer treatment plants and Nimbin water treatment plant to meet community needs.		Flood Restoration Portfolio	•	•		
1.3.2. Review and update the Strategic Business Plan for Water Supply and Wastewater Services to plan for effective operations, and long-term financial sustainability.	Strategic Business Plan for Water Supply and Wastewater Services	Water and Wastewater; Shared Services	•			
1.3.3. Review developer fees and charges for water and wastewater servicing infrastructure to cover costs and growth projections.	Lismore Growth and Realignment Strategy; Developer Contribution Plans	Finance; Water and Wastewater	•			
1.3.4. Advocate for funding to extend the water tank program for villages and rural lands.		General Manager’s Office; Water and Wastewater	◦	◦	◦	◦
1.3.5. Support Rous County Council looking at water security and clean energy.		General Manager’s Office	•	•	•	•

• Covered by operating budget ◦ Additional operating or capital budget or grant required

# 1.4 Improve our roads and footpaths to provide a safer and better connected network.

## Principal activities – what we will continue to do

Service team	Service description
Roads and Quarry	<ul style="list-style-type: none"> <li>• Manage the quarry, maintain urban and rural road networks, footpaths and cycleways, and plan future upgrades.</li> </ul>
Liveable and Active Communities	<ul style="list-style-type: none"> <li>• Seek relevant grant funding to assist in implementing the Walking, Cycling and Micromobility Strategy</li> </ul>
Planning and Environment	<ul style="list-style-type: none"> <li>• Review and update Section 7.11 Developer Contributions Plan and the Walking, Cycling and Micromobility Strategy 2024-2034.</li> </ul>
Stakeholder Engagement	<ul style="list-style-type: none"> <li>• Assist with identifying areas of community priority for improvement.</li> </ul>

## Supporting strategies and plans

<ul style="list-style-type: none"> <li>• Transport Asset Management Plan</li> <li>• Strategic Road Review (2013)</li> <li>• Walking, Cycling and Micromobility Strategy 2024-2034</li> </ul>	<ul style="list-style-type: none"> <li>• Capital Works Program</li> <li>• Development Contribution Plan</li> <li>• Lismore Growth &amp; Realignment Strategy</li> </ul>
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## Strategic initiatives

Priority projects	Linked strategies	Service team	2025/2026	2026/2027	2027/2028	2028/2029
1.4.1. Advocate to Transport for NSW (TfNSW) to develop and fund an Integrated Transport Plan for key strategic network improvements.		General Manager's Office	•	•	•	•
1.4.2. Deliver the Flood Recovery Program to rebuild roads, bridges and culverts damaged by 2022 natural disaster.		Flood Restoration Portfolio	•	•	•	•
1.4.3. Advocate to TfNSW for Hollingsworth Creek Bridge to be duplicated.	Lismore Growth and Realignment Strategy	General Manager's Office; Roads and Quarry	•	•	•	•
1.4.4. Advocate to TfNSW for improved traffic management at the intersection of Invercauld Rd and Ballina Rd, with consideration for traffic lights or a roundabout.		General Manager's Office; Roads and Quarry	•	•	•	•

• Covered by operating budget • Additional operating or capital budget or grant required

# 1.4

## Improve our roads and footpaths to provide a safer and better connected network.

Strategic initiatives						
Priority projects	Linked strategies	Service team	2025/2026	2026/2027	2027/2028	2028/2029
1.4.5. Advocate to TfNSW for realignment and duplication of the Bruxner Highway from Goonellabah to Wollongbar.	Lismore Growth and Realignment Strategy	General Manager's Office; Roads and Quarry	•	•	•	•
1.4.6. Advocate to TfNSW for improved traffic management at the intersection of Alphasdale Rd and Bruxner Hwy, with consideration for traffic lights or a roundabout.		General Manager's Office; Roads and Quarry	•	•	•	•
1.4.7. Deliver priority roadworks in the 4-year Capital Delivery Program and keep the community informed about progress	Capital Delivery Program	Roads and Quarry; Shared Services; Stakeholder Engagement	•	•	•	•
1.4.8. Reform and deliver the new Roads Operational Management Plan for improved maintenance of our road network.	Roads Operational Management Plan	Roads and Quarry; Shared Services	•	•	•	•
1.4.9. Design and implement a quality management system for the Roads department.		Roads and Quarry	•			
1.4.10. Complete missing links in the footpath and cycleway network to connect key community facilities, like schools, recreation and the university. Identified priorities include: <ul style="list-style-type: none"> <li>• Ballina Road to Albert Park School</li> <li>• Pindari Crescent</li> <li>• Southern end of Rowing Club Car Park</li> </ul>	Walking, Cycling and Micromobility Strategy 2024-2034	Roads and Quarry	◦	◦	◦	◦
1.4.11. Provide new paths and road improvements around the new Richmond River High Campus for improved safety.		Roads and Quarry	◦	◦		
1.4.12. Prepare a concept plan to support funding applications for a pedestrian bridge linking South Lismore to the CBD.		Shared Services	◦			
1.4.13. Advocate for funding for the Lismore to Booyong section of the Northern Rivers Rail Trail.		General Manager's Office; Destination and Economy	•	•	•	•
1.4.14. Develop a concept and implement a CBD enhancement project including streetscapes, parking, traffic and footpaths.		Shared Services; Roads and Quarry; Open Spaces	•	◦	◦	◦
1.4.15. Design and deliver new projects to improve safety for the community in public spaces and transport hubs.		Open Spaces, Shared Services			◦	
1.4.16. Advocate for TfNSW to remove 4 previously identified railway bridges within North and South Lismore.	Lismore Growth and Realignment Strategy	General Manager's Office; Roads and Quarry	•	•	•	•

• Covered by operating budget ◦ Additional operating or capital budget or grant required

## 2. Environment

Value and protect local biodiversity, natural landscapes and waterways, and strengthen resilience to natural hazards.





# 2.1

## Facilitate increased resilience to natural hazards and disasters.

### Principal activities – what we will continue to do

Service team	Service description
Shared Services	<ul style="list-style-type: none"> <li>Participate in local disaster management committees including Floodplain Management Committee, Bushfire Management Committee, Community Resilience Network, Local Rescue Committee, Local Emergency Management Committee.</li> <li>Fulfill our responsibilities of the Northern Rivers Emergency Management Plan</li> </ul>
Planning and Environment	<ul style="list-style-type: none"> <li>Monitor and update the Lismore Flood Risk Management Plan and manage the Lismore Flood Risk Management Committee</li> <li>Maintain up to date natural hazard data</li> <li>Review, update and implement Council's environmental strategies, including actions related to climate resilience and preparedness</li> </ul>
Stakeholder Engagement	<ul style="list-style-type: none"> <li>Engage with the established community hall organisers in Lismore villages quarterly to contribute to resilience building in our rural locations</li> </ul>

### Supporting strategies and plans

- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li>Lismore Flood Risk Management Plan</li> <li>Northern Rivers Emergency Management Plan</li> <li>Lismore Urban Stormwater Management Plan Vol 1</li> <li>Stormwater Asset Management Plan</li> </ul> | <ul style="list-style-type: none"> <li>Biodiversity Management Strategy</li> <li>Urban Green Corridors Plan</li> <li>Richmond River Coastal Zone Management Plan</li> <li>Climate Resilience Policy 2020</li> </ul> |
|---|---|

### Strategic initiatives

Priority projects	Linked strategies	Service team	2025/2026	2026/2027	2027/2028	2028/2029
2.1.1. Advocate for State and Australian Government to fund and implement CSIRO recommendations for flood mitigation.		General Manager's Office	•	•		
2.1.2. Deliver outstanding approved projects for flood resilience: <ul style="list-style-type: none"> <li>Brown Creek Channel</li> <li>Browns Creek Inlet</li> <li>Browns Creek Pump Station</li> <li>Fibre Connect Pump Stations Project</li> <li>Lower Hollingworth Creek Pump Station</li> <li>Magellan Street Pump Station</li> <li>Snow Street Pump Station</li> <li>Upper Hollingworth Creek Flood Gate</li> </ul>		Flood Restoration Portfolio	•	•	•	
2.1.3. Advocate and partner with the NSW Reconstruction Authority to develop a Disaster Adaptation Plan.	Lismore Flood Risk Management Plan	Shared Services; Strategic Planning	•	•	•	

• Covered by operating budget ◦ Additional operating or capital budget or grant required

# 2.1

## Facilitate increased resilience to natural hazards and disasters.

### Strategic initiatives

Priority projects	Linked strategies	Service team	2025/2026	2026/2027	2027/2028	2028/2029
2.1.4. Partner with adjoining councils to develop a Regional Masterplan delivered by CSIRO.	Local Strategic Planning Statement	Strategic Planning	•	•		
2.1.5. Review the Lismore Flood Risk Management Plan in accordance with CSIRO mapping and data.	Lismore Flood Risk Management Plan	Shared Services Strategic Planning		•		
2.1.6. Review the Lismore LGA Climate Resilience and Adaptation Strategy and seek funding to deliver.	Climate Resilience Policy 2020	Environmental Strategies Strategic Planning				•
2.1.7. Implement identified priority projects in the Urban Stormwater Management Plan.	Urban Stormwater Management Plan	Water and Wastewater	◦	◦	◦	◦
2.1.8. Finalise and implement our Emergency Management Framework and develop priority actions.	Northern Rivers Emergency Management Plan	Shared Services	•			
2.1.9. Create and implement an annual community awareness campaign to improve preparedness for natural hazards and disasters including fire ants, floods, fire, cyclones and landslips.	Community Engagement Strategy	Communication and Engagement	◦	◦	◦	◦
2.1.10. Advocate for Bureau of Meteorology to replace and upgrade telemetry weather systems, including digital gauges and cameras.	Lismore Flood Risk Management Plan	General Manager's Office; Shared Services	•	•		
2.1.11. Progressively install flood awareness cameras and signs on roads and bridges identified as high risk of flooding and cutting off community.	Lismore Flood Risk Management Plan	Roads and Quarry	◦	◦	◦	◦
2.1.12. Introduce automated Property Flood Certificates for rural residents with information on potential flood risks to support insurance or building applications.	Lismore Flood Risk Management Plan	Statutory Planning	•			
2.1.13. Identify fire risk hazards on Council managed property in urban areas and seek funding to mitigate.	Open Spaces Strategy	Open Spaces	•	•	•	•

• Covered by operating budget ◦ Additional operating or capital budget or grant required

## 2.2

### Work with partners to protect natural heritage, waterways and catchments to maintain ecological integrity and biological diversity.

#### Principal activities – what we will continue to do

Service team	Service description
Planning and Environment	<ul style="list-style-type: none"> <li>Review and implement priority projects and recommendations in supporting strategies, plans, reports and programs (listed below).</li> <li>Manage the impacts of development in water catchment areas through compliance with the Lismore LEP, DCP and Lismore City Council and Rous County Council's guidelines on On-Site Sewage and Wastewater Management.</li> <li>Deliver the Rural Landholder Initiative program, including grants for rural landholders.</li> </ul>

#### Supporting strategies and plans

- Biodiversity Management Strategy
- Richmond River Coastal Management Program
- Urban Green Corridors Plan
- Roadside High Conservation Value Vegetation Management Plan
- Comprehensive Koala Plan of Management for South East Lismore
- Wildlife Roadkill Mitigation Report

#### Strategic initiatives

Priority projects	Linked strategies	Service team	2025/2026	2026/2027	2027/2028	2028/2029
2.2.1. Review the Biodiversity Management Strategy and identify priority actions.	Biodiversity Management Strategy	Environmental Strategies	•			
2.2.2. Support community groups to implement the Urban Landcare Program.	Biodiversity Management Strategy	Environmental Strategies	•	•	•	•
2.2.3. Prioritise and implement projects in the Urban Rivers and Catchment Project: Regenerating for resilience in Lismore's urban endangered rainforests.	Biodiversity Management Strategy	Environmental Strategies	•	◦	◦	◦
2.2.4. Undertake a 3-yearly audit and replacement of guideposts that mark out areas along the roadside with High Conservation Value.	Biodiversity Management Strategy	Environmental Strategies			◦	
2.2.5. Review the Comprehensive Koala Plan of Management for South East Lismore and implement priority actions.	Comprehensive Koala Plan of Management for South East Lismore	Environmental Strategies	•	◦	◦	◦

• Covered by operating budget ◦ Additional operating or capital budget or grant required



# 2.2

## Work with partners to protect natural heritage, waterways and catchments to maintain ecological integrity and biological diversity.

### Strategic initiatives

Priority projects	Linked strategies	Service team	2025/2026	2026/2027	2027/2028	2028/2029
2.2.6. Participate in the development of a Richmond River Coastal Zone Management Plan.	Richmond River Coastal Zone Management Plan	Environmental Strategies	•			
2.2.7. Partner with Rous County Council to deliver the Northern Rivers Watershed Initiative Project for Lismore to improve catchment health, natural flood mitigation, water security and landscape hydration.	Biodiversity Management Plan; Lismore Flood Risk Management Plan	Environmental Strategies	◦	◦	◦	◦
2.2.8. Investigate potential biobanking sites in Lismore for Biodiversity Conservation Trust stewardship to offset the impact of development on biodiversity.	Biodiversity Management Plan; Local Strategic Planning Statement	Environmental Strategies	•			



• Covered by operating budget ◦ Additional operating or capital budget or grant required

## 2.3

### Enhance green infrastructure in urban areas, including green corridors, streetscapes and public open spaces.

#### Principal activities – what we will continue to do

Service team	Service description
Planning and Environment	<ul style="list-style-type: none"> <li>Engage with private landholders within the Urban Green Corridor and provide advice, support and funding, wherever possible through additional grants opportunities, to encourage and undertake restoration on private land.</li> <li>Review and implement priority projects related to urban green infrastructure in supporting strategies and plans (listed below).</li> </ul>
Fleet and Open Spaces	<ul style="list-style-type: none"> <li>Maintain streetscapes, parks, gardens and open spaces.</li> </ul>

#### Supporting strategies and plans

- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li>Open Space Strategy 2024-2034</li> <li>Urban Green Corridors Plan</li> </ul> | <ul style="list-style-type: none"> <li>Biodiversity Management Strategy</li> <li>Nimbin Place Plan</li> </ul> |
|---|---|

#### Strategic initiatives

Priority projects	Linked strategies	Service team	2025/2026	2026/2027	2027/2028	2028/2029
2.3.1. Identify key urban areas for streetscape rejuvenation in Lismore and villages.	Open Spaces Strategy 2024-2034	Open Spaces Destination and Economy		•		
2.3.2. Prioritise and deliver projects in the Urban Green Corridors Plan.	Urban Green Corridors Plan	Environmental Strategies	•	◦	◦	◦
2.3.3. Prioritise and deliver projects in the Open Space Strategy 2024-2034.	Open Space Strategy 2024-2034	Open Spaces	•	◦	◦	◦
2.3.4. Implement priority projects in village place plans.	Nimbin Place Plan	Open Spaces	◦	◦	◦	◦

• Covered by operating budget ◦ Additional operating or capital budget or grant required



## 2.4 Deliver sustainable waste management.

### Principal activities – what we will continue to do

Service team	Service description
Waste Operations	<ul style="list-style-type: none"> <li>• Waste management operations.</li> <li>• Waste education.</li> </ul>

### Supporting strategies and plans

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>• Climate Resilience Policy 2020</li> <li>• Lismore Waste Services Review 22-32 - Balanced Regional Model A</li> <li>• Waste and Resource Recovery Infrastructure Plan 2022</li> </ul> | <ul style="list-style-type: none"> <li>• Local Strategic Planning Statement</li> <li>• Biodiversity Management Strategy</li> </ul> |
|---|--|

### Strategic initiatives

Priority projects	Linked strategies	Service team	2025/2026	2026/2027	2027/2028	2028/2029
2.4.1. Restore the existing landfill site at Wyrallah Road that was damaged in the 2022 natural disaster.	Lismore Waste Services Review 22-32 - Balanced Regional Model A	Flood Restoration Portfolio	◦			
2.4.2. Progress planning for a new regional landfill site to service future needs.		Shared Services	◦	◦		
2.4.3. Complete master planning for improved resource recovery at Wyrallah Road including feasibility for a circular economy hub.		Waste Operations		◦	◦	
2.4.4. Implement a 4-year improvement pathway to make waste operations more efficient, effective and compliant.		Waste Operations	•	•	•	•
2.4.5. Investigate commercial partners for transport and processing of our comingled recycling and resource recovery towards a circular economy.		Waste Operations	•			
2.4.6. Support opportunities for regional Food Organics Green Organic (FOGO) waste management solutions.		Waste Operations	•	•	•	•
2.4.7. Investigate options to provide public bins for compostable waste.		Waste Operations; Open Spaces			•	
2.4.8. Investigate environmentally friendly waste management solutions, such as biogas waste to energy.		Environmental Strategies; Waste Operations				◦

• Covered by operating budget ◦ Additional operating or capital budget or grant required

### 3. Community

Foster safe, healthy and inclusive communities for all ages, cultures and abilities.





# 3.1 Promote respect for Aboriginal and Torres Strait Islander peoples, all cultures and their heritage.

## Principal activities – what we will continue to do

Service team	Service description
Planning and Environment	<ul style="list-style-type: none"> <li>Engage with the Widjabul Wia-bul Gurrumbil Prescribed Body Corporate, Ngulingah LALC, Elders and local Aboriginal community members on development applications, LEP amendments and preparation of land use strategies.</li> <li>Deliver priority actions within supporting plans and strategies (such as those listed below) that promote understanding and respect for Aboriginal and Torres Strait Islander people’s all cultures and heritage.</li> </ul>
Shared Services	<ul style="list-style-type: none"> <li>Native Title specialists provide in-house advice on proposed activity, lease and development affecting crown land.</li> </ul>
People and Culture	<ul style="list-style-type: none"> <li>Implement internal actions of the Reconciliation Action Plan across Council.</li> </ul>
Customer Service	<ul style="list-style-type: none"> <li>Raise flags at Lismore City Council corporate centre Monday to Friday.</li> </ul>
All teams	<ul style="list-style-type: none"> <li>Engage with our Aboriginal community in accordance with our Community Engagement Strategy.</li> </ul>
Mayor and Senior Leaders	<ul style="list-style-type: none"> <li>Conduct Acknowledgement of Country before council meetings and significant events</li> </ul>

## Supporting strategies and plans

<ul style="list-style-type: none"> <li>Reconciliation Action Plan</li> <li>Community Engagement Strategy 2025</li> </ul>	<ul style="list-style-type: none"> <li>Biodiversity Management Strategy</li> <li>Regenerating for resilience in Lismore’s urban endangered rainforests project</li> </ul>
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## Strategic initiatives

Priority projects	Linked strategies	Service team	2025/2026	2026/2027	2027/2028	2028/2029
3.1.1. Implement the Reconciliation Action Plan, including NAIDOC events.	Reconciliation Action Plan	People and Culture; Stakeholder Engagement	•	•	•	•
3.1.2. Partner with local Aboriginal and Torres Strait Islander communities and stakeholders to establish an Aboriginal Engagement Framework and embed across Council operations.	Community Engagement Strategy 2025; Reconciliation Action Plan	Stakeholder Engagement	•	•	•	•
3.1.3. Implement Council decision to handback Council-owned land at North Lismore Plateau to local traditional landowners.	Local Strategic Planning Statement	Property Services	•	•	•	•

• Covered by operating budget ◦ Additional operating or capital budget or grant required

## 3.2 Facilitate access to essential services in our city and villages for all ages, cultures and abilities.

### Principal activities – what we will continue to do

Service team	Service description
General Manager's Office	<ul style="list-style-type: none"> <li>Advocate for the NSW Government and Australian Government to deliver and fund essential community services for all ages, cultures and abilities, including childcare, youth services, and in-home and aged care support services.</li> </ul>
Liveable and Active Communities	<ul style="list-style-type: none"> <li>Provide facilities, activities and events to engage all ages, cultures and abilities, including Goonellabah Sports &amp; Aquatic Centre, Lismore Memorial Baths, Lismore Regional Gallery, CBD Sports Precinct and local skateparks.</li> </ul>
Fleet and Open Spaces	<ul style="list-style-type: none"> <li>Provide and maintain public amenities, including public toilets, crematorium and cemeteries</li> </ul>
Shared Services	<ul style="list-style-type: none"> <li>Design with accessibility at the forefront of our planning and seek funding to improve the accessibility of our facilities and city.</li> </ul>

### Supporting strategies and plans

- Richmond Tweed Regional Library Strategic Plan
- Lismore Regional Gallery Strategic Plan
- Nimbin Place Plan
- Reconciliation Action Plan
- Disability Inclusion Action Plan
- Community Engagement Strategy 2025

### Strategic initiatives

Priority projects	Linked strategies	Service team	2025/2026	2026/2027	2027/2028	2028/2029
3.2.1. Develop a property strategy and framework to activate community facilities.		Shared Services	•			
3.2.2. Implement priority projects in the Disability Inclusion Action Plan.	Disability Inclusion Action Plan	Stakeholder Engagement	◦	◦	◦	◦
3.2.3. Extend the Lismore library program to meet diverse needs by age, culture and abilities.	Richmond Tweed Regional Library Strategic Plan	Richmond Tweed Regional Library	◦	◦	◦	◦
3.2.4. Facilitate improved access to student study areas, homework clubs and free Wi-Fi access.			◦	◦		
3.2.5. Review the promotion of youth programs and activities in Council facilities to increase youth awareness and engagement.	Community Engagement Strategy 2025	Communications and Engagement	•			
3.2.6. Advocate for relevant agencies and private partnerships to extend the delivery and promotion of youth programs and services.		General Manager's Office; Customer Experience	•	•	•	•
3.2.7. Advocate for funding to install a solar hot water system in the Nimbin amenities block		General Manager's Office	•	•		

• Covered by operating budget ◦ Additional operating or capital budget or grant required



# 3.3

## Support a diverse and thriving arts and culture scene.

### Principal activities – what we will continue to do

Service team	Service description
Richmond Tweed Regional Library	<ul style="list-style-type: none"> <li>• Provide resources, programs, activities and exhibitions to support life-long discovery and learning for all ages, cultures and abilities.</li> </ul>
Lismore Regional Gallery	<ul style="list-style-type: none"> <li>• Provide arts and cultural programs and exhibitions.</li> </ul>
Events and Facilities	<ul style="list-style-type: none"> <li>• Work to support and attract event operators to Lismore to activate the city and contribute to a diverse and thriving arts and culture scene.</li> </ul>

### Supporting strategies and plans

<ul style="list-style-type: none"> <li>• Richmond Tweed Regional Library Strategic Plan</li> <li>• Lismore Regional Gallery Strategic Plan</li> <li>• Reconciliation Action Plan</li> <li>• Destination Management Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Nimbin Place Plan</li> <li>• NSW Government’s Lismore Regional City Action Plan 2036</li> <li>• Disability Inclusion Action Plan</li> </ul>
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### Strategic initiatives

Priority projects	Linked strategies	Service team	2025/2026	2026/2027	2027/2028	2028/2029
3.3.1. Collaborate with Destination NSW, Create NSW and local arts organisations to support the local Aboriginal arts community.	Destination Management Plan; Reconciliation Action Plan	Lismore Regional Gallery	•	•	•	•
3.3.2. Establish and implement a sustainable Lismore Regional Gallery Strategic Plan.	Lismore Regional Gallery Strategic Plan		•			
3.3.3. Seek strategic sponsorship and partnerships to support operations of Lismore Regional Gallery.			•	•	•	•
3.3.4. Support the development of local arts and artists through programs and advocacy.			•	•	•	•
3.3.5. Expand the program of activities and events for artists and audiences living with disability.			Disability Inclusion Action Plan		◦	
3.3.6. Facilitate a public art project to recognise and celebrate the Sister City relationship with Yamato Takada, Japan.			General Manager’s Office; Lismore Regional Gallery	•		

• Covered by operating budget ◦ Additional operating or capital budget or grant required

# 3.4 Provide quality sport and recreation facilities, services and programs.

## Principal activities – what we will continue to do

Service team	Service description
Liveable and Active Communities	<ul style="list-style-type: none"> <li>• Manage and operate aquatic, sporting and leisure centres.</li> <li>• Support sporting clubs to attract funding to expand facilities, programs and memberships across the Local Government Area.</li> </ul>
Fleet and Open Spaces	<ul style="list-style-type: none"> <li>• Maintain recreation and open space facilities so they are fit for purpose and available to the community.</li> </ul>
Destination and Economy	<ul style="list-style-type: none"> <li>• Identify, develop and seek funding for projects to increase the amenity and accessibility of public open spaces.</li> </ul>
Communications and Engagement	<ul style="list-style-type: none"> <li>• Promote and seek funding for active lifestyle opportunities.</li> </ul>

## Supporting strategies and plans

<ul style="list-style-type: none"> <li>• NSW Government’s Lismore Regional City Action Plan 2036</li> <li>• Open Spaces Asset Management Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Oakes/Crozier Field Redevelopment Strategy</li> <li>• Sport and Recreation Strategy</li> </ul>
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## Strategic initiatives

Priority projects	Linked strategies	Service team	2025/2026	2026/2027	2027/2028	2028/2029
3.4.1. Develop plans of management for Council managed land.		Open Spaces	•	•	•	•
3.4.2. Implement priority actions within the Sport and Recreation Strategy.	Sport and Recreation Strategy	Liveable and Active Communities	◦	◦	◦	◦
3.4.3. Activate the new Lismore Skatepark with workshops and events.		Events Team	•	◦	◦	◦
3.4.4. Activate Nimbin Skatepark with workshops and events.		Events Team	•	◦	◦	◦
3.4.5. Renew play and recreation facilities at Spinaze Park	Open Spaces Strategy	Open Spaces	•			
3.4.6. Upgrade Nesbitt Park in South Lismore and improve linkages to surrounding areas.	Open Spaces Strategy	Open Spaces Roads and Quarry	◦			

• Covered by operating budget ◦ Additional operating or capital budget or grant required



# 3.4

## Provide quality sport and recreation facilities, services and programs.

### Strategic initiatives

Priority projects	Linked strategies	Service team	2025/2026	2026/2027	2027/2028	2028/2029
3.4.7. Implement the Wade Park Master Plan in Lismore.	Open Spaces Strategy	Open Spaces	o	o	o	o
3.4.8. Upgrade the existing basketball court in Nimbin to provide a multipurpose sports court.	Nimbin Place Plan	Open Spaces			o	
3.4.9. Upgrade Albert Park Baseball/Softball Complex.	Sport and Recreation Strategy	Shared Services			o	o
3.4.10. Upgrade Nimbin Pool.	Nimbin Place Plan	Shared Services				o
3.4.11. Seek opportunities to reinstate Lismore Lake Pool.		Shared Services				o



o Covered by operating budget o Additional operating or capital budget or grant required

# 3.5 Facilitate public safety and wellbeing.

## Principal activities – what we will continue to do

Service team	Service description
Law Enforcement	<ul style="list-style-type: none"> <li>• Monitor the CCTV network and deliver the Street Beat program.</li> <li>• Provide animal management, including promotion of responsible animal ownership, pound management and rehoming services for dogs and cats, and removal of wandering stock from public areas.</li> <li>• Regulate parking requirements.</li> </ul>
Fleet and Open Spaces	<ul style="list-style-type: none"> <li>• Provide safe, well maintained Council buildings and facilities.</li> </ul>

## Supporting strategies and plans

• Walking, Cycling and Micromobility Strategy 2024 - 2034	• Sport and Recreation Strategy
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## Strategic initiatives

Priority projects	Linked strategies	Service team	2025/2026	2026/2027	2027/2028	2028/2029
3.5.1. Partner with NSW Police to implement recommendations from the Lismore Transit Centre Crime Prevention Through Environmental Design (CPTED) Review.		Open Spaces; Operational Compliance	○	○	○	○
3.5.2. Collaborate with NSW Police, NSW Health, NSW Communities and Justice, and other relevant partners to agree on priority initiatives to reduce anti-social behaviour.		Open Spaces; Operational Compliance	●			
3.5.3. Include consideration for lighting improvements in place and precinct plans and seek funding to implement.		Strategic Planning; Open Spaces; Shared Services	●	●	●	●
3.5.4. Advocate for more youth diversion programs for at-risk young people.		Customer Experience	●	●	●	●
3.5.5. Seek funding to build a footpath/cycleway from Dunoon to Modanville.		Liveable and Active Communities	○	○	○	○

○ Covered by operating budget ○ Additional operating or capital budget or grant required



## 4. Prosperity

Support the growth of prosperous and vibrant communities.



# 4.1

## Stimulate economic growth, innovation and investment opportunities and emerging industries.

### Principal activities – what we will continue to do

Service team	Service description
Economic Development	<ul style="list-style-type: none"> <li>• Work with NSW and Australian governments and private industry to understand emerging industry growth areas and position Lismore for investment.</li> </ul>
Destination and Economy	<ul style="list-style-type: none"> <li>• Network with Lismore and Nimbin Chambers of Commerce.</li> <li>• Support business development, innovation and economic activity through strategic initiatives.</li> <li>• Promote business and tourism within the local area.</li> </ul>

### Supporting strategies and plans

<ul style="list-style-type: none"> <li>• Economic Development Strategy</li> <li>• Business Activation Plan 2024 - 2026</li> </ul>	<ul style="list-style-type: none"> <li>• NSW Government's Lismore Regional City Action Plan 2036</li> </ul>
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### Strategic initiatives

Priority projects	Linked strategies	Service team	2025/2026	2026/2027	2027/2028	2028/2029
4.1.1. Review, update and implement the Economic Development Strategy.	Economic Development Strategy	Strategic Planning	•	◦	◦	◦
4.1.2. Prepare a business case to establish land east of Goonellabah to be used for residential, commercial and industrial purposes.		Strategic Planning		•		
4.1.3. Develop an investment prospectus for Lismore and villages.	Economic Development Strategy	Destination and Economy; Strategic Planning	•			
4.1.4. Advocate to relevant government agencies including Department of Regional NSW and Department of Primary Industries to support regenerative and sustainable agriculture and increase local food security.		Planning and Environment	•	•	•	•
4.1.5. Work with key education and health providers to pursue shared economic and growth objectives.		Destination and Economy	•	•	•	•
4.1.6. Advocate to Government agencies to implement insurance reform and address insurance issues facing local business and residents.		General Manager's Office	•			
4.1.7. Develop and implement a strategic pathway for the Airport.		Open Spaces	•	◦	◦	◦

• Covered by operating budget ◦ Additional operating or capital budget or grant required

# 4.2

## Create vibrant, welcoming and attractive city and village centres.

### Principal activities – what we will continue to do

Service team	Service description
Destination and Economy	<ul style="list-style-type: none"> <li>• Provide business engagement and support via activation plans, marketing campaigns, grants and sponsorships.</li> </ul>
Customer Experience	<ul style="list-style-type: none"> <li>• Coordinate City brand management.</li> </ul>
Parks and Open Spaces	<ul style="list-style-type: none"> <li>• Maintain community spaces and streetscapes</li> </ul>

### Supporting strategies and plans

- NSW Government's Lismore Regional City Action Plan 2036
- Nimbin Place Plan

### Strategic initiatives

Priority projects	Linked strategies	Service team	2025/2026	2026/2027	2027/2028	2028/2029
4.2.1. Establish or support Service Teams to implement a works program to improve the overall appearance and sense of pride in Lismore CBD and village centres.		Open Spaces	•			
4.2.2. Work with partners to develop and deliver City and village centre activation programs with events and activities to engage local businesses and attract shoppers and visitors.		Destination and Economy	•	•	•	•
4.2.3. Support initiatives to stimulate the night-time economy in Lismore CBD.		Destination and Economy	•	•	•	•
4.2.4. Develop the Wilsons River Bridge to Bridge Master Plan to activate the waterfront precinct.		Strategic Planning Shared Services	◦			
4.2.5. Implement the priority projects of the Nimbin Place Plan: <ul style="list-style-type: none"> <li>• Peace Park</li> <li>• Allsopp Park</li> <li>• Main Street</li> </ul>	Nimbin Place Plan	Open Spaces Shared Services	◦	◦	◦	◦
4.2.6. Develop an entrance beautification plan, including consideration for signage and plantings for Lismore and villages.		Open spaces	◦	◦	◦	◦

• Covered by operating budget ◦ Additional operating or capital budget or grant required



## 4.3 Enhance tourism and events to leverage economic and social benefits for the local community.

### Principal activities – what we will continue to do

Service team	Service description
Destination and Economy	<ul style="list-style-type: none"> <li>• Deliver tourism services.</li> </ul>
Liveable and Active Communities	<ul style="list-style-type: none"> <li>• Proactively drive event activation across Lismore and seek sponsorships for major events.</li> </ul>
Fleet and Open Spaces	<ul style="list-style-type: none"> <li>• Airport management.</li> </ul>

### Supporting strategies and plans

<ul style="list-style-type: none"> <li>• Destination Management Plan</li> <li>• Events Strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Sport and Recreation Strategy</li> <li>• Roads Operational Management Plan</li> </ul>
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### Strategic initiatives

Priority projects	Linked strategies	Service team	2025/2026	2026/2027	2027/2028	2028/2029
4.3.1. Implement key actions from the Destination Management Plan.	Destination Management Plan	Destination and Economy	◦	◦	◦	◦
4.3.2. Develop and fund a grant program to support community events.	Events Strategy	Liveable and Active Communities	•	◦	◦	◦
4.3.3. Create an Events Prospectus to attract new, and support existing, investors and event operators to activate local facilities and open spaces in Lismore city and villages.		Destination and Economy	•			
4.3.4. Work with the NSW National Parks & Wildlife Service to improve access and education around hikes and adventure sports opportunities across Lismore.	Sport and Recreation Strategy	Destination and Economy; Liveable and Active Communities		•	•	
4.3.5. Ensure transport networks leading to key natural attractions are prioritised for completion in the Roads Operational Management Plan.		Events team	◦	◦	◦	
4.3.6. Investigate management models for the operation of the Northern Rivers Rail Trail.		Destination and Economy	◦	◦	◦	

• Covered by operating budget ◦ Additional operating or capital budget or grant required

# 4.3 Enhance tourism and events to leverage economic and social benefits for the local community.

Strategic initiatives						
Priority projects	Linked strategies	Service team	2025/2026	2026/2027	2027/2028	2028/2029
4.3.7. Ensure transport networks leading to key natural attractions are prioritised for completion in the Roads Operational Management Plan.	Roads Operational Management Plan	Roads and Quarry	•	•	•	•
4.3.8. Formalise carparking at Whian Whian Falls.		Roads and Quarry			◦	
4.3.9. Review carparking needs at key natural attractions.		Roads and Quarry; Open Spaces				◦



• Covered by operating budget ◦ Additional operating or capital budget or grant required

## 5. Leadership

Ensure effective governance, advocacy, engagement and partnerships with a focus on long-term financial sustainability.





# 5.1

## Provide responsible, transparent and accountable leadership with sustainable management of Council finances, assets, risks and human resources.

### Principal activities – what we will continue to do

Service team	Service description
Governance & Risk	<ul style="list-style-type: none"> <li>Council support, governance and risk management.</li> </ul>
Finance	<ul style="list-style-type: none"> <li>Financial services.</li> </ul>
Fleet and Open Spaces	<ul style="list-style-type: none"> <li>Asset management, project management and design services.</li> </ul>
People and Culture	<ul style="list-style-type: none"> <li>People and culture services.</li> </ul>
Technology and Innovation	<ul style="list-style-type: none"> <li>IT services.</li> </ul>

### Supporting strategies and plans

<ul style="list-style-type: none"> <li>Long-term Financial Plan</li> <li>Strategic Asset Management Plan</li> <li>Risk Register</li> </ul>	<ul style="list-style-type: none"> <li>Workforce Management Strategy 2025</li> <li>Equal Employment Opportunity Management Plan</li> </ul>
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### Strategic initiatives

Priority projects	Linked strategies	Service team	2025/2026	2026/2027	2027/2028	2028/2029
5.1.1. Review rating categories, charges, modelling and options.	Long-term Financial Plan	Finance	•			
5.1.2. Develop and implement a Financial Improvement Program to uplift Council's financial performance and support long-term financial sustainability.			•			
5.1.3. Develop a public facing reporting tool for community to stay informed about progress on key projects and KPIs.	Community Strategic Plan	Technology and Innovation	•			
5.1.4. Implement the Lismore City Council Workforce Management Strategy 2025 and periodic employee survey to track progress against key performance indicators.	Workforce Management Strategy 2025	People and Culture	•	•	•	•
5.1.5. Prepare a technology roadmap to guide the prioritisation of system upgrades or development and adoption of new technologies to achieve organisational outcomes.		Innovation and Technology	•			
5.1.6. Investigate options to increase Lismore City Council's CBD presence.		Shared Services	•			
5.1.7. Implement a Risk Management Strategy and embed the Risk Register.		Governance and Risk	•	•	•	•

• Covered by operating budget ◦ Additional operating or capital budget or grant required

# 5.2

## Implement a customer centric approach with effective engagement, communication and service delivery.

### Principal activities – what we will continue to do

Service team	Service description
Communications and Engagement	<ul style="list-style-type: none"> <li>Plan communications to support projects and programs and manage the reputation of council.</li> <li>Manage engagement for projects and programs to inform service and project design in accordance with our Community Engagement Strategy.</li> </ul>
Customer Contact	<ul style="list-style-type: none"> <li>Primary point of contact for customers to engage with Council, administrative support including parking permits, rates notices and facility bookings.</li> </ul>

### Supporting strategies and plans

- Community Engagement Strategy 2025

### Strategic initiatives

Priority projects	Linked strategies	Service team	2025/2026	2026/2027	2027/2028	2028/2029
5.2.1. Review and update the Customer/Community Service Charter.	Community Engagement Strategy 2025	Customer Experience	•			
5.2.2. Review and update the Customer Relationship Management system to support improved organisation of customer information, communication and customer service.		Customer Experience; Technology and Innovation	◦	◦	◦	
5.2.3. Implement the new Community Engagement Strategy 2025.		Communications and Engagement	•	•	•	•
5.2.4. Implement a community sentiment survey to track performance levels against key indicators in this Plan.		Corporate Planning		◦		◦
5.2.5. Create an annual calendar of strategic communications and public education campaigns to coordinate timely and effective delivery of information throughout the year.		Communications and Engagement	•	•	•	•
5.2.6. Develop a more effective Complaints Management Framework.		Governance; Customer Experience			•	

• Covered by operating budget ◦ Additional operating or capital budget or grant required

# Service reviews

Service reviews are a valuable tool for Lismore City Council as we seek to improve services and meet the evolving needs of our community.

A rolling program of service reviews and audits can bring extensive benefits, such as the ability to respond to changing customer priorities and needs, define the right mix of services and align services with the Council's vision. Service reviews can also help to identify statutory and non-statutory services and consider potential divestment options, generate financial savings, optimise service levels, and build staff capacity and skills.

By conducting regular service reviews, Lismore City Council can ensure it is delivering value for money to our community. A summary of service reviews to be conducted during the term of this plan are listed below:

Service	Purpose of the review
Reporting	Establish a set of key performance indicators (KPIs) to report against objectives, strategies and priority projects in this plan.
Waste education	Review and update the community waste education program.
Asset management	Review Council's property assets and develop an effective management strategy.
Universal access	Complete a review of universal access play equipment needs in existing playgrounds and priorities to consider.
Communications and engagement	Review Council's communication channels (print, online and in person) to improve efficiencies and effectiveness in reaching and engaging with diverse community groups.
Open spaces	Undertake a service level review of parks and open spaces





# Organisational structure

Council determines a staff structure to support the Council and General Manager to deliver programs and activities detailed within the Delivery Program and Operational Plan.

An overview of the directorates, divisions and teams is provided below.

Directorate	Division	Teams		
<b>Corporate and Community</b>	<b>Richmond Tweed Regional Library</b>	Lismore Library	Goonellabah Library	
	<b>Planning and Environment</b>	Strategic Planning Environmental Strategies	Statutory Planning Compliance	
	<b>Destination and Economy</b>	City Activation	Economic Development	Destination Management
	<b>Customer Experience</b>	Communications and Engagement	Customer Contact	
	<b>Liveable and Active Communities</b>	Events Management	Lismore Regional Gallery	Leisure Facilities Management
	<b>Corporate Services</b>	Technology and Innovation	People and Culture	
	<b>Legal Services</b>	Governance Risk	Records Management Procurement	Corporate Planning and Reporting
<b>Operating and Financial</b>	<b>Flood Restoration</b>	Flood Restoration Portfolio		
	<b>Finance</b>	Rating	Accounting	Financial Management
	<b>Shared Services</b>	Operational Compliance Law Enforcement Property Services	Design Services Asset Management	Project Management Emergency Management
	<b>Water and Waste</b>	Waste Operations	Water Treatment	Wastewater Management
	<b>Fleet and Open Spaces</b>	Parks and Open Spaces Cemeteries and Crematorium Management	Sign Shop Fleet Management	Property Maintenance Airport Management
	<b>Roads and Quarry</b>	Engineering & Maintenance	Roads Planning	Quarry Operations
	<b>Work Health and Safety</b>	Work Health and Safety		

# Financial summary

Detailed estimates across each year of programmed activities can be found in the Budget by Program.

Please refer to the following documents for further information, available on Council's website:

- Budget by Program
- Fees & Charges
- Revenue Policy



# Community scorecard

Lismore City Council draws on various sources to track and report on actual and perceived performance.

Key sources include the Australian Bureau of Statistics (ABS), National Institute of Economic and Industry Research (NIEIR), and various state government agencies.

In 2024, a representative sample of 1,678 community members completed a Community scorecard to assess services delivered by Lismore City Council and its key partners, including Australian and State governments, non-governmental organisations and other partners. Council has set a target to be on par or above industry average in all service areas over the next 10 years.





## Community scorecard

	Strategy	Measure	Source	Current	Target	Status
Place	Overall liveability	Place to live (performance index score out of 100)	Community sentiment survey*, 2024	63	74+	●
		SEIFA index of relative socio-economic disadvantage for Lismore City Council	ABS, 2021	966	1,000+	●
	1.1 Provide strategic planning with diverse land uses, development opportunities and enabling infrastructure.	Estimated residential population	ABS, 2024	43,783	Increase	
		Total value of building approvals	Lismore City Council, 2023-2024	\$85 M	Increase	
		Community perceptions (performance index score):				
		• Responsible growth and development		36	44+	●
		• Flood recovery program: Rebuilding Lismore	Community sentiment survey*, 2024	37	50+	●
	1.2 Advocate for increased housing availability and choice to meet community needs.	• Planning and building approvals		33	42+	●
		Value of building approvals: residential	Lismore City Council, 2023-2024	\$43 M	Increase	
		Home ownership	ABS, 2021	70%	70%+ (equal or greater than regional NSW)	●
		Housing diversity: % of all dwellings that are a semi-detached house, townhouse, flat or apartment (excludes not stated)	ABS, 2021	15%	16.9%+ (equal or greater than regional NSW)	●
	1.3 Develop and maintain water supply, wastewater management and associated services.	Community perceptions (performance index score):				
		• Housing	Community sentiment survey*, 2024	28	47+	●
	1.4 Improve our roads and footpaths to provide a safer and better connected network.	• Sewerage management	Community sentiment survey*, 2024	46	58+	●
		Community perceptions (performance index score):				
		• Local roads and bridges		22	46+	●
		• Traffic management	Community sentiment survey*, 2024	47	50+	●
		• Footpaths, trails and cycleways		42	51+	●

\* Markyt® Community Scorecard, Lismore City Council 2024

## Community scorecard

Strategy	Measure	Source	Current	Target	Status	
Environment	2.1 Facilitate increased resilience to natural hazards and disasters.	Community perceptions (performance index score):				
		• Emergency management	Community sentiment survey*, 2024	37	55+	●
		• Flood mitigation and resilience planning		27	50+	●
		• Stormwater management and drainage		25	48+	●
	2.2 Work with partners to protect natural habitats, waterways and catchments to maintain ecosystem integrity and biological diversity	Amount of restored and revegetated native vegetation	Lismore City Council, 2021-2024 avg p/a	33ha	Increase	●
		Amount of restored and revegetated koala habitat	Lismore City Council, 2021-2024 avg p/a	15ha	Increase	●
		Amount of restored riparian area	Lismore City Council, 2021-2024 avg p/a	5km	Increase	●
		Amount of riparian area excluded from livestock	Lismore City Council, 2021-2024 avg p/a	3.5km	Increase	●
		Council's greenhouse gas emissions	Lismore City Council, 2022-2023	20,102t CO2-e	decrease	●
		Renewable energy generated from Council sites	Lismore City Council, 2024	663,515kWh	increase	●
		Community perceptions (performance index score):				
	2.3 Enhance green infrastructure in urban areas, including green corridors, streetscapes and public open spaces.	• Conservation and environmental management	Community sentiment survey*, 2024	48	52+	●
		• Sustainable practices		48	53+	●
• Botanical gardens, nature corridors, reserves		Community sentiment survey*, 2024	49	50+	●	
	• Streetscapes, trees and verges		45	52+	●	
2.4 Deliver sustainable waste management.	Overall diversion from landfill	Lismore City Council, 2021-2024	44.1%	59+	●	
	Community perceptions (performance index score):	Community sentiment survey*, 2024				
	• Waste management		43	59+	●	

\* Markyt® Community Scorecard, Lismore City Council 2024

## Community scorecard

Strategy	Measure	Source	Current	Target	Status	
Community	3.1 Promote respect for Aboriginal and Torres Strait Islander peoples, cultures and heritage.	Community perceptions (performance index score): • Reconciliation (respect shown for Aboriginal and Torres Strait Islander people's cultures and heritage)	Community sentiment survey*, 2024	60	62+	●
	3.2 Facilitate access to essential services in our city and villages for all ages, cultures and abilities.	In tertiary education (university, TAFE or vocation)	ABS, 2021	6.1%	> 5.9% (equal or greater than regional NSW)	●
		Completed bachelor degree or higher	ABS, 2021	20.9%	> 17.8% (equal or greater than regional NSW)	●
	Community perceptions (performance index score):	• Youth services and facilities		31	47+	●
		• Family and children's services and facilities		44	54+	●
		• Seniors' services and facilities		42	53+	●
		• Disability access and inclusion		47	50+	●
		• Community buildings, halls and public toilets		43	55+	●
		• Education and life-long learning		50	49+	●
	3.3 Support a diverse and thriving arts and culture scene.	Community perceptions (performance index score):				
• Art, cultural and creative facilities and activities		Community sentiment survey*, 2024	61	65+	●	
• Library facilities and services			56	70+	●	
• Local history and heritage	44		58+	●		

\* Markyt® Community Scorecard, Lismore City Council 2024



## Community scorecard

	Strategy	Measure	Source	Current	Target	Status
Community	3.4 Provide quality sport and recreation facilities, services and programs.	Community perceptions (performance index score):				
		• Sport and recreation facilities and services	Community sentiment survey*, 2024	64	64+	●
		• Parks and playgrounds		55	64+	●
	3.5 Facilitate public safety and wellbeing.	Crime rate per 100,000 residents	BOCSAR, 2024	11,842	<9,865 (less than regional NSW)	●
Community perceptions (performance index score):						
• Community safety and crime prevention			NA	46+	●	
	• Lighting of streets and public places	Community sentiment survey*, 2024	43	51+	●	
	• Animal management (dogs and cats)		46	52+	●	
Prosperity	4.1 Stimulate economic growth, diversification and investment in established and emerging industries, including agriculture, health, education, retail, tourism and culture.	Gross regional product	NIEIR, 2023	\$3.11 B	Increase	
		Local businesses	ABS, 2024	4,433	Increase	
		Local jobs	NIEIR, 2023	26,192	Increase	
		Unemployment rate	Dept of Employment, Dec 2024	4.6%	< 3.6% (less than regional NSW)	●
		Community perceptions (performance index score):	Community sentiment survey*, 2024			
		• Economic development and job creation		34	43+	●
	4.2 Create vibrant, welcoming and attractive city and village centres.	Community perceptions (performance index score):	Community sentiment survey*, 2024			
	• Lismore city centre		37	46+	●	
4.3 Enhance tourism and events to leverage economic and social benefits for the local community.	Tourism sales	Lismore City Council, 2023	\$336.3 million	Increase		
	Community perceptions (performance index score):					
	• Tourism and destination marketing	Community sentiment survey*, 2024	32	48+	●	
	• Festivals, markets and community events		49	63+	●	

\* Markyt® Community Scorecard, Lismore City Council 2024

## Community scorecard

Strategy	Measure	Source	Current	Target	Status	
Leadership	5.1 Provide responsible, transparent and accountable leadership with sustainable management of Council finances, assets, risks and human resources.	Number of Code of Conduct complaints	Lismore City Council, 21-24 avg p/a	32	Decrease	
		Proportion of resolutions in closed session from all Council resolutions	Lismore City Council, 21-24	7.5%	Passive	
		Volunteering rate among 15+ year olds (excludes not stated)	ABS, 2021	19.2%	> 16.7% (above regional NSW)	●
	Community perceptions (performance index score):					
	• Council's leadership		34	44+	●	
	• Governing organisation		37	51+	●	
	• Financial management (value from rates)	Community sentiment survey*, 2024	28	41+	●	
	• Advocacy and lobbying		34	41+	●	
	• Volunteer recognition and support		53	59+	●	
	5.2 Embed a customer-centric approach with effective engagement, communication and service delivery.	Community perceptions (performance index score):				
• Consultation			34	40+	●	
• Communication		Community sentiment survey*, 2024	43	44+	●	
• Customer service			48	56+	●	

\* Markyt® Community Scorecard, Lismore City Council 2024

**Do you have an idea  
or suggestion to make  
Lismore and villages  
more vibrant, sustainable  
and welcoming?**

Please reach out to your elected member or the responsible officer at Lismore City Council to share your thoughts and ideas.

In person: 43 Oliver Avenue, Goonellabah NSW  
Phone: (02) 6625 0500  
Email: [council@lismore.nsw.gov.au](mailto:council@lismore.nsw.gov.au)  
Website: [www.lismore.nsw.gov.au](http://www.lismore.nsw.gov.au)





# Online Submission - Community Strategic Plan, Delivery Program and Operation Plan

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## SURVEY RESPONSE REPORT

13 May 2025 - 10 June 2025

### PROJECT NAME:

Reimagine Lismore: A Plan for the Future



Online Submission - Community Strategic Plan, Delivery Program and Operation Plan : Survey Report for 13 May 2025 to 10 June 2025

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# SURVEY QUESTIONS

Online Submission - Community Strategic Plan, Delivery Program and Operation Plan : Survey Report for 13 May 2025 to 10 June 2025

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Q1	Name
Kat 5/15/2025 03:01 AM	Kathleen Edgar
Anonymous 5/16/2025 04:18 AM	Holly Lovegrove
Anonymous 5/16/2025 09:53 AM	Nicholas Routley
Anonymous 5/18/2025 02:28 PM	Ros Martens
gfisher 5/22/2025 01:51 PM	Gary Fisher
Anonymous 5/27/2025 10:25 AM	John Eakin
Anonymous 6/03/2025 09:38 PM	Ashley Brunner
Anonymous 6/04/2025 09:51 AM	Louise Somerville
Anonymous 6/04/2025 09:59 AM	Brad Alfred
Anonymous 6/04/2025 03:34 PM	Julie Hunt
Anonymous 6/05/2025 09:09 AM	Aaron Simpson
Anonymous 6/05/2025 12:37 PM	Shayne Zlomek
Anonymous 6/05/2025 12:46 PM	Rain Wickham



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Anonymous Bryan Valentijn Hall  
6/07/2025 04:59 PM

Anonymous Des Harris  
6/08/2025 01:30 PM

Anonymous Deepak Khuller  
6/08/2025 02:37 PM

Anonymous Marguerite Fearnley  
6/10/2025 07:58 AM

**Mandatory Question** (17 response(s))  
**Question type:** Single Line Question

**Q2 | Email**

Kat  
5/15/2025 03:01 AM

Anonymous  
5/16/2025 04:18 AM

Anonymous  
5/16/2025 09:53 AM

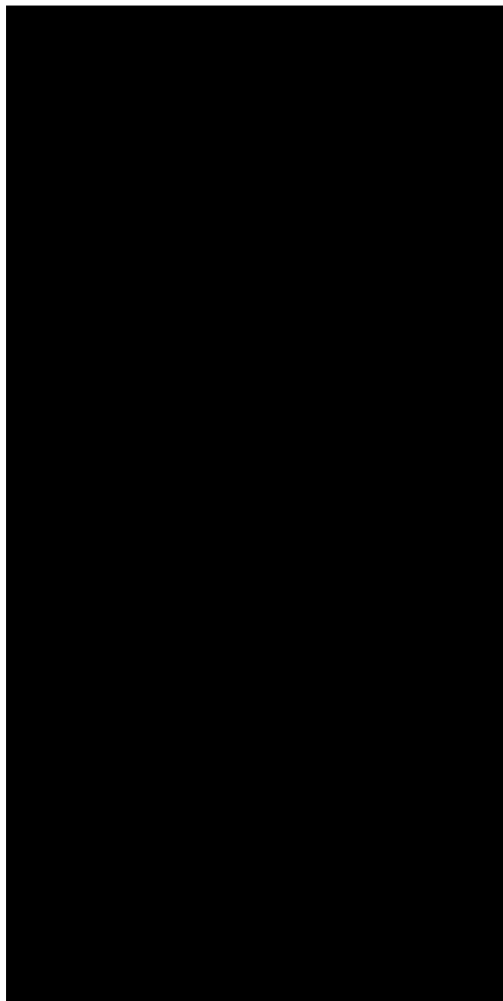
Anonymous  
5/18/2025 02:28 PM

gfisher  
5/22/2025 01:51 PM

Anonymous  
5/27/2025 10:25 AM

Anonymous  
6/03/2025 09:38 PM

Anonymous  
6/04/2025 09:51 AM



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Anonymous

6/04/2025 09:59 AM

Anonymous

6/04/2025 03:34 PM

Anonymous

6/05/2025 09:09 AM

Anonymous

6/05/2025 12:37 PM

Anonymous

6/05/2025 12:46 PM

Anonymous

6/07/2025 04:59 PM

Anonymous

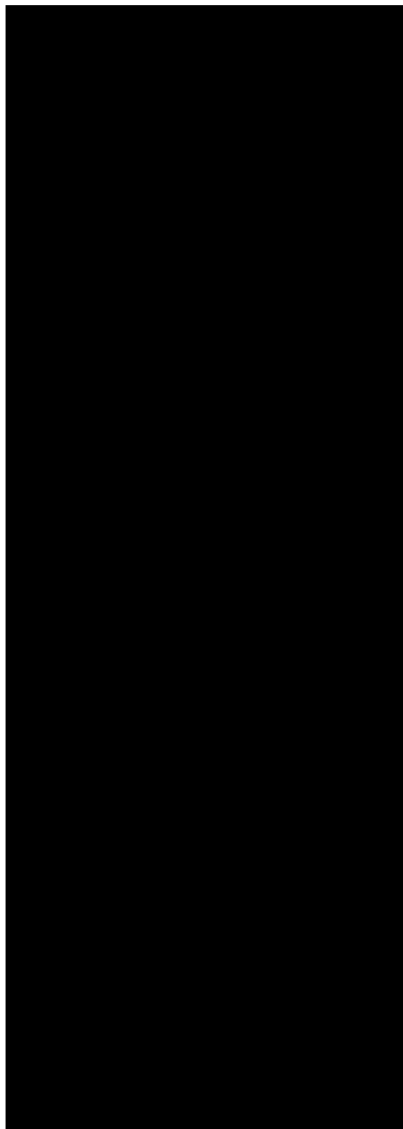
6/08/2025 01:30 PM

Anonymous

6/08/2025 02:37 PM

Anonymous

6/10/2025 07:58 AM



**Mandatory Question** (17 response(s))

**Question type:** Single Line Question





Online Submission - Community Strategic Plan, Delivery Program and Operation Plan : Survey Report for 13 May 2025 to 10 June 2025

## Q4 Submission

Kat

5/15/2025 03:01 AM

A significant concern for this community would be the quality of our drinking water. I'm very concerned about the health of our people, and hope this concern is taken seriously. One of my triggers is the quality of water in the Wilson River, that we hear nothing about from our council, but something that we shouldn't be proud of in its current state. If we want to attract people to the region, then why doesn't that get a mention? It is one of the most important features of our place, but it looks so neglected. I'd like to hear of some strategies and planning concerning this river. I fear that it on itself might also be a huge contributor to the demise of the town on its current state, for many reasons, and a constant reminder to people of how dangerous it can be because we don't hear of any steps that can be taken to clean or up. Surely it is possible to do something to improve it so that we can all stand proud of it. One other small but significant change that ought to be considered, which I've suggested before: is in providing a safe footpath from the Roadrunner Caravan Park and Village on Caniaba Road, to the Bruxner Highway, which is approximately 900 metres long, on this narrow 80km stretch that doesn't have shoulders on it, and where people love that speed of 80km per hour, regardless of the potholes, pedestrians, or other vulnerable attempts at starting alive on disability scooters and such like. It really is a statement of neglect not providing this councillors. I would like you to attempt even walking this stretch just to see how it feels, particularly noting the bridge that gets flooded at the slightest flood. This low bridge needs to be considered in itself. I hope this is helpful in the big scheme of things. Thankyou for this opportunity to contribute. Kathleen Edgar

Anonymous

5/16/2025 04:18 AM

Where is the affordable housing? What a disgrace. Lismore needs affordable housing and has for years.

Anonymous

5/16/2025 09:53 AM

1. Lismore should face the reality that no amount of levee raising will prevent catastrophic flooding in the near future 2. North Lismore is already being demolished. South Lismore should follow suit. But meanwhile any Council owned vacant property should be available to homeless people. 3. Businesses in the CBD should be encouraged to move to the plateau (goonellabah/wollongbat/alstonville). 4. Recreational facilities should be developed in the areas liable to flooding. The river is beautiful. A footpath should be developed along its entire urban length.

Anonymous

Feedback on Draft: Reimagine Lismore - A Plan for the Future Areas

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5/18/2025 02:28 PM

for Improvement • Specificity in Implementation: The draft could benefit from more detailed action plans, timelines, and resource allocations to translate strategic goals into practical steps. This was feedback that was given at Community Meetings held after the Scorecard survey. • Feasibility Analysis: It is crucial to include a comprehensive feasibility analysis to assess potential challenges and risks, ensuring that proposed initiatives are realistic and achievable. • Clear Metrics: Establishing clear metrics and benchmarks for success will help monitor progress and make necessary adjustments during implementation. • Enhanced Stakeholder Involvement: While community engagement is highlighted, the draft should provide more specific mechanisms for ongoing involvement and feedback from diverse groups. Specific feedback 1.2 Advocate for increased housing availability and choice to meet community needs. Support is expressed for items 1.1.2 and 1.2.3, with a hope for prompt and regular action. It is noted that Council has been perceived as lacking support for low-income individuals and those affected by floods who have had to relocate out of the LGA due to insufficient low-cost housing options. Item 1.2.6 is recognized as an option that requires more support and action from the current and previous Councils. Its inclusion in the Strategic Plan is acknowledged, with a hope for timely advocacy. 1.3 Develop and maintain water supply, wastewater management and associated services. Item 1.3.5 involves supporting Rous County Council in pursuing water security and clean energy initiatives. The local community and State Government's stance on the proposed possible dam at Rocky Creek is highlighted i.e. no 2nd dam, suggesting Council should respect prior decisions made by Rous County Council not to progress this matter. 2.1 Facilitate Increased resilience to natural hazards and disasters Item 2.1.6 indicates the review of the Lismore LGA Climate Resilience and Adaptation Strategy is scheduled for 2028/2029. While awaiting the CSIRO report, it is suggested that there are interim actions that Council can undertake to review and implement this plan. 3.1 Promote respect for Aboriginal and Torres Strait islander peoples, all cultures and their heritage. I endorse all initiatives mentioned here and look forward to documented improvements and actions. 3.3 Support a diverse and thriving arts and culture scene. I would also like to see in this section an inclusion for Council to provide a suitable space for the Richmond Historical society to house and display their collection. Council has benefited from decades of this facility being volunteer run and offering a suitable building (maybe the one they want) would benefit Council, the community and tourists. 3.4 Provide quality sport and recreation facilities, services and programs. It's disappointing that sports like basketball, netball, hockey, judo etc are excluded from this Strategic Plan, limiting their chances for funding. The same sports seem to receive all the attention and resources. The council should consider an initiative such as "supporting all local sporting groups in their funding applications that comply with Local

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Government Act regulations". 4.1 Stimulate economic growth, diversification and investment in established and emerging industries. Many Lismore residents, including myself, support the idea of staged retreat from the floodplain and want 4.1.3 implemented immediately. If the CSIRO report doesn't endorse costly flood mitigation projects, there must be an option for people and businesses to relocate. I believe this is the only way to achieve sustainable growth and be recognized as a proactive flood town. This wouldn't mean losing the CBD; it would simply transform it into a more enjoyable and cost-effective area. 4.1.7 Develop and implement a strategic pathway for the Airport. The airport's costs are high for the LGA, with limited community benefits. The Strategic pathway, promised for years, should be released asap for community to comment. 5.1 Provide responsible, transparent and accountable leadership with sustainable management of Council finances, assets, risks and human resources. 5.1.6 Investigate options to increase Lismore City Council's CBD presence. The origin of this option is unclear. A move back to the CBD would involve significant costs, and it is important that options and costings are presented to the community before implementation. As a representative body for its residents, the council should consult the community before making such decisions, rather than solely relying on Councillor voting as it could be implied that they have a conflict of interest regarding this matter.

gfisher

5/22/2025 01:51 PM

On Lismore City Council's Integrated Community Strategic Plan, Delivery Program & Operational Plan Northern NSW Football (NNSWF) acknowledges Lismore City Council's comprehensive planning effort in Reimagine Lismore: A Plan for the Future. We welcome the strategic direction and community vision established for 2025–2035. As the leading sporting code by participation in the Lismore LGA, football plays a pivotal role in fostering community connection, youth engagement, health, inclusion, and economic stimulation through regional events and programs. 1. Prioritising Football Within Sport & Recreation Investments The plan recognises the importance of quality sport and recreation facilities (Objective 3.4) and outlines numerous upgrades to local infrastructure including skateparks, pools, and parks . However, despite football's unmatched community reach and participation levels, there is no clear mention of investment in football-specific facilities such as: Upgrades to playing surfaces (e.g., irrigation, drainage, lighting) Amenities and changerooms (especially for female and junior participants) Multipurpose sporting hubs, such as Hepburn Park or Crozier Oval Recommendation: Incorporate priority football facility upgrades into the Sport and Recreation Strategy implementation plan and associated capital works programs. 2. Aligning Facility Planning with Participation Trends The strategy's goals under "Liveable and Active Communities" emphasise equitable



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access to community spaces . Football serves a broad demographic —children, women, multicultural groups, and seniors. Infrastructure development should align with this demand. Recommendation: Reference football explicitly in Strategic Initiatives 3.4.2 and 3.4.9, and include projects such as field drainage, lighting, seating, and changeroom renewal at high-use venues like Riverview Park and Hepburn Park. Collaborate with NNSWF to identify infrastructure gaps through its regional facilities audit. 3. Strategic Collaboration and Funding Partnerships The plan highlights the importance of collaboration with peak bodies and funding partners . NNSWF is actively engaged in facilitating co-funding opportunities through: The Football Legacy Fund Regional Sport Facility Fund Club-led capital works programs Recommendation: Formalise partnership opportunities with NNSWF to: Identify shovel-ready projects Align local priorities with State Government grant funding Maximise return on community sport infrastructure investment 4. Football's Role in Community, Economic and Youth Development Council's emphasis on youth services, tourism, and community resilience aligns directly with the positive impact of football: Football supports safe and structured youth activity. Hosting tournaments and regional games brings visitors, benefiting local tourism and hospitality sectors. Well-maintained football facilities offer inclusive and cost-effective recreation options for diverse community groups. Recommendation: Position football within cross-cutting initiatives under Objectives 3.2 (Access to Services), 3.5 (Public Safety), and 4.3 (Events and Tourism). Conclusion Football is deeply embedded in the Lismore community and plays an essential role in achieving Council's social, economic, and wellbeing objectives. NNSWF encourages Lismore City Council to reflect this through dedicated investment in football infrastructure and inclusion of the sport in delivery planning, strategic funding, and master planning processes. We welcome further collaboration to ensure that facilities support the region's most-played sport and future-proof it for generations to come.

Anonymous

5/27/2025 10:25 AM

In regards to A3.3 Lismore needs synthetic soccer fields. The traditional wet seasons are becoming wetter and lasting longer. Coffs Harbour has 2 synthetic pitches and there is nothing north of that until you cross the QLD border. Maybe a combined initiative between Norther NSW football, Football Far North Coast inc., Lismore City Council and the state government through the rebuild of Richmond River High School. (A pitch or two could be built on the new site. It could be accessed by school students in the day and utilized by the public after hours and on weekends). Some teams have not played a game, 6 rounds into the season. This is our zones largest organised sport by participation numbers.

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Anonymous

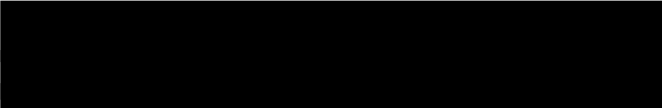
6/03/2025 09:38 PM

I've written in the hope that there will be a response I can take to the membership of the Clunes Coronation Hall at our next meeting. A point often raised at community meetings here in Clunes (without forgetting the Clunes Master Plan that is in the background waiting to come through) is that communication with the Council is necessarily difficult because of the sheer number of individual issues Council has to deal with on a day to day basis. That's difficult and costly for the Council and totally frustrating for citizens, who feel unheard, especially in the regions. But perhaps there is a way forward, saving Council a good deal of its resources, a way where Council could create a pathway for individuals through local community bodies to represent their various "individual interests" to Council? The same community body can act as an interface between Council and a local community. It could save a considerable amount of \$\$\$-time presently spent answering very simple questions, and that could be just the start of it. In return, the community bodies are strengthened and individuals can express themselves hopefully to the satisfaction of being heard locally, creating a greater sense of well being in the community; perhaps taking a certain level of responsibility for their issues, saving council further costs. Personally, I'll do some research as to whether this is worth pursuing, perhaps find some precedent, but obviously without a response from Council that I can pass on to our own community organisation, it goes nowhere. What about exploring the idea of greater community involvement with an eye on saving costs and improving community wellbeing? All it would take is being open to a submission from one local community.

Anonymous

6/04/2025 09:51 AM

\* I believe Council needs to stop funding a court case to protect a private quarry and currently focus on our roads. 

  
Lismore. \* Council needs to focus on repairing our roads and drainage infrastructure. Our community is at risk daily when driving due to unsafe roadways. Too much water is sitting in gutters that don't run any more providing perfect breeding grounds for mosquito-borne illnesses like Japanese Encephalitis, Ross River Fever etc. \* We need greater support for safety initiatives around Goonellabah and the CBD. We need partnerships with our local indigenous people to aim for ways to contribute to our community in jobs, volunteering, the arts and cultural learning.

Anonymous

6/04/2025 09:59 AM

Our submission is submitted on behalf of the Magpie Centre Indigenous Corporation Limited. The Manger Financial Budget submissions for 2025/26 Lismore City Council PO Box 23A Goonellabah NSW 2480 Dear Madam/Sir Thank you for your budget

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allocation of \$1,100 last year to assist us with the work of the Magpie Centre. By way of report, we have had some wonderful success in liaising with young people in the Goonellabah. Our monthly BBQ's have attracted young people and teenagers in the area and we have had the opportunity to discuss family and emotional issues with them. We have also been able to show that good times can be had without alcohol. Our Yarning Circles have attracted a number of Indigenous Men. We have been able to discuss community and family issues and have allowed them to gain from each other's life experiences. We have received funds for a Cultural Camp for young Indigenous Youth who have been released from Detention and hope to inspire them with Indigenous Lore and environmental responsibility, as well as discussions from Indigenous Mentors and Social Workers to help them find their way in a modern world. These Grants are wonderful, but do not allow for administrative costs like Liability Insurance, Office Supplies, etc. To allow us to carry on these activities we would be most grateful if you could consider allocation \$1,500 from your budget for these and ancillary costs. By way of introduction, the Magpie Centre seeks to establish and maintain cultural continuity and inclusivity that teaches a better way of living. The aim is to bring together culture, education, employment and health to build relationships within the community and strong leaders for tomorrow. The Magpie Centre is committed to providing a free, stand-alone facility for youth where positive role-model relationships can be supported. The resources of the Magpie Centre are opened to all. Currently, the Directors believe that in the Goonellabah area there is not enough sense of community among a number of youth and many adults. Support for young people, especially aboriginal youth needs to be expanded to provide activities and programs that build self-esteem, provide direction in education and personal development. Such support will provide youth with confidence in moving forward in life with a positive attitude towards themselves and the community in which they live. The Corporation has developed a list of Business Objectives to further its role in these areas, which we share now as background, namely: 1. Build support among existing organisations that can support the work of the Magpie Centre 2. Obtain Government and other organisational funding to support the activities of the Magpie Centre 3. Hold a monthly BBQ activity at Elders Memorial Park to build rapport in the community, and increase conversations and interactions in the community, with ancillary sporting and cultural activities 4. Hold a youth and community activity using either Goonellabah Sports and Aquatic Centre (GSAC) or some other venue to encourage youth to be engaged in wholesome activities 5. Hold, initially, a weekly Yarning Group for adults to encourage personal story telling and group therapy by sharing experiences and learnings from each other. Increase the number and frequency of these as circumstances permit. 6. Increase the membership of ordinary members of the Magpie Centre Indigenous Corporation to 60



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members 7. Build integrity, credibility, and awareness among relevant government departments who would be willing to fund the construction of the Magpie Centre in the Goonellabah area 8. Build an active support base of volunteers who are willing to support the Magpie Centre by supervising activities, being Board members, maintaining the future building, and managing the programs of the Magpie Centre 9. Build a nucleus of youth who can actively participate in promoting the Magpie Centre and its activities, who can be active in running the Centre, and who can mentor their eventual replacements and carry on the Mission of the Magpie Centre 10. Work towards self-funding of the Centre by leasing rooms to participants who offer support services in health, welfare, education, career development, social development, etc., etc. Having set this back-drop, we believe the Council can make a positive contribution in assisting the Corporation to achieve its Objectives. We do not wish to impose severely on the resources of Council, and appreciate the cost and funding pressures that are constantly upon the Council in this difficult economic period. Accordingly, we request the Council consider the following economic and non-economic matters that would assist the Corporation, namely: 1. Our involvement in any Council committee considering First Nations Peoples Reconciliation initiatives. 2. Consideration of how the Corporation can assist the Council in delivering its First Nations Reconciliation programs. 3. The process of Reconciliation can be facilitated by allowing what the Corporation has called a 'Yarning Circle' where adults can come and discuss issues and 'roadblocks' that have affected their progress in the community as engaged and contributing citizens, to an extent. We believe the furtherance of these groups can assist the Council in meeting its objectives to build the community in a cohesive and integrated manner. Currently the Corporation has funding for one (1) only of these Circles. We would submit that a further Yarning Circle should be funded by Council as a social experiment to see if this avenue can produce positive results for the community. The aims of the Yarning Circle are many, but include: 5.1 An avenue for teens and adults to vent issues that have affected their progress and discuss methods and options to move forward in their lives. 5.2 To share difficulties, grievances, and set backs that they believe have discouraged them from progressing in the community, and to explore avenues for progress. 5.3 To allow a space, free from interference, where social nurturing can take place that will provide a positive atmosphere for progress in personal goal planning, education, actioning, and feedback. 5.4 Build a service mentality where participants can find a positive way to contribute in the community through service initiatives such as traditional song and dance activities, mentoring youth, school visits to encourage positive social activity, organising social events, etc., etc. Whilst we have asked for \$1,500 to cover administrative costs, funding for activities mentioned above (including our monthly BBQ's) would enable these activities to

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continue when current funding expires in October 2025. We would estimate that with a total budget request of \$5,000, to be determined in detail with Council, the Yarning Circle and BBQ's could continue to be funded and contribute positively to the community, and be a showpiece for future endeavours in this space. We thank the Council for this opportunity to submit these ideas and costings. Please feel free to contact the writer should you have questions or seek clarifying information. Sincerely Brad Alfred Director and Treasurer, on behalf of the Board Retired Chartered Accountant. JP. [REDACTED]

Anonymous

6/04/2025 03:34 PM

In Lismore I see a lot of parking on roads out front of homes, this narrows the driving area, could it be that home owners could have a small part of the footpath to park (1 car )on near their driveway? It would cut down on footpath maintenance, and make roads a tiny bit wider. I'm only suggesting about a 40-60cm allowance for cars passenger side tyres to be driven onto the curb where possible. It would be a use of 60cm on both sides of the footpath space that is currently wasted, and will add 120cm to the road for driving. With so many people living together since floods the extra cars per household is a problem in some cases. Guidelines would help with home applications to pursue partial footpath parking please.

Anonymous

6/05/2025 09:09 AM

Good morning, I am the current President at Lismore Basketball Association, operating out of the stadium at 342 Keen Street. Over the past couple of years we have been exploring the possibilities of expanding the facility to allow for more participation locally, and the capacity to host representative basketball carnivals. Locally, we are pretty much at capacity with participation, due to the current venue having only 2 courts. We are unable to host any high level Basketball NSW events, also due to the same reasons. These competitions attract teams from as far as Tamworth, South to Taree and everywhere in-between. We have been working with Basketball NSW who are willing to support us in our endeavors', and have inhouse staff to assist at no cost. Our proposal would be to expand to an additional 2-3 courts next door to our current venue, with car parking allowance. Given we are across the road from the Albert Park Baseball facility, it is a good opportunity to potentially create a sports precinct in the area with shared car parking. We have been contacted recently by local soccer clubs wanting to hire some court time for training, due to all the fields being closed because of wet weather, it would be a good opportunity to have new multiuse courts constructed to allow for a wide range of use within the community, as well as extra basketball capacity. Thank you for taking the time to read this submission, and I can be contacted on [REDACTED] to discuss this further. Thanks Aaron Simpson

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Anonymous

6/05/2025 12:37 PM

Roads, more ways of housing people, and organising coffee and walking groups for people who have only lived here for few years, and are lonely.

Anonymous

6/05/2025 12:46 PM

We absolutely agree that youth services should be a top priority! While we recognise that housing, roads and infrastructure are important issues across the region, we believe that youth services — particularly in Nimbin — are in desperate need of immediate investment. Every day, we see the rising need among our young people for support, guidance and services. The Nimbin Youth Space has become a vital safety net — offering food, youth care, referrals and a place to simply be — but we're operating without sustainable funding. We're calling for meaningful investment in youth care and programs -because when we support young people, we strengthen our entire community. Let's prioritise young people not just in conversation - but in real, tangible funding and action ♥

Anonymous

6/07/2025 04:59 PM

Hello there, lismore should open and access the lismore city hall for all music performances/arts . Hiring at least \$300 solo artist, band \$500 dollars a day to perform for individual artists or as a festival performance or a free all ages event youth music performances. It is really important for this community to stand out as possible, because southern cross university bachelor of contemporary music and arts. has been shutdown permanently in all campuses last year in 2024. As i was nearly the last student to finish it off and receive my diploma of music. It is the main foundation within the music scene and arts creativity as it used to be. So now, we need to bring it back once again. Growing and stronger. Pls bring back the youth music scene alive again to inspire young ones to do there creativity. Music NSW, APRA AMCOS (Regional sessions), NORPA, Social Futures, Artwomb This are highly important as it can help a lot of musicians who are struggling to find gigs and new ones to have more connections and opportunities.

Anonymous

6/08/2025 01:30 PM

Thank you for the chance to make a submission. A unique, exciting and sustainable opportunity exist if the Bexhill Quarry site is developed into a regional parklands. With the extension of the rail trail from Lismore through to Bexhill, growth can occur in a way which benefits not only Bexhill but the surrounding region. There are many examples of disused mining sites being turned into safe, valuable community assets, eg, Kangaroo Point Cliffs in Brisbane. A future can look like this: the Northern Rivers Rail Trail runs metres from the Quarry; a safe area for swimming with the wall cordoned off; picnic and play/discovery areas; e-bike charging and repair station; natural

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amphitheater; kiosk/coffee cart; interpretive and cultural trails; markets at the Bexhill Hall across the road; Bexhill shop for food, etc up the road; goodies from the Deli; open air cathedral above Grace Road and balloons taking off and landing on Corndale road. Please note that Lismore City Council has unanimously supported the proposed Bexhill Quarry development. A copy of the Position Paper (dated 14 April 2025) and the concept plan will provide more detail and are available from me. Regards Des Harris President Bexhill Quarry Parklands Association

Anonymous

6/08/2025 02:37 PM

LCC's actions on Community speak louder than the words written in CSP. How are you to be taken seriously when you disband all community groups and move meetings to a time when working community cannot attend? The councillor's conduct is a disgrace.

Anonymous

6/10/2025 07:58 AM

Personally - the amount of beautiful country green space that is disappearing on the Northern Rivers is terrifying. The new developments happening everywhere are turning this area into another sprawling metropolis. There are plenty of those available elsewhere.....I say, apart from fixing roads and infrastructure it should be hands off to developers full stop . Tourists come to this beautiful peaceful area where nature prevails because of its point of difference. Eventually there will be no point of difference if this "development" continues. Leave the little country villages alone!!!

**Mandatory Question** (17 response(s))

**Question type:** Essay Question



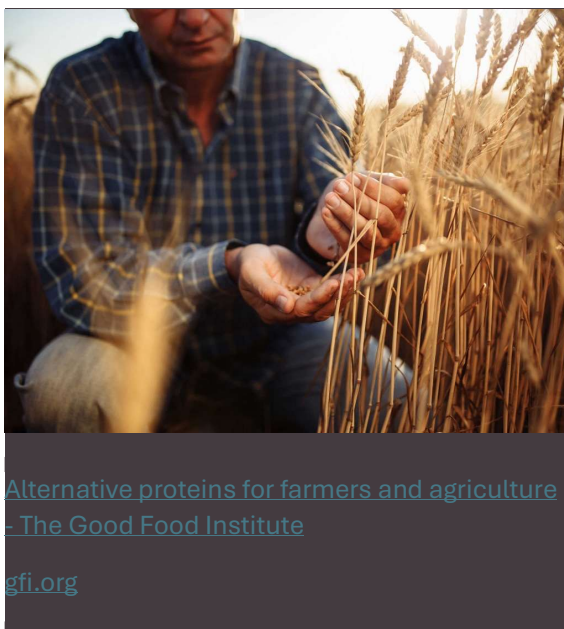
Hello LCC,

Your website kept on rejecting my submission, so I'll email.

Online Submission:

Lismore region to become a centre of excellence in alternative proteins, adding farmers income opportunity while vastly improving environment while reducing stress on land and water and using new market opportunities.

See:



Regards,

Pieter Verasdonck

## Submission by Reclaim Our Recovery to the Draft Lismore Community Strategic Plan

“The CSP is the highest level of strategic planning undertaken by Council, which details the community’s 10-year aspirations for Lismore and sets the scene for what the community wishes for its future”.

The question at the bottom of the submission page asked the following questions about the Draft Lismore Community Strategic Plan:

- Do the priorities reflect what you told us?
- Are we on the right path?

We have two concerns.

- The first is the curious fact that the word draft is not capitalised or bolded, in other words is not part of the title. We are concerned therefore that this fact detracts from an implied commitment to amend this plan, in response to survey and submission data.
- The second is the approach reflected in the original online survey or community scorecard that asks respondents to choose from a list of priorities, without consideration of how those priorities are connected. Furthermore the list of priorities itself was limiting. This calls into question the rigor of this process, especially because the original Lismore Blueprint and Vision imagined something more inclusive and in depth. We appreciate the opportunity to attend the recent community workshops, we hope the additional comments by breakout groups on the questions in survey form, were taken into account in writing this Draft Strategy.

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The feedback from the MARKYT survey identified top priorities, drawn from community aspirations and wishes for the future.

- safer roads

- effective flood mitigation
- **better youth services**
- **growth development and rebuilding of Lismore**
- **diverse housing**
- **responsible economic growth.**

It is the last four points, which this submission wishes to address.

According to the Draft *“The Plan has been developed around five major themes, which reflect the major issues and priorities identified by the community”*.

Place is the first of the major themes of the strategy. This theme has implications for the four priorities identified below”.

- **better youth services**
- **growth development and rebuilding of Lismore**
- **diverse housing**
- **responsible economic growth.**

Our submission is based on the logic of interconnection. It would seem obvious and logical that growth, development and rebuilding of Lismore cannot happen without diverse and affordable housing for those doing and contributing to that rebuilding. It should go without saying that economic growth cannot be ‘responsible’ unless it considers the needs of the diverse community and thus their need for affordable housing. In addition if this document is fit for purpose into the future, it might take seriously the concerns of young people, of which there is considerable rigorous documentation including that of the Advocate for Young People

<https://www.acyp.nsw.gov.au/info/media-releases/disaster-recovery-and-preparedness-report-media-release>

This research cited key concerns of young people, which went beyond the need for youth spaces and centres such as skateboard parks and the like, to include issues of: housing; access and voice; seriously addressing counselling needs and confidentiality

and provision of funding and/or resources to properly address public transport needs of young people.

- The need for an urgent evaluation into the temporary pod village and emergency accommodation models - to move from emergency measures to long-term solutions.
- The development of a youth-led disaster recovery volunteer group in the Northern Rivers that will mobilise young people to be prepared to support communities responding to natural disaster events and support the development of relevant systems, processes and support for the community.
- An increase in the provision of school counsellors at all schools across the Northern Rivers, and that school infrastructure supports the confidentiality and privacy of students accessing counselling.
- The provision of funding and resourcing for increased public transport in the Northern Rivers, which should include funding for private providers of transport.

Furthermore economic growth, development and rebuilding without consideration of the implications for the environment and particularly the implications of climate change cannot be 'responsible'.

The overall statement that sums up the intent of this theme is

*"Plan growth to ensure Lismore retains its place as a regional city and remains the heart of the Northern Rivers".*

The elaboration of this theme nominates plans and policies that inform the Local Strategic Planning Statement

- Growth and Realignment Strategy
- Lismore Flood Risk Management Plan
- Local Environment Plan
- State Environmental Planning Policy Amendment (Agritourism) 2023 •  
Development Control Plan
- Economic Development Strategy
- Nimbin Place Plan
- Developer contribution plans (s7.11 and Development Services Plans)



Other plans and policies of Council, must surely be relevant here for example those currently only included within the theme Environment such as the Comprehensive Koala Plan of Management for South-East Lismore

[https://www.lismore.nsw.gov.au/files/assets/public/v/1/2.-community/4.-environmental-strategies/comprehensive\\_koala\\_plan\\_of\\_management\\_for\\_south-east\\_lismore.pdf](https://www.lismore.nsw.gov.au/files/assets/public/v/1/2.-community/4.-environmental-strategies/comprehensive_koala_plan_of_management_for_south-east_lismore.pdf)

Such policies and plans provide the specificity needed for consideration of development applications in contentious areas. In recent times, community knowledge and collective effort, and community understanding of management plans has ensured that developments which do not comply with such management plans do not succeed.

Then there are documents that are aspirational, i.e. they aspire to plan for the future, such as the Climate Resilience Policy - in the draft strategic plan this is only included as a relevant supporting strategy or plan within the theme environment. It would be a source of detail to flesh out all principles, strategies and initiatives e.g. Commitment Statement D10

*“Climate change risks are incorporated into all Council operations and appropriate mitigation, adaptation and resilience building actions are integrated into all strategic and operational management activities. Plans, strategies and benchmarks are reviewed regularly to ensure they remain consistent with most recent and best available scientific evidence”.*

<https://www.lismore.nsw.gov.au/files/assets/public/v/2/5.-council/7.-about-council/climate-resilience-policy-adopted-by-council-9-february-2021.pdf>

There are other policies and plans such as the Urban Green Corridors Plan

<https://www.lismore.nsw.gov.au/Community/Environmental-strategies/Strategies-and-plans/Urban-Green-Corridors-Plan>

There are national documents that are also aspirational in relation to the future which is now taken for granted by those dealing in prediction, such as the Insurance Council

<https://insurancecouncil.com.au/resource/insurers-welcome-senate-inquiry-report-into-climate-risk-and-insurance/>

And The Office of National Assessments report into climate risk for the ADF

<https://insurancecouncil.com.au/resource/insurers-welcome-senate-inquiry-report-into-climate-risk-and-insurance/>

These local, state and national documents are a good source of the specificity required for this Community Strategic Plan, if it is to become more than just a vague set of

motherhood and 'too general to be useful' statements. For example the Biodiversity Management Strategy

The goals of which include:

- Embed the principles of ecologically sustainable development into planning processes
- Provide a long-term strategic framework to guide on-the-ground actions that lead to measurable biodiversity outcomes
- Foster an adaptive management approach so that the strategy can continuously improve on its delivery.

<https://www.lismore.nsw.gov.au/Community/Environmental-strategies/Strategies-and-plans/Biodiversity-Management-Strategy-1>

Could detail of these documents that are most pertinent to this strategy and vision be included, not just by naming the strategy, plan or policy?

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We are also concerned about the potential for the needs of growth to subsume the other aspects of place that are essential to a healthy and resilient future, In particular:

*The valuing and and protection of local biodiversity, natural landscapes and waterways, and strengthening resilience to natural hazards.*

This statement could be reworded to include reference to hazards and disasters that are now both more likely to occur and more likely to be extreme due to climate change.

1.2 refers to housing and recommends advocacy 'for increased housing availability and choice to meet community needs'.

In reference to this point, we are concerned with the council's move to remove the 10% developer levy. Therefore we support revision of the above to reinstate references to affordability in the strategy, including in this theme, where it is most relevant.

We submit that the LCC **advocate, enable and facilitate** more affordable as well as diverse options for housing, through means such as the The Affordable Housing Contribution Scheme (AHCS). Such schemes are in place in Byron Shire, Hawkesbury City, Penrith City, Northern Beaches Council, Wollondilly Shire. In addition Blue Mountains City Council, Blacktown City Council, and Camden Council are also participating in the Western Sydney Regional Affordable Rental Housing Contribution Scheme.

Despite the reservations of some LCC councillors, such schemes and the inclusion of the word 'affordable' have not resulted in these LGA's suffering economic downturns.

We are aware that in the May meeting of council. A motion was passed to remove “All references to affordable housing” and replace them with “diverse housing where practicable”. It is concerning that in the current housing climate, where affordability and access has become a national and regional conversation, it seems extraordinary that the LCC would be so averse to or perhaps frightened by the word ‘affordable’.

And strangely the document also states that “a principle activity that will continue is to: “advocate for, and guide delivery of, affordable housing within the Lismore LGA in partnership with developers and government agencies”.

Council in preparing this strategy could well refer to work already done, and thus more easily provide the detail and specificity such a document requires e.g. Objective 1 from Lismore Regional City Action Plan 2036.

<https://www.planning.nsw.gov.au/sites/default/files/2023-04/lismore-regional-city-action-plan-2036.pdf>

*“Support community aspirations for greater housing diversity and choice*

*Actions 1.1 Encourage housing options that support social inclusion, including crisis accommodation, housing for seniors and persons with a disability, lone-person households and affordable living”.*

In summary we find issues with this draft, in particular as it pertains to:

- Lack of specificity. Clarity and detail are needed to ensure that the principles and actions are grounded in evidence and in the considerable work already done at local, state and national level, and to ensure council decision making is transparent.
- Failure to include significant issues and realities more broadly, and to miss the connections that would, if made, lead to a document with a realistic as well as aspirational vision. It should be one that fully takes account of the events and aftermath of 2022 and is also ready for the changes that are yet to come.



www.nimbinaustralia.com.au  
C/ Nimbin Community Centre  
81 Cullen St. Nimbin 2480  
ABN 49 142 400 194

General Manager  
Lismore City Council  
PO Box 23A  
Lismore 2480  
Via email council@lismore.nsw.gov.au

5<sup>th</sup> June 2025

**Submission to Reimagine Lismore: A Plan for the Future  
Community Strategic Plan 2025-2035, Delivery Program 2025-2029 and Operational  
Plan 2025-2026**

Dear Mayor, Councillors and General Manager,  
Firstly, we would like to acknowledge that we appreciate the tight economic times facing Council. Our submission to the Community Strategic Plan, the Delivery Program and the Operational Plan is made with this in mind.

**Nimbin Place Plan**

This Plan was unanimously adopted by Council with a resolve to consider funding priority projects as part of the budget process over the next 4 years. The implementation of the Plan was identified as requiring an ongoing commitment from Council and the community to work together to drive implementation. Line item 2.3.4 of the Operational Plan states “Implement priority projects in village place plans”, specifically Nimbin Place Plan and reflects the Council decision. However, no funds have been attributed to bringing this about. A Place Plan without funding cannot be implemented.

While the Chamber is doing its bit in this regard (we could expand on our initiatives) it is very disappointing to see no financial commitments in the Operational Plan to delivering any of the key recommendations. We would therefore urge Council to consider allocating funds to the following, prioritised by the Chamber while acknowledging the financial constraints of Council:

1. Develop a costing for relocation of the crossing in the main street to a location further north. This has been the subject of lobbying to Council for over 20 years as the current location is considered dangerous. The Place Plan identifies a suitable option for relocation and a budget line item to cost the project with a view to implementing in the 26-27 financial year would be a step forward.
2. Rationalisation of signage throughout the village – this is a low-cost option deserving of inclusion and could be a partnership project. This work would complement extensive work done by the Chamber on installation of wayfinding and story board signage throughout the village.



3. Nimbin desperately needs a traffic management plan going forward. The extension of the village to the east places incredible pressure on narrow, poorly formed village streets. Sibley Street and Thorburn Street are the two major concerns. Such a plan should also consider footpath connectivity and cycleways. It was noted as a need by Council when adopting the Place Plan but is not obviously funded in either the Delivery Program or the Operational Plan.
4. Lighting of the village to both improve safety at night and building on initiatives already undertaken such as nighttime mural and under awning lighting. The police have also requested improved lighting in the western car park and in Allsopp Park as issues associated with houselessness increase. Costed plans could be used to seek grant funding as a nighttime activation initiative.
5. 2.3.1 identify key urban areas for streetscape rejuvenation in Lismore and villages.  
4.2.1 Implement a works program to improve the overall appearance and sense of pride in village centres.  
In every survey the Chamber has undertaken, and every planning process Council has embarked on, Nimbin village maintenance and appearance has been top of the list of priorities but it requires resourcing – specifically locally led main street greening, shade provision, more seating for locals and visitors and colour were priorities in the Place Plan and in a subsequent business survey undertaken by the Chamber in February. Some of the smaller works could be community driven but would benefit enormously from the expertise of Council staff in planning initiatives that are effective but easy to maintain. The major redesigns identified within the Place Plan need to be costed and included in future Operational Plans.
6. Identification of a location for a visitor information centre, possibly co-housed with a multi-purpose community hub, is top of the priority list for local business and was identified as a need in the Nimbin Place Plan. Discussion could be driven by the community engagement team together with the Destination & Economy team. There is currently movement in relation to development of the fire site and it would be opportune to explore the possibility of a VIC within that development, rented from the property owner and managed by volunteers oversighted by the Destination & Economy team within Council.

**Other initiatives we would like to see included in the Operational Plan:**

1. Funding of the disability parking required under the DA approval for the new toilet block and Rainbow Walk is not obviously funded in the Operational Plan.
2. Funding from the Events Team's events fund and the Destination & Economy events fund specified for **Illuminate Nimbin** - a nighttime activation event  
This project sits within the Operational Plan and has a strong alignment to the PROSPERITY OBJECTIVES of the Plan:
  4. Support the growth of prosperous and vibrant communities.

4.3 Enhance tourism and events to leverage economic and social benefits for the local community.

4.2.2 Work with partners to develop and deliver village activation programs with events and activities to engage local businesses and attract shoppers and visitors.

4.2.3 Support initiatives to stimulate the nighttime economy  
**(this strategic initiative should be expanded to include villages).**

Background: The first and only Illuminate Nimbin Festival was held in 2023 in mid-winter, a traditionally slow trading period.

What were the outcomes?

- a. 1500-1800 people attended (police estimate) from across the social spectrum but with an overwhelming focus on families
- b. Spending estimated at \$100-\$150 per family
- c. Increased revenue for cafes, restaurants and shops. In the words of one café owner, not normally open at night, “by far the best night I’ve seen in years”.
- d. 57 local performers, artists and crew were engaged alongside extra staff in cafes, restaurants and shops
- e. Incredible community support and amazingly positive feedback
- f. A desire from business and community to see the event become an annual community feature.

An estimate of costs to stage the event is \$30,000. **The Chamber is seeking \$20,000** from Council for 2025-2028 and undertakes to seek partnership funding to bring it to fruition going forward, with a view to it becoming an annual village event. We will also coordinate the event so it is not a drain on Council staff.

3. **Activities for youth** featured strongly in the Nimbin Place Plan and is a priority for Council and the Nimbin community. While we support the proposal in the Operational Plan to hold events in the skate park, opened in 2011 the facility requires work to restore the condition of the skate bowls – refer image below. There is nothing in Council’s forward planning to address this need.



4. Item 3.4.8 – in 27/28 upgrade the existing basketball court to provide a multipurpose sports court. The Chamber strongly supports this. The current basketball area is often used and is valued by young people. Any upgrade should consider the need to provide a space for younger children learning to skate or ride. Currently they can be a danger around the skate bowls when more experienced users are there.
5. Nimbin Playground – also visible in the image above – is sadly in need of repair and enhancement. The playground has been in existence for over 25 years with very little done to upgrade the facilities or ensure regular maintenance. This needs to be budgeted for in coming years. Nimbin Place Plan identifies the need for a new adventure and nature-based playground. The Chamber strongly supports this need and requests Council to actively seek funding to enable this to occur. Apart from the pool and the Rainbow Walk, there is nothing for younger children in the village.
6. Funding of \$5000 from the Events Team directed to an event to promote the Rainbow Walk during the 10<sup>th</sup> anniversary of the Nimbin Roots Festival, scheduled for October 2025. The Rainbow Walk event would be directed to promoting the walk, identified as a game changer in the Destination Management Plan, to the many visitors who attend the Roots Festival and visitors from outside Nimbin. The event will be modelled on the Rainbow Walk Community Open Day held a few months ago and will be promoted in the festival program, on the festival’s website and more widely through the Destination & Economy Team’s initiatives, combined with the Chamber and Community Centre’s social media and website platforms. Organisers of the Roots Festival will hold their annual parade on the Rainbow Walk to further value add to the day.

**General comments:**

1. Nimbin public toilets are identified for an upgrade in the 27-28 financial year. This is long overdue. The current toilets were built on a shoestring budget in the late 90s and are well beyond their use by date. We urge Council not to defer these works. The toilets are an embarrassment on many levels and are not comfortable to the many visitors to our village. Google Nimbin public toilet images and you probably won’t find one – such is their attractive nature.
2. Please ensure some of the car park maintenance budget is directed to Nimbin’s western car park. It is currently a poor welcoming statement to our village and sadly in need of more regular attention. It is overgrown with weeds and full of potholes – not to mention itinerant campers that neither Council nor the Police have been able to deal with effectively.
3. 4.1.6 advocate for insurance reform – the Chamber’s recent survey of local businesses identified economic conditions, energy and insurance costs as the biggest obstacles currently being faced. Over 60% of businesses did not have flood or fire insurance. Group insurance was of considerable interest and could be pursued by council as a strategy when advocating for insurance reform.

4. Nimbin, like many areas, has an increasing homeless problem. We urge you to consider an Operational Plan inclusion of a solar hot water system in the new amenities block.

We thank you for consideration of our submission and hope you will review our requests favourably.

Sincerely



Diana Roberts OAM  
Secretary  
**Nimbin Chamber of Commerce**





# Draft Budget by Program 2025/26

**Lismore City Council Draft Budget by Program 2025/2026 including Forward Financial Estimates  
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2025/2026 Operational Plan - Budget Fact Sheet

Key Highlights

Operational Spend  
\$181.0 million

+ Capital Program  
\$244.1 Million

+ Loan Repayments  
\$4.9 million






= Total Budget  
\$430.0 million

Cash Surplus  
\$609,091

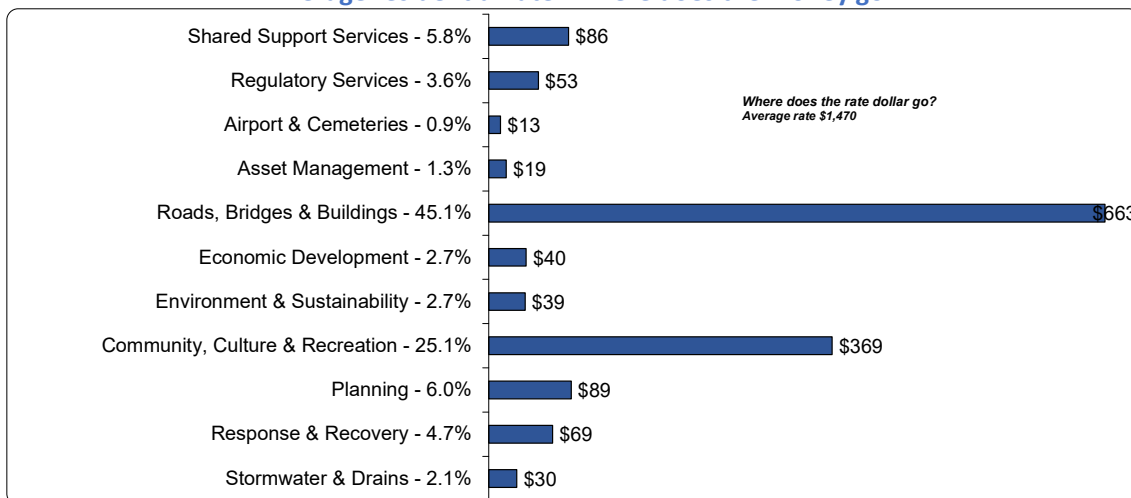
Key Assumptions - 2025/2026 Operational Plan

Rate Increase	3.9%	
Fees & Charges	4.0%	
Water Charges	5.0%	\$5.28 kilolitre
Sewer Charges	3.9%	\$1,053.00
Stormwater	0.0%	
Waste Charges	Various	
Borrowings	Nil	

Planned Capital Investment 2025/2026 - \$244.1 million

Infrastructure	Waste	Water & Sewer	Parks & Open Spaces	Natural Disaster Works
				
Roads \$9.22 m	Landfill Development Resource \$752 k	Water \$4.66 m	Renewals \$600 k	Buildings \$11.97 m
Bridges \$3.65 m	Recovery \$989 k	Sewer \$6.58 m	Tamarind Park \$306 k	Roads & Bridges \$171.74 m
Stormwater \$0.41 m				Waste \$5.72 m
Footpaths \$298 k				Sewer \$22.06 m
				Water \$0.74 m
				<b>Total \$212.23 m</b>

Average residential rate - where does the money go



Lismore City Council  
Consolidated Income Statement (by Fund)  
Year ending June 2026



	Budget General '000	Budget Sewer '000	Budget Water '000	Budget 2025/26 '000
<b>Income from Continuing Operations</b>				
<b>Revenue:</b>				
Rates & Annual Charges	47,971	15,291	6,691	69,954
User Charges & Fees	11,116	866	12,361	24,342
Other Revenues	7,222	234	0	7,456
Grants & Contributions provided for Operating Purposes	39,235	7	347	39,589
Grants & Contributions provided for Capital Purposes	196,602	22,984	973	220,560
Interest & Investment Revenue	2,510	1,999	564	5,073
<b>Total Income from Continuing Operations</b>	<b>304,655</b>	<b>41,382</b>	<b>20,937</b>	<b>366,974</b>
<b>Expenses from Continuing Operations</b>				
Employee Benefits & On-Costs	49,486	2,568	1,936	53,991
Borrowing Costs	501	533	333	1,367
Materials & Services	38,242	7,557	12,567	58,366
Depreciation & Amortisation	26,532	6,086	3,564	36,182
Other Expenses	4,307	0	0	4,307
Net Losses from the Disposal of Assets	1,452	637	1,177	3,266
Joint Ventures & Associated Entities	18	0	0	18
<b>Total Expenses from Continuing Operations</b>	<b>120,539</b>	<b>17,381</b>	<b>19,577</b>	<b>157,497</b>
<b>Operating Result from Continuing Operations</b>	<b>184,117</b>	<b>24,001</b>	<b>1,359</b>	<b>209,477</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>(12,485)</b>	<b>1,017</b>	<b>386</b>	<b>(11,082)</b>





Lismore City Council Balance Sheet (by Fund) Year ending June 2026	General 2025/26 \$ '000	Sewer 2025/26 \$ '000	Water 2025/26 \$ '000	Consolidated 2025/26 \$ '000
<b>ASSETS</b>				
<b>Current Assets</b>				
Cash & Cash Equivalents	35,194	4,589	513	40,296
Investments	17,750	35,506	10,825	64,081
Receivables	12,144	1,186	4,865	18,195
Inventories	1,960	567	396	2,923
Contract assets and contract cost assets	23,889	0	0	23,889
Other	243	0	0	243
<b>Total Current Assets</b>	<b>91,180</b>	<b>41,848</b>	<b>16,599</b>	<b>149,627</b>
<b>Non-Current Assets</b>				
Investments	250	5,793	0	6,043
Receivables	4,349	447	1,548	6,344
Inventories	149	0	0	149
Infrastructure, Property, Plant & Equipment	1,866,317	379,552	199,602	2,445,472
Right of use assets	2,529	0	18	2,547
Investments Accounted for using the equity method	1,262	0	0	1,262
<b>Total Non-Current Assets</b>	<b>1,874,856</b>	<b>385,792</b>	<b>201,168</b>	<b>2,461,817</b>
<b>TOTAL ASSETS</b>	<b>1,966,036</b>	<b>427,640</b>	<b>217,767</b>	<b>2,611,443</b>
<b>LIABILITIES</b>				
<b>Current Liabilities</b>				
Payables	28,876	364	378	29,618
Contract liabilities	23,584	0	0	23,584
Borrowings	0	1,462	893	2,355
Employee benefit provisions	6,980	344	344	7,668
Other provisions	340	0	0	340
<b>Total Current Liabilities</b>	<b>59,780</b>	<b>2,170</b>	<b>1,615</b>	<b>63,565</b>
<b>Non-Current Liabilities</b>				
Lease liabilities	2,644	0	16	2,660
Borrowings	9,895	12,519	5,491	27,905
Employee benefit provisions	452	20	19	491
Other provisions	10,429	0	0	10,429
<b>Total Non-Current Liabilities</b>	<b>23,420</b>	<b>12,539</b>	<b>5,526</b>	<b>41,485</b>
<b>TOTAL LIABILITIES</b>	<b>83,200</b>	<b>14,709</b>	<b>7,141</b>	<b>105,050</b>
<b>Net Assets</b>	<b>1,882,836</b>	<b>412,931</b>	<b>210,626</b>	<b>2,506,393</b>
<b>EQUITY</b>				
Retained Earnings	864,222	104,899	39,310	1,008,431
Revaluation Reserves	1,018,614	308,032	171,316	1,497,962
Other Reserves	0	0	0	0
Council Equity Interest	1,882,836	412,931	210,626	2,506,393
Non-controlling equity interests	0	0	0	0
<b>Total Equity</b>	<b>1,882,836</b>	<b>412,931</b>	<b>210,626</b>	<b>2,506,393</b>

Lismore City Council Cashflow Statement (by Fund) Year ending June 2026	General 2025/26 \$ '000	Sewer 2025/26 \$ '000	Water 2025/26 \$ '000	Consolidated 2025/26 \$ '000
<b>Cash Flows from Operating Activities</b>				
<b>Receipts:</b>				
Rates & Annual Charges	47,957	15,236	6,583	69,775
User Charges & Fees	11,117	866	12,162	24,145
Investment & Interest Revenue Received	2,575	1,965	559	5,099
Grants & Contributions	216,978	22,992	1,321	241,290
Other	5,598	233	0	5,830
<b>Payments:</b>				
Employee Benefits & On-Costs	(49,407)	(2,580)	(1,956)	(53,943)
Materials & Contracts	(39,724)	(7,632)	(12,578)	(59,934)
Borrowing Costs	(517)	(549)	(339)	(1,405)
Other	(3,907)	0	0	(3,907)
<b>Net Cash provided (or used in) Operating Activities</b>	<b>190,669</b>	<b>30,530</b>	<b>5,751</b>	<b>226,950</b>
<b>Cash Flows from Investing Activities</b>				
<b>Receipts:</b>				
Sale of Infrastructure, Property, Plant & Equipment	486	9	9	504
Sale of Investment Securities	0	0	1,000	1,000
Sale of non-current assets classified as "held for sale"	0	0	0	0
Sale of Intangible Assets	0	0	0	0
Sale of Interests in Joint Ventures & Associates	0	0	0	0
Sale of Disposal Groups	0	0	0	0
Deferred Debtors Receipts	0	0	0	0
Distributions Received from Joint Ventures & Associates	0	0	0	0
Other Investing Activity Receipts	0	0	0	0
<b>Payments:</b>				
Purchase of Investment Securities	0	(448)	0	(448)
Purchase of Infrastructure, Property, Plant & Equipment	(203,461)	(28,639)	(5,400)	(237,500)
Purchase of Interests in Joint Ventures & Associates	18	0	0	18
<b>Net Cash provided (or used in) Investing Activities</b>	<b>(202,957)</b>	<b>(29,078)</b>	<b>(4,391)</b>	<b>(236,426)</b>
<b>Cash Flows from Financing Activities</b>				
<b>Receipts:</b>				
Proceeds from Borrowings & Advances	0	0	0	0
<b>Payments:</b>				
Repayment of Borrowings & Advances	(2,607)	(1,403)	(847)	(4,857)
<b>Net Cash Flow provided (used in) Financing Activities</b>	<b>(2,607)</b>	<b>(1,403)</b>	<b>(847)</b>	<b>(4,857)</b>
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	<b>(14,895)</b>	<b>50</b>	<b>513</b>	<b>(14,332)</b>
<b>plus: Cash &amp; Cash Equivalents - beginning of year</b>	<b>50,089</b>	<b>4,539</b>	<b>0</b>	<b>54,628</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>35,194</b>	<b>4,589</b>	<b>513</b>	<b>40,296</b>
Cash & Cash Equivalents - end of the year	35,194	4,589	513	40,296
Investments - end of the year	18,000	41,298	10,825	70,123
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>53,194</b>	<b>45,887</b>	<b>11,338</b>	<b>110,419</b>

**Lismore City Council  
Key Performance Indicators - Consolidated  
Year Ended 30 June 2026**

		<b>25/26</b>
Operating Performance Ratio	Snapshot	
	Benchmark	> 0.00%
	Actual Ratio	-5.33%
Own Source Operating Revenue Ratio	Snapshot	
	Benchmark	> 60.00%
	Actual Ratio	29.11%
Unrestricted Current Ratio	Snapshot	
	Benchmark	> 1.50
	Actual Ratio	2.32
Debt Service Cover Ratio	Snapshot	
	Benchmark	> 2.00
	Actual Ratio	4.78
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	Snapshot	
	Benchmark	< 10.00%
	Actual Ratio	9.08%
Cash Expense Cover Ratio	Snapshot	
	Benchmark	> 3.00
	Actual Ratio	10.68

-  Within benchmark
-  Not within benchmark

Ratio	Benchmark
Operating Performance Ratio	> 0%
Own Source Operating Revenue Ratio	> 60%
Unrestricted Current Ratio	> 1.5
Debt Service Cover Ratio	> 2.0
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	< 10%
Cash Expense Cover Ratio	> 3 months

Lismore City Council Unconsolidated Budget & Cash Result by Program - Budget 2025/2026													
Cost Centre/Program	Operating Income	Operating Expenditure	Capital Grants & Contributions	Loan Borrowings	Asset Sales	Capital Expenditure	Loan Principal Repayments	Net Reserve Funding	Net Result after Deprec	Add back Depreciation	Net Result before Deprec	Add back P/L on disposal	Net cash Result 25/26
<b>CCO</b>													
CCO Office	0	669,793	0	0	0	0	0	0	(669,793)	0	(669,793)	0	(669,793)
Customer Experience Office	0	267,454	0	0	0	0	0	0	(267,454)	0	(267,454)	0	(267,454)
Corporate Services Office	0	264,632	0	0	0	0	0	0	(264,632)	0	(264,632)	0	(264,632)
Legal Services Office	0	270,570	0	0	0	0	0	0	(270,570)	0	(270,570)	0	(270,570)
Community Engagement	0	6,800	0	0	0	0	0	0	(6,800)	0	(6,800)	0	(6,800)
Contact Centre	0	(0)	0	0	0	0	0	0	0	0	0	0	0
Liveable & Active Communities	2,803,147	6,775,220	0	0	0	0	969,700	0	(4,941,773)	875,500	(4,066,273)	0	(4,066,273)
Media & Communications	0	0	0	0	0	0	0	0	0	0	0	0	0
Public Libraries	190,300	2,441,335	0	0	0	0	0	0	(2,251,035)	83,800	(2,167,235)	0	(2,167,235)
Destination & Economy	14,700	1,389,401	0	0	0	0	0	0	(1,374,701)	400	(1,374,301)	0	(1,374,301)
Investment & Growth	0	0	0	0	0	0	0	0	0	0	0	0	0
Environmental Strategies	5,100	1,531,498	0	0	0	0	0	193,845	(1,332,553)	0	(1,332,553)	0	(1,332,553)
Statutory Planning	1,731,300	3,803,363	1,224,000	0	0	0	0	(1,324,600)	(2,172,663)	0	(2,172,663)	0	(2,172,663)
Strategic Planning	19,400	864,661	0	0	0	0	0	0	(845,261)	0	(845,261)	0	(845,261)
<b>Total CCO</b>	<b>4,763,947</b>	<b>18,284,727</b>	<b>1,224,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>969,700</b>	<b>(1,130,755)</b>	<b>(14,397,235)</b>	<b>959,700</b>	<b>(13,437,535)</b>	<b>0</b>	<b>(13,437,535)</b>
<b>CFO</b>													
CFO Office	0	225,123	0	0	0	0	0	0	(225,123)	0	(225,123)	0	(225,123)
Finance	48,088,071	1,502,257	0	0	0	(17,900)	0	(557,400)	46,046,314	0	46,046,314	1,452,300	47,498,614
Governance	36,700	(216,333)	0	0	0	0	0	(36,700)	216,333	0	216,333	0	216,333
People & Culture	103,100	(705,820)	0	0	0	0	0	0	808,920	0	808,920	0	808,920
Technology Services	1,000	1,000	0	0	0	0	0	0	0	18,800	18,800	0	18,800
<b>Total CFO</b>	<b>48,228,871</b>	<b>806,227</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(17,900)</b>	<b>0</b>	<b>(594,100)</b>	<b>46,846,444</b>	<b>18,800</b>	<b>46,865,244</b>	<b>1,452,300</b>	<b>48,317,544</b>
<b>COO</b>													
COO Office	0	1,311,950	0	0	0	0	0	0	(1,311,950)	0	(1,311,950)	0	(1,311,950)
Fleet & Outdoor Office	0	336,237	0	0	0	0	0	0	(336,237)	0	(336,237)	0	(336,237)
WHS	0	911,820	0	0	0	0	0	0	(911,820)	0	(911,820)	0	(911,820)
Compliance	1,187,900	3,168,196	0	0	0	0	136,868	(1,843,428)	31,200	(1,812,228)	0	(1,812,228)	
COO Shared Services Office	0	791,532	0	0	0	0	0	(791,532)	0	(791,532)	0	(791,532)	
Property	225,800	1,537,484	0	0	0	0	246,100	(1,557,784)	660,200	(897,584)	0	(897,584)	
Response & Recovery	0	2,723,620	0	0	0	0	10,300	(2,733,920)	335,800	(2,398,120)	0	(2,398,120)	
Airport	74,900	841,080	0	0	0	0	10,900	(777,080)	168,700	(608,380)	0	(608,380)	
Buildings & CBD	364,000	1,574,137	0	0	0	1,813,800	0	(3,023,937)	198,500	(2,825,437)	0	(2,825,437)	
Cemeteries	1,358,900	1,219,353	0	0	0	0	21,900	117,647	60,100	177,747	0	177,747	
Fleet	10,930,920	8,744,183	0	0	486,400	2,356,400	0	(1,306,487)	(989,750)	1,137,800	148,050	0	148,050
Parks & Reserves	186,800	9,663,397	0	0	0	0	54,600	(9,531,197)	3,202,500	(6,328,697)	0	(6,328,697)	
Roadside Maintenance	0	643,989	0	0	0	0	0	(643,989)	0	(643,989)	0	(643,989)	
Flood Recovery PMO	3,989,000	3,989,000	0	0	0	0	0	0	0	0	0	0	
Flood Recovery Flood Mitigation	17,143,123	17,143,123	0	0	0	0	0	0	0	0	0	0	
Flood Recovery Buildings	0	0	11,969,797	0	0	11,969,797	0	0	0	0	0	0	
Flood Recovery Transport	0	0	171,741,048	0	0	171,741,048	0	0	0	0	0	0	
Flood Recovery Waste	0	0	5,719,305	0	0	5,719,306	0	0	(1)	0	(1)	0	
Flood Recovery Sewer	0	0	22,055,361	0	0	22,055,361	0	0	0	0	0	0	
Flood Recovery Water	338,500	338,500	743,632	0	0	743,632	0	0	0	0	0	0	
Bridges	0	2,638,417	3,231,900	0	0	3,650,900	598,000	0	(3,655,417)	1,678,800	(1,976,617)	0	(1,976,617)
Quarry	7,496,000	7,246,427	0	0	0	160,000	28,800	0	60,773	254,800	315,573	0	315,573
Roads	6,409,110	32,512,998	2,635,708	0	0	9,555,011	280,700	96,593	(33,207,298)	16,175,800	(17,031,498)	0	(17,031,498)
Roads & Quarry Office	0	(499,230)	0	0	0	0	0	0	499,230	0	499,230	0	499,230
Urban Stormwater Drainage	405,100	2,121,487	80,000	0	0	409,400	23,200	94,200	(1,974,787)	944,800	(1,029,987)	0	(1,029,987)
Flood Monitoring	0	0	0	0	0	0	0	0	0	0	0	0	
Waste Collection	11,469,204	9,887,184	0	0	0	0	0	(124,402)	1,457,618	0	1,457,618	0	1,457,618
Waste Disposal	12,351,780	12,447,488	0	0	0	2,742,953	363,200	2,599,601	(602,260)	704,400	102,140	0	102,140
Waste Minimisation	18,100	970,706	0	0	0	0	0	958,706	6,100	6,100	0	0	
Sewer	18,482,600	17,465,362	929,100	0	9,100	6,583,600	1,402,600	(691,638)	(6,722,400)	6,085,700	(636,700)	636,700	0
Water	19,651,618	19,265,574	229,700	0	9,100	4,656,400	846,900	137,656	(4,740,800)	3,564,300	(1,176,500)	1,176,500	0
<b>Total COO</b>	<b>112,083,355</b>	<b>158,994,014</b>	<b>219,335,551</b>	<b>0</b>	<b>504,600</b>	<b>244,157,608</b>	<b>3,887,200</b>	<b>1,901,097</b>	<b>(73,214,219)</b>	<b>35,203,400</b>	<b>(38,010,819)</b>	<b>1,813,200</b>	<b>(36,197,619)</b>
<b>GM</b>													
GM Support Services	0	94,333	0	0	0	0	0	0	(94,333)	0	(94,333)	0	(94,333)
GM Office	4,844,277	1,810,161	0	0	0	0	0	0	3,034,116	0	3,034,116	0	3,034,116
Mayor & Councillors	0	1,013,081	0	0	0	0	0	0	(1,013,081)	0	(1,013,081)	0	(1,013,081)
<b>Total GM</b>	<b>4,844,277</b>	<b>2,917,575</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,926,702</b>	<b>0</b>	<b>1,926,702</b>	<b>0</b>	<b>1,926,702</b>
<b>TOTAL</b>	<b>169,920,450</b>	<b>181,002,544</b>	<b>220,559,551</b>	<b>0</b>	<b>504,600</b>	<b>244,139,708</b>	<b>4,856,900</b>	<b>176,242</b>	<b>(38,838,309)</b>	<b>36,181,900</b>	<b>(2,656,409)</b>	<b>3,265,500</b>	<b>609,091</b>



**Lismore City Council Draft Budget by Program 2025/2026 including Forward Financial Estimates**  
**Overall Budget Summary**  
**Unconsolidated and Unrestricted Cash Result**



Original Budget 2024/2025	Revised Budget 31-Mar-25	Description	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
		<b>Operating Revenue</b>				
5,012,400	5,139,325	Chief Community Office	4,763,947	4,939,800	5,083,000	5,230,800
44,098,183	44,238,583	Chief Financial Office	48,228,871	50,913,200	52,417,100	53,986,900
87,887,511	102,442,709	Chief Operating Office	112,083,355	105,139,200	100,737,548	103,882,248
10,912,500	10,912,500	General Manager	4,844,277	724,100	745,800	768,200
<b>147,910,594</b>	<b>162,733,117</b>	<b>Total Operating Revenue</b>	<b>169,920,450</b>	<b>161,716,300</b>	<b>158,983,448</b>	<b>163,868,148</b>
		<b>Operating Expenditure</b>				
21,047,033	21,384,754	Chief Community Office	18,284,727	18,711,277	19,048,700	19,383,541
1,393,867	1,808,242	Chief Financial Office	806,227	758,911	781,625	1,205,488
130,939,680	142,141,890	Chief Operating Office	158,994,014	150,215,768	145,449,187	149,301,221
8,677,353	8,687,353	General Manager	2,917,575	(1,259,230)	(1,295,890)	(1,613,201)
<b>162,057,933</b>	<b>174,022,239</b>	<b>Total Operating Expenditure</b>	<b>181,002,544</b>	<b>168,426,725</b>	<b>163,983,622</b>	<b>168,277,049</b>
<b>(14,147,339)</b>	<b>(11,289,122)</b>	<b>Operating Result before Capital Grants and Contributions</b>	<b>(11,082,094)</b>	<b>(6,710,425)</b>	<b>(5,000,174)</b>	<b>(4,408,901)</b>
		<b>Capital Revenue</b>				
116,282,925	108,337,258	Capital Grants and Contributions	220,559,551	181,822,694	76,681,507	26,163,153
<b>102,135,586</b>	<b>97,048,136</b>	<b>Operating Result after Capital Grants and Contributions</b>	<b>209,477,457</b>	<b>175,112,269</b>	<b>71,681,333</b>	<b>21,754,252</b>
		<b>Add: Non-Cash Expenses</b>				
36,443,800	34,801,100	Depreciation	36,181,900	37,106,100	37,620,400	38,318,800
3,438,700	3,438,700	Net Losses from the Disposal of Assets	3,265,500	3,292,700	3,320,300	3,357,600
		<b>Add: Non-Operating Funds Deployed</b>				
0	0	Loan Funds	0	4,000,000	0	0
817,300	817,300	Proceeds from Sale of Assets	504,600	376,800	580,500	661,100
		<b>Less: Capital Movements</b>				
134,591,827	141,520,167	Capital Expenditure	244,139,708	209,776,147	104,051,946	54,364,200
0	0	Non-Cash Dedications	0	0	0	0
5,132,000	5,132,000	Loan Principal Repayments	4,856,900	4,629,500	4,739,000	3,864,100
<b>3,111,559</b>	<b>(10,546,931)</b>	<b>Overall Cash Movement</b>	<b>432,849</b>	<b>5,482,222</b>	<b>4,411,587</b>	<b>5,863,452</b>
		<b>Equity Movements</b>				
2,980,480	(10,847,554)	Restricted Funds - increase/(decrease)	(176,242)	4,855,384	3,485,278	4,855,907
131,079	300,623	Unrestricted Cash Surplus/(Deficit)	609,091	626,838	926,309	1,007,545

Lismore City Council Draft Budget by Program 2025/2026 including Forward Financial Estimates  
 Directorate: Chief Community Office  
 Budget Summary



Original Budget 2024/2025	Revised Budget 31-Mar-25	Description	Movement 2025/2026	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
		<b>Operating Revenue</b>					
0	0	CCO Office	0	0	0	0	0
156,000	162,000	Community Engagement	(156,000)	0	0	0	0
0	0	Contact Centre	0	0	0	0	0
2,689,500	2,810,425	Liveable & Active Communities	113,647	2,803,147	2,913,100	2,997,400	3,084,500
0	0	Media & Communications	0	0	0	0	0
186,400	186,400	Public Libraries	3,900	190,300	194,200	198,200	202,200
14,200	14,200	Destination & Economy	500	14,700	15,200	15,700	16,200
270,000	270,000	Investment & Growth	(270,000)	0	0	0	0
4,900	4,900	Environmental Strategies	200	5,100	5,300	5,500	5,700
1,672,700	1,672,700	Statutory Planning	58,600	1,731,300	1,791,900	1,845,500	1,900,900
18,700	18,700	Strategic Planning	700	19,400	20,100	20,700	21,300
<b>5,012,400</b>	<b>5,139,325</b>	<b>Total Operating Revenue</b>	<b>(248,453)</b>	<b>4,763,947</b>	<b>4,939,800</b>	<b>5,083,000</b>	<b>5,230,800</b>
		<b>Operating Expenditure</b>					
504,384	504,384	CCO Office	968,065	1,472,449	1,514,495	1,557,801	1,603,012
162,300	168,300	Community Engagement	(155,500)	6,800	6,800	6,800	6,900
0	0	Contact Centre	0	0	0	0	0
7,190,780	7,399,001	Liveable & Active Communities	(415,560)	6,775,220	6,902,290	7,033,236	7,198,541
0	0	Media & Communications	0	0	0	0	0
2,358,496	2,358,496	Public Libraries	82,839	2,441,335	2,511,660	2,584,348	2,660,315
1,573,925	1,579,425	Destination & Economy	(184,524)	1,389,401	1,386,188	1,423,238	1,463,036
270,000	270,000	Investment & Growth	(270,000)	0	0	0	0
1,494,106	1,587,106	Environmental Strategies	37,392	1,531,498	1,589,935	1,506,605	1,371,585
4,241,331	4,266,331	Statutory Planning	(437,968)	3,803,363	3,910,958	4,022,276	4,139,108
3,251,711	3,251,711	Strategic Planning	(2,387,050)	864,661	888,950	914,396	941,043
<b>21,047,033</b>	<b>21,384,754</b>	<b>Total Operating Expenditure</b>	<b>(2,762,306)</b>	<b>18,284,727</b>	<b>18,711,277</b>	<b>19,048,700</b>	<b>19,383,541</b>
<b>(16,034,633)</b>	<b>(16,245,429)</b>	<b>Operating Result - Surplus/(Deficit)</b>	<b>2,513,853</b>	<b>(13,520,780)</b>	<b>(13,771,477)</b>	<b>(13,965,700)</b>	<b>(14,152,741)</b>
<b>(15,418,033)</b>	<b>(15,628,829)</b>	<b>Operating Cash Result - Surplus/(Deficit)</b>	<b>2,513,853</b>	<b>(12,561,080)</b>	<b>(12,801,777)</b>	<b>(12,982,800)</b>	<b>(13,151,841)</b>
		<b>Capital Movements</b>					
		Capital Grants and Contributions		1,224,000	1,254,800	1,286,100	1,318,200
		Asset Sales		0	0	0	0
		Loan Borrowings		0	0	0	0
		Transfer from Reserves		817,645	839,300	752,500	595,800
		Capital Expenditure		0	0	0	0
		Loan Repayments		0	0	0	0
		Transfer to Reserves		1,948,400	2,001,400	2,055,100	2,110,300
		<b>Program Cash Result - Surplus/(Deficit)</b>		<b>(12,467,835)</b>	<b>(12,709,077)</b>	<b>(12,999,300)</b>	<b>(13,348,141)</b>

Directorate: Chief Community Office  
 Program: Chief Community Office

Original Budget 2024/2025	Revised Budget 31-Mar-25	Description	Movement 2025/2026	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
		<b>Operating Revenue</b>					
0	0	Other Revenue	0	0	0	0	0
<b>0</b>	<b>0</b>	<b>Total Operating Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Operating Expenditure</b>					
		<b>Chief Community Office</b>					
398,600	398,600	Chief Community Office Staff Costs	215,132	613,732	631,700	650,200	669,400
9,000	9,000	Chief Community Officer Expenses	100	9,100	9,200	9,300	9,500
0	0	Budget Efficiency Dividend	(57,907)	(57,907)	(58,800)	(59,700)	(60,900)
96,784	96,784	ABC Charges	8,084	104,868	107,395	110,101	113,112
		<b>Customer Experience Office</b>					
0	0	Customer Experience Office	267,454	267,454	274,900	282,500	290,500
		<b>Corporate Services Office</b>					
0	0	Corporate Services Office Expenses	291,758	291,758	299,500	307,500	316,000
0	0	Budget Efficiency Dividend	(27,126)	(27,126)	(27,500)	(27,900)	(28,500)
		<b>Legal Services Office</b>					
0	0	Legal Services Office Expenses	270,570	270,570	278,100	285,800	293,900
<b>504,384</b>	<b>504,384</b>	<b>Total Operating Expenditure</b>	<b>968,065</b>	<b>1,472,449</b>	<b>1,514,495</b>	<b>1,557,801</b>	<b>1,603,012</b>
<b>(504,384)</b>	<b>(504,384)</b>	<b>Operating Result - Surplus/(Deficit)</b>	<b>(968,065)</b>	<b>(1,472,449)</b>	<b>(1,514,495)</b>	<b>(1,557,801)</b>	<b>(1,603,012)</b>
<b>(504,384)</b>	<b>(504,384)</b>	<b>Operating Cash Result - Surplus/(Deficit)</b>	<b>(968,065)</b>	<b>(1,472,449)</b>	<b>(1,514,495)</b>	<b>(1,557,801)</b>	<b>(1,603,012)</b>
		<b>Capital Movements</b>					
		Capital Grants and Contributions		0	0	0	0
		Asset Sales		0	0	0	0
		Loan Borrowings		0	0	0	0
		Transfer from Reserves		0	0	0	0
		Capital Expenditure		0	0	0	0
		Loan Repayments		0	0	0	0
		Transfer to Reserves		0	0	0	0
		<b>Program Cash Result - Surplus/(Deficit)</b>		<b>(1,472,449)</b>	<b>(1,514,495)</b>	<b>(1,557,801)</b>	<b>(1,603,012)</b>

Directorate: Chief Community Office  
 Program: Community Engagement

Original Budget 2024/2025	Revised Budget 31-Mar-25	Description	Movement 2025/2026	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
		<b>Operating Revenue</b>					
156,000	156,000	Grants Op Community Worker	(156,000)	0	0	0	0
0	6,000	High Schoolers Haven Youth Engagement	0	0	0	0	0
<b>156,000</b>	<b>162,000</b>	<b>Total Operating Revenue</b>	<b>(156,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Operating Expenditure</b>					
470,600	470,600	Partnering & Community Engage Staff Cost	300,790	771,390	794,200	817,700	842,100
8,300	8,300	Partnering & Community Engage Operations	1,600	9,900	10,000	10,100	10,200
156,000	156,000	Community Disaster Recovery Grant	(156,000)	0	0	0	0
0	6,000	High Schoolers Haven Youth Engagement	0	0	0	0	0
6,300	2,800	Disability Action Plan	500	6,800	6,800	6,800	6,900
0	0	Reconciliation Action Plan	0	0	0	0	0
0	3,500	Youth Week - Council Funded	0	0	0	0	0
0	0	Budget Efficiency Dividend	(73,271)	(73,271)	(74,400)	(75,500)	(77,000)
(478,900)	(478,900)	ABC Charges	(229,119)	(708,019)	(729,800)	(752,300)	(775,300)
<b>162,300</b>	<b>168,300</b>	<b>Total Operating Expenditure</b>	<b>(155,500)</b>	<b>6,800</b>	<b>6,800</b>	<b>6,800</b>	<b>6,900</b>
<b>(6,300)</b>	<b>(6,300)</b>	<b>Operating Result - Surplus/(Deficit)</b>	<b>(500)</b>	<b>(6,800)</b>	<b>(6,800)</b>	<b>(6,800)</b>	<b>(6,900)</b>
<b>(6,300)</b>	<b>(6,300)</b>	<b>Operating Cash Result - Surplus/(Deficit)</b>	<b>(500)</b>	<b>(6,800)</b>	<b>(6,800)</b>	<b>(6,800)</b>	<b>(6,900)</b>
		<b>Capital Movements</b>					
		Capital Grants and Contributions		0	0	0	0
		Asset Sales		0	0	0	0
		Loan Borrowings		0	0	0	0
		Transfer from Reserves		0	0	0	0
		Capital Expenditure		0	0	0	0
		Loan Repayments		0	0	0	0
		Transfer to Reserves		0	0	0	0
		<b>Program Cash Result - Surplus/(Deficit)</b>		<b>(6,800)</b>	<b>(6,800)</b>	<b>(6,800)</b>	<b>(6,900)</b>



Directorate: Chief Community Office  
Program: Contact Centre

Original Budget 2024/2025	Revised Budget 31-Mar-25	Description	Movement 2025/2026	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
0	0	Operating Revenue	0	0	0	0	0
0	0	<b>Total Operating Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
		Operating Expenditure					
		Contact Centre					
1,058,600	1,058,600	Contact Centre Staff Costs	(65,325)	993,275	1,022,900	1,053,400	1,084,800
2,100	2,100	Contact Centre Operations	0	2,100	2,100	2,100	2,100
0	0	Budget Efficiency Dividend	(92,543)	(92,543)	(93,900)	(95,300)	(97,200)
5,200	5,200	Depreciation	(5,200)	0	0	0	0
(1,065,900)	(1,065,900)	ABC Charges	163,068	(902,832)	(931,100)	(960,200)	(989,700)
0	0	<b>Total Operating Expenditure</b>	<b>(0)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
0	0	<b>Operating Result - Surplus/(Deficit)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
5,200	5,200	<b>Operating Cash Result - Surplus/(Deficit)</b>	<b>(5,200)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
		Capital Movements					
		Capital Grants and Contributions		0	0	0	0
		Asset Sales		0	0	0	0
		Loan Borrowings		0	0	0	0
		Transfer from Reserves		0	0	0	0
		Capital Expenditure		0	0	0	0
		Loan Repayments		0	0	0	0
		Transfer to Reserves		0	0	0	0
		<b>Program Cash Result - Surplus/(Deficit)</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Directorate: Chief Community Office  
 Program: Liveable & Active Communities

Original Budget 2024/2025	Revised Budget 31-Mar-25	Description	Movement 2025/2026	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
		<b>Operating Revenue</b>					
		<b>Liveable &amp; Active Communities</b>					
241,300	281,525	Art Gallery	24,147	265,447	286,600	292,100	297,800
10,700	91,400	Quadrangle	4,300	15,000	15,500	16,000	16,500
225,100	225,100	Events	7,900	233,000	241,200	248,500	256,000
639,500	639,500	GSAC	22,400	661,900	685,000	705,500	726,700
614,300	614,300	GSAC Gym	21,500	635,800	658,000	677,800	698,200
645,600	645,600	GSAC Swimstations	22,600	668,200	691,600	712,300	733,600
280,600	280,600	Lismore Memorial Baths	9,700	290,300	300,500	309,500	318,900
32,400	32,400	Lismore Memorial Baths - Swimsations	1,100	33,500	34,700	35,700	36,800
<b>2,689,500</b>	<b>2,810,425</b>	<b>Total Operating Revenue</b>	<b>113,647</b>	<b>2,803,147</b>	<b>2,913,100</b>	<b>2,997,400</b>	<b>3,084,500</b>
		<b>Operating Expenditure</b>					
		<b>Art Gallery</b>					
386,300	386,300	Art Gallery Staff Costs	(25,953)	360,347	371,100	382,200	393,600
188,600	188,600	Art Gallery Operations	17,847	206,447	211,700	217,100	223,800
12,600	12,600	Artist Fees	2,400	15,000	15,200	15,400	15,700
91,300	91,300	Create NSW Multi Year Funding 2022	(91,300)	0	0	0	0
0	0	Create NSW Funding Program	85,000	85,000	100,000	100,000	100,000
0	9,000	Black Dog Institute Culture Dose for Kids Program	0	0	0	0	0
0	20,000	Art Gallery re-opening night	0	0	0	0	0
0	26,156	Feasibility Study for Art Gallery and Museum	0	0	0	0	0
0	19,370	Lismore Regional Art Gallery	0	0	0	0	0
3,800	13,070	Permanent Collection	100	3,900	4,000	4,100	4,200
2,700	2,700	Public Art - Legacy	0	2,700	2,700	2,700	2,800
16,700	16,700	Public Programs - Legacy	400	17,100	17,300	17,500	17,800
4,300	4,300	Youth Week Event	100	4,400	4,500	4,600	4,700
0	21,788	AGNSW - Exhibition install and equipment	0	0	0	0	0
0	9,437	AGNSW - Public Programs equipment	0	0	0	0	0
0	0	Budget Efficiency Dividend	(71,593)	(71,593)	(72,700)	(73,800)	(75,300)
49,900	49,900	Interest on Loans	(4,200)	45,700	41,100	36,500	31,400
7,700	7,700	Depreciation	56,500	64,200	65,200	66,200	67,500
160,778	160,778	ABC Charges	(379)	160,399	163,776	167,235	171,278
		<b>Quadrangle</b>					
51,300	51,300	Quadrangle Staff Costs	(2,262)	49,038	50,500	52,000	53,600
21,800	21,800	Quadrangle Operations	4,300	26,100	26,500	26,900	27,500
0	55,700	Revive: Live_Lismore Music Program	0	0	0	0	0
0	37,500	First Nations Programming Fund	0	0	0	0	0
0	0	Depreciation	41,600	41,600	42,200	42,800	43,700
		<b>Events</b>					
366,700	366,700	Events Staff Costs	(83,593)	283,107	291,400	299,900	308,900
41,100	41,100	Baseball	600	41,700	42,300	42,900	43,800
55,800	55,800	Carols by Candlelight	800	56,600	57,400	58,200	59,400
207,200	207,200	Community Events	8,100	215,300	218,800	222,300	226,900
62,300	62,300	Eat The Street	900	63,200	64,100	65,100	66,400
49,200	49,200	Events Operations	17,900	67,100	66,500	67,900	69,600
40,000	40,000	Lantern Parade	0	40,000	47,200	47,400	47,600
76,800	76,800	Masters Games	1,100	77,900	79,000	80,200	81,800
28,100	28,100	Naidoc Week	400	28,500	28,900	29,300	29,900
10,000	10,000	North Coast National Show	0	10,000	10,000	10,000	10,000
30,000	30,000	Rugby Union/AFL Match	0	30,000	30,000	30,000	30,000
0	0	Youth Skatepark Jam @ G'Bah Skatepark	0	0	0	0	0
5,300	5,300	International Women's Day	100	5,400	5,500	5,600	5,700
0	0	Budget Efficiency Dividend	(85,424)	(85,424)	(86,700)	(88,000)	(89,800)
164,957	164,957	ABC Charges	11,437	176,394	180,287	184,493	189,228

**Directorate: Chief Community Office  
Program: Liveable & Active Communities (continued)**

Original Budget 2024/2025	Revised Budget 31-Mar-25	Description	Movement 2025/2026	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
<b>Goonellabah Sports &amp; Aquatic Centre (GSAC)</b>							
135,100	135,100	GSAC Staff Costs	(55,100)	80,000	81,900	83,800	86,000
1,038,900	1,038,900	GSAC Operations	10,846	1,049,746	1,080,900	1,113,300	1,148,000
129,600	129,600	GSAC Kiosk	(613)	128,987	132,000	135,000	138,400
381,900	381,900	GSAC Pool	(17,724)	364,176	372,400	380,800	390,300
16,400	16,400	GSAC Skatepark Maintenance	200	16,600	16,800	17,100	17,400
13,100	13,100	GSAC Stadium	200	13,300	13,500	13,700	14,000
313,000	313,000	GSAC Gym	(37,745)	275,255	283,000	290,900	299,200
372,500	372,500	GSAC Swimstations	17,596	390,096	401,800	413,800	426,200
0	0	Budget Efficiency Dividend	(215,526)	(215,526)	(218,800)	(222,100)	(226,500)
141,900	141,900	Interest on Loans	(54,600)	87,300	42,700	13,300	0
383,800	383,800	Depreciation	145,000	528,800	533,400	540,200	549,400
520,729	520,729	ABC Charges	15,508	536,237	547,580	559,529	573,313
<b>Liveable &amp; Active Communities Management</b>							
183,500	183,500	LAC Management Staff Costs	14,089	197,589	203,400	209,300	215,500
4,000	4,000	LAC Management Operations	100	4,100	4,200	4,300	4,400
66,900	66,900	Project Officer Staff Costs	(65,400)	1,500	1,500	1,500	1,500
500	500	Project Officer Operations	0	500	500	500	500
113,400	113,400	Recreation Officer Staff Costs	(5,665)	107,735	111,000	114,300	117,700
0	0	Budget Efficiency Dividend	(28,954)	(28,954)	(29,400)	(29,800)	(30,400)
184,563	184,563	ABC Charges	6,991	191,554	195,487	199,944	205,000
<b>Lismore Memorial Baths</b>							
608,700	608,700	Lismore Memorial Baths Operations	(29,617)	579,083	596,600	614,900	634,400
54,500	54,500	Lismore Memorial Baths Kiosk	942	55,442	56,600	57,700	59,100
54,900	54,900	Plant & Equipment Maintenance	800	55,700	56,500	57,300	58,400
10,100	10,100	Lismore Memorial Baths Swimsations	(4,278)	5,822	6,000	6,200	6,400
0	0	Budget Efficiency Dividend	(64,713)	(64,713)	(65,700)	(66,700)	(68,000)
7,000	7,000	Interest on Loans	(7,000)	0	0	0	0
184,500	184,500	Depreciation	56,400	240,900	243,500	247,100	252,000
136,053	136,053	ABC Charges	17,823	153,876	157,160	160,635	164,622
<b>7,190,780</b>	<b>7,399,001</b>	<b>Total Operating Expenditure</b>	<b>(415,560)</b>	<b>6,775,220</b>	<b>6,902,290</b>	<b>7,033,236</b>	<b>7,198,541</b>
<b>(4,501,280)</b>	<b>(4,588,576)</b>	<b>Operating Result - Surplus/(Deficit)</b>	<b>529,207</b>	<b>(3,972,073)</b>	<b>(3,989,190)</b>	<b>(4,035,836)</b>	<b>(4,114,041)</b>
<b>(3,925,280)</b>	<b>(4,012,576)</b>	<b>Operating Cash Result - Surplus/(Deficit)</b>	<b>828,707</b>	<b>(3,096,573)</b>	<b>(3,104,890)</b>	<b>(3,139,536)</b>	<b>(3,201,441)</b>
<b>Capital Movements</b>							
		Capital Grants and Contributions		0	0	0	0
		Asset Sales		0	0	0	0
		Loan Borrowings		0	0	0	0
		Transfer from Reserves		0	0	0	0
		Capital Expenditure		0	0	0	0
		Loan Repayments		0	0	0	0
		Transfer to Reserves		0	0	0	0
		<b>Program Cash Result - Surplus/(Deficit)</b>		<b>(3,096,573)</b>	<b>(3,104,890)</b>	<b>(3,139,536)</b>	<b>(3,201,441)</b>

Directorate: Chief Community Office  
 Program: Media & Communications

Original Budget 2024/2025	Revised Budget 31-Mar-25	Description	Movement 2025/2026	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
		<b>Operating Revenue</b>					
		<b>Media &amp; Communications</b>					
0	0	Operating Revenue	0	0	0	0	0
<b>0</b>	<b>0</b>	<b>Total Operating Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Operating Expenditure</b>					
		<b>Media &amp; Communications</b>					
425,500	425,500	Media & Community Relations	13,124	438,624	440,000	451,700	464,200
1,800	1,800	Lismore Show Stand	200	2,000	2,200	2,400	2,600
0	0	Budget Efficiency Dividend	(40,966)	(40,966)	(41,600)	(42,200)	(43,000)
(427,300)	(427,300)	ABC Charges	27,642	(399,658)	(400,600)	(411,900)	(423,800)
<b>0</b>	<b>0</b>	<b>Total Operating Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>0</b>	<b>0</b>	<b>Operating Result - Surplus/(Deficit)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>0</b>	<b>0</b>	<b>Operating Cash Result - Surplus/(Deficit)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Capital Movements</b>					
		Capital Grants and Contributions		0	0	0	0
		Asset Sales		0	0	0	0
		Loan Borrowings		0	0	0	0
		Transfer from Reserves		0	0	0	0
		Capital Expenditure		0	0	0	0
		Loan Repayments		0	0	0	0
		Transfer to Reserves		0	0	0	0
		<b>Program Cash Result - Surplus/(Deficit)</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



Directorate: Chief Community Office  
Program: Public Libraries

Original Budget 2024/2025	Revised Budget 31-Mar-25	Description	Movement 2025/2026	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
		<b>Operating Revenue</b>					
		<b>Public Libraries</b>					
186,400	186,400	Art Gallery	3,900	190,300	194,200	198,200	202,200
<b>186,400</b>	<b>186,400</b>	<b>Total Operating Revenue</b>	<b>3,900</b>	<b>190,300</b>	<b>194,200</b>	<b>198,200</b>	<b>202,200</b>
		<b>Operating Expenditure</b>					
		<b>Public Libraries</b>					
83,900	83,900	Lismore City Library Operations	2,800	86,700	89,400	92,300	95,400
56,900	56,900	Lismore Library Local Priorities Grant Op Costs	900	57,800	58,700	59,600	60,800
2,101,000	2,101,000	Contrib to Richmond Tweed Regional Library	22,500	2,123,500	2,187,200	2,252,800	2,320,400
0	0	Budget Efficiency Dividend	0	0	0	0	0
34,900	34,900	Depreciation	48,900	83,800	85,000	86,200	87,900
81,796	81,796	ABC Charges	7,739	89,535	91,360	93,448	95,815
<b>2,358,496</b>	<b>2,358,496</b>	<b>Total Operating Expenditure</b>	<b>82,839</b>	<b>2,441,335</b>	<b>2,511,660</b>	<b>2,584,348</b>	<b>2,660,315</b>
<b>(2,172,096)</b>	<b>(2,172,096)</b>	<b>Operating Result - Surplus/(Deficit)</b>	<b>(78,939)</b>	<b>(2,251,035)</b>	<b>(2,317,460)</b>	<b>(2,386,148)</b>	<b>(2,458,115)</b>
<b>(2,137,196)</b>	<b>(2,137,196)</b>	<b>Operating Cash Result - Surplus/(Deficit)</b>	<b>(30,039)</b>	<b>(2,167,235)</b>	<b>(2,232,460)</b>	<b>(2,299,948)</b>	<b>(2,370,215)</b>
		<b>Capital Movements</b>					
		Capital Grants and Contributions		0	0	0	0
		Asset Sales		0	0	0	0
		Loan Borrowings		0	0	0	0
		Transfer from Reserves		0	0	0	0
		Capital Expenditure		0	0	0	0
		Loan Repayments		0	0	0	0
		Transfer to Reserves		0	0	0	0
		<b>Program Cash Result - Surplus/(Deficit)</b>		<b>(2,167,235)</b>	<b>(2,232,460)</b>	<b>(2,299,948)</b>	<b>(2,370,215)</b>

Directorate: Chief Community Office  
Program: Destination & Economy

Original Budget 2024/2025	Revised Budget 31-Mar-25	Description	Movement 2025/2026	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
		<b>Operating Revenue</b>					
		<b>Tourism</b>					
14,200	14,200	Tourism	500	14,700	15,200	15,700	16,200
<b>14,200</b>	<b>14,200</b>	<b>Total Operating Revenue</b>	<b>500</b>	<b>14,700</b>	<b>15,200</b>	<b>15,700</b>	<b>16,200</b>
		<b>Operating Expenditure</b>					
		<b>Economic Development</b>					
343,300	343,300	Economic Development Staff Costs	12,460	355,760	366,400	377,300	388,600
40,200	40,200	Economic Development Operations	1,800	42,000	42,500	43,000	43,800
13,500	13,500	Business Program Delivery	(3,100)	10,400	0	0	0
30,000	30,000	Event Delivery and Sponsorship	18,000	48,000	48,700	49,400	50,400
12,000	12,000	Project Development	2,500	14,500	14,700	14,900	15,200
76,500	82,000	Business Centre Infrastructure	(16,500)	60,000	60,900	61,800	63,000
0	0	Budget Efficiency Dividend	(49,337)	(49,337)	(50,100)	(50,900)	(51,900)
207,913	207,913	ABC Charges	23,938	231,851	236,941	243,130	249,820
		<b>CBD Activation - Lismore Business SRV</b>					
61,900	61,900	CBD Promotion & Marketing	2,400	64,300	66,200	68,100	70,200
11,300	11,300	CBD Experience & Placemaking Initiatives	400	11,700	12,100	12,500	12,900
10,000	10,000	Overheads & Contingency	(10,000)	0	0	0	0
142,900	142,900	Coordination & Delivery	(28,400)	114,500	117,900	121,400	125,000
5,000	5,000	Support Information Resources	(5,000)	0	0	0	0
33,400	33,400	CBD Events Sponsorship	(5,000)	28,400	29,300	30,200	31,100
5,000	5,000	Innovation Initiatives	(5,000)	0	0	0	0
10,000	10,000	Micro Grant Pilot	(10,000)	0	0	0	0
10,500	10,500	Arts & Heritage Placemaking Activities	400	10,900	11,200	11,500	11,800
61,000	61,000	New Pop-up Activities & Events	(49,500)	11,500	11,900	12,200	12,500
56,200	56,200	Christmas CBD Activation	(8,600)	47,600	49,000	50,500	52,000
		<b>Nimbin Business Rate</b>					
17,900	17,900	CBD Activation - Operations	700	18,600	19,200	19,800	20,400
		<b>Tourism</b>					
159,300	159,300	Tourism Staff Costs	3,365	162,665	167,500	172,500	177,700
124,400	124,400	Tourism Operations	(45,400)	79,000	52,300	53,700	55,200
22,900	22,900	Tourism Development Costs	300	23,200	23,500	23,800	24,200
8,100	8,100	Tourism Signs	(3,100)	5,000	5,100	5,200	5,300
0	0	Budget Efficiency Dividend	(25,090)	(25,090)	(25,500)	(25,900)	(26,400)
500	500	Depreciation	(100)	400	400	400	400
110,212	110,212	ABC Charges	13,340	123,552	126,047	128,708	131,816
<b>1,573,925</b>	<b>1,579,425</b>	<b>Total Operating Expenditure</b>	<b>(184,524)</b>	<b>1,389,401</b>	<b>1,386,188</b>	<b>1,423,238</b>	<b>1,463,036</b>
<b>(1,559,725)</b>	<b>(1,565,225)</b>	<b>Operating Result - Surplus/(Deficit)</b>	<b>185,024</b>	<b>(1,374,701)</b>	<b>(1,370,988)</b>	<b>(1,407,538)</b>	<b>(1,446,836)</b>
<b>(1,559,225)</b>	<b>(1,564,725)</b>	<b>Operating Cash Result - Surplus/(Deficit)</b>	<b>184,924</b>	<b>(1,374,301)</b>	<b>(1,370,588)</b>	<b>(1,407,138)</b>	<b>(1,446,436)</b>
		<b>Capital Movements</b>					
		Capital Grants and Contributions		0	0	0	0
		Asset Sales		0	0	0	0
		Loan Borrowings		0	0	0	0
		Transfer from Reserves		0	0	0	0
		Capital Expenditure		0	0	0	0
		Loan Repayments		0	0	0	0
		Transfer to Reserves		0	0	0	0
		<b>Program Cash Result - Surplus/(Deficit)</b>		<b>(1,374,301)</b>	<b>(1,370,588)</b>	<b>(1,407,138)</b>	<b>(1,446,436)</b>

Directorate: Chief Community Office  
 Program: Investment & Growth

Original Budget 2024/2025	Revised Budget 31-Mar-25	Description	Movement 2025/2026	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
		<b>Operating Revenue</b>					
		<b>Investment &amp; Growth</b>					
270,000	270,000	Capacity, Capability & Recovery Roadmap	(270,000)	0	0	0	0
<b>270,000</b>	<b>270,000</b>	<b>Total Operating Revenue</b>	<b>(270,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Operating Expenditure</b>					
		<b>Roadmap</b>					
0	0	Communications	0	0	0	0	0
0	0	Development of Marketing Plan	0	0	0	0	0
270,000	270,000	Review economic data	(270,000)	0	0	0	0
<b>270,000</b>	<b>270,000</b>	<b>Total Operating Expenditure</b>	<b>(270,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>0</b>	<b>0</b>	<b>Operating Result - Surplus/(Deficit)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>0</b>	<b>0</b>	<b>Operating Cash Result - Surplus/(Deficit)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Capital Movements</b>					
		Capital Grants and Contributions		0	0	0	0
		Asset Sales		0	0	0	0
		Loan Borrowings		0	0	0	0
		Transfer from Reserves		0	0	0	0
		Capital Expenditure		0	0	0	0
		Loan Repayments		0	0	0	0
		Transfer to Reserves		0	0	0	0
		<b>Program Cash Result - Surplus/(Deficit)</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Directorate: Chief Community Office  
Program: Environmental Strategies

Original Budget 2024/2025	Revised Budget 31-Mar-25	Description	Movement 2025/2026	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
		<b>Operating Revenue</b>					
		<b>Environmental Strategies</b>					
0	0	Grants	0	0	0	0	0
4,900	4,900	Other Revenue	200	5,100	5,300	5,500	5,700
<b>4,900</b>	<b>4,900</b>	<b>Total Operating Revenue</b>	<b>200</b>	<b>5,100</b>	<b>5,300</b>	<b>5,500</b>	<b>5,700</b>
		<b>Operating Expenditure</b>					
		<b>Biodiversity Management</b>					
50,000	50,000	Weed management High Conservation	10,000	60,000	50,000	50,000	50,000
22,000	22,000	Spatial Data Review	0	22,000	22,000	22,000	22,000
3,000	6,000	Recognition of community achievements	0	3,000	3,000	3,000	0
31,000	121,000	Strategic conservation projects	(11,800)	19,200	0	0	10,000
17,000	17,000	Education actions & RLI information Pack	300	17,300	17,600	17,900	14,000
101,800	101,800	Rural Landholder Initiative	98,200	200,000	206,000	212,200	150,000
111,800	111,800	Rural Landholder Initiative - ext officer	41,345	153,145	157,700	162,400	122,300
35,000	35,000	Coastal Zone Management Plan Implementation	0	35,000	45,000	0	25,000
67,000	67,000	Community and industry group partnerships	(4,500)	62,500	62,500	62,500	22,000
25,000	25,000	Implement Sport & Recreation Plan	(5,000)	20,000	0	0	0
1,500	1,500	Wellbeing and tourism initiatives	0	1,500	1,500	1,500	1,500
70,000	70,000	Weed management in urban bushland	0	70,000	70,000	70,000	50,000
60,000	60,000	Weed management in priority riparian areas	0	60,000	60,000	60,000	60,000
4,000	4,000	Road and traffic management for wildlife	0	4,000	4,000	4,000	4,000
0	0	Development Assessment Training	0	0	0	0	0
36,000	36,000	Koala habitat restoration program & Advisory Group	0	36,000	36,000	36,000	26,000
0	0	Koala density and population Study	0	0	55,000	0	0
50,000	50,000	Landcare Partnership	0	50,000	45,000	50,000	35,000
4,000	4,000	Urban Habitat for Wildlife Program	(1,000)	3,000	3,000	0	3,000
1,000	1,000	Evaluation Reporting and Review	0	1,000	1,000	1,000	1,000
		<b>Environmental Strategies</b>					
575,400	575,400	Environmental Strategies Staff Costs	(53,717)	521,683	537,000	552,800	569,200
7,800	7,800	Environmental Strategies Operations	100	7,900	8,000	8,100	8,200
0	0	State of the Environment Report	0	0	17,000	0	0
10,500	10,500	Catchment Administration	200	10,700	10,900	11,100	11,300
0	0	Grant Projects	0	0	0	0	0
0	0	Budget Efficiency Dividend	(50,232)	(50,232)	(51,000)	(51,800)	(52,800)
210,306	210,306	Biodiversity Strategy Implementation	13,496	223,802	228,735	233,905	239,885
<b>1,494,106</b>	<b>1,587,106</b>	<b>Total Operating Expenditure</b>	<b>37,392</b>	<b>1,531,498</b>	<b>1,589,935</b>	<b>1,506,605</b>	<b>1,371,585</b>
<b>(1,489,206)</b>	<b>(1,582,206)</b>	<b>Operating Result - Surplus/(Deficit)</b>	<b>(37,192)</b>	<b>(1,526,398)</b>	<b>(1,584,635)</b>	<b>(1,501,105)</b>	<b>(1,365,885)</b>
<b>(1,489,206)</b>	<b>(1,582,206)</b>	<b>Operating Cash Result - Surplus/(Deficit)</b>	<b>(37,192)</b>	<b>(1,526,398)</b>	<b>(1,584,635)</b>	<b>(1,501,105)</b>	<b>(1,365,885)</b>
		<b>Capital Movements</b>					
		Capital Grants and Contributions		0	0	0	0
		Asset Sales		0	0	0	0
		Loan Borrowings		0	0	0	0
		Transfer from Reserves		817,645	839,300	752,500	595,800
		Capital Expenditure		0	0	0	0
		Loan Repayments		0	0	0	0
		Transfer to Reserves		623,800	642,500	661,800	681,700
		<b>Program Cash Result - Surplus/(Deficit)</b>		<b>(1,332,553)</b>	<b>(1,387,835)</b>	<b>(1,410,405)</b>	<b>(1,451,785)</b>



Directorate: Chief Community Office  
Program: Statutory Planning

Original Budget 2024/2025	Revised Budget 31-Mar-25	Description	Movement 2025/2026	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
		<b>Operating Revenue</b>					
		<b>Statutory Planning</b>					
726,900	726,900	Building Services	25,500	752,400	778,700	802,000	826,100
235,400	235,400	Business Support	8,200	243,600	252,100	259,600	267,400
613,200	613,200	Development Services	21,500	634,700	657,000	676,700	697,000
97,200	97,200	Statutory Planning Office	3,400	100,600	104,100	107,200	110,400
<b>1,672,700</b>	<b>1,672,700</b>	<b>Total Operating Revenue</b>	<b>58,600</b>	<b>1,731,300</b>	<b>1,791,900</b>	<b>1,845,500</b>	<b>1,900,900</b>
		<b>Operating Expenditure</b>					
		<b>Business Support</b>					
450,800	450,800	Business Support Staff Costs	44,645	495,445	510,300	525,600	541,300
8,300	8,300	Business Support Operations	100	8,400	8,500	8,600	8,700
2,100	2,100	Business Support Staff Recognition Program	0	2,100	2,100	2,100	2,100
0	0	Budget Efficiency Dividend	(47,039)	(47,039)	(47,700)	(48,400)	(49,400)
196,048	196,048	ABC Charges	(3,777)	192,271	196,504	200,848	205,934
		<b>Development Services</b>					
2,552,500	2,552,500	Development Services Staff Costs	(486,864)	2,065,636	2,125,600	2,187,300	2,251,600
50,800	50,800	Development Services Operations	800	51,600	52,400	53,200	54,300
0	25,000	Strong Start Cadetship Program	0	0	0	0	0
0	0	Budget Efficiency Dividend	(196,846)	(196,846)	(199,800)	(202,800)	(206,900)
716,392	716,392	ABC Charges	47,292	763,684	781,502	800,331	821,525
		<b>Statutory Planning Office</b>					
180,300	180,300	Statutory Planning Staff Costs	237,421	417,721	429,800	442,300	455,300
25,600	25,600	Statutory Planning Operations	400	26,000	26,400	26,800	27,300
0	0	NSW Planning Portal API Grant - Round 2	0	0	0	0	0
0	0	Budget Efficiency Dividend	(41,254)	(41,254)	(41,900)	(42,500)	(43,400)
58,491	58,491	ABC Charges	7,155	65,646	67,252	68,896	70,750
<b>4,241,331</b>	<b>4,266,331</b>	<b>Total Operating Expenditure</b>	<b>(437,968)</b>	<b>3,803,363</b>	<b>3,910,958</b>	<b>4,022,276</b>	<b>4,139,108</b>
<b>(2,568,631)</b>	<b>(2,593,631)</b>	<b>Operating Result - Surplus/(Deficit)</b>	<b>496,568</b>	<b>(2,072,063)</b>	<b>(2,119,058)</b>	<b>(2,176,776)</b>	<b>(2,238,208)</b>
<b>(2,568,631)</b>	<b>(2,593,631)</b>	<b>Operating Cash Result - Surplus/(Deficit)</b>	<b>496,568</b>	<b>(2,072,063)</b>	<b>(2,119,058)</b>	<b>(2,176,776)</b>	<b>(2,238,208)</b>
		<b>Capital Movements</b>					
		Capital Grants and Contributions		1,224,000	1,254,800	1,286,100	1,318,200
		Asset Sales		0	0	0	0
		Loan Borrowings		0	0	0	0
		Transfer from Reserves		0	0	0	0
		Capital Expenditure		0	0	0	0
		Loan Repayments		0	0	0	0
		Transfer to Reserves		1,324,600	1,358,900	1,393,300	1,428,600
		<b>Program Cash Result - Surplus/(Deficit)</b>		<b>(2,172,663)</b>	<b>(2,223,158)</b>	<b>(2,283,976)</b>	<b>(2,348,608)</b>

Directorate: Chief Community Office  
Program: Strategic Planning

Original Budget 2024/2025	Revised Budget 31-Mar-25	Description	Movement 2025/2026	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
		<b>Operating Revenue</b>					
		<b>Strategic Planning</b>					
18,700	18,700	Strategic Planning	700	19,400	20,100	20,700	21,300
<b>18,700</b>	<b>18,700</b>	<b>Total Operating Revenue</b>	<b>700</b>	<b>19,400</b>	<b>20,100</b>	<b>20,700</b>	<b>21,300</b>
		<b>Operating Expenditure</b>					
		<b>Strategic Planning</b>					
489,100	489,100	Strategic Planning Staff Costs	159,223	648,323	667,400	687,100	707,500
29,400	29,400	Strategic Planning Operations	400	29,800	30,200	30,600	31,100
2,500,000	2,500,000	Lismore Affordable Housing Project	(2,500,000)	0	0	0	0
0	0	Strategic Planning Grants Projects	0	0	0	0	0
0	0	Budget Efficiency Dividend	(63,047)	(63,047)	(64,000)	(65,000)	(66,300)
233,211	233,211	ABC Charges	16,374	249,585	255,350	261,696	268,743
<b>3,251,711</b>	<b>3,251,711</b>	<b>Total Operating Expenditure</b>	<b>(2,387,050)</b>	<b>864,661</b>	<b>888,950</b>	<b>914,396</b>	<b>941,043</b>
<b>(3,233,011)</b>	<b>(3,233,011)</b>	<b>Operating Result - Surplus/(Deficit)</b>	<b>2,387,750</b>	<b>(845,261)</b>	<b>(868,850)</b>	<b>(893,696)</b>	<b>(919,743)</b>
<b>(3,233,011)</b>	<b>(3,233,011)</b>	<b>Operating Cash Result - Surplus/(Deficit)</b>	<b>2,387,750</b>	<b>(845,261)</b>	<b>(868,850)</b>	<b>(893,696)</b>	<b>(919,743)</b>
		<b>Capital Movements</b>					
		Capital Grants and Contributions		0	0	0	0
		Asset Sales		0	0	0	0
		Loan Borrowings		0	0	0	0
		Transfer from Reserves		0	0	0	0
		Capital Expenditure		0	0	0	0
		Loan Repayments		0	0	0	0
		Transfer to Reserves		0	0	0	0
		<b>Program Cash Result - Surplus/(Deficit)</b>		<b>(845,261)</b>	<b>(868,850)</b>	<b>(893,696)</b>	<b>(919,743)</b>

**Lismore City Council Draft Budget by Program 2025/2026 including Forward Financial Estimates**  
**Directorate: Chief Financial Office**  
**Budget Summary**



Original Budget 2024/2025	Revised Budget 31-Mar-25	Description	Movement 2025/2026	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
		<b>Operating Revenue</b>					
0	0	CFO Office	0	0	0	0	0
43,962,083	44,102,483	Finance	4,125,988	48,088,071	50,767,500	52,267,200	53,832,500
0	31,056	Governance	36,700	36,700	38,000	39,100	40,300
99,700	99,700	People Services	3,400	103,100	106,700	109,800	113,100
36,400	5,344	Technology Services	(35,400)	1,000	1,000	1,000	1,000
<b>44,098,183</b>	<b>44,238,583</b>	<b>Total Operating Revenue</b>	<b>4,130,688</b>	<b>48,228,871</b>	<b>50,913,200</b>	<b>52,417,100</b>	<b>53,986,900</b>
		<b>Operating Expenditure</b>					
665,843	665,843	CFO Office	(440,720)	225,123	230,000	235,000	241,100
861,724	861,724	Finance	640,533	1,502,257	1,546,611	1,592,225	1,639,488
184,500	184,575	Governance	(400,833)	(216,333)	(220,800)	(225,300)	169,300
(354,600)	(138,400)	People Services	(351,220)	(705,820)	(797,900)	(821,300)	(845,400)
36,400	234,500	Technology Services	(35,400)	1,000	1,000	1,000	1,000
<b>1,393,867</b>	<b>1,808,242</b>	<b>Total Operating Expenditure</b>	<b>(587,640)</b>	<b>806,227</b>	<b>758,911</b>	<b>781,625</b>	<b>1,205,488</b>
<b>42,704,316</b>	<b>42,430,341</b>	<b>Operating Result - Surplus/(Deficit)</b>	<b>4,718,328</b>	<b>47,422,644</b>	<b>50,154,289</b>	<b>51,635,475</b>	<b>52,781,412</b>
<b>42,706,216</b>	<b>42,432,241</b>	<b>Operating Cash Result - Surplus/(Deficit)</b>	<b>4,735,228</b>	<b>47,441,444</b>	<b>50,173,089</b>	<b>51,654,275</b>	<b>52,800,212</b>
		<b>Capital Movements</b>					
		Capital Grants and Contributions		0	0	0	0
		Asset Sales		0	0	0	0
		Loan Borrowings		0	0	0	0
		Transfer from Reserves		0	0	0	0
		Capital Expenditure		(17,900)	(18,500)	(19,100)	(19,700)
		Loan Repayments		0	0	0	0
		Transfer to Reserves		594,100	853,800	845,700	1,021,800
		<b>Program Cash Result - Surplus/(Deficit)</b>		<b>46,865,244</b>	<b>49,337,789</b>	<b>50,827,675</b>	<b>51,798,112</b>

Directorate: Chief Financial Office  
 Program: Chief Financial Office

Original Budget 2024/2025	Revised Budget 31-Mar-25	Description	Movement 2025/2026	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
		<b>Operating Revenue</b>					
0	0	<b>Total Operating Revenue</b>	0	0	0	0	0
		<b>Operating Expenditure</b>					
		<b>Chief Financial Office</b>					
372,900	372,900	CFO Office Staff Costs	(372,900)	0	0	0	0
25,000	25,000	CFO Office Operations	(25,000)	0	0	0	0
0	0	International Women`s Day	0	0	0	0	0
83,343	83,343	ABC Charges	(83,343)	0	0	0	0
		<b>Section 356 Donations</b>					
121,400	121,400	Section 356 Donations	1,000	122,400	124,400	126,400	129,300
		<b>Integrated Planning &amp; Reporting</b>					
49,800	49,800	IP&R Staff Costs	49,952	99,752	102,700	105,800	109,000
13,400	13,400	IP&R Operations	100	13,500	13,600	13,700	13,900
0	0	Budget Efficiency Dividend	(10,529)	(10,529)	(10,700)	(10,900)	(11,100)
		<b>Procurement</b>					
478,600	478,600	Procurement Staff Costs	(127,911)	350,689	361,100	371,900	383,000
15,200	15,200	Procurement Operations	200	15,400	15,600	15,800	16,100
0	0	Budget Efficiency Dividend	(34,036)	(34,036)	(34,500)	(35,000)	(35,700)
(493,800)	(493,800)	ABC Charges	161,747	(332,053)	(342,200)	(352,700)	(363,400)
665,843	665,843	<b>Total Operating Expenditure</b>	(440,720)	225,123	230,000	235,000	241,100
(665,843)	(665,843)	<b>Operating Result - Surplus/(Deficit)</b>	440,720	(225,123)	(230,000)	(235,000)	(241,100)
(665,843)	(665,843)	<b>Operating Cash Result - Surplus/(Deficit)</b>	440,720	(225,123)	(230,000)	(235,000)	(241,100)
		<b>Capital Movements</b>					
		Capital Grants and Contributions		0	0	0	0
		Asset Sales		0	0	0	0
		Loan Borrowings		0	0	0	0
		Transfer from Reserves		0	0	0	0
		Capital Expenditure		0	0	0	0
		Loan Repayments		0	0	0	0
		Transfer to Reserves		0	0	0	0
		<b>Program Cash Result - Surplus/(Deficit)</b>		(225,123)	(230,000)	(235,000)	(241,100)



Directorate: Chief Financial Office  
Program: Finance

Original Budget 2024/2025	Revised Budget 31-Mar-25	Description	Movement 2025/2026	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
		<b>Operating Revenue</b>					
		<b>General Purpose Revenues</b>					
24,243,500	24,243,500	Rates - Residential	1,061,100	25,304,600	26,063,700	26,845,600	27,651,000
6,722,600	6,722,600	Rates - Business	190,400	6,913,000	7,120,400	7,334,000	7,554,000
5,126,700	5,126,700	Rates - Farmland	209,700	5,336,400	5,496,500	5,661,400	5,831,200
(770,900)	(770,900)	Abandonments Pensioner	(30,100)	(801,000)	(825,000)	(849,800)	(875,300)
(27,100)	(27,100)	Abandonments Other	(1,100)	(28,200)	(29,000)	(29,900)	(30,800)
416,000	416,000	Pensioner Subsidy Rates	14,600	430,600	445,700	459,100	472,900
2,607,983	2,607,983	Interest	(143,112)	2,464,871	2,709,500	2,767,500	2,847,700
5,522,000	5,662,400	Financial Assistance Grant - Gen Component	165,700	5,687,700	5,900,300	6,077,300	6,259,600
0	0	Financial Assistance Grant - Roads Component	2,627,100	2,627,100	2,726,900	2,808,700	2,893,000
		<b>Finance</b>					
98,600	98,600	Section 603 Certificates	3,500	102,100	105,700	108,900	112,200
20,800	20,800	Credit Card Surcharge	700	21,500	22,300	23,000	23,700
0	0	Fees & Charges - Other	36,000	36,000	37,300	38,400	39,600
(9,000)	(9,000)	Net Share in JV & Associates	(8,900)	(17,900)	(18,500)	(19,100)	(19,700)
10,900	10,900	Other Revenue	400	11,300	11,700	12,100	12,500
0	0	New Income (Finance Uplift)	0	0	1,000,000	1,030,000	1,060,900
<b>43,962,083</b>	<b>44,102,483</b>	<b>Total Operating Revenue</b>	<b>4,125,988</b>	<b>48,088,071</b>	<b>50,767,500</b>	<b>52,267,200</b>	<b>53,832,500</b>
		<b>Operating Expenditure</b>					
		<b>Rates &amp; Debt Recovery</b>					
148,300	148,300	Rates & Debt Recovery Staff Costs	189,185	337,485	347,600	358,000	368,700
213,800	213,800	Rates & Debt Recovery Operations	56,200	270,000	274,100	278,300	283,900
		<b>Finance</b>					
1,437,400	1,437,400	Financial Services Staff Costs	211,331	1,648,731	1,697,600	1,747,900	1,800,100
574,800	574,800	Financial Services Operations	(41,300)	533,500	541,700	550,000	560,800
101,500	101,500	Financial Services Special Projects	(1,500)	100,000	101,500	103,000	105,100
0	0	Finance Uplift	1,000,000	1,000,000	1,030,000	1,060,900	1,092,700
0	0	Budget Efficiency Dividend	(373,019)	(373,019)	(378,600)	(384,300)	(392,000)
12,200	12,200	Interest Paid - Trust Funds	200	12,400	12,600	12,800	13,100
(1,626,276)	(1,626,276)	ABC Charges	(400,564)	(2,026,840)	(2,079,889)	(2,134,375)	(2,192,912)
		<b>Investment &amp; Commerce</b>					
11,700	11,700	Investment & Commerce Staff Costs	(11,700)	0	0	0	0
8,800	8,800	Investment & Commerce Operations	(8,800)	0	0	0	0
(20,500)	(20,500)	adjust to report to Finance line	20,500	0	0	0	0
<b>861,724</b>	<b>861,724</b>	<b>Total Operating Expenditure</b>	<b>640,533</b>	<b>1,502,257</b>	<b>1,546,611</b>	<b>1,592,225</b>	<b>1,639,488</b>
<b>43,100,359</b>	<b>43,240,759</b>	<b>Operating Result - Surplus/(Deficit)</b>	<b>3,485,455</b>	<b>46,585,814</b>	<b>49,220,889</b>	<b>50,674,975</b>	<b>52,193,012</b>
<b>43,100,359</b>	<b>43,240,759</b>	<b>Operating Cash Result - Surplus/(Deficit)</b>	<b>3,485,455</b>	<b>46,585,814</b>	<b>49,220,889</b>	<b>50,674,975</b>	<b>52,193,012</b>
		<b>Capital Movements</b>					
		Capital Grants and Contributions		0	0	0	0
		Asset Sales		0	0	0	0
		Loan Borrowings		0	0	0	0
		Transfer from Reserves		0	0	0	0
		Capital Expenditure		(17,900)	(18,500)	(19,100)	(19,700)
		Loan Repayments		0	0	0	0
		Transfer to Reserves		557,400	815,800	806,600	981,500
		<b>Program Cash Result - Surplus/(Deficit)</b>		<b>46,046,314</b>	<b>48,423,589</b>	<b>49,887,475</b>	<b>51,231,212</b>

Directorate: Chief Financial Office  
Program: Governance

Original Budget 2024/2025	Revised Budget 31-Mar-25	Description	Movement 2025/2026	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
		<b>Operating Revenue</b>					
0	31,056	<b>Records Management</b>					
		DA Archiving Fee	36,700	36,700	38,000	39,100	40,300
<b>0</b>	<b>31,056</b>	<b>Total Operating Revenue</b>	<b>36,700</b>	<b>36,700</b>	<b>38,000</b>	<b>39,100</b>	<b>40,300</b>
		<b>Operating Expenditure</b>					
		<b>Legal Services</b>					
507,500	497,500	Legal Services	7,600	515,100	522,800	530,600	541,200
		<b>Governance</b>					
300,000	300,000	Governance Staff Costs	99,230	399,230	411,000	423,100	435,700
0	0	Governance Operations	0	0	0	0	0
1,699,000	1,699,000	Insurance Premiums	25,400	1,724,400	1,750,200	1,776,600	1,812,100
92,500	92,500	Internal Audit Function	1,400	93,900	95,300	96,700	98,600
41,100	41,100	ARIC Attendance Fees	600	41,700	42,300	42,900	43,800
386,400	386,400	Election Costs	(386,400)	0	0	0	400,000
0	10,075	DA archiving revenue funded expenses	0	0	0	0	0
0	0	Budget Efficiency Dividend	(47,890)	(47,890)	(48,600)	(49,300)	(50,300)
(3,039,200)	(3,039,200)	ABC Charges	(89,356)	(3,128,556)	(3,185,000)	(3,242,600)	(3,314,300)
		<b>Records Management</b>					
173,300	173,300	Records Management Staff Costs	7,026	180,326	185,700	191,200	197,000
21,900	21,900	Records Management Operations	600	22,500	22,800	23,100	23,500
2,000	2,000	Records Storage & Destruction	0	2,000	2,000	2,000	2,000
0	0	Budget Efficiency Dividend	(19,043)	(19,043)	(19,300)	(19,600)	(20,000)
<b>184,500</b>	<b>184,575</b>	<b>Total Operating Expenditure</b>	<b>(400,833)</b>	<b>(216,333)</b>	<b>(220,800)</b>	<b>(225,300)</b>	<b>169,300</b>
<b>(184,500)</b>	<b>(153,519)</b>	<b>Operating Result - Surplus/(Deficit)</b>	<b>437,533</b>	<b>253,033</b>	<b>258,800</b>	<b>264,400</b>	<b>(129,000)</b>
<b>(184,500)</b>	<b>(153,519)</b>	<b>Operating Cash Result - Surplus/(Deficit)</b>	<b>437,533</b>	<b>253,033</b>	<b>258,800</b>	<b>264,400</b>	<b>(129,000)</b>
		<b>Capital Movements</b>					
		Capital Grants and Contributions		0	0	0	0
		Asset Sales		0	0	0	0
		Loan Borrowings		0	0	0	0
		Transfer from Reserves		0	0	0	0
		Capital Expenditure		0	0	0	0
		Loan Repayments		0	0	0	0
		Transfer to Reserves		36,700	38,000	39,100	40,300
		<b>Program Cash Result - Surplus/(Deficit)</b>		<b>216,333</b>	<b>220,800</b>	<b>225,300</b>	<b>(169,300)</b>

Directorate: Chief Financial Office  
Program: People Services

Original Budget 2024/2025	Revised Budget 31-Mar-25	Description	Movement 2025/2026	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
		<b>Operating Revenue</b>					
99,700	99,700	People Services	3,400	103,100	106,700	109,800	113,100
<b>99,700</b>	<b>99,700</b>	<b>Total Operating Revenue</b>	<b>3,400</b>	<b>103,100</b>	<b>106,700</b>	<b>109,800</b>	<b>113,100</b>
		<b>Operating Expenditure</b>					
		<b>People &amp; Culture Management</b>					
827,100	827,100	People & Culture Management Staff Costs	404,820	1,231,920	1,268,600	1,306,300	1,345,200
10,000	10,000	Reconciliation Action Plan	200	10,200	10,400	10,600	10,800
0	0	Budget Efficiency Dividend	(9,476)	(9,476)	(9,600)	(9,700)	(9,900)
		<b>Organisational Development Staff</b>					
210,600	210,600	Organisational Development - Staff Costs	(108,676)	101,924	105,000	108,200	111,400
0	0	Organisational Development - Operations	0	0	0	0	0
		<b>Organisational Development Programs</b>					
118,800	118,800	Corporate Training	1,800	120,600	122,400	124,200	126,700
0	216,200	Compliance Training	0	0	0	0	0
25,100	25,100	Education Assistance	1,600	26,700	27,100	27,500	28,000
37,800	37,800	Culture Development	500	38,300	38,800	39,400	40,200
		<b>People Services</b>					
31,800	31,800	People Services Operations	500	32,300	32,800	33,300	33,900
170,000	170,000	Recruitment	2,500	172,500	175,000	177,500	181,100
		<b>Employee Relations</b>					
0	0	Employee Relations Operations	0	0	0	0	0
238,200	238,200	Health & Wellbeing	(107,600)	130,600	132,600	134,600	137,300
		<b>Employee Leave Entitlements</b>					
3,451,000	3,451,000	Superannuation	1,049,000	4,500,000	4,567,500	4,636,000	4,728,700
0	0	Fringe Benefits Tax	0	0	0	0	0
1,382,000	1,382,000	Workers Compensation Insurance	69,100	1,451,100	1,523,700	1,599,900	1,679,900
1,104,000	1,104,000	Public Holidays	74,200	1,178,200	1,213,500	1,249,900	1,287,400
1,066,000	1,066,000	Sick Leave	31,900	1,097,900	1,130,800	1,164,700	1,199,600
2,102,800	2,102,800	Annual Leave	383,900	2,486,700	2,561,300	2,638,100	2,717,200
920,000	920,000	Long Service Leave	1,600	921,600	949,200	977,700	1,007,000
		<b>Oncost Credits</b>					
(10,647,500)	(10,647,500)	Oncost Credits	(1,439,600)	(12,087,100)	(12,474,700)	(12,802,800)	(13,167,000)
		<b>ABC Charges</b>					
(1,402,300)	(1,402,300)	ABC Charges	(707,488)	(2,109,788)	(2,172,300)	(2,236,700)	(2,302,900)
<b>(354,600)</b>	<b>(138,400)</b>	<b>Total Operating Expenditure</b>	<b>(746,764)</b>	<b>(705,820)</b>	<b>(797,900)</b>	<b>(821,300)</b>	<b>(845,400)</b>
<b>454,300</b>	<b>238,100</b>	<b>Operating Result - Surplus/(Deficit)</b>	<b>750,164</b>	<b>808,920</b>	<b>904,600</b>	<b>931,100</b>	<b>958,500</b>
<b>454,300</b>	<b>238,100</b>	<b>Operating Cash Result - Surplus/(Deficit)</b>	<b>750,164</b>	<b>808,920</b>	<b>904,600</b>	<b>931,100</b>	<b>958,500</b>
		<b>Capital Movements</b>					
		Capital Grants and Contributions		0	0	0	0
		Asset Sales		0	0	0	0
		Loan Borrowings		0	0	0	0
		Transfer from Reserves		0	0	0	0
		Capital Expenditure		0	0	0	0
		Loan Repayments		0	0	0	0
		Transfer to Reserves		0	0	0	0
		<b>Program Cash Result - Surplus/(Deficit)</b>		<b>808,920</b>	<b>904,600</b>	<b>931,100</b>	<b>958,500</b>

Directorate: Chief Financial Office  
Program: Technology Services

Original Budget 2024/2025	Revised Budget 31-Mar-25	Description	Movement 2025/2026	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
		<b>Operating Revenue</b>					
36,400	5,344	Technology Services	(35,400)	1,000	1,000	1,000	1,000
<b>36,400</b>	<b>5,344</b>	<b>Total Operating Revenue</b>	<b>(35,400)</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>
		<b>Operating Expenditure</b>					
		<b>Business Systems</b>					
555,800	555,800	Business Systems Staff Costs	(17,622)	538,178	554,200	570,700	587,700
71,500	120,300	Business Systems Operations	1,100	72,600	73,700	74,800	76,300
1,463,400	1,464,300	Business Systems Software Purchases	156,950	1,620,350	1,644,700	1,669,400	1,702,800
0	0	MyRoadInfo Expense	0	0	0	0	0
0	0	Budget Efficiency Dividend	(207,435)	(207,435)	(210,500)	(213,700)	(218,000)
		<b>Technology Infrastructure</b>					
454,300	712,300	Technology Infrastructure Staff Costs	206,409	660,709	680,300	700,500	721,400
1,373,500	1,375,700	Technology Infrastructure Operations	349,016	1,722,516	1,748,300	1,774,500	1,810,000
5,500	8,200	Technology Infrastructure Hardware Maintenance	100	5,600	5,700	5,800	5,900
680,400	679,900	Technology Infrastructure Software Purchases	32,350	712,750	723,400	734,300	749,000
0	0	Budget Efficiency Dividend	(288,363)	(288,363)	(292,700)	(297,100)	(303,000)
		<b>Technology Management</b>					
333,400	219,400	Technology Services Management Staff Costs	21,462	354,862	364,200	373,800	384,100
1,800	1,800	Technology Services Management Operations	66,500	68,300	69,300	70,300	71,700
0	0	Budget Efficiency Dividend	(39,343)	(39,343)	(39,900)	(40,500)	(41,300)
1,900	1,900	Depreciation	16,900	18,800	18,800	18,800	18,800
(4,905,100)	(4,905,100)	ABC Charges	(333,424)	(5,238,524)	(5,338,500)	(5,440,600)	(5,564,400)
<b>36,400</b>	<b>234,500</b>	<b>Total Operating Expenditure</b>	<b>(35,400)</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>
<b>0</b>	<b>(229,156)</b>	<b>Operating Result - Surplus/(Deficit)</b>	<b>0</b>	<b>0</b>	<b>(0)</b>	<b>(0)</b>	<b>0</b>
<b>1,900</b>	<b>(227,256)</b>	<b>Operating Cash Result - Surplus/(Deficit)</b>	<b>16,900</b>	<b>18,800</b>	<b>18,800</b>	<b>18,800</b>	<b>18,800</b>
		<b>Capital Movements</b>					
		Capital Grants and Contributions		0	0	0	0
		Asset Sales		0	0	0	0
		Loan Borrowings		0	0	0	0
		Transfer from Reserves		0	0	0	0
		Capital Expenditure		0	0	0	0
		Loan Repayments		0	0	0	0
		Transfer to Reserves		0	0	0	0
		<b>Program Cash Result - Surplus/(Deficit)</b>		<b>18,800</b>	<b>18,800</b>	<b>18,800</b>	<b>18,800</b>



Lismore City Council Draft Budget by Program 2025/2026 including Forward Financial Estimates  
 Directorate: Chief Operating Office  
 Budget Summary



Original Budget 2024/2025	Revised Budget 31-Mar-25	Description	Movement 2025/2026	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
<b>Operating Revenue</b>							
0	0	Chief Operating Office	0	0	0	0	0
1,147,500	1,147,500	Compliance	40,400	1,187,900	1,229,600	1,266,500	1,304,600
0	0	COO Shared Services Office	0	0	0	0	0
218,200	218,200	Property	7,600	225,800	233,600	240,600	247,800
0	0	Response & Recovery	0	0	0	0	0
72,400	72,400	Airport	2,500	74,900	77,500	79,800	82,200
0	350,000	Buildings & CBD	364,000	364,000	376,700	388,000	399,600
1,312,900	1,312,900	Cemeteries	46,000	1,358,900	1,406,400	1,448,500	1,492,000
10,357,100	10,357,100	Fleet	573,820	10,930,920	11,116,100	11,299,200	11,536,400
180,600	180,600	Parks & Reserves	6,200	186,800	193,300	199,100	205,000
0	0	Roadside Maintenance	0	0	0	0	0
0	13,708,508	Flood Recovery	21,470,623	21,470,623	11,574,996	4,232,000	4,359,000
0	0	Bridges	0	0	0	0	0
7,248,000	7,248,000	Quarry	248,000	7,496,000	7,758,400	7,991,100	8,230,800
7,972,500	8,290,600	Roads	(1,563,390)	6,409,110	6,680,230	6,888,448	6,986,348
403,100	403,100	Urban Stormwater Drainage	2,000	405,100	407,100	409,100	411,100
11,006,595	11,006,595	Northern Rivers Waste Collection	462,609	11,469,204	10,480,326	10,801,500	11,132,300
11,800,316	11,800,316	Northern Rivers Waste Disposal	551,464	12,351,780	12,655,800	12,937,900	13,260,200
17,500	17,500	Waste Minimisation	600	18,100	1,294,648	1,333,500	1,373,500
17,522,100	17,522,100	Lismore Wastewater	960,500	18,482,600	19,041,500	19,604,300	20,186,600
18,628,700	18,807,290	Lismore Water	1,022,918	19,651,618	20,613,000	21,618,000	22,674,800
<b>87,887,511</b>	<b>102,442,709</b>	<b>Total Operating Revenue</b>	<b>24,195,844</b>	<b>112,083,355</b>	<b>105,139,200</b>	<b>100,737,548</b>	<b>103,882,248</b>
<b>Operating Expenditure</b>							
1,587,768	1,587,768	Chief Operating Office	972,239	2,560,007	2,633,390	2,709,220	2,788,237
2,958,269	2,958,269	Compliance	209,927	3,168,196	3,249,057	3,333,127	3,423,684
2,004,442	1,988,242	COO Shared Services Office	(1,212,910)	791,532	813,571	836,191	860,255
1,671,893	1,671,893	Property	(134,409)	1,537,484	1,558,984	1,578,742	1,604,877
2,345,083	2,345,083	Response & Recovery	378,537	2,723,620	2,827,115	2,932,277	3,039,946
817,773	817,773	Airport	23,307	841,080	859,225	878,030	899,747
1,289,918	1,724,118	Buildings & CBD	284,219	1,574,137	1,603,152	1,633,035	1,670,345
1,211,061	1,211,061	Cemeteries	8,292	1,219,353	1,245,235	1,271,821	1,303,383
8,067,780	8,067,780	Fleet	676,403	8,744,183	9,314,457	9,470,028	9,656,901
8,400,176	8,400,176	Parks & Reserves	1,263,221	9,663,397	9,850,939	10,054,906	10,293,352
613,500	613,500	Roadside Maintenance	30,489	643,989	642,900	657,200	673,000
0	10,583,398	Flood Recovery	21,470,623	21,470,623	11,574,996	4,232,000	4,359,000
2,331,193	2,441,293	Bridges	307,224	2,638,417	2,649,782	2,662,350	2,687,071
6,379,415	6,379,415	Quarry	867,012	7,246,427	7,385,440	7,527,244	7,699,824
31,513,017	30,184,517	Roads	500,751	32,013,768	32,581,202	33,162,274	33,869,719
2,080,000	2,258,000	Urban Stormwater Drainage	41,487	2,121,487	2,144,000	1,772,000	1,807,800
9,608,350	9,608,350	Northern Rivers Waste Collection	278,834	9,887,184	10,067,682	10,252,772	10,481,671
12,712,419	13,025,813	Northern Rivers Waste Disposal	(264,931)	12,447,488	9,932,160	10,219,795	10,435,402
887,629	887,629	Waste Minimisation	83,077	970,706	988,713	1,007,952	1,030,647
15,665,098	15,863,009	Lismore Wastewater	1,800,264	17,465,362	18,132,534	18,438,207	18,949,456
18,794,896	19,524,803	Lismore Water	470,678	19,265,574	20,161,234	20,820,017	21,766,903
<b>130,939,680</b>	<b>142,141,890</b>	<b>Total Operating Expenditure</b>	<b>28,054,334</b>	<b>158,994,014</b>	<b>150,215,768</b>	<b>145,449,187</b>	<b>149,301,221</b>
<b>(43,052,169)</b>	<b>(39,699,181)</b>	<b>Operating Result - Surplus/(Deficit)</b>	<b>(3,858,490)</b>	<b>(46,910,659)</b>	<b>(45,076,568)</b>	<b>(44,711,639)</b>	<b>(45,418,973)</b>
<b>(3,788,169)</b>	<b>(2,077,881)</b>	<b>Operating Cash Result - Surplus/(Deficit)</b>	<b>(4,653,590)</b>	<b>(8,441,759)</b>	<b>(5,666,268)</b>	<b>(4,772,639)</b>	<b>(4,762,273)</b>
<b>Capital Movements</b>							
		Capital Grants and Contributions		219,335,551	181,976,161	75,596,588	24,844,953
		Asset Sales		504,600	376,800	580,500	661,100
		Loan Borrowings		0	4,000,000	0	0
		Transfer from Reserves		26,455,752	18,579,730	25,111,598	25,142,833
		Capital Expenditure		244,157,608	211,202,914	104,272,227	54,383,900
		Loan Repayments		3,887,200	4,043,800	4,292,800	3,730,300
		Transfer to Reserves		24,554,655	21,419,214	26,448,576	27,462,440
		<b>Program Cash Result - Surplus/(Deficit)</b>		<b>(34,745,319)</b>	<b>(37,399,505)</b>	<b>(38,497,556)</b>	<b>(39,690,027)</b>

Directorate: Chief Operating Office  
Program: Chief Operating Office

Original Budget 2024/2025	Revised Budget 31-Mar-25	Description	Movement 2025/2026	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
		<b>Operating Revenue</b>					
0	0	<b>Total Operating Revenue</b>	0	0	0	0	0
		<b>Operating Expenditure</b>					
		<b>Chief Operating Office</b>					
773,600	773,600	COO Management Office Staff Costs	326,409	1,100,009	1,132,600	1,166,200	1,201,000
105,400	105,400	COO Management Office Expenses	(101,500)	3,900	3,900	3,900	3,900
0	0	Budget Efficiency Dividend	(112,210)	(112,210)	(113,900)	(115,600)	(117,900)
219,468	219,468	ABC Charges	100,783	320,251	327,490	335,020	343,537
		<b>Fleet and Outdoor Office</b>					
0	0	Fleet and Outdoor Office	370,702	370,702	381,800	393,300	405,100
0	0	Budget Efficiency Dividend	(34,465)	(34,465)	(35,000)	(35,500)	(36,200)
		<b>Work, Health &amp; Safety</b>					
280,200	280,200	Work Health & Safety COO Staff Costs	512,884	793,084	816,000	839,600	864,100
6,100	6,100	Work Health & Safety COO Operations	100	6,200	6,300	6,400	6,500
203,000	203,000	Compliance Training	3,000	206,000	209,100	212,200	216,400
0	0	Budget Efficiency Dividend	(93,464)	(93,464)	(94,900)	(96,300)	(98,200)
<b>1,587,768</b>	<b>1,587,768</b>	<b>Total Operating Expenditure</b>	<b>972,239</b>	<b>2,560,007</b>	<b>2,633,390</b>	<b>2,709,220</b>	<b>2,788,237</b>
<b>(1,587,768)</b>	<b>(1,587,768)</b>	<b>Operating Result - Surplus/(Deficit)</b>	<b>(972,239)</b>	<b>(2,560,007)</b>	<b>(2,633,390)</b>	<b>(2,709,220)</b>	<b>(2,788,237)</b>
<b>(1,587,768)</b>	<b>(1,587,768)</b>	<b>Operating Cash Result - Surplus/(Deficit)</b>	<b>(972,239)</b>	<b>(2,560,007)</b>	<b>(2,633,390)</b>	<b>(2,709,220)</b>	<b>(2,788,237)</b>
		<b>Capital Movements</b>					
		Capital Grants and Contributions		0	0	0	0
		Asset Sales		0	0	0	0
		Loan Borrowings		0	0	0	0
		Transfer from Reserves		0	0	0	0
		Capital Expenditure		0	0	0	0
		Loan Repayments		0	0	0	0
		Transfer to Reserves		0	0	0	0
		<b>Program Cash Result - Surplus/(Deficit)</b>		<b>(2,560,007)</b>	<b>(2,633,390)</b>	<b>(2,709,220)</b>	<b>(2,788,237)</b>

Directorate: Chief Operating Office  
Program: Compliance

Original Budget 2024/2025	Revised Budget 31-Mar-25	Description	Movement 2025/2026	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
		<b>Operating Revenue</b>					
197,500	197,500	Environmental & Public Health	7,000	204,500	211,700	218,100	224,600
123,500	123,500	Animal Control	4,300	127,800	132,300	136,300	140,400
11,600	11,600	CBD Security - Lismore SRV	500	12,100	12,500	12,900	13,300
346,300	346,300	Law Enforcement	12,200	358,500	371,100	382,200	393,700
468,600	468,600	Onsite Sewerage Management	16,400	485,000	502,000	517,000	532,600
<b>1,147,500</b>	<b>1,147,500</b>	<b>Total Operating Revenue</b>	<b>40,400</b>	<b>1,187,900</b>	<b>1,229,600</b>	<b>1,266,500</b>	<b>1,304,600</b>
		<b>Operating Expenditure</b>					
		<b>Operational Compliance</b>					
0	0	Operational Compliance Staff Costs	948,183	948,183	976,600	1,005,900	1,036,100
0	0	Operational Compliance Costs	0	0	0	0	0
0	0	Budget Efficiency Dividend	(88,156)	(88,156)	(89,500)	(90,800)	(92,600)
0	0	ABC Charges	(860,027)	(860,027)	(887,100)	(915,100)	(943,500)
		<b>Environmental &amp; Public Health</b>					
603,100	603,100	Environmental & Public Health Staff Costs	16,474	619,574	637,400	655,700	674,900
7,100	7,100	Environmental & Public Health Operations	0	7,100	7,100	7,100	7,300
1,000	1,000	Gasworks Remediation	0	1,000	1,000	1,000	1,000
1,000	1,000	Overgrown Allotment Clearing	0	1,000	1,000	1,000	1,000
12,600	12,600	Water & Environmental Monitoring	200	12,800	13,000	13,200	13,500
0	0	Budget Efficiency Dividend	(59,640)	(59,640)	(60,500)	(61,400)	(62,600)
436,663	436,663	ABC Charges	50,125	486,788	498,385	510,721	524,317
		<b>Animal Control</b>					
100,200	100,200	Animal Control Expenses	1,300	101,500	102,800	104,100	106,100
0	0	Depreciation	2,800	2,800	2,800	2,800	2,900
		<b>CBD Security - Lismore SRV</b>					
166,300	166,300	Beat Patrol - Lismore SBRVL	4,900	171,200	175,100	179,200	183,400
73,500	73,500	City Safe - CCTV Lismore Monitoring	2,400	75,900	77,700	79,600	81,600
38,000	38,000	City Safe - CCTV Lismore Maintenance	1,300	39,300	40,300	41,300	42,400
14,800	14,800	Lismore Late Nighter Service	200	15,000	15,200	15,400	15,700
5,300	5,300	Contribution to Late Nighter Service	0	5,300	5,300	5,300	5,300
		<b>CBD Security - Nimbin Business Rate</b>					
6,300	6,300	City Safe - CCTV Nimbin Maintenance	100	6,400	6,500	6,600	6,700
		<b>Law Enforcement</b>					
575,600	575,600	Law Enforcement Staff Costs	(34,960)	540,640	555,500	570,800	587,000
39,600	39,600	Law Enforcement Operations	600	40,200	40,800	41,400	42,200
7,100	7,100	Disposal of Abandoned Vehicles	100	7,200	7,300	7,400	7,500
98,000	98,000	Lismore Base Hospital Parking Strategy	16,387	114,387	116,700	119,000	121,700
0	0	Budget Efficiency Dividend	(74,744)	(74,744)	(75,900)	(77,000)	(78,500)
28,400	28,400	Depreciation	0	28,400	28,400	28,400	28,400
400,735	400,735	ABC Charges	133,288	534,023	547,374	561,640	577,189

**Directorate: Chief Operating Office  
Program: Compliance**

Original Budget 2024/2025	Revised Budget 31-Mar-25	Description	Movement 2025/2026	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
		<b>Operating Expenditure (continued)</b>					
		<b>Onsite Sewerage Management</b>					
283,400	283,400	OSSM Staff Costs	87,048	370,448	381,000	391,800	403,100
4,800	4,800	OSSM Operations	100	4,900	5,000	5,100	5,200
54,771	54,771	ABC Charges	61,949	116,720	119,798	122,966	126,377
<b>2,958,269</b>	<b>2,958,269</b>	<b>Total Operating Expenditure</b>	<b>209,927</b>	<b>3,168,196</b>	<b>3,249,057</b>	<b>3,333,127</b>	<b>3,423,684</b>
<b>(1,810,769)</b>	<b>(1,810,769)</b>	<b>Operating Result - Surplus/(Deficit)</b>	<b>(169,527)</b>	<b>(1,980,296)</b>	<b>(2,019,457)</b>	<b>(2,066,627)</b>	<b>(2,119,084)</b>
<b>(1,782,369)</b>	<b>(1,782,369)</b>	<b>Operating Cash Result - Surplus/(Deficit)</b>	<b>(166,727)</b>	<b>(1,949,096)</b>	<b>(1,988,257)</b>	<b>(2,035,427)</b>	<b>(2,087,784)</b>
		<b>Capital Movements</b>					
		Capital Grants and Contributions		0	0	0	0
		Asset Sales		0	0	0	0
		Loan Borrowings		0	0	0	0
		Transfer from Reserves		492,068	505,798	519,866	534,677
		Capital Expenditure		0	0	0	0
		Loan Repayments		0	0	0	0
		Transfer to Reserves		355,200	367,600	378,600	390,000
		<b>Program Cash Result - Surplus/(Deficit)</b>		<b>(1,812,228)</b>	<b>(1,850,059)</b>	<b>(1,894,161)</b>	<b>(1,943,107)</b>

Directorate: Chief Operating Office  
 Program: COO Shared Services Office

Original Budget 2024/2025	Revised Budget 31-Mar-25	Description	Movement 2025/2026	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
		<b>Operating Revenue</b>					
0	0	<b>Total Operating Revenue</b>	0	0	0	0	0
		<b>Operating Expenditure</b>					
		<b>COO Shared Services Office</b>					
0	0	COO Shared Services Staff Costs	1,150,032	1,150,032	1,184,500	1,220,000	1,256,600
0	0	COO Shared Services Costs	0	0	0	0	0
0	0	Budget Efficiency Dividend	(106,922)	(106,922)	(108,500)	(110,100)	(112,300)
0	0	ABC Charges	(1,043,110)	(1,043,110)	(1,076,000)	(1,109,900)	(1,144,300)
		<b>Asset Management &amp; Support</b>					
794,800	778,600	Asset Management Staff Costs	559,898	1,354,698	1,394,800	1,436,100	1,478,800
115,800	115,800	Asset Management Costs	(62,700)	53,100	53,900	54,700	55,800
8,300	8,300	Asset Management Special Projects	100	8,400	8,500	8,600	8,800
83,600	83,600	NEWLOG Contribution	1,300	84,900	86,200	87,500	89,300
1,500	1,500	Broadcast Licences - Operating Costs	100	1,600	1,700	1,800	1,900
0	0	Budget Efficiency Dividend	(139,711)	(139,711)	(141,800)	(143,900)	(146,800)
431,948	431,948	ABC Charges	(1,794,935)	(1,362,987)	(1,403,300)	(1,444,800)	(1,487,800)
		<b>Survey &amp; Design</b>					
354,800	354,800	Survey & Design Staff Costs	303,332	658,132	677,200	696,800	717,200
1,200	1,200	Survey & Design Operations	0	1,200	1,200	1,200	1,200
9,300	9,300	Chart Plotter Consumables	0	9,300	9,300	9,300	9,500
25,900	25,900	Traffic Facilities	300	26,200	26,500	26,800	27,300
3,400	3,400	Radio Base Cost and Licenses - Wyreema Av	200	3,600	3,800	4,000	4,200
0	0	Budget Efficiency Dividend	(64,935)	(64,935)	(65,900)	(66,900)	(68,200)
173,894	173,894	ABC Charges	(15,859)	158,035	161,471	164,991	169,055
<b>2,004,442</b>	<b>1,988,242</b>	<b>Total Operating Expenditure</b>	<b>(1,212,910)</b>	<b>791,532</b>	<b>813,571</b>	<b>836,191</b>	<b>860,255</b>
<b>(2,004,442)</b>	<b>(1,988,242)</b>	<b>Operating Result - Surplus/(Deficit)</b>	<b>1,212,910</b>	<b>(791,532)</b>	<b>(813,571)</b>	<b>(836,191)</b>	<b>(860,255)</b>
<b>(2,004,442)</b>	<b>(1,988,242)</b>	<b>Operating Cash Result - Surplus/(Deficit)</b>	<b>1,212,910</b>	<b>(791,532)</b>	<b>(813,571)</b>	<b>(836,191)</b>	<b>(860,255)</b>
		<b>Capital Movements</b>					
		Capital Grants and Contributions		0	0	0	0
		Asset Sales		0	0	0	0
		Loan Borrowings		0	0	0	0
		Transfer from Reserves		0	0	0	0
		Capital Expenditure		0	0	0	0
		Loan Repayments		0	0	0	0
		Transfer to Reserves		0	0	0	0
		<b>Program Cash Result - Surplus/(Deficit)</b>		<b>(791,532)</b>	<b>(813,571)</b>	<b>(836,191)</b>	<b>(860,255)</b>



Directorate: Chief Operating Office  
Program: Property

Original Budget 2024/2025	Revised Budget 31-Mar-25	Description	Movement 2025/2026	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
		<b>Operating Revenue</b>					
218,200	218,200	Property Rentals & Other Revenue	7,600	225,800	233,600	240,600	247,800
<b>218,200</b>	<b>218,200</b>	<b>Total Operating Revenue</b>	<b>7,600</b>	<b>225,800</b>	<b>233,600</b>	<b>240,600</b>	<b>247,800</b>
		<b>Operating Expenditure</b>					
		<b>Property</b>					
330,300	330,300	Property Staff Costs	(138,880)	191,420	197,000	202,800	208,800
0	0	Land & Property Costs Recoverable	0	0	0	0	0
0	0	Leases and Licences	0	0	0	0	0
0	10,000	North Lismore Plateau costs	0	0	0	0	0
15,000	15,000	Native Title Claim	200	15,200	15,400	15,600	15,900
90,000	80,000	General Non-Recoverable Costs	1,700	91,700	93,300	94,900	97,000
4,200	4,200	Dept of Lands Lease Payment	100	4,300	4,400	4,500	4,600
0	0	Pocket Park Recoveries	0	0	0	0	0
0	0	Rail Corridor Fees	0	0	0	0	0
0	0	Budget Efficiency Dividend	(48,436)	(48,436)	(49,200)	(49,900)	(50,900)
53,800	53,800	Interest on Loans	(6,500)	47,300	40,300	33,800	26,900
709,300	709,300	Depreciation	(49,100)	660,200	669,600	676,200	687,000
315,993	315,993	ABC Charges	41,467	357,460	364,784	372,342	381,277
		<b>Crown Property</b>					
0	0	Property Crown Reserves Staff Costs	61,640	61,640	63,500	65,400	67,400
		<b>Real Estate Development</b>					
15,700	15,700	Dunoon Rd Widening for Nth Lismore Plateau	200	15,900	16,100	16,300	16,600
1,000	1,000	General Recoverable Costs	0	1,000	1,000	1,000	1,000
51,000	51,000	Held for Sale Industrial Land Maintenance	1,900	52,900	54,500	56,100	57,800
7,200	7,200	Held for Sale Residential Land Maintenance	200	7,400	7,600	7,800	8,000
		<b>Road Acquisition Costs</b>					
15,700	15,700	Road Acquisitions General	200	15,900	16,100	16,300	16,600
62,700	62,700	Road Acquisitions Wyrallah Rd Tuckurimba	900	63,600	64,600	65,600	66,900
<b>1,671,893</b>	<b>1,671,893</b>	<b>Total Operating Expenditure</b>	<b>(134,409)</b>	<b>1,537,484</b>	<b>1,558,984</b>	<b>1,578,742</b>	<b>1,604,877</b>
<b>(1,453,693)</b>	<b>(1,453,693)</b>	<b>Operating Result - Surplus/(Deficit)</b>	<b>142,009</b>	<b>(1,311,684)</b>	<b>(1,325,384)</b>	<b>(1,338,142)</b>	<b>(1,357,077)</b>
<b>(744,393)</b>	<b>(744,393)</b>	<b>Operating Cash Result - Surplus/(Deficit)</b>	<b>92,909</b>	<b>(651,484)</b>	<b>(655,784)</b>	<b>(661,942)</b>	<b>(670,077)</b>
		<b>Capital Movements</b>					
		Capital Grants and Contributions		0	0	0	0
		Asset Sales		0	0	0	0
		Loan Borrowings		0	0	0	0
		Transfer from Reserves		0	0	0	0
		Capital Expenditure		0	0	0	0
		Loan Repayments		246,100	238,800	231,300	238,100
		Transfer to Reserves		0	0	0	0
		<b>Program Cash Result - Surplus/(Deficit)</b>		<b>(897,584)</b>	<b>(894,584)</b>	<b>(893,242)</b>	<b>(908,177)</b>

Directorate: Chief Operating Office  
Program: Response & Recovery

Original Budget 2024/2025	Revised Budget 31-Mar-25	Description	Movement 2025/2026	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
		<b>Operating Revenue</b>					
0	0	<b>Total Operating Revenue</b>	0	0	0	0	0
		<b>Operating Expenditure</b>					
		<b>Flood Monitoring</b>					
35,900	35,900	Flood Telemetry Maintenance	600	36,500	37,100	37,700	38,400
10,500	10,500	Flood Telemetry Upgrades	200	10,700	10,900	11,100	11,300
0	0	Budget Efficiency Dividend	(4,388)	(4,388)	(4,500)	(4,600)	(4,700)
		<b>Emergency Services</b>					
68,600	68,600	Flood Pump Stn & Levee Maintenance	14,621	83,221	85,100	87,000	89,400
1,900	1,900	Contribution to Flood Plain Mgmt Authority	0	1,900	1,900	1,900	1,900
370,600	370,600	Contribution to Rous County Council	18,000	388,600	404,100	420,300	432,900
27,700	27,700	Flood Prone Property Costs	1,000	28,700	29,500	30,300	31,200
55,000	55,000	Flood Awareness Week	0	55,000	55,800	56,600	57,700
158,172	158,172	Contribution to State Emergency Service	(24,093)	134,079	140,800	147,800	155,200
1,200	1,200	SES Costs	0	1,200	1,200	1,200	1,200
0	0	Staff Costs	130,471	130,471	134,400	138,400	142,600
3,800	3,800	Interest on Loans	(700)	3,100	2,400	1,600	800
44,900	44,900	Depreciation	(6,000)	38,900	39,500	40,100	40,900
57,085	57,085	ABC Charges	71,702	128,787	131,791	135,093	138,714
		<b>Fire Control</b>					
471,623	471,623	Contribution to NSW Rural Fire Service	28,360	499,983	525,000	551,300	578,900
711,773	711,773	Contribution to NSW Fire & Rescue	63,960	775,733	814,500	855,200	898,000
15,300	15,300	RFS Non Subsidised Costs	500	15,800	16,200	16,600	17,000
8,000	8,000	RFS Subsidised Costs - Station Maintenance	100	8,100	8,200	8,300	8,500
283,600	283,600	Depreciation	13,300	296,900	300,500	301,200	302,200
19,430	19,430	ABC Charges	70,903	90,333	92,724	95,184	97,832
<b>2,345,083</b>	<b>2,345,083</b>	<b>Total Operating Expenditure</b>	<b>382,125</b>	<b>2,723,620</b>	<b>2,827,115</b>	<b>2,932,277</b>	<b>3,039,946</b>
<b>(2,345,083)</b>	<b>(2,345,083)</b>	<b>Operating Result - Surplus/(Deficit)</b>	<b>(382,125)</b>	<b>(2,723,620)</b>	<b>(2,827,115)</b>	<b>(2,932,277)</b>	<b>(3,039,946)</b>
<b>(2,016,583)</b>	<b>(2,016,583)</b>	<b>Operating Cash Result - Surplus/(Deficit)</b>	<b>(374,825)</b>	<b>(2,387,820)</b>	<b>(2,487,115)</b>	<b>(2,590,977)</b>	<b>(2,696,846)</b>
		<b>Capital Movements</b>					
		Capital Grants and Contributions		0	0	0	0
		Asset Sales		0	0	0	0
		Loan Borrowings		0	0	0	0
		Transfer from Reserves		0	0	0	0
		Capital Expenditure		0	0	0	0
		Loan Repayments		10,300	11,000	11,800	12,700
		Transfer to Reserves		0	0	0	0
		<b>Program Cash Result - Surplus/(Deficit)</b>		<b>(2,398,120)</b>	<b>(2,498,115)</b>	<b>(2,602,777)</b>	<b>(2,709,546)</b>

Directorate: Chief Operating Office  
Program: Airport

Original Budget 2024/2025	Revised Budget 31-Mar-25	Description	Movement 2025/2026	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
		<b>Operating Revenue</b>					
72,400	72,400	Lismore Regional Airport	2,500	74,900	77,500	79,800	82,200
<b>72,400</b>	<b>72,400</b>	<b>Total Operating Revenue</b>	<b>2,500</b>	<b>74,900</b>	<b>77,500</b>	<b>79,800</b>	<b>82,200</b>
		<b>Operating Expenditure</b>					
137,400	137,400	Airport Staff Costs	96,258	233,658	240,600	247,800	255,200
204,000	204,000	Airport Operations	(111,389)	92,611	95,200	97,900	100,900
58,400	58,400	Airport Building Maintenance	700	59,100	59,800	60,500	61,700
79,000	79,000	Airport Compliance	1,200	80,200	81,400	82,600	84,200
6,800	6,800	Airport Pavement Maintenance	100	6,900	7,000	7,100	7,200
31,400	31,400	Airport Lighting Maintenance	500	31,900	32,400	32,900	33,600
80,800	80,800	Airport Surrounds Maintenance	1,300	82,100	83,400	84,700	86,400
6,200	6,200	Airport Security Operations	100	6,300	6,400	6,500	6,600
0	0	Airport Carpark	0	0	0	0	0
1,400	1,400	Interest on Loans	(400)	1,000	600	300	0
0	0	Budget Efficiency Dividend	(55,112)	(55,112)	(55,900)	(56,700)	(57,800)
139,900	139,900	Depreciation	28,800	168,700	171,300	173,900	177,400
72,473	72,473	ABC Charges	61,250	133,723	137,025	140,530	144,347
<b>817,773</b>	<b>817,773</b>	<b>Total Operating Expenditure</b>	<b>23,307</b>	<b>841,080</b>	<b>859,225</b>	<b>878,030</b>	<b>899,747</b>
<b>(745,373)</b>	<b>(745,373)</b>	<b>Operating Result - Surplus/(Deficit)</b>	<b>(20,807)</b>	<b>(766,180)</b>	<b>(781,725)</b>	<b>(798,230)</b>	<b>(817,547)</b>
<b>(605,473)</b>	<b>(605,473)</b>	<b>Operating Cash Result - Surplus/(Deficit)</b>	<b>7,993</b>	<b>(597,480)</b>	<b>(610,425)</b>	<b>(624,330)</b>	<b>(640,147)</b>
		<b>Capital Movements</b>					
		Capital Grants and Contributions		0	0	0	0
		Asset Sales		0	0	0	0
		Loan Borrowings		0	0	0	0
		Transfer from Reserves		0	0	0	0
		Capital Expenditure		0	0	0	0
		Loan Repayments		10,900	11,300	11,600	0
		Transfer to Reserves		0	0	0	0
		<b>Program Cash Result - Surplus/(Deficit)</b>		<b>(608,380)</b>	<b>(621,725)</b>	<b>(635,930)</b>	<b>(640,147)</b>

Directorate: Chief Operating Office  
Program: Buildings & CBD

Original Budget 2024/2025	Revised Budget 31-Mar-25	Description	Movement 2025/2026	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
		<b>Operating Revenue</b>					
0	350,000	Lismore Caravan Park	364,000	364,000	376,700	388,000	399,600
<b>0</b>	<b>350,000</b>	<b>Total Operating Revenue</b>	<b>364,000</b>	<b>364,000</b>	<b>376,700</b>	<b>388,000</b>	<b>399,600</b>
		<b>Operating Expenditure</b>					
		<b>Building Operations and Maintenance</b>					
4,600	4,600	Animal Control	100	4,700	4,800	4,900	5,000
40,400	30,138	Art Gallery	300	40,700	41,000	41,300	42,000
12,300	15,300	Performing Arts Venues	200	12,500	12,700	12,900	13,100
900	310,900	Lismore Caravan Park	310,000	310,900	316,100	321,400	328,100
36,400	36,400	Nimbin Caravan Park	1,200	37,600	38,600	39,600	40,700
25,100	25,100	Depreciation - Other Properties	12,800	37,900	38,500	39,100	39,800
5,074	5,074	ABC Charges - Other Properties	196	5,270	5,352	5,435	5,545
23,300	39,500	Buildings & CBD	182,487	205,787	211,700	217,700	224,000
0	0	Buildings & CBD - Crown	0	0	0	0	0
238,900	169,647	Lismore City Hall	4,700	243,600	247,900	252,400	257,900
149,200	149,200	Other Community Centres & Halls	3,100	152,300	155,300	158,400	162,300
22,700	31,873	Spozier Oval	200	22,900	23,100	23,300	23,700
323,300	346,291	Goonellabah Administration Centre	13,200	336,500	349,700	363,500	379,500
383,000	383,000	Depreciation - G'Bah Admin Centre	(222,400)	160,600	163,000	165,400	168,700
(654,756)	(654,756)	ABC Charges - G'Bah Admin Centre	157,656	(497,100)	(512,700)	(528,900)	(548,200)
121,800	121,800	GSAC	1,800	123,600	125,400	127,300	129,800
21,000	21,000	Lismore Memorial Baths	200	21,200	21,400	21,600	22,000
130,900	130,900	Nimbin Pool	2,600	133,500	135,900	138,400	141,400
22,200	34,361	Oakes Oval	200	22,400	22,600	22,800	23,300
35,100	56,528	Sports Fields & Venues	100	35,200	35,300	35,400	35,700
2,000	2,000	Parks & Reserves	0	2,000	2,000	2,000	2,000
50,300	50,800	Public Conveniences	300	50,600	50,900	51,200	52,100
7,000	7,000	Tourism	0	7,000	7,000	7,000	7,100
29,800	29,800	Public Libraries	300	30,100	30,400	30,700	31,300
15,100	15,100	Works Depot	100	15,200	15,300	15,400	15,800
244,300	362,562	Other Council Properties	6,300	250,600	256,200	262,000	268,800
0	0	Budget Efficiency Dividend	(191,420)	(191,420)	(194,300)	(197,200)	(201,100)
<b>1,289,918</b>	<b>1,724,118</b>	<b>Total Operating Expenditure</b>	<b>284,219</b>	<b>1,574,137</b>	<b>1,603,152</b>	<b>1,633,035</b>	<b>1,670,345</b>
<b>(1,289,918)</b>	<b>(1,374,118)</b>	<b>Operating Result - Surplus/(Deficit)</b>	<b>79,781</b>	<b>(1,210,137)</b>	<b>(1,226,452)</b>	<b>(1,245,035)</b>	<b>(1,270,745)</b>
<b>(881,818)</b>	<b>(966,018)</b>	<b>Operating Cash Result - Surplus/(Deficit)</b>	<b>(129,819)</b>	<b>(1,011,637)</b>	<b>(1,024,952)</b>	<b>(1,040,535)</b>	<b>(1,062,245)</b>
		<b>Capital Movements</b>					
		Capital Grants and Contributions		0	0	0	0
		Asset Sales		0	0	0	0
		Loan Borrowings		0	0	0	0
		Transfer from Reserves		0	0	0	0
		Capital Expenditure		750,000	800,000	750,000	1,100,000
		Loan Repayments		0	0	0	0
		Transfer to Reserves		0	0	0	0
		<b>Program Cash Result - Surplus/(Deficit)</b>		<b>(1,761,637)</b>	<b>(1,824,952)</b>	<b>(1,790,535)</b>	<b>(2,162,245)</b>

Directorate: Chief Operating Office  
Program: Cemeteries

Original Budget 2024/2025	Revised Budget 31-Mar-25	Description	Movement 2025/2026	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
		<b>Operating Revenue</b>					
391,300	391,300	Crematorium	13,700	405,000	419,100	431,600	444,600
812,400	812,400	Lawn Cemetery	28,400	840,800	870,200	896,300	923,200
109,200	109,200	Other Cemeteries	3,900	113,100	117,100	120,600	124,200
<b>1,312,900</b>	<b>1,312,900</b>	<b>Total Operating Revenue</b>	<b>46,000</b>	<b>1,358,900</b>	<b>1,406,400</b>	<b>1,448,500</b>	<b>1,492,000</b>
		<b>Operating Expenditure</b>					
		<b>Crematorium</b>					
121,400	121,400	Crematorium Staff Costs	(31,864)	89,536	92,200	94,900	97,700
288,200	288,200	Crematorium Operations	(52,897)	235,303	239,800	244,500	250,400
6,200	6,200	Crematorium Maintenance Costs	693	6,893	6,900	6,900	7,100
0	0	Cremator Maintenance Costs	0	0	0	0	0
0	0	Budget Efficiency Dividend	(30,842)	(30,842)	(31,300)	(31,800)	(32,400)
51,390	51,390	ABC Charges	33,223	84,613	86,706	88,912	91,319
		<b>Lawn Cemetery</b>					
61,500	61,500	Lawn Cemetery Staff Costs	(5,072)	56,428	58,100	59,800	61,500
230,500	230,500	Lawn Cemetery Operations	(795)	229,705	232,400	234,900	239,300
220,500	220,500	Lawn Cemetery Surrounds Maintenance	(58,441)	162,059	165,200	168,400	172,400
56,000	56,000	Depreciation	4,100	60,100	61,000	61,900	63,200
0	0	Budget Efficiency Dividend	(41,670)	(41,670)	(42,300)	(42,900)	(43,800)
23,500	23,500	NCP Charges	400	23,900	24,300	24,700	25,200
75,171	75,171	ABC Charges	56,883	132,054	135,429	139,009	142,864
		<b>Other Cemeteries</b>					
76,700	76,700	Other Cemeteries	156,230	232,930	238,800	244,900	251,300
0	0	Budget Efficiency Dividend	(21,656)	(21,656)	(22,000)	(22,300)	(22,700)
<b>1,211,061</b>	<b>1,211,061</b>	<b>Total Operating Expenditure</b>	<b>8,292</b>	<b>1,219,353</b>	<b>1,245,235</b>	<b>1,271,821</b>	<b>1,303,383</b>
<b>101,839</b>	<b>101,839</b>	<b>Operating Result - Surplus/(Deficit)</b>	<b>37,708</b>	<b>139,547</b>	<b>161,165</b>	<b>176,679</b>	<b>188,617</b>
<b>157,839</b>	<b>157,839</b>	<b>Operating Cash Result - Surplus/(Deficit)</b>	<b>41,808</b>	<b>199,647</b>	<b>222,165</b>	<b>238,579</b>	<b>251,817</b>
		<b>Capital Movements</b>					
		Capital Grants and Contributions		0	0	0	0
		Asset Sales		0	0	0	0
		Loan Borrowings		0	0	0	0
		Transfer from Reserves		0	0	0	0
		Capital Expenditure		0	0	0	0
		Loan Repayments		21,900	23,600	25,500	0
		Transfer to Reserves		0	0	0	0
		<b>Program Cash Result - Surplus/(Deficit)</b>		<b>177,747</b>	<b>198,565</b>	<b>213,079</b>	<b>251,817</b>



Directorate: Chief Operating Office  
Program: Fleet

Original Budget 2024/2025	Revised Budget 31-Mar-25	Description	Movement 2025/2026	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
		<b>Operating Revenue</b>					
436,800	436,800	Fabrication Shop	(61,900)	374,900	388,000	399,600	411,600
0	0		9,868,320	9,868,320	10,016,300	10,166,500	10,369,800
349,500	349,500	Sign Shop	11,200	360,700	373,300	384,500	396,000
9,570,800	9,570,800	Plant Hire & Other Revenue	(9,243,800)	327,000	338,500	348,600	359,000
<b>10,357,100</b>	<b>10,357,100</b>	<b>Total Operating Revenue</b>	<b>573,820</b>	<b>10,930,920</b>	<b>11,116,100</b>	<b>11,299,200</b>	<b>11,536,400</b>
		<b>Operating Expenditure</b>					
		<b>Fabrication Shop</b>					
358,500	358,500	Fabrication Shop	(160,494)	198,006	202,400	206,900	212,000
		<b>Sign Shop</b>					
250,100	250,100	Sign Shop	31,644	281,744	288,500	295,500	303,100
		<b>Fleet Management</b>					
606,400	606,400	Fleet Management Staff Costs	(21,289)	585,111	602,500	620,500	639,100
0	0	Fleet Management Operations	0	0	0	0	0
107,800	107,800	Net Losses from Disposal of Assets	0	107,800	107,800	107,800	107,800
		<b>Plant Running Costs</b>					
5,540,780	5,540,780	Plant Running Costs	1,189,853	6,730,633	6,860,157	6,994,228	7,157,701
0	0	Interest on Loans	0	0	0	0	0
		<b>Workshop</b>					
344,600	344,600	Workshop Operating Costs	93,500	438,100	445,200	452,300	461,700
(1,259,780)	(1,259,780)	Reallocation to Plant Items	(76,503)	(1,336,283)	(1,364,257)	(1,394,428)	(1,429,101)
		<b>Depreciation</b>					
1,532,100	1,532,100	Depreciation	(394,300)	1,137,800	1,557,300	1,558,400	1,559,900
		<b>ABC Charges</b>					
587,280	587,280	ABC Charges	13,992	601,272	614,857	628,828	644,701
<b>8,067,780</b>	<b>8,067,780</b>	<b>Total Operating Expenditure</b>	<b>676,403</b>	<b>8,744,183</b>	<b>9,314,457</b>	<b>9,470,028</b>	<b>9,656,901</b>
<b>2,289,320</b>	<b>2,289,320</b>	<b>Operating Result - Surplus/(Deficit)</b>	<b>(102,583)</b>	<b>2,186,737</b>	<b>1,801,643</b>	<b>1,829,172</b>	<b>1,879,499</b>
<b>3,929,220</b>	<b>3,929,220</b>	<b>Operating Cash Result - Surplus/(Deficit)</b>	<b>(496,883)</b>	<b>3,432,337</b>	<b>3,466,743</b>	<b>3,495,372</b>	<b>3,547,199</b>
		<b>Capital Movements</b>					
		Capital Grants and Contributions		0	0	0	0
		Asset Sales		486,400	349,500	576,000	659,300
		Loan Borrowings		0	0	0	0
		Transfer from Reserves		9,375,233	4,866,779	10,363,128	13,031,701
		Capital Expenditure		2,356,400	2,575,100	3,061,700	5,557,600
		Loan Repayments		0	0	0	0
		Transfer to Reserves		10,681,720	5,352,150	11,091,100	11,388,100
		<b>Program Cash Result - Surplus/(Deficit)</b>		<b>255,850</b>	<b>755,771</b>	<b>281,700</b>	<b>292,500</b>

Directorate: Chief Operating Office  
Program: Parks & Reserves

Original Budget 2024/2025	Revised Budget 31-Mar-25	Description	Movement 2025/2026	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
		<b>Operating Revenue</b>					
11,300	11,300	Oakes Oval	400	11,700	12,100	12,500	12,900
5,000	5,000	Crozier Oval	200	5,200	5,400	5,600	5,800
136,000	136,000	Other Sports Fields	4,700	140,700	145,600	149,900	154,300
28,300	28,300	Parks & Reserves	900	29,200	30,200	31,100	32,000
0	0	Grants	0	0	0	0	0
<b>180,600</b>	<b>180,600</b>	<b>Total Operating Revenue</b>	<b>6,200</b>	<b>186,800</b>	<b>193,300</b>	<b>199,100</b>	<b>205,000</b>
		<b>Operating Expenditure</b>					
		<b>Sports Fields</b>					
25,600	25,600	Oakes Oval	(4,069)	21,531	22,000	22,500	23,200
25,600	25,600	Baxter Oval	8,633	34,233	35,100	35,900	37,000
20,500	20,500	Cozier Oval	(867)	19,633	20,100	20,600	21,100
63,800	63,800	Other Sports Fields	(39,495)	24,305	24,700	25,100	25,700
		<b>Parks &amp; Reserves</b>					
207,600	207,600	Parks & Reserves Management	7,357	214,957	221,100	227,400	234,000
5,600	5,600	Interest on Loans	(1,100)	4,500	3,300	2,100	800
12,300	12,300	Quadrangle	(5,100)	7,200	7,300	7,400	7,500
0	0	Lismore Lake	0	0	0	0	0
4,949,601	4,780,501	Other Parks & Reserves	355,774	5,305,375	5,427,200	5,551,700	5,692,800
0	169,100	Noxious Weeds Contribution	175,500	175,500	179,000	182,600	186,300
10,000	10,000	Sharps Disposal	200	10,200	10,400	10,600	10,800
0	0	Budget Efficiency Dividend	(524,130)	(524,130)	(532,000)	(540,000)	(550,800)
		<b>Depreciation</b>					
2,271,500	2,271,500	Depreciation	931,000	3,202,500	3,236,900	3,283,800	3,347,300
		<b>ABC Charges</b>					
808,075	808,075	ABC Charges	359,518	1,167,593	1,195,839	1,225,206	1,257,652
<b>8,400,176</b>	<b>8,400,176</b>	<b>Total Operating Expenditure</b>	<b>1,263,221</b>	<b>9,663,397</b>	<b>9,850,939</b>	<b>10,054,906</b>	<b>10,293,352</b>
<b>(8,219,576)</b>	<b>(8,219,576)</b>	<b>Operating Result - Surplus/(Deficit)</b>	<b>(1,257,021)</b>	<b>(9,476,597)</b>	<b>(9,657,639)</b>	<b>(9,855,806)</b>	<b>(10,088,352)</b>
<b>(5,948,076)</b>	<b>(5,948,076)</b>	<b>Operating Cash Result - Surplus/(Deficit)</b>	<b>(326,021)</b>	<b>(6,274,097)</b>	<b>(6,420,739)</b>	<b>(6,572,006)</b>	<b>(6,741,052)</b>
		<b>Capital Movements</b>					
		Capital Grants and Contributions		0	0	0	0
		Asset Sales		0	0	0	0
		Loan Borrowings		0	0	0	0
		Transfer from Reserves		0	0	0	0
		Capital Expenditure		1,063,800	1,263,800	1,353,800	1,383,000
		Loan Repayments		54,600	55,700	56,900	50,500
		Transfer to Reserves		0	0	0	0
		<b>Program Cash Result - Surplus/(Deficit)</b>		<b>(7,392,497)</b>	<b>(7,740,239)</b>	<b>(7,982,706)</b>	<b>(8,174,552)</b>

Directorate: Chief Operating Office  
 Program: Roadside Maintenance

Original Budget 2024/2025	Revised Budget 31-Mar-25	Description	Movement 2025/2026	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
		<b>Operating Revenue</b>					
0	0	<b>Total Operating Revenue</b>	0	0	0	0	0
		<b>Operating Expenditure</b>					
		<b>Roadside Maintenance</b>					
204,400	204,400	Roadside Maintenance - Urban	46,600	251,000	241,000	246,200	252,100
327,100	327,100	Roadside Maintenance - Rural - Sealed	40,300	367,400	375,100	383,000	392,000
82,000	82,000	Roadside Maintenance - Rural - Unsealed	9,600	91,600	93,800	96,000	98,300
0	0	Budget Efficiency Dividend	(66,011)	(66,011)	(67,000)	(68,000)	(69,400)
613,500	613,500	<b>Total Operating Expenditure</b>	30,489	643,989	642,900	657,200	673,000
(613,500)	(613,500)	<b>Operating Result - Surplus/(Deficit)</b>	(30,489)	(643,989)	(642,900)	(657,200)	(673,000)
(613,500)	(613,500)	<b>Operating Cash Result - Surplus/(Deficit)</b>	(30,489)	(643,989)	(642,900)	(657,200)	(673,000)
		<b>Capital Movements</b>					
		Capital Grants and Contributions		0	0	0	0
		Asset Sales		0	0	0	0
		Loan Borrowings		0	0	0	0
		Transfer from Reserves		0	0	0	0
		Capital Expenditure		0	0	0	0
		Loan Repayments		0	0	0	0
		Transfer to Reserves		0	0	0	0
		<b>Program Cash Result - Surplus/(Deficit)</b>		(643,989)	(642,900)	(657,200)	(673,000)

Directorate: Chief Operating Office  
Program: Flood Recovery

Original Budget 2024/2025	Revised Budget 31-Mar-25	Description	Movement 2025/2026	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
		<b>Operating Revenue</b>					
		<b>Flood Recovery Portfolio Management</b>					
0	10,583,398	Flood Recovery Portfolio Management	3,989,000	3,989,000	4,108,700	4,232,000	4,359,000
0	3,125,110	Interest on Advance Funding	0	0	0	0	0
		<b>Flood Recovery Water</b>					
0	0	Program Management	338,500	338,500	348,700	0	0
		<b>Flood Recovery Resilience</b>					
0	0	Flood Recovery Resilience	17,143,123	17,143,123	7,117,596	0	0
0	13,708,508	<b>Total Operating Revenue</b>	<b>21,470,623</b>	<b>21,470,623</b>	<b>11,574,996</b>	<b>4,232,000</b>	<b>4,359,000</b>
		<b>Operating Expenditure</b>					
		<b>Flood Recovery Portfolio Management</b>					
0	10,583,398	Flood Recovery Portfolio Management	3,989,000	3,989,000	4,108,700	4,232,000	4,359,000
0	0	<b>Flood Recovery Water</b> Program Management	338,500	338,500	348,700	0	0
0	0	<b>Flood Recovery Resilience</b> Flood Recovery Resilience	17,143,123	17,143,123	7,117,596	0	0
0	10,583,398	<b>Total Operating Expenditure</b>	<b>21,470,623</b>	<b>21,470,623</b>	<b>11,574,996</b>	<b>4,232,000</b>	<b>4,359,000</b>
0	3,125,110	<b>Operating Result - Surplus/(Deficit)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
0	3,125,110	<b>Operating Cash Result - Surplus/(Deficit)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Capital Movements</b>					
		Capital Grants and Contributions		212,229,143	177,121,894	67,418,607	16,839,853
		Asset Sales		0	0	0	0
		Loan Borrowings		0	0	0	0
		Transfer from Reserves		0	0	0	0
		Capital Expenditure		212,229,144	177,121,894	67,418,607	16,839,853
		Loan Repayments		0	0	0	0
		Transfer to Reserves		0	0	0	0
		<b>Program Cash Result - Surplus/(Deficit)</b>		<b>(1)</b>	<b>0</b>	<b>0</b>	<b>0</b>

Directorate: Chief Operating Office  
Program: Bridges

Original Budget 2024/2025	Revised Budget 31-Mar-25	Description	Movement 2025/2026	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
		<b>Operating Revenue</b>					
0	0	<b>Total Operating Revenue</b>	0	0	0	0	0
		<b>Operating Expenditure</b>					
		<b>Bridge Maintenance</b>					
44,200	44,200	Bridge Management Staff Costs	24,357	68,557	70,500	72,500	74,500
508,900	508,900	Bridge Maintenance	54,778	563,678	577,400	591,500	606,900
0	0	Budget Efficiency Dividend	(58,781)	(58,781)	(59,700)	(60,600)	(61,800)
165,000	165,000	Interest on Loans	(34,000)	131,000	96,200	61,500	28,300
1,449,900	0	Depreciation	(1,449,900)	0	0	0	0
163,193	163,193	ABC Charges	91,970	255,163	261,382	267,850	274,971
		<b>Depreciation</b>					
0	240,000	Bridges - Urban Sealed	253,600	253,600	257,400	261,300	266,500
0	1,050,000	Bridges - Rural Sealed	1,160,500	1,160,500	1,177,900	1,195,600	1,219,500
0	270,000	Bridges - Rural Unsealed	264,700	264,700	268,700	272,700	278,200
<b>2,331,193</b>	<b>2,441,293</b>	<b>Total Operating Expenditure</b>	<b>307,224</b>	<b>2,638,417</b>	<b>2,649,782</b>	<b>2,662,350</b>	<b>2,687,071</b>
<b>(2,331,193)</b>	<b>(2,441,293)</b>	<b>Operating Result - Surplus/(Deficit)</b>	<b>(307,224)</b>	<b>(2,638,417)</b>	<b>(2,649,782)</b>	<b>(2,662,350)</b>	<b>(2,687,071)</b>
<b>(881,293)</b>	<b>(881,293)</b>	<b>Operating Cash Result - Surplus/(Deficit)</b>	<b>(78,324)</b>	<b>(959,617)</b>	<b>(945,782)</b>	<b>(932,750)</b>	<b>(922,871)</b>
		<b>Capital Movements</b>					
		Capital Grants and Contributions		3,231,900	1,579,200	1,602,900	1,623,900
		Asset Sales		0	0	0	0
		Loan Borrowings		0	0	0	0
		Transfer from Reserves		0	0	0	0
		Capital Expenditure		3,650,900	1,581,400	1,607,300	1,640,900
		Loan Repayments		598,000	601,900	688,300	293,700
		Transfer to Reserves		0	0	0	0
		<b>Program Cash Result - Surplus/(Deficit)</b>		<b>(1,976,617)</b>	<b>(1,549,882)</b>	<b>(1,625,450)</b>	<b>(1,233,571)</b>



Directorate: Chief Operating Office  
Program: Quarry

Original Budget 2024/2025	Revised Budget 31-Mar-25	Description	Movement 2025/2026	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
		<b>Operating Revenue</b>					
6,722,500	6,722,500	Blakebrook Quarry	235,300	6,957,800	7,201,300	7,417,300	7,639,800
520,000	520,000	Asphalt Plant	18,200	538,200	557,100	573,800	591,000
5,500	5,500	Other Quarries	(5,500)	0	0	0	0
<b>7,248,000</b>	<b>7,248,000</b>	<b>Total Operating Revenue</b>	<b>248,000</b>	<b>7,496,000</b>	<b>7,758,400</b>	<b>7,991,100</b>	<b>8,230,800</b>
		<b>Operating Expenditure</b>					
		<b>Blakebrook Quarry</b>					
490,000	490,000	Quarry Management & Admin Staff Costs	66,386	556,386	572,600	589,300	606,600
125,700	125,700	Quarry Management & Admin Operations	3,600	129,300	132,800	136,600	140,700
839,400	839,400	Cost of Sales	31,500	870,900	890,400	910,200	932,800
3,588,500	3,588,500	Production Costs	63,000	3,651,500	3,706,100	3,763,300	3,839,700
29,700	29,700	Site Maintenance	3,400	33,100	30,500	30,900	31,500
427,800	427,800	Compliance	(199,300)	228,500	232,000	235,500	240,200
19,500	19,500	Precoat Costs	600	20,100	20,700	21,300	21,900
7,100	7,100	Interest on Loans	(1,900)	5,200	3,100	900	0
0	0	Interest on Remediation (non-cash)	0	0	0	0	0
21,300	21,300	Depreciation	64,600	85,900	92,200	93,400	95,100
18,700	18,700	NCP Charges	300	19,000	19,300	19,600	20,000
394,682	394,682	ABC Charges	780,599	1,175,281	1,206,856	1,239,721	1,274,761
		<b>Asphalt Plant</b>					
243,100	243,100	Asphalt Plant	3,600	246,700	250,400	254,100	259,200
132,400	132,400	Depreciation	(81,700)	50,700	51,400	52,100	53,100
15,633	15,633	ABC Charges	13,327	28,960	29,584	30,223	30,963
		<b>Other Quarries</b>					
25,900	25,900	Other Quarries Operations	800	26,700	27,500	28,300	29,100
0	0	Depreciation	118,200	118,200	120,000	121,800	124,200
<b>6,379,415</b>	<b>6,379,415</b>	<b>Total Operating Expenditure</b>	<b>867,012</b>	<b>7,246,427</b>	<b>7,385,440</b>	<b>7,527,244</b>	<b>7,699,824</b>
<b>868,585</b>	<b>868,585</b>	<b>Operating Result - Surplus/(Deficit)</b>	<b>(619,012)</b>	<b>249,573</b>	<b>372,960</b>	<b>463,856</b>	<b>530,976</b>
<b>1,022,285</b>	<b>1,022,285</b>	<b>Operating Cash Result - Surplus/(Deficit)</b>	<b>(517,912)</b>	<b>504,373</b>	<b>636,560</b>	<b>731,156</b>	<b>803,376</b>
		<b>Capital Movements</b>					
		Capital Grants and Contributions		0	0	0	0
		Asset Sales		0	0	0	0
		Loan Borrowings		0	0	0	0
		Transfer from Reserves		0	0	0	0
		Capital Expenditure		160,000	160,000	160,000	160,000
		Loan Repayments		28,800	30,900	25,100	0
		Transfer to Reserves		0	0	0	0
		<b>Program Cash Result - Surplus/(Deficit)</b>		<b>315,573</b>	<b>445,660</b>	<b>546,056</b>	<b>643,376</b>

**Directorate: Chief Operating Office**  
**Program: Roads**

Original Budget 2024/2025	Revised Budget 31-Mar-25	Description	Movement 2025/2026	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
		<b>Operating Revenue</b>					
2,048,800	2,048,800	State Road Maintenance	(1,367,300)	681,500	691,700	702,100	716,100
0	0	State Road Ordered Works	1,398,100	1,398,100	1,419,100	1,440,400	1,469,200
1,911,300	1,911,300	Regional Roads	(108,800)	1,802,500	1,844,200	1,886,900	1,930,700
39,000	289,000	Urban Roads	74,200	113,200	116,400	119,600	122,800
3,786,200	3,854,300	Rural Sealed Roads	(1,586,990)	2,199,210	2,386,930	2,511,048	2,512,448
0	0	Rural Unsealed Roads	20,800	20,800	21,300	21,800	22,300
187,200	187,200	Street Lighting	6,600	193,800	200,600	206,600	212,800
<b>7,972,500</b>	<b>8,290,600</b>	<b>Total Operating Revenue</b>	<b>(1,563,390)</b>	<b>6,409,110</b>	<b>6,680,230</b>	<b>6,888,448</b>	<b>6,986,348</b>
		<b>Operating Expenditure</b>					
		<b>Roads Management</b>					
290,000	290,000	Works Depot	8,500	298,500	305,100	311,800	319,800
5,100	5,100	Roads Management Operations	100	5,200	5,300	5,400	5,500
0	0	Budget Efficiency Dividend	(802,930)	(802,930)	(815,000)	(827,200)	(843,700)
		<b>Urban Road Maintenance</b>					
2,634,700	2,634,700	Urban Roads	431,975	3,066,675	3,140,800	3,216,500	3,300,500
69,900	69,900	Interest on Loans	(12,500)	57,400	43,600	31,200	17,600
1,046,700	1,046,700	Net Losses from Disposal of Assets	0	1,046,700	1,046,700	1,046,700	1,046,700
12,012,200	10,300,000	Depreciation	(1,652,200)	10,360,000	10,515,400	10,673,100	10,886,600
0	0	ABC Charges	904,015	904,015	926,723	950,315	976,035
		<b>Sealed Rural Roads Maintenance</b>					
2,502,000	2,502,000	Sealed Rural Roads	822,092	3,324,092	3,399,500	3,476,800	3,564,400
297,800	297,800	Net Losses from Disposal of Assets	0	297,800	297,800	297,800	297,800
4,500,000	1,750,000	Depreciation	(2,516,600)	1,983,400	2,013,200	2,043,400	2,084,300
583,498	583,498	ABC Charges	607,933	1,191,431	1,220,997	1,251,962	1,285,777
0	0	Roads Rural	0	0	0	0	0
		<b>Regional Roads Maintenance</b>					
1,303,000	1,303,000	Regional Roads	33,821	1,336,821	1,365,829	1,397,422	1,429,349
0	2,650,000	Depreciation	2,693,600	2,693,600	2,734,000	2,775,000	2,830,500
806,439	806,439	ABC Charges	(594,560)	211,879	217,356	223,045	229,193
		<b>Unsealed Rural Roads Maintenance</b>					
990,700	990,700	Unsealed Rural Roads	426,670	1,417,370	1,448,100	1,479,600	1,515,900
0	384,000	Depreciation	426,500	426,500	432,900	439,400	448,200
0	0	ABC Charges	223,811	223,811	229,609	235,688	242,228
		<b>Carpark Maintenance</b>					
266,500	266,500	Carpark Maintenance	6,100	272,600	278,800	285,100	292,400
		<b>State Road Maintenance Contract</b>					
566,400	566,400	Routine Services	8,500	574,900	584,500	594,100	606,500
0	0	ABC Charges	98,365	98,365	100,705	103,163	105,882
1,197,900	1,197,900	Ordered Works	18,000	1,215,900	1,234,500	1,253,300	1,278,500
0	0	ABC Charges	130,121	130,121	133,268	136,563	140,189
		<b>Roads Private Works</b>					
7,900	7,900	Private Works	100	8,000	8,100	8,200	8,300
		<b>Footpaths &amp; Cycleways</b>					
234,100	234,100	Footpath Maintenance	5,900	240,000	245,400	250,900	257,100
567,300	667,000	Depreciation	123,200	690,500	703,400	713,800	727,800
1,090,180	1,090,180	ABC Charges	(929,763)	160,417	164,215	168,217	172,666
		<b>Bus Shelters</b>					
11,900	11,900	Bus Shelter Maintenance	(200)	11,700	11,900	12,100	12,300
0	0	Depreciation	21,800	21,800	22,100	22,400	22,800

**Directorate: Chief Operating Office  
Program: Roads (continued)**

Original Budget 2024/2025	Revised Budget 31-Mar-25	Description	Movement 2025/2026	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
		<b>Operating Expenditure (continued)</b>					
		<b>Street Lighting</b>					
230,000	230,000	Street Light Use of Service (SLUOS)	3,500	233,500	237,000	240,600	245,400
298,800	298,800	Street Lighting Electricity	14,900	313,700	329,400	345,900	363,200
0	0	LED Upgrade	0	0	0	0	0
<b>31,513,017</b>	<b>30,184,517</b>	<b>Total Operating Expenditure</b>	<b>500,751</b>	<b>32,013,768</b>	<b>32,581,202</b>	<b>33,162,274</b>	<b>33,869,719</b>
<b>(23,540,517)</b>	<b>(21,893,917)</b>	<b>Operating Result - Surplus/(Deficit)</b>	<b>(2,064,141)</b>	<b>(25,604,658)</b>	<b>(25,900,972)</b>	<b>(26,273,826)</b>	<b>(26,883,371)</b>
<b>(5,116,517)</b>	<b>(4,798,417)</b>	<b>Operating Cash Result - Surplus/(Deficit)</b>	<b>(2,967,841)</b>	<b>(8,084,358)</b>	<b>(8,135,472)</b>	<b>(8,262,226)</b>	<b>(8,538,671)</b>
		<b>Capital Movements</b>					
		Capital Grants and Contributions		2,635,708	620,000	5,120,000	5,120,000
		Asset Sales		0	0	0	0
		Loan Borrowings		0	0	0	0
		Transfer from Reserves		2,172,626	296,000	3,962,262	556,100
		Capital Expenditure		9,555,011	8,872,512	17,578,910	15,694,448
		Loan Repayments		280,700	260,200	239,100	235,600
		Transfer to Reserves		2,076,033	1,827,929	0	0
		<b>Program Cash Result - Surplus/(Deficit)</b>		<b>(15,187,768)</b>	<b>(18,180,113)</b>	<b>(16,997,974)</b>	<b>(18,792,619)</b>

Directorate: Chief Operating Office  
 Program: Urban Stormwater Drainage

Original Budget 2024/2025	Revised Budget 31-Mar-25	Description	Movement 2025/2026	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
		<b>Operating Revenue</b>					
403,100	403,100	Stormwater Management Service Charge	2,000	405,100	407,100	409,100	411,100
<b>403,100</b>	<b>403,100</b>	<b>Total Operating Revenue</b>	<b>2,000</b>	<b>405,100</b>	<b>407,100</b>	<b>409,100</b>	<b>411,100</b>
		<b>Operating Expenditure</b>					
		<b>Stormwater Management Service</b>					
409,200	409,200	Urban Stormwater Management Operations	61,555	470,755	481,200	491,800	503,900
0	0	Maintenance and Monitoring - Wilsons	0	0	0	0	0
0	0	Maintenance and Monitoring - Tucki	0	0	0	0	0
0	0	Education and Training	0	0	0	0	0
10,000	10,000	Community Education (inc training)	0	10,000	10,000	10,200	10,400
39,600	39,600	Conduits & Pits Asset Management	400	40,000	40,000	40,600	41,400
30,800	30,800	Conduits & Pits Survey and design (internal)	0	30,800	30,800	31,300	31,900
40,000	40,000	Conduits & Pits Administration and management	0	40,000	40,000	40,600	41,400
13,200	13,200	Treatment Asset Management	0	13,200	13,200	13,400	13,700
30,800	30,800	Treatment Survey and design (internal)	0	30,800	30,800	31,300	31,900
20,000	20,000	Treatment Administration and management	0	20,000	20,000	20,300	20,700
10,000	10,000	Treatment Monitoring	0	10,000	10,000	10,200	10,400
600,000	600,000	Conduits & Pits CCTV & Rectification Works	(400,000)	200,000	200,000	0	0
100,000	100,000	Reactive Maintenance	2,000	102,000	102,000	103,500	105,600
46,200	46,200	Routine Treatment System Maintenance	0	46,200	46,200	46,900	47,800
0	0	Stormwater Forward Works Program Project	200,000	200,000	200,000	0	0
8,200	8,200	Interest on Loans	(1,500)	6,700	5,200	3,600	1,800
0	0	Budget Efficiency Dividend	(43,768)	(43,768)	(44,400)	(45,100)	(46,000)
722,000	900,000	Depreciation	222,800	944,800	959,000	973,400	992,900
<b>2,080,000</b>	<b>2,258,000</b>	<b>Total Operating Expenditure</b>	<b>41,487</b>	<b>2,121,487</b>	<b>2,144,000</b>	<b>1,772,000</b>	<b>1,807,800</b>
<b>(1,676,900)</b>	<b>(1,854,900)</b>	<b>Operating Result - Surplus/(Deficit)</b>	<b>(39,487)</b>	<b>(1,716,387)</b>	<b>(1,736,900)</b>	<b>(1,362,900)</b>	<b>(1,396,700)</b>
<b>(954,900)</b>	<b>(954,900)</b>	<b>Operating Cash Result - Surplus/(Deficit)</b>	<b>183,313</b>	<b>(771,587)</b>	<b>(777,900)</b>	<b>(389,500)</b>	<b>(403,800)</b>
		<b>Capital Movements</b>					
		Capital Grants and Contributions		80,000	80,000	80,000	80,000
		Asset Sales		0	0	0	0
		Loan Borrowings		0	0	0	0
		Transfer from Reserves		499,300	473,900	59,200	587,600
		Capital Expenditure		409,400	386,000	409,000	953,600
		Loan Repayments		23,200	24,700	26,300	28,000
		Transfer to Reserves		405,100	407,100	409,100	411,100
		<b>Program Cash Result - Surplus/(Deficit)</b>		<b>(1,029,987)</b>	<b>(1,041,800)</b>	<b>(1,094,700)</b>	<b>(1,128,900)</b>

**Directorate: Chief Operating Office  
Program: Northern Rivers Waste Collection**

Original Budget 2024/2025	Revised Budget 31-Mar-25	Description	Movement 2025/2026	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
		<b>Operating Revenue</b>					
		<b>Domestic Waste Revenue</b>					
7,246,990	7,246,990	Domestic Annual Charge - Urban	237,283	7,484,273	6,826,500	7,031,300	7,242,200
2,782,895	2,782,895	Domestic Annual Charge - Rural	158,296	2,941,191	2,675,141	2,755,400	2,838,100
(184,500)	(184,500)	Abandonments - Pensioner	(40,500)	(225,000)	(225,000)	(225,000)	(225,000)
(1,200)	(1,200)	Abandonments - Other	(300)	(1,500)	(1,500)	(1,500)	(1,500)
92,900	92,900	Pensioner Subsidy	8,100	101,000	104,500	107,600	110,800
29,600	29,600	Interest	15,400	45,000	46,600	48,000	49,400
		<b>Non Domestic Waste Revenue</b>					
779,410	779,410	Waste Non Domestic Collection Rateable	19,830	799,240	717,685	739,200	761,400
244,400	244,400	Waste Non Domestic Collection Account	55,600	300,000	310,500	319,800	329,400
16,100	16,100	Waste Non Domestic Public Events	8,900	25,000	25,900	26,700	27,500
<b>11,006,595</b>	<b>11,006,595</b>	<b>Total Operating Revenue</b>	<b>462,609</b>	<b>11,469,204</b>	<b>10,480,326</b>	<b>10,801,500</b>	<b>11,132,300</b>
		<b>Operating Expenditure</b>					
		<b>Domestic Waste Collection</b>					
368,200	368,200	Collection-Domestic-General: Management	(300,984)	67,216	69,200	71,300	73,500
23,700	23,700	Collection-Domestic-General: Sundry	6,000	29,700	30,100	30,500	31,100
191,705	191,705	Collection-Domestic-Rural: Organics	17,673	209,378	212,900	216,500	221,100
456,183	456,183	Collection-Domestic-Rural: Recyclables	(7,361)	448,822	456,600	464,500	474,600
1,033,636	1,033,636	Collection-Domestic-Rural: Waste	190,474	1,224,110	1,244,600	1,265,400	1,292,100
2,883,223	2,883,223	Collection-Domestic-Urban: Organic	259,546	3,142,769	3,194,500	3,247,200	3,315,400
855,617	855,617	Collection-Domestic-Urban: Recyclables	(33,625)	821,992	836,300	850,800	869,300
1,904,049	1,904,049	Collection-Domestic-Urban: Waste	56,845	1,960,894	1,993,900	2,027,600	2,070,900
529,021	529,021	ABC Charges	456,460	985,481	1,010,899	1,037,790	1,066,708
		<b>Non Domestic Waste Collection</b>					
41,300	41,300	Collection-Non Domestic-Account: Organics	900	42,200	43,100	44,000	45,000
73,400	73,400	Collection-Non Domestic-Account: Recyclables	(6,500)	66,900	68,400	70,000	71,800
237,500	237,500	Collection-Non Domestic-Account: Waste	4,300	241,800	246,300	250,800	256,400
148,200	148,200	Collection-Non Domestic-General: Management	(126,949)	21,251	21,900	22,600	23,300
79,200	79,200	Collection-Non Domestic-General: Sundry	(45,700)	33,500	34,000	34,500	35,200
297,266	297,266	Collection-Non Domestic-Ratable: Organics	(281,422)	15,844	16,200	16,600	17,100
74,033	74,033	Collection-Non Domestic-Ratable: Recyclables	(3,081)	70,952	72,800	74,700	76,700
284,104	284,104	Collection-Non Domestic-Ratable: Waste	112,930	397,034	405,000	413,100	422,700
0	0	Budget Efficiency Dividend	(82,698)	(82,698)	(83,900)	(85,200)	(86,900)
128,013	128,013	ABC Charges	62,026	190,039	194,883	200,082	205,664
<b>9,608,350</b>	<b>9,608,350</b>	<b>Total Operating Expenditure</b>	<b>278,834</b>	<b>9,887,184</b>	<b>10,067,682</b>	<b>10,252,772</b>	<b>10,481,671</b>
<b>1,398,245</b>	<b>1,398,245</b>	<b>Operating Result - Surplus/(Deficit)</b>	<b>183,775</b>	<b>1,582,020</b>	<b>412,644</b>	<b>548,728</b>	<b>650,629</b>
<b>1,398,245</b>	<b>1,398,245</b>	<b>Operating Cash Result - Surplus/(Deficit)</b>	<b>183,775</b>	<b>1,582,020</b>	<b>412,644</b>	<b>548,728</b>	<b>650,629</b>
		<b>Capital Movements</b>					
		Capital Grants and Contributions		0	0	0	0
		Asset Sales		0	0	0	0
		Loan Borrowings		0	0	0	0
		Transfer from Reserves		10,220,562	9,348,999	9,211,590	9,414,708
		Capital Expenditure		0	0	0	0
		Loan Repayments		0	0	0	0
		Transfer to Reserves		10,344,964	9,426,241	9,715,800	10,014,000
		<b>Program Cash Result - Surplus/(Deficit)</b>		<b>1,457,618</b>	<b>335,402</b>	<b>44,518</b>	<b>51,336</b>



**Directorate: Chief Operating Office  
Program: Northern Rivers Waste Disposal**

Original Budget 2024/2025	Revised Budget 31-Mar-25	Description	Movement 2025/2026	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
		<b>Operating Revenue</b>					
		<b>Waste Disposal Lismore</b>					
700,000	700,000	CDS Collection	140,000	840,000	869,400	895,500	922,400
400,000	400,000	CDS Handling Fee	14,000	414,000	428,500	441,400	454,600
25,000	25,000	Fees & Charges Other	15,000	40,000	41,400	42,600	43,900
0	0	Internal Charge Income Waste Tip Vouchers	373,500	373,500	379,100	384,800	392,500
0	0	Internal Charge Income Waste Recyclables	727,900	727,900	738,800	749,900	764,900
2,903,195	2,903,195	Internal Charge Income Waste	(330,995)	2,572,200	2,610,800	2,650,000	2,703,000
3,066,821	3,066,821	Internal Charge Income Waste Organic	(336,121)	2,730,700	2,771,700	2,813,300	2,869,600
265,800	265,800	Kerbside Refunds	(265,800)	0	0	0	0
0	0	Other Revenue	8,000	8,000	8,300	8,500	8,800
60,000	60,000	Paper Commons	(60,000)	0	0	0	0
15,100	15,100	Rentals & Hire	500	15,600	16,100	16,600	17,100
325,000	325,000	Sales Waste Metal	11,400	336,400	348,200	358,600	369,400
70,000	70,000	Sales Waste Aluminium	(30,000)	40,000	41,400	42,600	43,900
60,000	60,000	Sales Waste Cardboard	(20,000)	40,000	41,400	42,600	43,900
0	0	Sales Waste Compost	0	0	0	0	0
0	0	Sales Waste Glass & Sand	0	0	0	0	0
60,000	60,000	Sales Waste Plastic	(50,000)	10,000	10,400	10,700	11,000
5,700	5,700	Sales Waste Recycling	200	5,900	6,100	6,300	6,500
240,000	240,000	Sales Waste Revolve Centre	8,400	248,400	257,100	264,800	272,700
3,400,000	3,400,000	Weighbridge Fees	400,000	3,800,000	3,933,000	4,051,000	4,172,500
70,000	70,000	Weighbridge Fees Green Waste In	(70,000)	0	0	0	0
		<b>Waste Disposal Nimbin</b>					
56,000	56,000	Nimbin Transfer Station Charge	5,180	61,180	63,000	64,900	66,800
7,100	7,100	Sales Waste Recycling	900	8,000	8,300	8,500	8,800
70,600	70,600	Transfer Station Fees	9,400	80,000	82,800	85,300	87,900
<b>11,800,316</b>	<b>11,800,316</b>	<b>Total Operating Revenue</b>	<b>551,464</b>	<b>12,351,780</b>	<b>12,655,800</b>	<b>12,937,900</b>	<b>13,260,200</b>
		<b>Operating Expenditure</b>					
		<b>Waste Disposal Lismore</b>					
40,000	40,000	Illegal Dumping	1,906	41,906	42,500	43,100	43,900
41,700	41,700	Public Waste Bins	(9,324)	32,376	33,000	33,600	34,300
734,500	734,500	Transfer Station Working Costs	237,264	971,764	995,600	1,020,100	1,046,900
89,000	89,000	Waste Disposal Maintenance	1,300	90,300	91,600	92,900	94,700
596,800	596,800	Waste Disposal Management	(64,895)	531,905	546,200	560,900	576,600
204,900	204,900	Waste Disposal Management Compliance	88,306	293,206	216,900	221,600	227,100
10,300	10,300	Waste Disposal MRF Cost of Sales	(10,300)	0	0	0	0
890,100	890,100	Waste Disposal MRF Production	(890,100)	0	0	0	0
5,364,900	5,364,900	Waste Disposal Operations	(106,839)	5,258,061	2,577,600	2,620,800	2,676,200
3,000	3,000	Waste Disposal Organics Compliance	0	3,000	3,000	3,000	3,100
1,369,000	1,369,000	Waste Disposal Organics Green Waste Mulching	20,500	1,389,500	1,410,300	1,431,400	1,460,100
1,000	1,000	Waste Disposal Organics Maintenance	0	1,000	1,000	1,000	1,000
1,161,900	1,161,900	Waste Disposal Resource Recovery	691,921	1,853,821	1,892,800	1,932,600	1,979,100
2,500	2,500	Waste Disposal Chemical Shed Maintenance	(2,000)	500	500	500	500
0	0	Waste Disposal RRF Compliance Testing	0	0	0	0	0
5,000	5,000	Waste Disposal Organics Compliance Testing	100	5,100	5,200	5,300	5,400
20,900	20,900	Waste Disposal Management Compliance	800	21,700	22,000	22,300	22,700
0	0	Budget Efficiency Dividend - Wyrallah Disposal	(975,673)	(975,673)	(990,300)	(1,005,200)	(1,025,300)
0	0	Budget Efficiency Dividend - Nimbin Disposal	(18,236)	(18,236)	(18,500)	(18,800)	(19,200)
814,232	814,232	ABC Charges	1,038,910	1,853,142	1,901,083	1,950,595	2,004,182
39,700	39,700	Depreciation Building	57,200	96,900	98,400	99,900	101,900
33,800	33,800	Depreciation Other Structures	7,300	41,100	41,700	42,300	43,100
572,300	572,300	Depreciation Land Improvements	(408,600)	163,700	166,200	168,700	172,100
321,300	321,300	Depreciation Plant & Equipment	(11,200)	310,100	310,100	310,100	310,100
0	0	Depreciation Tip Assets	92,600	92,600	94,000	95,400	97,300
63,800	63,800	NCP Charges	1,000	64,800	65,800	66,800	68,100
109,000	109,000	Interest Pd Loans	(14,000)	95,000	190,800	281,300	266,200

**Directorate: Chief Operating Office**  
**Program: Northern Rivers Waste Disposal (continued)**

Original Budget 2024/2025	Revised Budget 31-Mar-25	Description	Movement 2025/2026	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
		<b>Operating Expenditure (continued)</b>					
		<b>Waste Disposal Nimbin</b>					
205,200	205,200	Waste Disposal Management Nimbin	(9,059)	196,141	200,100	204,200	209,000
17,587	17,587	ABC Charges	16,189	33,776	34,577	35,400	36,320
		<b>Other</b>					
0	180,208	Waste Planning - Landfill Development	0	0	0	0	0
0	83,186	Waste Planning - LRRC Master Plan	0	0	0	0	0
0	50,000	Waste Planning - Site Access & Buildings	0	0	0	0	0
<b>12,712,419</b>	<b>13,025,813</b>	<b>Total Operating Expenditure</b>	<b>(264,931)</b>	<b>12,447,488</b>	<b>9,932,160</b>	<b>10,219,795</b>	<b>10,435,402</b>
<b>(912,103)</b>	<b>(1,225,497)</b>	<b>Operating Result - Surplus/(Deficit)</b>	<b>816,395</b>	<b>(95,708)</b>	<b>2,723,640</b>	<b>2,718,105</b>	<b>2,824,798</b>
<b>54,997</b>	<b>(258,397)</b>	<b>Operating Cash Result - Surplus/(Deficit)</b>	<b>553,695</b>	<b>608,692</b>	<b>3,434,040</b>	<b>3,434,505</b>	<b>3,549,298</b>
		<b>Capital Movements</b>					
		Capital Grants and Contributions		0	0	0	0
		Asset Sales		0	0	0	0
		Loan Borrowings		0	4,000,000	0	0
		Transfer from Reserves		2,599,601	2,111,741	0	0
		Capital Expenditure		2,742,953	6,411,741	1,013,629	283,499
		Loan Repayments		363,200	431,100	503,800	354,100
		Transfer to Reserves		0	1,553,014	1,786,800	1,833,700
		<b>Program Cash Result - Surplus/(Deficit)</b>		<b>102,140</b>	<b>1,149,926</b>	<b>130,276</b>	<b>1,077,999</b>

Directorate: Chief Operating Office  
Program: Waste Minimisation

Original Budget 2024/2025	Revised Budget 31-Mar-25	Description	Movement 2025/2026	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
		<b>Operating Revenue</b>					
		<b>Waste Minimisation &amp; Farming</b>					
0	0	Waste Minimisation Charge	0	0	1,275,948	1,314,200	1,353,600
17,500	17,500	Lease Farmland	600	18,100	18,700	19,300	19,900
<b>17,500</b>	<b>17,500</b>	<b>Total Operating Revenue</b>	<b>600</b>	<b>18,100</b>	<b>1,294,648</b>	<b>1,333,500</b>	<b>1,373,500</b>
		<b>Operating Expenditure</b>					
		<b>Waste Minimisation &amp; Farming</b>					
95,700	95,700	Waste Minimisation Education	56,174	151,874	155,200	159,100	163,200
11,800	11,800	Farming Operations	200	12,000	12,200	12,400	12,600
147,000	147,000	Drop Off Centres	19,100	166,100	169,300	172,500	176,400
17,900	17,900	Public Place Recycling	100	18,000	18,300	18,600	19,000
442,000	442,000	Waste Minimisation Tip Vouchers	(68,500)	373,500	379,100	384,800	392,500
35,800	35,800	Waste Minimisation Education Staff Costs	(10,700)	25,100	25,800	26,500	27,200
0	0	Resource Recovery Community Waste Grants	15,000	15,000	15,000	15,000	15,000
0	0	Reusable Sanitary Items Rebate Program	10,000	10,000	10,000	10,000	10,000
137,429	137,429	ABC Charges	61,703	199,132	203,813	209,052	214,747
<b>887,629</b>	<b>887,629</b>	<b>Total Operating Expenditure</b>	<b>83,077</b>	<b>970,706</b>	<b>988,713</b>	<b>1,007,952</b>	<b>1,030,647</b>
<b>(870,129)</b>	<b>(870,129)</b>	<b>Operating Result - Surplus/(Deficit)</b>	<b>(82,477)</b>	<b>(952,606)</b>	<b>305,935</b>	<b>325,548</b>	<b>342,853</b>
<b>(870,129)</b>	<b>(870,129)</b>	<b>Operating Cash Result - Surplus/(Deficit)</b>	<b>(82,477)</b>	<b>(952,606)</b>	<b>305,935</b>	<b>325,548</b>	<b>342,853</b>
		<b>Capital Movements</b>					
		Capital Grants and Contributions		0	0	0	0
		Asset Sales		0	0	0	0
		Loan Borrowings		0	0	0	0
		Transfer from Reserves		958,706	976,513	995,552	1,018,047
		Capital Expenditure		0	0	0	0
		Loan Repayments		0	0	0	0
		Transfer to Reserves		0	1,275,948	1,314,200	1,353,600
		<b>Program Cash Result - Surplus/(Deficit)</b>		<b>6,100</b>	<b>6,500</b>	<b>6,900</b>	<b>7,300</b>

Directorate: Chief Operating Office  
Program: Lismore Wastewater

Original Budget 2024/2025	Revised Budget 31-Mar-25	Description	Movement 2025/2026	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
		<b>Operating Revenue</b>					
14,384,700	14,384,700	Annual Charge	875,200	15,259,900	15,717,700	16,189,200	16,674,800
295,500	295,500	Trade Waste	10,300	305,800	316,500	326,000	335,800
548,500	548,500	Internal Plant Hire	8,200	556,700	565,100	573,600	585,100
55,100	55,100	Interest Charges - Wastewater	1,900	57,000	59,000	60,800	62,600
1,876,000	1,876,000	Interest - Operating Funds	65,700	1,941,700	2,009,700	2,070,000	2,132,100
125,700	125,700	Pensioner Rebate Subsidy	(9,100)	116,600	120,100	123,700	127,400
236,600	236,600	Other Income	8,300	244,900	253,400	261,000	268,800
<b>17,522,100</b>	<b>17,522,100</b>	<b>Total Operating Revenue</b>	<b>960,500</b>	<b>18,482,600</b>	<b>19,041,500</b>	<b>19,604,300</b>	<b>20,186,600</b>
		<b>Operating Expenditure</b>					
		<b>Expenses</b>					
162,500	330,911	Management Administration	155,351	317,851	325,600	333,700	342,500
30,600	30,600	Dividends General Fund	500	31,100	31,600	32,100	32,700
1,502,900	1,502,900	Governance Charges	127,400	1,630,300	1,673,500	1,718,100	1,906,800
1,072,898	1,072,898	ABC Charges	500,080	1,572,978	1,610,334	1,649,407	1,692,756
643,600	643,600	Management Engineering & Support	(218,012)	425,588	817,200	839,800	863,900
116,600	116,600	Plant Running Costs	2,300	118,900	121,200	123,600	126,600
398,600	398,600	Sewer Mains Operations	46,600	445,200	456,100	467,200	479,400
392,000	392,000	Sewer Mains Maintenance	62,957	454,957	463,800	472,800	483,500
168,500	168,500	Sewer Pump Station Operations	5,000	173,500	177,200	181,000	185,300
192,600	192,600	Sewer Pump Station Energy	37,400	230,000	241,500	253,600	266,300
674,500	794,500	Sewer Pump Station Maintenance	193,476	867,976	883,800	899,900	919,800
574,300	574,300	Sewer Treatment Operations	173,000	747,300	763,600	780,000	798,800
397,400	397,400	Sewer Treatment Chemicals	34,700	432,100	438,700	445,300	454,200
460,000	460,000	Sewer Treatment Energy	58,800	518,800	544,800	572,000	600,700
97,900	97,900	Sewer Treatment Effluent Mgmt	2,900	100,800	103,800	106,900	110,100
156,800	156,800	Sewer Treatment Biosolids Mgmt	133,000	289,800	294,200	298,600	304,500
602,000	602,000	Sewer Treatment Maintenance	348,657	950,657	968,600	987,400	1,010,200
528,800	628,800	Sewer Other Operations	128,855	657,655	673,200	689,400	707,300
226,000	226,000	Sewer Other Maintenance	18,500	244,500	250,100	255,800	262,200
18,500	180,000	Depreciation Plant & Equipment	158,000	176,500	176,500	176,500	176,500
6,000,000	5,600,000	Depreciation System Assets	(172,900)	5,827,100	5,914,500	6,003,200	6,123,300
32,000	80,000	Depreciation Other	50,100	82,100	83,300	84,500	86,200
588,800	588,800	Interest Expense	(55,800)	533,000	473,100	411,400	346,800
627,300	627,300	Sewer Gain or Loss on Sale of Assets	9,400	636,700	646,300	656,000	669,100
<b>15,665,098</b>	<b>15,863,009</b>	<b>Total Operating Expenditure</b>	<b>1,800,264</b>	<b>17,465,362</b>	<b>18,132,534</b>	<b>18,438,207</b>	<b>18,949,456</b>
<b>1,857,002</b>	<b>1,659,091</b>	<b>Operating Result - Surplus/(Deficit)</b>	<b>(839,764)</b>	<b>1,017,238</b>	<b>908,966</b>	<b>1,166,093</b>	<b>1,237,144</b>
<b>8,534,802</b>	<b>8,146,391</b>	<b>Operating Cash Result - Surplus/(Deficit)</b>	<b>(795,164)</b>	<b>7,739,638</b>	<b>7,729,566</b>	<b>8,086,293</b>	<b>8,292,244</b>
		<b>Capital Movements</b>					
		Capital Grants and Contributions		929,100	929,100	929,100	929,100
		Asset Sales		9,100	18,200	4,500	1,800
		Loan Borrowings		0	0	0	0
		Transfer from Reserves		0	0	0	0
		Capital Expenditure		6,583,600	6,163,700	6,231,800	6,215,300
		Loan Repayments		1,402,600	1,461,900	1,524,000	1,489,100
		Transfer to Reserves		691,638	1,051,266	1,264,093	1,518,744
		<b>Program Cash Result - Surplus/(Deficit)</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Directorate: Chief Operating Office  
Program: Lismore Water

Original Budget 2024/2025	Revised Budget 31-Mar-25	Description	Movement 2025/2026	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
<b>Operating Revenue</b>							
6,379,000	6,379,000	Annual Charges	438,118	6,817,118	7,157,900	7,515,800	7,891,600
(231,400)	(231,400)	Abandonments	11,400	(220,000)	(220,000)	(220,000)	(220,000)
11,188,000	11,188,000	Consumption Charges	559,400	11,747,400	12,334,800	12,951,500	13,599,100
407,900	407,900	Internal Plant Hire Fees	6,100	414,000	420,200	426,500	435,000
86,200	86,200	Interest - Water	3,000	89,200	92,300	95,100	98,000
450,000	450,000	Interest - Operating Funds	25,000	475,000	491,600	506,300	521,500
132,400	132,400	Pensioner Rebate Subsidy	(11,400)	121,000	121,000	121,000	121,000
0	46,200	Engineering & Support	0	0	0	0	0
0	132,390	Other Operations	0	0	0	0	0
216,600	216,600	Other Income	(8,700)	207,900	215,200	221,800	228,600
<b>18,628,700</b>	<b>18,807,290</b>	<b>Total Operating Revenue</b>	<b>1,022,918</b>	<b>19,651,618</b>	<b>20,613,000</b>	<b>21,618,000</b>	<b>22,674,800</b>
<b>Operating Expenditure</b>							
283,300	283,300	Water Management Administration	6,100	289,400	295,500	301,800	309,100
19,900	19,900	Dividends General Fund	300	20,200	20,500	20,800	21,200
1,812,300	1,812,300	Governance Charges	(182,000)	1,630,300	1,673,500	1,718,100	1,906,800
1,009,296	1,009,296	ABC Charges	340,833	1,350,129	1,382,434	1,416,217	1,453,603
819,800	1,116,000	Water Management Eng & Support	28,657	848,457	1,018,700	1,046,200	1,075,500
235,200	235,200	Plant Running Costs	4,400	239,600	244,100	248,700	254,600
8,400	8,400	Water Dams & Weirs Operations	10,000	18,400	8,400	8,400	8,400
500	500	Water Dams & Weirs Maintenance	0	500	500	500	500
130,200	130,200	Water Mains Operations	6,500	136,700	139,800	143,400	146,700
755,600	755,600	Water Mains Maintenance	120,310	875,910	888,100	905,700	927,100
10,600	10,600	Water Reservoirs Operations	200	10,800	11,000	11,200	11,400
75,600	75,600	Water Reservoirs Maintenance	5,632	81,232	82,700	84,200	85,900
1,400	1,400	Water Pump Station Operations	0	1,400	1,400	1,400	1,400
93,800	93,800	Water Pump Station Energy	4,700	98,500	103,400	108,600	114,000
38,500	331,617	Water Pump Station Maintenance	25,335	63,835	65,000	66,100	67,400
42,700	142,700	Water Treatment Operations	86,000	128,700	246,000	178,300	182,000
9,400	9,400	Water Treatment Chemical	100	9,500	9,600	9,700	9,900
49,300	49,300	Water Treatment Maintenance	24,132	73,432	74,800	76,200	78,100
26,700	255,090	Water Other Operations	105,400	132,100	129,000	130,900	133,400
675,600	799,600	Water Other Operations Services	175,895	851,495	869,300	887,400	908,300
159,300	259,300	Water Other Maintenance	94,384	253,684	227,100	233,100	239,600
6,873,500	6,873,500	Water Purchase of Water	204,000	7,077,500	7,572,900	8,103,000	8,670,200
3,855,100	3,400,000	Depreciation System Assets	(407,200)	3,447,900	3,499,600	3,552,100	3,623,100
14,000	81,000	Depreciation Plant & Equipment	66,300	80,300	80,300	80,300	80,300
59,700	36,000	Depreciation Other	(23,600)	36,100	36,600	37,100	37,800
376,100	376,100	Water Interest Expense	(43,100)	333,000	286,900	238,600	184,400
1,359,100	1,359,100	Gain or Loss of Sale of Assets	(182,600)	1,176,500	1,194,100	1,212,000	1,236,200
<b>18,794,896</b>	<b>19,524,803</b>	<b>Total Operating Expenditure</b>	<b>470,678</b>	<b>19,265,574</b>	<b>20,161,234</b>	<b>20,820,017</b>	<b>21,766,903</b>
<b>(166,196)</b>	<b>(717,513)</b>	<b>Operating Result - Surplus/(Deficit)</b>	<b>552,240</b>	<b>386,044</b>	<b>451,766</b>	<b>797,983</b>	<b>907,897</b>
<b>5,121,704</b>	<b>4,158,587</b>	<b>Operating Cash Result - Surplus/(Deficit)</b>	<b>5,140</b>	<b>5,126,844</b>	<b>5,262,366</b>	<b>5,679,483</b>	<b>5,885,297</b>
<b>Capital Movements</b>							
		Capital Grants and Contributions		229,700	1,645,967	445,981	252,100
		Asset Sales		9,100	9,100	0	0
		Loan Borrowings		0	0	0	0
		Transfer from Reserves		137,656	0	0	0
		Capital Expenditure		4,656,400	5,866,767	4,687,481	4,555,700
		Loan Repayments		846,900	892,700	949,100	1,028,500
		Transfer to Reserves		0	157,966	488,883	553,197
		<b>Program Cash Result - Surplus/(Deficit)</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



## Lismore City Council Draft Budget by Program 2025/2026 including Forward Financial Estimates

Directorate: General Manager

## Budget Summary



Original Budget 2024/2025	Revised Budget 31-Mar-25	Description	Movement 2025/2026	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
		<b>Operating Revenue</b>					
10,912,500 0	10,912,500 0	General Manager's Office Mayor and Councillors	(6,068,223) 0	4,844,277 0	724,100 0	745,800 0	768,200 0
<b>10,912,500</b>	<b>10,912,500</b>	<b>Total Operating Revenue</b>	<b>(6,068,223)</b>	<b>4,844,277</b>	<b>724,100</b>	<b>745,800</b>	<b>768,200</b>
		<b>Operating Expenditure</b>					
7,700,680 976,673	7,710,680 976,673	General Manager's Office Mayor and Councillors	(5,796,186) 36,408	1,904,494 1,013,081	(2,296,010) 1,036,780	(2,357,167) 1,061,277	(2,704,361) 1,091,160
<b>8,677,353</b>	<b>8,687,353</b>	<b>Total Operating Expenditure</b>	<b>(5,759,778)</b>	<b>2,917,575</b>	<b>(1,259,230)</b>	<b>(1,295,890)</b>	<b>(1,613,201)</b>
<b>2,235,147</b>	<b>2,225,147</b>	<b>Operating Result - Surplus/(Deficit)</b>	<b>(308,445)</b>	<b>1,926,702</b>	<b>1,983,330</b>	<b>2,041,690</b>	<b>2,381,401</b>
<b>2,235,147</b>	<b>2,225,147</b>	<b>Operating Cash Result - Surplus/(Deficit)</b>	<b>(308,445)</b>	<b>1,926,702</b>	<b>1,983,330</b>	<b>2,041,690</b>	<b>2,381,401</b>
		<b>Capital Movements</b>					
		Capital Grants and Contributions		0	0	0	0
		Asset Sales		0	0	0	0
		Loan Borrowings		0	0	0	0
		Transfer from Reserves		0	0	0	0
		Capital Expenditure		0	0	0	0
		Loan Repayments		0	0	0	0
		Transfer to Reserves		0	0	0	0
		<b>Program Cash Result - Surplus/(Deficit)</b>		<b>1,926,702</b>	<b>1,983,330</b>	<b>2,041,690</b>	<b>2,381,401</b>

**Directorate: General Manager  
Program: General Manager's Office & Support Services**

Original Budget 2024/2025	Revised Budget 31-Mar-25	Description	Movement 2025/2026	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
		<b>Operating Revenue</b>					
10,230,000	10,230,000	Capacity, Capability & Recovery Roadmap	(6,088,723)	4,141,277	0	0	0
682,500	682,500	RTRL Contribution to Executive Council	20,500	703,000	724,100	745,800	768,200
<b>10,912,500</b>	<b>10,912,500</b>	<b>Total Operating Revenue</b>	<b>(6,068,223)</b>	<b>4,844,277</b>	<b>724,100</b>	<b>745,800</b>	<b>768,200</b>
		<b>Operating Expenditure</b>					
		<b>General Manager's Office</b>					
530,700	530,700	General Manager's Office Staff Costs	97,894	628,594	646,900	665,700	685,300
7,500	7,500	General Manager's Office Operations	103,100	110,600	112,200	113,900	116,100
120,200	120,200	Print Services Expenses	1,800	122,000	123,800	125,600	128,100
9,300	9,300	Australasian LG Performance Excellence Program	100	9,400	9,500	9,600	9,800
0	10,000	General Manager Performance Review	10,000	10,000	10,200	10,400	10,600
192,880	192,880	ABC Charges	14,910	207,790	212,790	218,033	223,939
(50,400)	(50,400)	Dividends - Water & Sewer Funds	(800)	(51,200)	(52,000)	(52,800)	(53,900)
(3,315,200)	(3,315,200)	Governance Charges	54,600	(3,260,600)	(3,347,000)	(3,436,200)	(3,813,600)
(106,000)	(106,000)	NCP Charges	(1,700)	(107,700)	(109,400)	(111,100)	(113,300)
		<b>Capacity, Capability &amp; Recovery Roadmap</b>					
10,230,000	10,230,000	Capacity, Capability & Recovery Roadmap	(6,088,723)	4,141,277	0	0	0
		<b>Support Services</b>					
81,700	81,700	General Manager Support Costs	12,633	94,333	97,000	99,700	102,600
<b>7,700,680</b>	<b>7,710,680</b>	<b>Total Operating Expenditure</b>	<b>(5,796,186)</b>	<b>1,904,494</b>	<b>(2,296,010)</b>	<b>(2,357,167)</b>	<b>(2,704,361)</b>
<b>3,211,820</b>	<b>3,201,820</b>	<b>Operating Result - Surplus/(Deficit)</b>	<b>(272,037)</b>	<b>2,939,783</b>	<b>3,020,110</b>	<b>3,102,967</b>	<b>3,472,561</b>
<b>3,211,820</b>	<b>3,201,820</b>	<b>Operating Cash Result - Surplus/(Deficit)</b>	<b>(272,037)</b>	<b>2,939,783</b>	<b>3,020,110</b>	<b>3,102,967</b>	<b>3,472,561</b>
		<b>Capital Movements</b>					
		Capital Grants and Contributions		0	0	0	0
		Asset Sales		0	0	0	0
		Loan Borrowings		0	0	0	0
		Transfer from Reserves		0	0	0	0
		Capital Expenditure		0	0	0	0
		Loan Repayments		0	0	0	0
		Transfer to Reserves		0	0	0	0
		<b>Program Cash Result - Surplus/(Deficit)</b>		<b>2,939,783</b>	<b>3,020,110</b>	<b>3,102,967</b>	<b>3,472,561</b>

Directorate: General Manager  
Program: Mayor and Councillors

Original Budget 2024/2025	Revised Budget 31-Mar-25	Description	Movement 2025/2026	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
		<b>Operating Revenue</b>					
0	0	<b>Total Operating Revenue</b>	0	0	0	0	0
		<b>Operating Expenditure</b>					
		<b>Mayor and Councillor Expenses</b>					
73,900	73,900	Mayoral Expenses	2,200	76,100	78,400	80,700	83,100
393,450	393,450	Councillor Expenses	12,250	405,700	416,800	428,200	442,900
44,300	44,300	Councillor Facilities	600	44,900	45,500	46,200	47,200
4,700	4,700	Civic Receptions	100	4,800	4,900	5,000	5,100
111,500	111,500	Council Memberships	1,700	113,200	114,900	116,700	119,000
76,300	76,300	Elected Officials Costs	29,674	105,974	108,700	111,500	114,500
15,000	15,000	Mayoral SCU Scholarships	0	15,000	15,000	15,000	15,000
(10,000)	(10,000)	Contr Op Mayoral SCU Scholarship	0	(10,000)	(10,000)	(10,000)	(10,000)
267,523	267,523	ABC Charges	(10,116)	257,407	262,580	267,977	274,360
976,673	976,673	<b>Total Operating Expenditure</b>	36,408	1,013,081	1,036,780	1,061,277	1,091,160
(976,673)	(976,673)	<b>Operating Result - Surplus/(Deficit)</b>	(36,408)	(1,013,081)	(1,036,780)	(1,061,277)	(1,091,160)
(976,673)	(976,673)	<b>Operating Cash Result - Surplus/(Deficit)</b>	(36,408)	(1,013,081)	(1,036,780)	(1,061,277)	(1,091,160)
		<b>Capital Movements</b>					
		Capital Grants and Contributions		0	0	0	0
		Asset Sales		0	0	0	0
		Loan Borrowings		0	0	0	0
		Transfer from Reserves		0	0	0	0
		Capital Expenditure		0	0	0	0
		Loan Repayments		0	0	0	0
		Transfer to Reserves		0	0	0	0
		<b>Program Cash Result - Surplus/(Deficit)</b>		(1,013,081)	(1,036,780)	(1,061,277)	(1,091,160)

Lismore City Council Draft Budget by Program 2025/2026 including Forward Financial Estimates  
Capital Expenditure 2025/2026 - 2028/2029

	Budget	Budget	Budget	Budget
Capital Works Program	2025/2026	2026/2027	2027/2028	2028/2029
<b>Chief Financial Office</b>				
<b>Finance</b>				
Investments in Associates - Richmond Tweed Regional Library	-17,900	-18,500	-19,100	-19,700
<b>Total Finance</b>	<b>-17,900</b>	<b>-18,500</b>	<b>-19,100</b>	<b>-19,700</b>
<b>Total Chief Financial Office</b>	<b>-17,900</b>	<b>-18,500</b>	<b>-19,100</b>	<b>-19,700</b>
<b>Chief Operating Office</b>				
<b>Buildings &amp; CBD</b>				
Building Renewals - to be allocated	510,000	450,000	200,000	1,100,000
Goonellabah Community Centre Carpark Reseal and Linemarking	100,000	0	0	0
Goonellabah Admin Centre - Customer Service Upgrade	100,000	0	0	0
Goonellabah Admin Centre - External Window Screens	0	0	50,000	0
GSAC - Replace Roof Flashing & Whirly Birds	40,000	0	0	0
Brunswick St Depot - Internal Road Reseal	0	0	200,000	0
Nimbin Public Toilets Upgrade	0	0	300,000	0
Wyrallah Rd Depot - Lower Yard New Building	0	350,000	0	0
<b>Total Buildings &amp; CBD</b>	<b>750,000</b>	<b>800,000</b>	<b>750,000</b>	<b>1,100,000</b>
<b>Fleet</b>				
Plant Purchases	2,356,400	2,575,100	3,061,700	5,557,600
<b>Total Fleet</b>	<b>2,356,400</b>	<b>2,575,100</b>	<b>3,061,700</b>	<b>5,557,600</b>
<b>Parks &amp; Reserves</b>				
Sun Protection Strategy	28,000	28,000	28,000	28,000
Capital Renewal - to be allocated	600,000	800,000	920,000	1,355,000
Tamarind Park - Dunoon Upgrade	305,800	0	0	0
Wilson's Walking Track - Section 1	100,000	0	0	0
Village Sign Replacement Section 1	30,000	0	0	0
Wanda Drive Park - Lismore Upgrade	0	305,800	0	0
Wilson's Walking Track - Section 2	0	100,000	0	0
Village Sign Replacement Section 2	0	30,000	0	0
Wilson's Walking Track - Section 3	0	0	100,000	0
Windsor Court Park - Goonellabah Upgrade	0	0	305,800	0
<b>Total Parks &amp; Reserves</b>	<b>1,063,800</b>	<b>1,263,800</b>	<b>1,353,800</b>	<b>1,383,000</b>
<b>Flood Recovery</b>				
<b>Flood Recovery - Buildings</b>				
Lismore City Hall	8,000,000	0	0	0
Laurie Allen Centre	400,000	0	0	0
Lismore Regional Airport	3,162,597	0	0	0
Buildings Project Management	407,200	0	0	0
<b>Total Flood Recovery Buildings</b>	<b>11,969,797</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Flood Recovery - Transport</b>				
Roads - Regional - Natural Disaster Works*	16,776,897	3,504,643	1,712,841	1,931,925
Roads - Rural - Sealed - Natural Disaster Works*	89,912,583	81,667,575	26,900,115	4,020,652
Roads - Rural - Unsealed - Natural Disaster Works*	54,940,484	47,777,633	29,227,719	9,386,676
Roads - Urban - Natural Disaster Works*	2,939,088	1,898,781	0	0
Bridges - Rural - Sealed - Natural Disaster Works*	112,009	0	0	0
Bridges - Rural - Unsealed - Natural Disaster Works*	5,686,687	203,535	0	0
Program Management*	1,373,300	1,414,500	1,456,900	1,500,600
<b>Total Flood Recovery Transport</b>	<b>171,741,048</b>	<b>136,466,667</b>	<b>59,297,575</b>	<b>16,839,853</b>

Lismore City Council Draft Budget by Program 2025/2026 including Forward Financial Estimates  
Capital Expenditure 2025/2026 - 2028/2029

	Budget	Budget	Budget	Budget
Capital Works Program	2025/2026	2026/2027	2027/2028	2028/2029
<b>Capital Expenditure (continued)</b>				
<b>Flood Recovery - Waste</b>				
Ongoing Program Management inc Contingency*	1,851,898	235,724	0	0
W1 Leachate Pump & Monitoring System Refurbishment*	95,808	0	0	0
W2 Leachate Treatment (Leachate Management)*	957,068	0	0	0
W3 Cell 2B Reinstatement (Leachate Liner and Interim Capping Damages)*	2,218,532	0	0	0
BP-0071 Betterment of LRRR Landfill (Cell 6) (BETTERMENT FUNDED) Program Management	596,000	0	0	0
<b>Total Flood Recovery Waste</b>	<b>5,719,306</b>	<b>235,724</b>	<b>0</b>	<b>0</b>
<b>Flood Recovery - Sewer</b>				
East Lismore Sewage Treatment Plant*	17,496,772	17,496,772	3,888,172	0
South Lismore Sewage Treatment Plant*	1,341,374	7,601,122	0	0
Sewer Pump Station Upgrades*	678,524	9,499,331	2,714,095	0
City View Drive Sewer Repair*	201,820	706,370	100,910	0
Sewer Pump Stations – Switchboard Raising*	222,178	1,259,010	0	0
East Lismore Lagoon Dewatering*	226,478	1,245,631	792,674	0
Remote Monitoring and Controls*	165,714	0	0	0
Pressure Sewer Systems*	146,450	0	0	0
Hydraulic Network Modelling*	358,321	0	0	0
Program Management*	1,217,730	1,203,000	424,000	0
<b>Total Flood Recovery Sewer</b>	<b>22,055,361</b>	<b>39,011,236</b>	<b>7,919,851</b>	<b>0</b>
<b>Flood Recovery - Water</b>				
Nimbin Weir*	150,000	0	0	0
Nimbin Water Treatment Plant*	402,362	1,408,267	201,181	0
Program Management	191,270	0	0	0
<b>Total Flood Recovery Water</b>	<b>743,632</b>	<b>1,408,267</b>	<b>201,181</b>	<b>0</b>
<b>Total Flood Recovery</b>	<b>212,229,144</b>	<b>177,121,894</b>	<b>67,418,607</b>	<b>16,839,853</b>
<b>Bridges</b>				
Fixing Country Bridges Program Fernside Bridge Fernside Road				
Robert White Bridge Wilson St Lismore Painting				
Bridge Renewals - to be allocated	1,555,900	1,581,400	1,607,300	1,640,900
Chelmsford Bridge	2,095,000	0	0	0
<b>Total Bridges</b>	<b>3,650,900</b>	<b>1,581,400</b>	<b>1,607,300</b>	<b>1,640,900</b>
<b>Quarry</b>				
Capital Renewals	160,000	160,000	160,000	160,000
<b>Total Quarry</b>	<b>160,000</b>	<b>160,000</b>	<b>160,000</b>	<b>160,000</b>
<b>Roads</b>				
<b>Urban Roads</b>				
Reseal Program	422,400	735,800	745,100	2,399,100
Magellan St - Keen St to Dawson St: median + pavement	0	800,000	0	0
Gordon Blaire Dr - roundabout + drainage	0	0	450,000	0
Dawson Street - Ballina Road - James St, 350m	0	0	0	800,000
Zadoc St, Lismore - Dawson St to Molesworth St, 430m	0	0	1,000,000	0
Keen St, Lismore - Zadoc St to Orion St	0	0	500,000	0
Molesworth St - Ballina Rd to Junction St Pavement Strengthen, 200m	0	0	0	400,000
Bridge Street Wyrallah	0	0	2,011,336	0
Winterton Pde - Pavement rehabilitation (500m)	700,000	0	0	0
Union St - Railway line to Elliott St (Norco roundabout)	0	0	0	450,000
Dedications	200,000	200,000	200,000	200,000
<b>Total Urban Roads</b>	<b>1,322,400</b>	<b>1,735,800</b>	<b>4,906,436</b>	<b>4,249,100</b>



Lismore City Council Draft Budget by Program 2025/2026 including Forward Financial Estimates  
Capital Expenditure 2025/2026 - 2028/2029

	Budget	Budget	Budget	Budget
Capital Works Program	2025/2026	2026/2027	2027/2028	2028/2029
<b>Capital Expenditure (continued)</b>				
<b>Sealed Rural Roads</b>				
Rural Roads Reseal Program	915,300	1,594,300	1,614,300	0
Rural Roads Reseal Program (RTR)	0	438,111	0	0
Grant Funded Works	0	0	4,500,000	4,500,000
Rous Road widening 744 to Alphadale Rd 1.7km (RERRF, RTR, S7.11)	0	3,282,173	0	0
Rosehill Rd 1.1km less bridge approaches	2,210,475	0	0	0
Corndale Rd Swain Bridge south 1.7km	0	0	0	1,861,586
The Channon Rd - Currie Rd to Dunoon Rd SLRIP	2,519,636	0	0	0
Tregeagle Rd - CH 2.5 to 3.4 900m	0	0	0	1,000,000
Cawongla Rd & Rock Valley Rd pavement rehabilitation segments (3km)	0	0	0	1,682,300
Dedications	500,000	500,000	500,000	500,000
<b>Total Sealed Rural Roads</b>	<b>6,145,411</b>	<b>5,814,584</b>	<b>6,614,300</b>	<b>9,543,886</b>
<b>Regional Roads</b>				
Reseal Program	253,800	260,200	266,700	273,300
Wyrallah Road Arnett to Conte Streets	700,000	0	0	0
Coraki Rd & Wyrallah Ferry Rd - intersection upgrade	0	728,528	0	0
Dunoon Rd - Whian Whian Rd to East Rd, approx 975m	0	0	1,261,586	0
Dunoon Rd - The Channon Rd to Numulgi Creek Rd, approx 955m	0	0	1,300,000	0
Nimbin Rd CH 27100 - CH25750 (1.35km)*Partial EPAR	0	0	1,300,000	0
Nimbin Rd CH 23220 - CH22360 (840m)*Partial EPAR	0	0	800,000	0
Nimbin Rd CH 21090 - CH20280 (810m)*Partial EPAR	0	0	796,488	0
Nimbin Rd Pavement rehabilitation	0	0	0	1,294,762
Kyogle Rd - Pavement rehabilitation (500m)	800,000	0	0	0
<b>Total Regional Roads</b>	<b>1,753,800</b>	<b>988,728</b>	<b>5,724,774</b>	<b>1,568,062</b>
<b>Bus Shelters</b>				
Bus Shelters	35,900	35,900	35,900	35,900
<b>Total Bus Shelters</b>	<b>35,900</b>	<b>35,900</b>	<b>35,900</b>	<b>35,900</b>
<b>Footpaths</b>				
Footpath Construction Program	297,500	297,500	297,500	297,500
<b>Total Footpaths</b>	<b>297,500</b>	<b>297,500</b>	<b>297,500</b>	<b>297,500</b>
<b>Total Roads Capital Expenditure</b>	<b>9,555,011</b>	<b>8,872,512</b>	<b>17,578,910</b>	<b>15,694,448</b>
<b>Urban Stormwater Drainage</b>				
<b>Urban Stormwater Drainage</b>				
Capital Renewals to be allocated	214,000	236,000	259,000	751,000
<b>Stormwater Management Services</b>				
Stormwater Management Services - works to be allocated	0	0	0	152,600
Trunk drainage upgrades as part of roadworks	50,000	50,000	50,000	50,000
Zadoc Street Culvert Upgrade - option investigation	10,000	0	0	0
Stormwater treatment device rectification works	80,000	70,000	50,000	0
Lismore Workers golf course detention basin/s	35,400	0	0	0
New stormwater treatment systems (GPTs, Swales)	20,000	30,000	50,000	0
<b>Total Urban Stormwater Drainage</b>	<b>409,400</b>	<b>386,000</b>	<b>409,000</b>	<b>953,600</b>

Lismore City Council Draft Budget by Program 2025/2026 including Forward Financial Estimates  
Capital Expenditure 2025/2026 - 2028/2029

	Budget	Budget	Budget	Budget
Capital Works Program	2025/2026	2026/2027	2027/2028	2028/2029
<b>Capital Expenditure (continued)</b>				
<b>Waste Disposal</b>				
Landfill Development	751,967	0	0	0
Capping and Gas Management	395,852	5,980,840	0	0
Leachate and Stormwater Dam, Leachate Treatment	408,295	211,790	0	0
Resource Recovery and Circular Economy Redevelopment	988,548	219,111	0	0
Staff Offices and Auxillary Facilities	0	0	244,612	283,499
Waste Facility WiFi Connection Infrastructure	0	0	451,372	0
LRRC Landfill - Western Boundary Acquisition	198,291	0	0	0
LRRC Telemetry Upgrades	0	0	317,645	0
<b>Total Waste Disposal</b>	<b>2,742,953</b>	<b>6,411,741</b>	<b>1,013,629</b>	<b>283,499</b>
<b>Lismore Wastewater</b>				
Sewer Manhole Inspection and Renewal Program	0	0	0	0
Wastewater Sewerage Reticulation Relining Program	2,800,000	3,500,000	3,550,000	3,600,000
Depot Building Works	70,000	30,000	30,000	30,000
Sewer Pump Station Renewals - to be allocated	250,000	2,012,500	2,012,500	2,042,700
Sewer Treatment Plant Renewals - to be allocated	250,000	516,100	523,800	531,700
North Lismore Plateau	3,000,000	0	0	0
Sewer Plant Purchases	213,600	105,100	115,500	10,900
<b>Total Lismore Wastewater</b>	<b>6,583,600</b>	<b>6,163,700</b>	<b>6,231,800</b>	<b>6,215,300</b>
<b>Lismore Water</b>				
Water Mains - to be allocated	2,809,200	2,857,900	2,907,500	2,970,200
Zone Metering & Pressure Reduction	128,500	130,200	132,000	134,400
Water Meter Renewals	179,600	183,100	186,800	191,100
Water Pump Station Renewals	60,000	60,000	60,000	60,000
Water Reservoir Capital Renewals to be allocated	1,400,000	1,200,000	1,200,000	1,200,000
Water Plant Purchases	79,100	27,300	0	0
<b>Total Lismore Water</b>	<b>4,656,400</b>	<b>4,458,500</b>	<b>4,486,300</b>	<b>4,555,700</b>
<b>Total Chief Operating Office</b>	<b>244,157,608</b>	<b>209,794,647</b>	<b>104,071,046</b>	<b>54,383,900</b>
<b>Total Capital Expenditure</b>	<b>244,139,708</b>	<b>209,776,147</b>	<b>104,051,946</b>	<b>54,364,200</b>
<p>* All Natural Disaster works referenced in this document are high level estimates prepared by Council and are subject to change as each project completes the design, application and assessment process with the relevant government authorities.</p> <p>** Amount captured is for the extent of works being delivered under this program that are currently owned and operated by LCC.</p>				



# Draft Long Term Financial Plan 2025/26 - 2034/35

## Draft Long Term Financial Plan



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## Introduction



### Long Term Financial Plan

The Long-Term Financial Plan is a 10 year rolling plan that informs decision making and demonstrates how the objectives of the Community Strategic Plan and commitments of the 4-year Delivery Program and the annual Operational Plan will be resourced and delivered over the short, medium, and long term. The Long-Term Financial Plan is developed in conjunction with Asset Management Plans and a Workforce Management Plan to best coordinate our resources, assets, and people. It is reviewed and updated annually as part of the development of the Operational Plan.

The Long-Term Financial Plan includes:

- projected income and expenditure, balance sheet and cash flow statement
- the planning assumptions used to develop the Plan
- sensitivity analysis highlighting factors/ assumptions most likely to affect the Plan
- financial modelling for different scenarios
- methods of monitoring financial performance.

The Long-Term Financial Plan highlights our progress towards long-term financial sustainability, which is essentially Council's financial capacity to deliver acceptable, affordable, and ongoing services to its community. Importantly the Plan demonstrates how we are progressing in relation to key financial benchmarks including a positive operating result, maintenance and renewal of assets at required levels, sustainable debt levels and management of cash reserves.

Council's capacity to meet the key financial benchmarks in the short-term is limited given Council's current financial position.

Therefore Council's objective is to demonstrate that the following measures are achieved over the life of the plan.

Target	Comment
Cash Surplus	That all cash operations of Council are funded, and Council provides a surplus that is placed in reserves for future strategy.
Operating Surplus - before Capital Grants	Council is moving towards to a balanced budget over the longer term. This will include the funding of depreciation.
OLG Performance measures	Council is moving towards meeting or can demonstrate an improvement in the performance ratios as set by the Office of Local Government.
Business Operations	Council moves towards self-funding business units, (waste, sewer, water, quarry, crematorium, and workshop and to ensure true cost recovery is achieved.
Assets	Increase revenue funding for all Council's assets to ensure they are maintained over the longer term in an acceptable, agreed standard.
Economic Development	Council provides more funding for economic development.
Assets Remediation	Council provides adequate funding for the remediation of assets as and when they fall due, this may require revision of funding models and charges so whole of life cost recovery is achieved over the life of the asset.



LISMORE CITY COUNCIL  
 10 Year Financial Plan for the Years ending 30 June 2035  
 INCOME STATEMENT - CONSOLIDATED  
 Scenario: Preferred model

	Actuals 2023/24	Current Year 2024/25	2025/26	2026/27	2027/28	2028/29	Projected Years					2034/35
	\$	\$	\$	\$	\$	\$	2029/30	2030/31	2031/32	2032/33	2033/34	\$
<b>Income from Continuing Operations</b>												
<b>Revenue:</b>												
Rates & Annual Charges	62,025,000	66,791,495	69,953,902	72,127,574	74,434,800	76,817,900	79,280,300	81,824,500	84,453,100	86,986,700	89,595,900	92,283,200
User Charges & Fees	27,422,000	23,384,556	24,342,200	26,309,600	27,299,300	28,346,500	29,437,000	30,573,000	31,757,000	32,675,500	33,621,000	34,594,100
Other Revenues	5,614,000	7,269,269	7,455,800	7,716,900	7,948,300	8,186,900	8,432,300	8,685,400	8,946,100	9,214,300	9,490,600	9,775,100
Grants & Contributions provided for Operating Purposes	31,158,000	34,023,388	39,589,457	26,156,926	19,285,548	19,771,748	14,556,200	14,936,600	15,328,200	15,731,300	16,146,100	16,573,000
Grants & Contributions provided for Capital Purposes	103,580,000	111,615,592	220,559,551	181,822,694	76,681,507	26,163,153	9,388,300	9,454,500	9,522,100	9,591,500	9,670,900	7,958,700
Interest & Investment Revenue	7,752,000	8,229,993	5,072,771	5,408,700	5,547,700	5,711,300	5,879,600	6,052,700	6,231,100	6,414,600	6,603,600	6,801,700
<b>Other Income:</b>												
Net Gains from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>237,551,000</b>	<b>251,314,293</b>	<b>366,973,681</b>	<b>319,542,394</b>	<b>211,197,155</b>	<b>164,997,501</b>	<b>146,973,700</b>	<b>151,526,700</b>	<b>156,237,600</b>	<b>160,613,900</b>	<b>165,128,100</b>	<b>167,985,800</b>
<b>Expenses from Continuing Operations</b>												
Employee Benefits & On-Costs	44,911,000	45,971,375	53,991,025	54,007,800	54,891,300	56,483,200	53,675,500	55,272,400	56,915,800	58,609,300	60,352,500	62,148,900
Borrowing Costs	2,427,000	1,606,000	1,367,300	1,244,900	1,130,000	918,100	762,200	666,800	574,500	476,200	385,400	337,000
Materials & Contracts	53,790,000	61,670,582	58,365,457	42,784,225	36,373,522	37,788,049	38,557,237	39,781,573	41,083,646	42,352,852	42,768,919	43,638,711
Depreciation & Amortisation	31,943,000	34,801,100	36,181,900	37,106,100	37,620,400	38,318,800	39,031,000	39,757,400	40,498,200	41,253,900	42,024,500	42,810,500
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	3,687,000	3,486,068	4,307,142	5,975,900	6,161,200	6,357,800	6,561,300	6,769,900	6,986,100	7,210,200	7,442,200	7,682,700
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	5,258,000	3,438,700	3,265,500	3,292,700	3,320,300	3,357,600	3,395,700	3,434,600	3,474,200	3,514,600	3,555,900	3,598,000
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	83,000	9,000	17,900	18,500	19,100	19,700	20,300	20,900	21,500	22,100	22,800	23,500
<b>Total Expenses from Continuing Operations</b>	<b>142,099,000</b>	<b>150,982,825</b>	<b>157,496,224</b>	<b>144,430,125</b>	<b>139,515,822</b>	<b>143,243,249</b>	<b>142,003,237</b>	<b>145,703,573</b>	<b>149,553,946</b>	<b>153,439,152</b>	<b>156,552,219</b>	<b>160,239,311</b>
<b>Operating Result from Continuing Operations</b>	<b>95,452,000</b>	<b>100,331,468</b>	<b>209,477,457</b>	<b>175,112,269</b>	<b>71,681,333</b>	<b>21,754,252</b>	<b>4,970,463</b>	<b>5,823,127</b>	<b>6,683,654</b>	<b>7,174,748</b>	<b>8,575,881</b>	<b>7,746,489</b>
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Operating Result for the Year</b>	<b>95,452,000</b>	<b>100,331,468</b>	<b>209,477,457</b>	<b>175,112,269</b>	<b>71,681,333</b>	<b>21,754,252</b>	<b>4,970,463</b>	<b>5,823,127</b>	<b>6,683,654</b>	<b>7,174,748</b>	<b>8,575,881</b>	<b>7,746,489</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>(8,128,000)</b>	<b>(11,284,124)</b>	<b>(11,082,094)</b>	<b>(6,710,425)</b>	<b>(5,000,174)</b>	<b>(4,408,901)</b>	<b>(4,417,837)</b>	<b>(3,631,373)</b>	<b>(2,838,446)</b>	<b>(2,416,752)</b>	<b>(1,095,019)</b>	<b>(212,211)</b>

LISMORE CITY COUNCIL

10 Year Financial Plan for the Years ending 30 June 2035

INCOME STATEMENT - GENERAL FUND

Scenario: Preferred model

	Actuals	Current Year	Projected Years									
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Income from Continuing Operations</b>												
<b>Revenue:</b>												
Rates & Annual Charges	41,635,000	46,108,895	47,971,284	49,346,174	50,823,900	52,345,400	53,912,800	55,527,400	57,190,100	58,902,900	60,666,600	62,483,100
User Charges & Fees	15,319,000	10,733,256	11,115,800	12,463,400	12,805,700	13,168,900	13,542,100	13,926,000	14,321,200	14,727,600	15,145,600	15,575,800
Other Revenues	5,595,000	7,043,069	7,221,600	7,474,500	7,698,600	7,929,700	8,167,400	8,412,500	8,665,000	8,924,800	9,192,400	9,468,000
Grants & Contributions provided for Operating Purposes	31,152,000	33,829,198	39,234,857	25,791,626	19,268,448	19,754,148	14,538,100	14,918,000	15,309,100	15,711,700	16,126,000	16,562,300
Grants & Contributions provided for Capital Purposes	102,546,000	99,212,491	196,601,758	140,236,391	67,386,575	24,981,953	8,199,500	8,257,900	8,317,500	8,378,600	8,449,500	6,728,500
Interest & Investment Revenue	4,434,000	5,762,693	2,509,871	2,756,100	2,815,500	2,897,100	2,981,000	3,067,200	3,156,000	3,247,200	3,341,200	3,441,400
<b>Other Income:</b>												
Net Gains from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>200,681,000</b>	<b>202,689,602</b>	<b>304,655,170</b>	<b>238,068,191</b>	<b>160,798,723</b>	<b>121,077,201</b>	<b>101,340,900</b>	<b>104,109,000</b>	<b>106,958,900</b>	<b>109,892,800</b>	<b>112,921,300</b>	<b>114,249,100</b>
<b>Expenses from Continuing Operations</b>												
Employee Benefits & On-Costs	40,356,000	41,384,247	49,486,196	48,565,600	49,650,000	51,087,600	48,121,600	49,556,100	51,032,200	52,553,600	54,119,300	55,732,900
Borrowing Costs	1,410,000	641,100	501,300	484,900	480,000	386,900	332,600	304,100	277,900	250,300	225,100	213,100
Materials & Contracts	36,982,000	43,305,998	38,242,050	22,090,457	14,927,098	15,153,289	15,246,502	15,462,473	15,700,915	16,088,293	16,188,463	16,436,617
Depreciation & Amortisation	23,290,000	25,424,100	26,531,900	27,315,300	27,686,700	28,191,600	28,706,300	29,231,300	29,766,700	30,312,900	30,869,800	31,437,900
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	3,687,000	3,486,068	4,307,142	5,975,900	6,161,200	6,357,800	6,561,300	6,769,900	6,986,100	7,210,200	7,442,200	7,682,700
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	3,535,000	1,452,300	1,452,300	1,452,300	1,452,300	1,452,300	1,452,300	1,452,300	1,452,300	1,452,300	1,452,300	1,452,300
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Loss	83,000	9,000	17,900	18,500	19,100	19,700	20,300	20,900	21,500	22,100	22,800	23,500
<b>Total Expenses from Continuing Operations</b>	<b>109,343,000</b>	<b>115,702,813</b>	<b>120,538,788</b>	<b>105,902,957</b>	<b>100,376,398</b>	<b>102,649,189</b>	<b>100,440,902</b>	<b>102,797,073</b>	<b>105,237,615</b>	<b>107,889,693</b>	<b>110,319,963</b>	<b>112,979,017</b>
<b>Operating Result from Continuing Operations</b>	<b>91,338,000</b>	<b>86,986,789</b>	<b>184,116,382</b>	<b>132,165,234</b>	<b>60,422,325</b>	<b>18,428,012</b>	<b>899,998</b>	<b>1,311,927</b>	<b>1,721,285</b>	<b>2,003,107</b>	<b>2,601,337</b>	<b>1,270,083</b>
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Operating Result for the Year</b>	<b>91,338,000</b>	<b>86,986,789</b>	<b>184,116,382</b>	<b>132,165,234</b>	<b>60,422,325</b>	<b>18,428,012</b>	<b>899,998</b>	<b>1,311,927</b>	<b>1,721,285</b>	<b>2,003,107</b>	<b>2,601,337</b>	<b>1,270,083</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>(11,208,000)</b>	<b>(12,225,702)</b>	<b>(12,485,376)</b>	<b>(8,071,157)</b>	<b>(6,964,250)</b>	<b>(6,553,941)</b>	<b>(7,299,502)</b>	<b>(6,945,973)</b>	<b>(6,596,215)</b>	<b>(6,375,493)</b>	<b>(5,848,163)</b>	<b>(5,458,417)</b>

LISMORE CITY COUNCIL												
10 Year Financial Plan for the Years ending 30 June 2035												
INCOME STATEMENT - WATER FUND												
Scenario: Preferred model												
	Actuals	Current Year	Projected Years									
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Income from Continuing Operations</b>												
<b>Revenue:</b>												
Rates & Annual Charges	5,865,000	6,254,100	6,691,218	7,031,200	7,388,300	7,763,300	8,157,100	8,570,500	9,004,600	9,277,600	9,558,900	9,848,600
User Charges & Fees	11,284,000	11,804,000	12,360,500	12,961,100	13,590,400	14,253,000	14,948,400	15,678,100	16,443,900	16,932,500	17,435,900	17,954,100
Other Revenues	3,000	-	-	-	-	-	-	-	-	-	-	-
Grants & Contributions provided for Operating Purposes	2,000	187,090	347,300	357,800	9,400	9,700	10,000	10,300	10,600	10,900	11,200	11,500
Grants & Contributions provided for Capital Purposes	282,000	1,565,020	973,332	1,645,967	445,981	252,100	259,700	267,500	275,500	283,800	292,300	301,100
Interest & Investment Revenue	929,000	536,200	564,200	583,900	601,400	619,500	638,000	657,100	676,800	697,100	718,000	739,500
<b>Other Income:</b>												
Net Gains from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>18,365,000</b>	<b>20,346,410</b>	<b>20,936,550</b>	<b>22,579,967</b>	<b>22,035,481</b>	<b>22,897,600</b>	<b>24,013,200</b>	<b>25,183,500</b>	<b>26,411,400</b>	<b>27,201,900</b>	<b>28,016,300</b>	<b>28,854,800</b>
<b>Expenses from Continuing Operations</b>												
Employee Benefits & On-Costs	1,974,000	2,091,517	1,936,445	2,418,700	2,130,000	2,192,300	2,256,400	2,322,100	2,389,700	2,459,500	2,531,600	2,605,600
Borrowing Costs	394,000	376,100	333,000	286,900	238,600	184,400	138,700	113,100	87,400	60,000	37,600	28,700
Materials & Contracts	10,782,000	12,155,186	12,566,929	12,966,034	13,541,417	14,383,503	14,987,594	15,778,142	16,617,892	17,123,954	17,347,771	17,725,023
Depreciation & Amortisation	3,190,000	3,517,000	3,564,300	3,616,500	3,669,500	3,741,200	3,814,500	3,889,200	3,965,400	4,043,100	4,122,300	4,203,100
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	-	-	-	-	-	-	-	-	-	-	-	-
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	1,390,000	1,359,100	1,176,500	1,194,100	1,212,000	1,236,200	1,260,900	1,286,100	1,311,800	1,338,000	1,364,800	1,392,100
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Loss	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>17,730,000</b>	<b>19,498,903</b>	<b>19,577,174</b>	<b>20,482,234</b>	<b>20,791,517</b>	<b>21,737,603</b>	<b>22,458,094</b>	<b>23,388,642</b>	<b>24,372,192</b>	<b>25,024,554</b>	<b>25,404,071</b>	<b>25,954,523</b>
<b>Operating Result from Continuing Operations</b>	<b>635,000</b>	<b>847,507</b>	<b>1,359,376</b>	<b>2,097,733</b>	<b>1,243,964</b>	<b>1,159,997</b>	<b>1,555,106</b>	<b>1,794,858</b>	<b>2,039,208</b>	<b>2,177,346</b>	<b>2,612,229</b>	<b>2,900,277</b>
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Operating Result for the Year</b>	<b>635,000</b>	<b>847,507</b>	<b>1,359,376</b>	<b>2,097,733</b>	<b>1,243,964</b>	<b>1,159,997</b>	<b>1,555,106</b>	<b>1,794,858</b>	<b>2,039,208</b>	<b>2,177,346</b>	<b>2,612,229</b>	<b>2,900,277</b>
Net Operating Result before Grants and Contributions provided for Capital Purposes	353,000	(717,513)	386,044	451,766	797,983	907,897	1,295,406	1,527,358	1,763,708	1,893,546	2,319,929	2,599,177

LISMORE CITY COUNCIL												
10 Year Financial Plan for the Years ending 30 June 2035												
INCOME STATEMENT - SEWER FUND												
Scenario: Preferred model												
	Actuals	Current Year	Projected Years									
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Income from Continuing Operations</b>												
<b>Revenue:</b>												
Rates & Annual Charges	14,525,000	14,428,500	15,291,400	15,750,200	16,222,600	16,709,200	17,210,400	17,726,600	18,258,400	18,806,200	19,370,400	19,951,500
User Charges & Fees	819,000	847,300	865,900	885,100	903,200	924,600	946,500	968,900	991,900	1,015,400	1,039,500	1,064,200
Other Revenues	16,000	226,200	234,200	242,400	249,700	257,200	264,900	272,900	281,100	289,500	298,200	307,100
Grants & Contributions provided for Operating Purposes	4,000	7,100	7,300	7,500	7,700	7,900	8,100	8,300	8,500	8,700	8,900	9,200
Grants & Contributions provided for Capital Purposes	752,000	10,838,081	22,984,461	39,940,336	8,848,951	929,100	929,100	929,100	929,100	929,100	929,100	929,100
Interest & Investment Revenue	2,389,000	1,931,100	1,998,700	2,068,700	2,130,800	2,194,700	2,260,600	2,328,400	2,398,300	2,470,300	2,544,400	2,620,800
<b>Other Income:</b>												
Net Gains from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>18,505,000</b>	<b>28,278,281</b>	<b>41,381,961</b>	<b>58,894,236</b>	<b>28,362,951</b>	<b>21,022,700</b>	<b>21,619,600</b>	<b>22,234,200</b>	<b>22,867,300</b>	<b>23,519,200</b>	<b>24,190,500</b>	<b>24,881,900</b>
<b>Expenses from Continuing Operations</b>												
Employee Benefits & On-Costs	2,581,000	2,495,611	2,568,384	3,023,500	3,111,300	3,203,300	3,297,500	3,394,200	3,493,900	3,596,200	3,701,600	3,810,400
Borrowing Costs	623,000	588,800	533,000	473,100	411,400	346,800	290,900	249,600	209,200	165,900	122,700	95,200
Materials & Contracts	6,026,000	6,209,398	7,556,478	7,727,734	7,905,007	8,251,256	8,323,141	8,540,959	8,764,839	9,140,605	9,232,685	9,477,071
Depreciation & Amortisation	5,463,000	5,860,000	6,085,700	6,174,300	6,264,200	6,386,000	6,510,200	6,636,900	6,766,100	6,897,900	7,032,400	7,169,500
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	-	-	-	-	-	-	-	-	-	-	-	-
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	333,000	627,300	636,700	646,300	656,000	669,100	682,500	696,200	710,100	724,300	738,800	753,600
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Loss	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>15,026,000</b>	<b>15,781,109</b>	<b>17,380,262</b>	<b>18,044,934</b>	<b>18,347,907</b>	<b>18,856,456</b>	<b>19,104,241</b>	<b>19,517,859</b>	<b>19,944,139</b>	<b>20,524,905</b>	<b>20,828,185</b>	<b>21,305,771</b>
<b>Operating Result from Continuing Operations</b>	<b>3,479,000</b>	<b>12,497,172</b>	<b>24,001,699</b>	<b>40,849,302</b>	<b>10,015,044</b>	<b>2,166,244</b>	<b>2,515,359</b>	<b>2,716,341</b>	<b>2,923,161</b>	<b>2,994,295</b>	<b>3,362,315</b>	<b>3,576,129</b>
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Operating Result for the Year</b>	<b>3,479,000</b>	<b>12,497,172</b>	<b>24,001,699</b>	<b>40,849,302</b>	<b>10,015,044</b>	<b>2,166,244</b>	<b>2,515,359</b>	<b>2,716,341</b>	<b>2,923,161</b>	<b>2,994,295</b>	<b>3,362,315</b>	<b>3,576,129</b>
Net Operating Result before Grants and Contributions provided for Capital Purposes	2,727,000	1,659,091	1,017,238	908,966	1,166,093	1,237,144	1,586,259	1,787,241	1,994,061	2,065,195	2,433,215	2,647,029

LISMORE CITY COUNCIL  
10 Year Financial Plan for the Years ending 30 June 2035  
BALANCE SHEET - CONSOLIDATED  
Scenario: Preferred model

	Actuals 2023/24	Current Year 2024/25	2025/26	2026/27	2027/28	2028/29	Projected Years					2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>ASSETS</b>													
<b>Current Assets</b>													
Cash & Cash Equivalents	113,596,000	54,628,390	40,295,552	27,917,803	24,265,079	28,940,453	35,405,256	46,214,856	56,920,353	65,239,867	75,472,223	87,622,321	87,622,321
Investments	69,000,000	64,695,532	64,080,662	64,848,577	65,768,789	62,933,464	64,452,327	66,250,444	68,123,202	69,733,445	72,076,109	74,637,783	74,637,783
Receivables	25,041,000	16,248,556	18,196,032	17,521,443	16,857,495	16,830,912	17,167,471	17,904,941	18,651,474	19,262,664	19,902,930	20,748,186	20,748,186
Inventories	3,322,000	3,064,158	2,922,069	2,130,526	1,799,611	1,863,536	1,892,657	1,944,805	2,000,094	2,063,813	2,082,833	2,125,597	2,125,597
Contract assets and contract cost assets	23,889,000	23,889,000	23,889,000	23,889,000	23,889,000	23,889,000	23,889,000	23,889,000	23,889,000	23,889,000	23,889,000	23,889,000	23,889,000
Other	738,000	267,506	243,250	160,453	120,560	122,977	124,673	127,101	129,700	133,195	135,094	137,888	137,888
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>235,586,000</b>	<b>162,793,143</b>	<b>149,626,566</b>	<b>136,467,801</b>	<b>132,700,534</b>	<b>134,580,343</b>	<b>142,931,385</b>	<b>156,331,147</b>	<b>169,713,823</b>	<b>180,321,984</b>	<b>193,558,190</b>	<b>209,160,776</b>	<b>209,160,776</b>
<b>Non-Current Assets</b>													
Investments	1,000,000	5,979,903	6,042,737	6,168,022	6,318,154	6,443,551	6,691,354	6,984,716	7,290,256	7,552,967	7,935,172	8,353,109	8,353,109
Receivables	2,538,000	4,832,363	6,344,190	5,535,093	4,604,748	4,178,051	4,021,887	4,169,952	4,324,274	4,444,698	4,568,846	4,478,820	4,478,820
Inventories	174,000	148,783	148,783	148,783	148,783	148,783	148,783	148,783	148,783	148,783	148,783	148,783	148,783
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	2,026,435,000	2,186,535,125	2,445,471,004	2,660,646,012	2,769,672,535	2,828,484,275	2,866,938,004	2,904,069,625	2,942,387,289	2,984,186,802	2,977,141,502	2,966,724,702	2,966,724,702
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-	-
Right of use assets	2,547,000	2,547,000	2,547,000	2,547,000	2,547,000	2,547,000	2,547,000	2,547,000	2,547,000	2,547,000	2,547,000	2,547,000	2,547,000
Investments Accounted for using the equity method	1,316,000	1,298,000	1,262,200	1,225,200	1,187,000	1,147,600	1,107,000	1,065,200	1,022,200	978,000	932,400	885,400	885,400
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>2,034,010,000</b>	<b>2,201,341,173</b>	<b>2,461,815,914</b>	<b>2,676,270,110</b>	<b>2,784,478,220</b>	<b>2,842,949,260</b>	<b>2,881,454,027</b>	<b>2,918,985,276</b>	<b>2,957,719,801</b>	<b>2,999,858,250</b>	<b>2,993,273,703</b>	<b>2,983,137,814</b>	<b>2,983,137,814</b>
<b>TOTAL ASSETS</b>	<b>2,269,596,000</b>	<b>2,364,134,316</b>	<b>2,611,442,479</b>	<b>2,812,737,911</b>	<b>2,917,178,754</b>	<b>2,977,529,603</b>	<b>3,024,385,412</b>	<b>3,075,316,424</b>	<b>3,127,433,624</b>	<b>3,180,180,234</b>	<b>3,186,831,893</b>	<b>3,192,298,590</b>	<b>3,192,298,590</b>
<b>LIABILITIES</b>													
<b>Current Liabilities</b>													
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-	-
Payables	32,303,000	24,168,766	29,617,676	25,556,638	20,547,121	18,338,424	17,090,265	17,344,414	17,776,763	18,307,826	18,693,943	18,777,886	18,777,886
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	87,753,000	41,075,237	23,583,662	8,301,401	4,332,751	2,236,805	1,136,880	1,158,795	1,181,330	1,204,515	1,228,775	1,164,040	1,164,040
Lease liabilities	814,000	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	4,932,000	4,856,900	2,354,600	4,739,000	3,864,100	2,803,200	2,460,400	2,552,800	2,649,400	2,334,600	2,299,000	-	-
Employee benefit provisions	7,484,000	7,668,271	7,668,271	7,668,271	7,668,271	7,668,271	7,668,271	7,668,271	7,668,271	7,668,271	7,668,271	7,668,271	7,668,271
Other provisions	64,000	340,281	340,281	340,281	340,281	340,281	340,281	340,281	340,281	340,281	340,281	340,281	340,281
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>133,350,000</b>	<b>78,109,455</b>	<b>63,564,490</b>	<b>46,605,591</b>	<b>36,752,525</b>	<b>31,386,981</b>	<b>28,696,098</b>	<b>29,064,562</b>	<b>29,616,045</b>	<b>29,855,493</b>	<b>30,230,271</b>	<b>27,950,479</b>	<b>27,950,479</b>
<b>Non-Current Liabilities</b>													
Payables	-	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	1,846,000	2,660,000	2,660,000	2,660,000	2,660,000	2,660,000	2,660,000	2,660,000	2,660,000	2,660,000	2,660,000	2,660,000	2,660,000
Borrowings	35,227,000	30,260,100	27,905,500	24,891,600	21,027,500	18,224,300	15,763,900	13,211,100	10,561,700	8,227,100	5,928,100	5,928,100	5,928,100
Employee benefit provisions	675,000	490,729	490,729	490,729	490,729	490,729	490,729	490,729	490,729	490,729	490,729	490,729	490,729
Other provisions	10,705,000	10,428,719	10,428,719	10,428,719	10,428,719	10,428,719	10,428,719	10,428,719	10,428,719	10,428,719	10,428,719	10,428,719	10,428,719
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Liabilities</b>	<b>48,453,000</b>	<b>43,839,548</b>	<b>41,484,948</b>	<b>38,471,048</b>	<b>34,606,948</b>	<b>31,803,748</b>	<b>29,343,348</b>	<b>26,790,548</b>	<b>24,141,148</b>	<b>21,806,548</b>	<b>19,507,548</b>	<b>19,507,548</b>	<b>19,507,548</b>
<b>TOTAL LIABILITIES</b>	<b>181,803,000</b>	<b>121,949,003</b>	<b>105,049,437</b>	<b>85,076,639</b>	<b>71,359,472</b>	<b>63,190,729</b>	<b>58,039,445</b>	<b>55,855,109</b>	<b>53,757,193</b>	<b>51,662,041</b>	<b>49,737,818</b>	<b>47,458,026</b>	<b>47,458,026</b>
<b>Net Assets</b>	<b>2,087,793,000</b>	<b>2,242,185,314</b>	<b>2,506,393,042</b>	<b>2,727,661,272</b>	<b>2,845,819,282</b>	<b>2,914,338,874</b>	<b>2,966,345,966</b>	<b>3,019,461,314</b>	<b>3,073,676,432</b>	<b>3,128,518,193</b>	<b>3,137,094,074</b>	<b>3,144,840,563</b>	<b>3,144,840,563</b>
<b>EQUITY</b>													
Retained Earnings	698,622,000	798,953,468	1,008,430,925	1,183,543,194	1,255,224,527	1,276,978,779	1,281,949,242	1,287,772,369	1,294,456,023	1,301,630,771	1,310,206,652	1,317,953,141	1,317,953,141
Revaluation Reserves	1,389,171,000	1,443,231,846	1,497,962,117	1,544,118,078	1,590,594,755	1,637,360,095	1,684,396,724	1,731,688,945	1,779,220,409	1,826,887,422	1,826,887,422	1,826,887,422	1,826,887,422
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	2,087,793,000	2,242,185,314	2,506,393,042	2,727,661,272	2,845,819,282	2,914,338,874	2,966,345,966	3,019,461,314	3,073,676,432	3,128,518,193	3,137,094,074	3,144,840,563	3,144,840,563
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Equity</b>	<b>2,087,793,000</b>	<b>2,242,185,314</b>	<b>2,506,393,042</b>	<b>2,727,661,272</b>	<b>2,845,819,282</b>	<b>2,914,338,874</b>	<b>2,966,345,966</b>	<b>3,019,461,314</b>	<b>3,073,676,432</b>	<b>3,128,518,193</b>	<b>3,137,094,074</b>	<b>3,144,840,563</b>	<b>3,144,840,563</b>



LISMORE CITY COUNCIL  
 10 Year Financial Plan for the Years ending 30 June 2035  
 BALANCE SHEET - GENERAL FUND  
 Scenario: Preferred model

	Actuals 2023/24	Current Year 2024/25	2025/26	2026/27	2027/28	2028/29	Projected Years					
	\$	\$	\$	\$	\$	\$	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
							\$	\$	\$	\$	\$	\$
<b>ASSETS</b>												
<b>Current Assets</b>												
Cash & Cash Equivalents	107,149,000	50,089,456	35,194,109	22,866,362	18,955,188	23,298,414	28,108,288	36,823,153	45,149,436	51,076,420	57,901,439	66,261,174
Investments	17,000,000	17,750,000	17,750,000	17,750,000	17,750,000	13,805,556	13,805,556	13,805,556	13,805,556	13,805,556	13,805,556	13,805,556
Receivables	18,600,000	10,511,690	12,144,341	11,194,239	10,242,309	9,913,567	9,933,700	10,339,836	10,739,370	11,113,864	11,510,264	12,104,442
Inventories	2,434,000	2,215,653	1,959,517	1,142,562	780,236	791,677	796,392	807,316	819,376	838,970	844,037	856,588
Contract assets and contract cost assets	23,889,000	23,889,000	23,889,000	23,889,000	23,889,000	23,889,000	23,889,000	23,889,000	23,889,000	23,889,000	23,889,000	23,889,000
Other	738,000	267,506	243,250	160,453	120,560	122,977	124,673	127,101	129,700	133,195	135,094	137,888
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>169,810,000</b>	<b>104,723,306</b>	<b>91,180,216</b>	<b>77,002,616</b>	<b>71,737,294</b>	<b>71,821,191</b>	<b>76,657,609</b>	<b>85,791,962</b>	<b>94,532,438</b>	<b>100,857,005</b>	<b>108,085,390</b>	<b>117,054,649</b>
<b>Non-Current Assets</b>												
Investments	1,000,000	250,000	250,000	250,000	250,000	194,444	194,444	194,444	194,444	194,444	194,444	194,444
Receivables	793,000	2,942,864	4,349,032	3,450,117	2,425,836	1,900,627	1,641,332	1,681,451	1,722,756	1,765,296	1,809,204	1,636,560
Inventories	174,000	148,783	148,783	148,783	148,783	148,783	148,783	148,783	148,783	148,783	148,783	148,783
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	1,510,826,000	1,644,804,095	1,866,316,920	2,029,520,567	2,118,775,504	2,165,980,977	2,193,137,422	2,219,116,937	2,246,170,809	2,276,102,745	2,271,344,445	2,263,309,845
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Right of use assets	2,529,000	2,529,000	2,529,000	2,529,000	2,529,000	2,529,000	2,529,000	2,529,000	2,529,000	2,529,000	2,529,000	2,529,000
Investments Accounted for using the equity method	1,316,000	1,298,000	1,262,200	1,225,200	1,187,000	1,147,600	1,107,000	1,065,200	1,022,200	978,000	932,400	885,400
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>1,516,638,000</b>	<b>1,651,972,741</b>	<b>1,874,855,934</b>	<b>2,037,123,667</b>	<b>2,125,316,123</b>	<b>2,171,901,431</b>	<b>2,198,757,981</b>	<b>2,224,735,814</b>	<b>2,251,797,992</b>	<b>2,281,718,268</b>	<b>2,276,958,275</b>	<b>2,268,704,031</b>
<b>TOTAL ASSETS</b>	<b>1,686,448,000</b>	<b>1,756,696,047</b>	<b>1,966,036,150</b>	<b>2,114,126,283</b>	<b>2,197,053,417</b>	<b>2,243,722,622</b>	<b>2,275,415,590</b>	<b>2,310,527,776</b>	<b>2,346,320,430</b>	<b>2,382,575,272</b>	<b>2,385,043,665</b>	<b>2,385,758,680</b>
<b>LIABILITIES</b>												
<b>Current Liabilities</b>												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	31,425,000	23,417,973	28,875,860	24,790,115	19,791,451	17,579,317	16,327,667	16,573,196	16,996,357	17,523,272	17,910,068	17,990,235
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	86,353,000	41,075,237	23,583,662	8,301,401	4,332,751	2,236,805	1,136,880	1,158,795	1,181,330	1,204,515	1,228,775	1,164,040
Lease liabilities	806,000	-	-	-	-	-	-	-	-	-	-	-
Borrowings	2,902,000	2,607,400	-	2,265,900	1,346,500	896,000	641,500	667,900	695,800	544,000	570,500	-
Employee benefit provisions	6,796,000	6,979,691	6,979,691	6,979,691	6,979,691	6,979,691	6,979,691	6,979,691	6,979,691	6,979,691	6,979,691	6,979,691
Other provisions	64,000	340,281	340,281	340,281	340,281	340,281	340,281	340,281	340,281	340,281	340,281	340,281
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>128,346,000</b>	<b>74,420,583</b>	<b>59,779,494</b>	<b>42,677,388</b>	<b>32,790,674</b>	<b>28,032,095</b>	<b>25,426,019</b>	<b>25,719,863</b>	<b>26,193,459</b>	<b>26,591,759</b>	<b>27,029,315</b>	<b>26,474,247</b>
<b>Non-Current Liabilities</b>												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	1,838,000	2,644,000	2,644,000	2,644,000	2,644,000	2,644,000	2,644,000	2,644,000	2,644,000	2,644,000	2,644,000	2,644,000
Borrowings	12,493,000	9,895,300	9,895,300	9,354,500	8,008,000	7,112,000	6,470,500	5,802,600	5,106,800	4,562,800	3,992,300	3,992,300
Employee benefit provisions	636,000	452,309	452,309	452,309	452,309	452,309	452,309	452,309	452,309	452,309	452,309	452,309
Other provisions	10,705,000	10,428,719	10,428,719	10,428,719	10,428,719	10,428,719	10,428,719	10,428,719	10,428,719	10,428,719	10,428,719	10,428,719
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Liabilities</b>	<b>25,672,000</b>	<b>23,420,328</b>	<b>23,420,328</b>	<b>22,879,528</b>	<b>21,533,028</b>	<b>20,637,028</b>	<b>19,995,528</b>	<b>19,327,628</b>	<b>18,631,828</b>	<b>18,087,828</b>	<b>17,517,328</b>	<b>17,517,328</b>
<b>TOTAL LIABILITIES</b>	<b>154,018,000</b>	<b>97,840,911</b>	<b>83,199,822</b>	<b>65,556,916</b>	<b>54,323,702</b>	<b>48,669,122</b>	<b>45,421,547</b>	<b>45,047,491</b>	<b>44,825,287</b>	<b>44,679,587</b>	<b>44,546,643</b>	<b>43,991,575</b>
<b>Net Assets</b>	<b>1,532,430,000</b>	<b>1,658,855,137</b>	<b>1,882,836,329</b>	<b>2,048,569,367</b>	<b>2,142,729,715</b>	<b>2,195,053,500</b>	<b>2,229,994,043</b>	<b>2,265,480,285</b>	<b>2,301,495,143</b>	<b>2,337,895,685</b>	<b>2,340,497,022</b>	<b>2,341,767,105</b>
<b>EQUITY</b>												
Retained Earnings	593,119,000	680,105,789	864,222,171	996,387,406	1,056,809,731	1,075,237,743	1,076,137,741	1,077,449,668	1,079,170,954	1,081,174,061	1,083,775,398	1,085,045,481
Revaluation Reserves	939,311,000	978,749,348	1,018,614,158	1,052,181,961	1,085,919,984	1,119,815,757	1,153,856,302	1,188,030,617	1,222,324,189	1,256,721,625	1,256,721,625	1,256,721,625
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	1,532,430,000	1,658,855,137	1,882,836,329	2,048,569,367	2,142,729,715	2,195,053,500	2,229,994,043	2,265,480,285	2,301,495,143	2,337,895,685	2,340,497,022	2,341,767,105
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Equity</b>	<b>1,532,430,000</b>	<b>1,658,855,137</b>	<b>1,882,836,329</b>	<b>2,048,569,367</b>	<b>2,142,729,715</b>	<b>2,195,053,500</b>	<b>2,229,994,043</b>	<b>2,265,480,285</b>	<b>2,301,495,143</b>	<b>2,337,895,685</b>	<b>2,340,497,022</b>	<b>2,341,767,105</b>

LISMORE CITY COUNCIL 10 Year Financial Plan for the Years ending 30 June 2035 BALANCE SHEET - WATER FUND Scenario: Preferred model												
	Actuals 2023/24	Current Year 2024/25	2025/26	2026/27	2027/28	2028/29	Projected Years					
	\$	\$	\$	\$	\$	\$	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>ASSETS</b>												
<b>Current Assets</b>												
Cash & Cash Equivalents	1,758,000	-	512,736	363,489	503,012	691,819	2,150,452	4,012,799	6,149,980	8,334,404	11,438,978	14,898,273
Investments	12,000,000	11,825,030	10,825,030	10,825,030	10,825,030	10,825,030	10,825,030	10,825,030	10,825,030	10,825,030	10,825,030	10,825,030
Receivables	4,284,000	4,616,133	4,865,081	5,104,747	5,356,057	5,620,446	5,897,975	6,189,232	6,494,953	6,689,137	6,889,210	7,095,193
Inventories	332,000	382,531	395,488	408,048	426,156	452,657	471,668	496,547	522,975	538,901	545,944	557,817
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>18,374,000</b>	<b>16,823,693</b>	<b>16,598,335</b>	<b>16,701,314</b>	<b>17,110,254</b>	<b>17,589,952</b>	<b>19,345,125</b>	<b>21,523,608</b>	<b>23,992,937</b>	<b>26,387,471</b>	<b>29,699,162</b>	<b>33,376,313</b>
<b>Non-Current Assets</b>												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	1,558,000	1,468,076	1,548,531	1,624,948	1,705,086	1,789,386	1,877,877	1,970,748	2,068,232	2,130,116	2,193,877	2,259,522
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	186,500,000	193,653,146	199,601,542	205,106,310	209,388,758	213,460,446	217,082,201	220,559,463	223,971,561	227,606,205	226,423,405	225,191,605
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Right of use assets	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>188,076,000</b>	<b>195,139,222</b>	<b>201,168,073</b>	<b>206,749,258</b>	<b>211,111,845</b>	<b>215,267,832</b>	<b>218,978,078</b>	<b>222,548,211</b>	<b>226,057,793</b>	<b>229,754,321</b>	<b>228,635,282</b>	<b>227,469,128</b>
<b>TOTAL ASSETS</b>	<b>206,450,000</b>	<b>211,962,915</b>	<b>217,766,408</b>	<b>223,450,572</b>	<b>228,222,099</b>	<b>232,857,784</b>	<b>238,323,203</b>	<b>244,071,818</b>	<b>250,050,730</b>	<b>256,141,793</b>	<b>258,334,444</b>	<b>260,845,441</b>
<b>LIABILITIES</b>												
<b>Current Liabilities</b>												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	162,000	385,289	378,042	399,473	399,669	410,469	424,328	439,822	456,128	464,900	474,622	485,442
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	8,000	-	-	-	-	-	-	-	-	-	-	-
Borrowings	744,000	846,900	892,700	949,100	1,028,500	611,900	583,000	608,600	635,500	429,300	400,100	-
Employee benefit provisions	344,000	344,055	344,055	344,055	344,055	344,055	344,055	344,055	344,055	344,055	344,055	344,055
Other provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>1,258,000</b>	<b>1,576,244</b>	<b>1,614,797</b>	<b>1,692,628</b>	<b>1,772,223</b>	<b>1,366,424</b>	<b>1,351,382</b>	<b>1,392,477</b>	<b>1,435,683</b>	<b>1,238,255</b>	<b>1,218,777</b>	<b>829,497</b>
<b>Non-Current Liabilities</b>												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	8,000	16,000	16,000	16,000	16,000	16,000	16,000	16,000	16,000	16,000	16,000	16,000
Borrowings	7,290,000	6,383,500	5,490,800	4,541,700	3,513,200	2,901,300	2,318,300	1,709,700	1,074,200	644,900	244,800	244,800
Employee benefit provisions	19,000	18,945	18,945	18,945	18,945	18,945	18,945	18,945	18,945	18,945	18,945	18,945
Other provisions	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Liabilities</b>	<b>7,317,000</b>	<b>6,418,445</b>	<b>5,525,745</b>	<b>4,576,645</b>	<b>3,548,145</b>	<b>2,936,245</b>	<b>2,353,245</b>	<b>1,744,645</b>	<b>1,109,145</b>	<b>679,845</b>	<b>279,745</b>	<b>279,745</b>
<b>TOTAL LIABILITIES</b>	<b>8,575,000</b>	<b>7,994,689</b>	<b>7,140,542</b>	<b>6,269,273</b>	<b>5,320,369</b>	<b>4,302,669</b>	<b>3,704,628</b>	<b>3,137,122</b>	<b>2,544,828</b>	<b>1,918,100</b>	<b>1,498,522</b>	<b>1,109,242</b>
<b>Net Assets</b>	<b>197,875,000</b>	<b>203,968,226</b>	<b>210,625,866</b>	<b>217,181,299</b>	<b>222,901,730</b>	<b>228,555,114</b>	<b>234,618,575</b>	<b>240,934,696</b>	<b>247,505,902</b>	<b>254,223,692</b>	<b>256,835,921</b>	<b>259,736,198</b>
<b>EQUITY</b>												
Retained Earnings	37,103,000	37,950,507	39,309,883	41,407,615	42,651,579	43,811,576	45,366,681	47,161,540	49,200,748	51,378,094	53,990,323	56,890,600
Revaluation Reserves	160,772,000	166,017,719	171,315,983	175,773,684	180,250,151	184,743,539	189,251,894	193,773,156	198,305,154	202,845,598	202,845,598	202,845,598
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	197,875,000	203,968,226	210,625,866	217,181,299	222,901,730	228,555,114	234,618,575	240,934,696	247,505,902	254,223,692	256,835,921	259,736,198
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Equity</b>	<b>197,875,000</b>	<b>203,968,226</b>	<b>210,625,866</b>	<b>217,181,299</b>	<b>222,901,730</b>	<b>228,555,114</b>	<b>234,618,575</b>	<b>240,934,696</b>	<b>247,505,902</b>	<b>254,223,692</b>	<b>256,835,921</b>	<b>259,736,198</b>

LISMORE CITY COUNCIL 10 Year Financial Plan for the Years ending 30 June 2035 BALANCE SHEET - SEWER FUND Scenario: Preferred model												
	Actuals 2023/24	Current Year 2024/25	2025/26	2026/27	2027/28	2028/29	Projected Years					
	\$	\$	\$	\$	\$	\$	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>ASSETS</b>												
<b>Current Assets</b>												
Cash & Cash Equivalents	4,689,000	4,538,934	4,588,708	4,687,952	4,806,879	4,950,221	5,146,517	5,378,903	5,620,936	5,829,043	6,131,806	6,462,874
Investments	40,000,000	35,120,502	35,505,632	36,273,547	37,193,760	38,302,879	39,821,742	41,619,859	43,492,616	45,102,860	47,445,523	50,007,198
Receivables	2,157,000	1,120,733	1,186,610	1,222,457	1,259,128	1,296,898	1,335,796	1,375,873	1,417,152	1,459,663	1,503,457	1,548,551
Inventories	556,000	465,974	567,064	579,915	593,218	619,202	624,597	640,942	657,743	685,942	692,852	711,191
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>47,402,000</b>	<b>41,246,143</b>	<b>41,848,014</b>	<b>42,763,871</b>	<b>43,852,986</b>	<b>45,169,200</b>	<b>46,928,651</b>	<b>49,015,578</b>	<b>51,188,448</b>	<b>53,077,508</b>	<b>55,773,638</b>	<b>58,729,814</b>
<b>Non-Current Assets</b>												
Investments	-	5,729,903	5,792,737	5,918,022	6,068,154	6,249,107	6,496,909	6,790,272	7,095,812	7,358,523	7,740,728	8,158,664
Receivables	187,000	421,424	446,627	460,028	473,825	488,038	502,677	517,754	533,287	549,287	565,766	582,738
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	329,109,000	348,077,884	379,552,542	426,019,136	441,508,272	449,042,852	456,718,382	464,393,225	472,244,918	480,477,852	479,373,652	478,223,252
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Right of use assets	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>329,296,000</b>	<b>354,229,211</b>	<b>385,791,907</b>	<b>432,397,185</b>	<b>448,050,252</b>	<b>455,779,997</b>	<b>463,717,968</b>	<b>471,701,251</b>	<b>479,874,017</b>	<b>488,385,662</b>	<b>487,680,146</b>	<b>486,964,655</b>
<b>TOTAL ASSETS</b>	<b>376,698,000</b>	<b>395,475,354</b>	<b>427,639,921</b>	<b>475,161,057</b>	<b>491,903,238</b>	<b>500,949,197</b>	<b>510,646,620</b>	<b>520,716,829</b>	<b>531,062,464</b>	<b>541,463,169</b>	<b>543,453,784</b>	<b>545,694,469</b>
<b>LIABILITIES</b>												
<b>Current Liabilities</b>												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	716,000	365,503	363,773	367,050	356,002	348,637	338,271	331,396	324,278	319,653	309,253	302,209
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	1,400,000	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	1,286,000	1,402,600	1,461,900	1,524,000	1,489,100	1,295,300	1,235,900	1,276,300	1,318,100	1,361,300	1,328,400	-
Employee benefit provisions	344,000	344,525	344,525	344,525	344,525	344,525	344,525	344,525	344,525	344,525	344,525	344,525
Other provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>3,746,000</b>	<b>2,112,629</b>	<b>2,170,198</b>	<b>2,235,575</b>	<b>2,189,627</b>	<b>1,988,463</b>	<b>1,918,696</b>	<b>1,952,221</b>	<b>1,986,903</b>	<b>2,025,479</b>	<b>1,982,179</b>	<b>646,734</b>
<b>Non-Current Liabilities</b>												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	15,444,000	13,981,300	12,519,400	10,995,400	9,506,300	8,211,000	6,975,100	5,698,800	4,380,700	3,019,400	1,691,000	1,691,000
Employee benefit provisions	20,000	19,475	19,475	19,475	19,475	19,475	19,475	19,475	19,475	19,475	19,475	19,475
Other provisions	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Liabilities</b>	<b>15,464,000</b>	<b>14,000,775</b>	<b>12,538,875</b>	<b>11,014,875</b>	<b>9,525,775</b>	<b>8,230,475</b>	<b>6,994,575</b>	<b>5,718,275</b>	<b>4,400,175</b>	<b>3,038,875</b>	<b>1,710,475</b>	<b>1,710,475</b>
<b>TOTAL LIABILITIES</b>	<b>19,210,000</b>	<b>16,113,403</b>	<b>14,709,073</b>	<b>13,250,450</b>	<b>11,715,402</b>	<b>10,218,937</b>	<b>8,913,271</b>	<b>7,670,496</b>	<b>6,387,078</b>	<b>5,064,353</b>	<b>3,692,653</b>	<b>2,357,209</b>
<b>Net Assets</b>	<b>357,488,000</b>	<b>379,361,951</b>	<b>412,930,848</b>	<b>461,910,607</b>	<b>480,187,837</b>	<b>490,730,260</b>	<b>501,733,349</b>	<b>513,046,333</b>	<b>524,675,387</b>	<b>536,398,816</b>	<b>539,761,131</b>	<b>543,337,260</b>
<b>EQUITY</b>												
Retained Earnings	68,400,000	80,897,172	104,898,871	145,748,173	155,763,217	157,929,461	160,444,820	163,161,161	166,084,322	169,078,617	172,440,932	176,017,061
Revaluation Reserves	289,088,000	298,464,779	308,031,976	316,162,434	324,424,619	332,800,799	341,288,529	349,885,172	358,591,065	367,320,199	367,320,199	367,320,199
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	357,488,000	379,361,951	412,930,848	461,910,607	480,187,837	490,730,260	501,733,349	513,046,333	524,675,387	536,398,816	539,761,131	543,337,260
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Equity</b>	<b>357,488,000</b>	<b>379,361,951</b>	<b>412,930,848</b>	<b>461,910,607</b>	<b>480,187,837</b>	<b>490,730,260</b>	<b>501,733,349</b>	<b>513,046,333</b>	<b>524,675,387</b>	<b>536,398,816</b>	<b>539,761,131</b>	<b>543,337,260</b>

LISMORE CITY COUNCIL 10 Year Financial Plan for the Years ending 30 June 2035 CASH FLOW STATEMENT - CONSOLIDATED Scenario: Preferred model												
	Actuals	Current Year	Projected Years									
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Cash Flows from Operating Activities</b>												
<b>Receipts:</b>												
Rates & Annual Charges	58,194,000	69,581,784	69,775,201	72,002,857	74,304,159	76,681,555	79,137,985	81,675,980	84,298,057	86,870,298	89,475,984	92,159,699
User Charges & Fees	26,998,000	23,018,456	24,144,143	26,097,245	27,075,199	28,110,544	29,189,352	30,313,126	31,484,258	32,501,714	33,441,949	34,409,785
Investment & Interest Revenue Received	7,117,000	9,258,879	5,098,609	5,611,819	5,567,303	5,653,786	5,766,239	5,883,228	6,075,233	6,292,914	6,467,669	6,643,930
Grants & Contributions	187,356,000	97,191,763	241,290,260	193,625,814	93,054,066	44,396,477	23,137,155	24,407,186	24,866,841	25,339,818	25,834,807	24,484,185
Bonds & Deposits Received	2,642,000	-	-	-	-	-	-	-	-	-	-	-
Other	2,987,000	12,808,605	5,831,190	8,492,835	8,914,987	8,608,425	8,561,785	8,485,980	8,740,689	9,002,966	9,272,821	9,576,672
<b>Payments:</b>												
Employee Benefits & On-Costs	(44,523,000)	(45,773,038)	(53,942,858)	(54,044,251)	(54,857,406)	(56,422,993)	(53,850,066)	(55,213,342)	(56,855,050)	(58,546,724)	(60,288,099)	(62,082,560)
Materials & Contracts	(54,813,000)	(65,856,610)	(59,934,473)	(44,590,029)	(38,673,614)	(38,694,897)	(40,542,329)	(41,798,510)	(43,124,306)	(44,410,972)	(44,836,632)	(45,618,862)
Borrowing Costs	(2,470,000)	(1,645,501)	(1,405,232)	(1,257,134)	(1,167,936)	(950,576)	(786,643)	(688,801)	(597,303)	(499,839)	(407,043)	(358,224)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	(4,206,000)	(4,211,094)	(3,906,862)	(5,694,217)	(6,225,629)	(6,240,533)	(6,545,044)	(6,648,104)	(6,859,776)	(7,076,250)	(7,310,625)	(7,543,219)
<b>Net Cash provided (or used in) Operating Activities</b>	<b>179,282,000</b>	<b>94,373,243</b>	<b>226,949,978</b>	<b>200,244,938</b>	<b>107,991,129</b>	<b>61,141,787</b>	<b>44,068,434</b>	<b>46,416,743</b>	<b>48,028,643</b>	<b>49,473,926</b>	<b>51,650,831</b>	<b>51,671,405</b>
<b>Cash Flows from Investing Activities</b>												
<b>Receipts:</b>												
Sale of Investment Securities	-	174,970	1,000,000	-	-	4,000,000	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	275,000	817,300	504,600	376,800	580,500	661,100	541,000	404,500	845,400	960,300	1,608,400	31,800
Sale of non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	10,000	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Purchase of Investment Securities	-	(850,405)	(447,964)	(893,200)	(1,070,345)	(1,290,072)	(1,766,665)	(2,091,480)	(2,178,297)	(1,872,955)	(2,724,869)	(2,979,611)
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(122,821,000)	(148,449,718)	(237,500,452)	(211,495,287)	(106,434,108)	(55,993,041)	(33,595,066)	(31,480,664)	(33,458,948)	(37,614,458)	(37,990,206)	(34,297,996)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	9,000	17,900	18,500	19,100	19,700	20,300	20,900	21,500	22,100	22,800	23,500
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	20,928,000	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash provided (or used in) Investing Activities</b>	<b>(101,608,000)</b>	<b>(148,298,853)</b>	<b>(236,425,916)</b>	<b>(211,993,187)</b>	<b>(106,904,853)</b>	<b>(52,602,313)</b>	<b>(34,800,431)</b>	<b>(33,146,744)</b>	<b>(34,770,345)</b>	<b>(38,505,013)</b>	<b>(39,083,875)</b>	<b>(37,222,307)</b>
<b>Cash Flows from Financing Activities</b>												
<b>Receipts:</b>												
Proceeds from Borrowings & Advances	-	-	-	4,000,000	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Repayment of Borrowings & Advances	(5,608,000)	(5,042,000)	(4,856,900)	(4,629,500)	(4,739,000)	(3,864,100)	(2,803,200)	(2,460,400)	(2,552,800)	(2,649,400)	(2,334,600)	(2,299,000)
Repayment of lease liabilities (principal repayments)	(742,000)	-	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Flow provided (used in) Financing Activities</b>	<b>(6,350,000)</b>	<b>(5,042,000)</b>	<b>(4,856,900)</b>	<b>(629,500)</b>	<b>(4,739,000)</b>	<b>(3,864,100)</b>	<b>(2,803,200)</b>	<b>(2,460,400)</b>	<b>(2,552,800)</b>	<b>(2,649,400)</b>	<b>(2,334,600)</b>	<b>(2,299,000)</b>
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	<b>71,324,000</b>	<b>(58,967,610)</b>	<b>(14,332,838)</b>	<b>(12,377,749)</b>	<b>(3,652,724)</b>	<b>4,675,374</b>	<b>6,464,803</b>	<b>10,809,599</b>	<b>10,705,498</b>	<b>8,319,513</b>	<b>10,232,357</b>	<b>12,150,098</b>
<b>plus: Cash &amp; Cash Equivalents - beginning of year</b>	<b>42,272,000</b>	<b>113,596,000</b>	<b>54,628,390</b>	<b>40,295,552</b>	<b>27,917,803</b>	<b>24,265,079</b>	<b>28,940,453</b>	<b>35,405,256</b>	<b>46,214,856</b>	<b>56,920,353</b>	<b>65,239,867</b>	<b>75,472,223</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>113,596,000</b>	<b>54,628,390</b>	<b>40,295,552</b>	<b>27,917,803</b>	<b>24,265,079</b>	<b>28,940,453</b>	<b>35,405,256</b>	<b>46,214,856</b>	<b>56,920,353</b>	<b>65,239,867</b>	<b>75,472,223</b>	<b>87,622,321</b>
Cash & Cash Equivalents - end of the year	113,596,000	54,628,390	40,295,552	27,917,803	24,265,079	28,940,453	35,405,256	46,214,856	56,920,353	65,239,867	75,472,223	87,622,321
Investments - end of the year	70,000,000	70,675,435	70,123,399	71,016,599	72,086,944	69,377,016	71,143,681	73,235,161	75,413,458	77,286,412	80,011,281	82,990,892
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>183,596,000</b>	<b>125,303,825</b>	<b>110,418,951</b>	<b>98,934,402</b>	<b>96,352,023</b>	<b>98,317,469</b>	<b>106,548,937</b>	<b>119,450,016</b>	<b>132,333,811</b>	<b>142,526,279</b>	<b>155,483,504</b>	<b>170,613,214</b>

LISMORE CITY COUNCIL												
10 Year Financial Plan for the Years ending 30 June 2035												
CASH FLOW STATEMENT - GENERAL FUND												
Scenario: Preferred model												
	Actuals	Current Year	Projected Years									
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Cash Flows from Operating Activities</b>												
<b>Receipts:</b>												
Rates & Annual Charges	-	48,278,693	47,956,977	49,335,612	50,812,548	52,333,712	53,900,759	55,514,997	57,177,327	58,889,743	60,653,051	62,469,146
User Charges & Fees	-	10,809,294	11,116,372	12,465,414	12,806,211	13,169,443	13,542,658	13,926,574	14,321,791	14,728,207	15,146,225	15,576,443
Investment & Interest Revenue Received	-	6,896,100	2,574,580	2,981,154	2,857,772	2,863,020	2,891,865	2,922,772	3,026,030	3,150,138	3,230,632	3,309,752
Grants & Contributions	-	85,994,472	216,977,867	151,674,211	83,742,034	43,197,677	21,930,255	23,191,986	23,643,141	24,107,318	24,593,307	23,233,285
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	11,854,389	5,598,651	8,252,138	8,666,803	8,352,783	8,298,484	8,214,742	8,461,293	8,715,211	8,976,428	9,271,420
<b>Payments:</b>												
Employee Benefits & On-Costs	-	(41,135,698)	(49,406,991)	(48,631,844)	(49,610,072)	(51,031,041)	(48,299,908)	(49,500,872)	(50,975,402)	(52,495,088)	(54,059,107)	(55,670,897)
Materials & Contracts	-	(47,235,854)	(39,724,016)	(23,875,460)	(17,201,104)	(16,017,098)	(17,210,808)	(17,445,013)	(17,705,456)	(18,111,149)	(18,244,734)	(18,392,483)
Borrowing Costs	-	(657,059)	(517,367)	(474,270)	(493,962)	(395,197)	(338,121)	(308,053)	(282,016)	(254,587)	(228,452)	(216,615)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(4,211,094)	(3,906,862)	(5,694,217)	(6,225,629)	(6,240,533)	(6,545,044)	(6,648,104)	(6,859,776)	(7,076,250)	(7,310,625)	(7,543,219)
<b>Net Cash provided (or used in) Operating Activities</b>	-	70,593,242	190,669,212	146,032,737	85,354,602	46,232,766	28,170,340	29,869,029	30,806,931	31,653,541	32,756,726	32,036,831
<b>Cash Flows from Investing Activities</b>												
<b>Receipts:</b>												
Sale of Investment Securities	-	-	-	-	-	4,000,000	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	758,200	486,400	349,500	576,000	659,300	427,300	343,600	757,300	637,600	1,608,400	-
Sale of non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(125,527,686)	(203,461,459)	(160,453,584)	(87,594,976)	(45,222,041)	(22,912,066)	(20,877,164)	(22,591,548)	(25,690,458)	(27,018,906)	(23,130,096)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	9,000	17,900	18,500	19,100	19,700	20,300	20,900	21,500	22,100	22,800	23,500
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash provided (or used in) Investing Activities</b>	-	(124,760,486)	(202,957,159)	(160,085,584)	(86,999,876)	(40,543,041)	(22,464,466)	(20,512,664)	(21,812,748)	(25,030,758)	(25,387,706)	(23,106,596)
<b>Cash Flows from Financing Activities</b>												
<b>Receipts:</b>												
Proceeds from Borrowings & Advances	-	-	-	4,000,000	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Repayment of Borrowings & Advances	-	(2,892,300)	(2,607,400)	(2,274,900)	(2,265,900)	(1,346,500)	(896,000)	(641,500)	(667,900)	(695,800)	(544,000)	(570,500)
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Flow provided (used in) Financing Activities</b>	-	(2,892,300)	(2,607,400)	1,725,100	(2,265,900)	(1,346,500)	(896,000)	(641,500)	(667,900)	(695,800)	(544,000)	(570,500)
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	-	(57,059,544)	(14,895,347)	(12,327,747)	(3,911,174)	4,343,226	4,809,874	8,714,865	8,326,283	5,926,983	6,825,020	8,359,735
<b>plus: Cash &amp; Cash Equivalents - beginning of year</b>	-	107,149,000	50,089,456	35,194,109	22,866,362	18,955,188	23,298,414	28,108,288	36,823,153	45,149,436	51,076,420	57,901,439
<b>Cash &amp; Cash Equivalents - end of the year</b>	-	50,089,456	35,194,109	22,866,362	18,955,188	23,298,414	28,108,288	36,823,153	45,149,436	51,076,420	57,901,439	66,261,174
Cash & Cash Equivalents - end of the year	107,149,000	50,089,456	35,194,109	22,866,362	18,955,188	23,298,414	28,108,288	36,823,153	45,149,436	51,076,420	57,901,439	66,261,174
Investments - end of the year	18,000,000	18,000,000	18,000,000	18,000,000	18,000,000	14,000,000	14,000,000	14,000,000	14,000,000	14,000,000	14,000,000	14,000,000
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>125,149,000</b>	<b>68,089,456</b>	<b>53,194,109</b>	<b>40,866,362</b>	<b>36,955,188</b>	<b>37,298,414</b>	<b>42,108,288</b>	<b>50,823,153</b>	<b>59,149,436</b>	<b>65,076,420</b>	<b>71,901,439</b>	<b>80,261,174</b>



LISMORE CITY COUNCIL												
10 Year Financial Plan for the Years ending 30 June 2035												
CASH FLOW STATEMENT - WATER FUND												
Scenario: Preferred model												
	Actuals	Current Year	Projected Years									
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Cash Flows from Operating Activities</b>												
<b>Receipts:</b>												
Rates & Annual Charges	-	6,565,967	6,582,525	6,946,661	7,299,504	7,670,053	8,059,178	8,467,705	8,896,658	9,209,716	9,488,952	9,776,564
User Charges & Fees	-	11,361,862	12,161,871	12,746,731	13,365,787	14,016,502	14,700,195	15,417,652	16,170,567	16,758,107	17,256,224	17,769,142
Investment & Interest Revenue Received	-	566,475	559,047	579,892	597,190	615,079	633,358	652,227	671,683	693,882	714,684	736,085
Grants & Contributions	-	1,752,110	1,320,632	2,003,767	455,381	261,800	269,700	277,800	286,100	294,700	303,500	312,600
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	100,000	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Employee Benefits & On-Costs	-	(2,118,741)	(1,955,702)	(2,405,132)	(2,138,509)	(2,191,212)	(2,255,282)	(2,320,954)	(2,388,521)	(2,458,280)	(2,530,330)	(2,604,297)
Materials & Contracts	-	(12,190,373)	(12,578,487)	(12,977,237)	(13,557,568)	(14,407,140)	(15,004,551)	(15,800,332)	(16,641,463)	(17,138,159)	(17,354,053)	(17,735,612)
Borrowing Costs	-	(383,144)	(339,320)	(293,562)	(245,683)	(192,075)	(143,266)	(117,451)	(91,942)	(64,742)	(40,804)	(31,686)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash provided (or used in) Operating Activities</b>	-	5,654,157	5,750,568	6,601,120	5,776,104	5,773,008	6,259,332	6,576,647	6,903,082	7,295,224	7,838,174	8,222,795
<b>Cash Flows from Investing Activities</b>												
<b>Receipts:</b>												
Sale of Investment Securities	-	174,970	1,000,000	-	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	31,800	9,100	9,100	-	-	68,200	47,300	13,600	140,900	-	31,800
Sale of non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(6,815,327)	(5,400,032)	(5,866,767)	(4,687,481)	(4,555,700)	(4,257,000)	(4,178,600)	(4,170,900)	(4,616,200)	(4,304,300)	(4,395,200)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash provided (or used in) Investing Activities</b>	-	(6,608,557)	(4,390,932)	(5,857,667)	(4,687,481)	(4,555,700)	(4,188,800)	(4,131,300)	(4,157,300)	(4,475,300)	(4,304,300)	(4,363,400)
<b>Cash Flows from Financing Activities</b>												
<b>Receipts:</b>												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Repayment of Borrowings & Advances	-	(803,600)	(846,900)	(892,700)	(949,100)	(1,028,500)	(611,900)	(583,000)	(608,600)	(635,500)	(429,300)	(400,100)
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Flow provided (used in) Financing Activities</b>	-	(803,600)	(846,900)	(892,700)	(949,100)	(1,028,500)	(611,900)	(583,000)	(608,600)	(635,500)	(429,300)	(400,100)
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	-	(1,758,000)	512,736	(149,247)	139,523	188,808	1,458,632	1,862,347	2,137,182	2,184,424	3,104,574	3,459,295
<b>plus: Cash &amp; Cash Equivalents - beginning of year</b>	-	1,758,000	(0)	512,736	363,489	503,012	691,819	2,150,452	4,012,799	6,149,980	8,334,404	11,438,978
<b>Cash &amp; Cash Equivalents - end of the year</b>	-	(0)	512,736	363,489	503,012	691,819	2,150,452	4,012,799	6,149,980	8,334,404	11,438,978	14,898,273
Cash & Cash Equivalents - end of the year	1,758,000	(0)	512,736	363,489	503,012	691,819	2,150,452	4,012,799	6,149,980	8,334,404	11,438,978	14,898,273
Investments - end of the year	12,000,000	11,825,030	10,825,030	10,825,030	10,825,030	10,825,030	10,825,030	10,825,030	10,825,030	10,825,030	10,825,030	10,825,030
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>13,758,000</b>	<b>11,825,030</b>	<b>11,337,765</b>	<b>11,188,519</b>	<b>11,328,041</b>	<b>11,516,849</b>	<b>12,975,481</b>	<b>14,837,829</b>	<b>16,975,010</b>	<b>19,159,434</b>	<b>22,264,008</b>	<b>25,723,303</b>

LISMORE CITY COUNCIL												
10 Year Financial Plan for the Years ending 30 June 2035												
CASH FLOW STATEMENT - SEWER FUND												
Scenario: Preferred model												
	Actuals	Current Year	Projected Years									
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Cash Flows from Operating Activities</b>												
<b>Receipts:</b>												
Rates & Annual Charges	-	14,737,123	15,235,699	15,720,584	16,192,106	16,677,789	17,178,047	17,693,279	18,224,072	18,770,839	19,333,980	19,913,989
User Charges & Fees	-	847,300	865,900	885,100	903,200	924,600	946,500	968,900	991,900	1,015,400	1,039,500	1,064,200
Investment & Interest Revenue Received	-	1,796,304	1,964,982	2,050,772	2,112,341	2,175,686	2,241,016	2,308,229	2,377,520	2,448,895	2,522,354	2,598,093
Grants & Contributions	-	9,445,181	22,991,761	39,947,836	8,856,651	937,000	937,200	937,400	937,600	937,800	938,000	938,300
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	854,216	232,538	240,697	248,184	255,642	263,301	271,238	279,397	287,755	296,393	305,251
<b>Payments:</b>												
Employee Benefits & On-Costs	-	(2,518,599)	(2,580,166)	(3,007,275)	(3,108,826)	(3,200,740)	(3,294,876)	(3,391,516)	(3,491,127)	(3,593,356)	(3,698,662)	(3,807,365)
Materials & Contracts	-	(6,430,383)	(7,631,971)	(7,737,331)	(7,914,942)	(8,270,661)	(8,327,170)	(8,553,165)	(8,777,386)	(9,161,664)	(9,237,845)	(9,490,767)
Borrowing Costs	-	(605,298)	(548,545)	(489,302)	(428,291)	(363,304)	(305,256)	(263,298)	(223,345)	(180,509)	(137,788)	(109,923)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash provided (or used in) Operating Activities</b>	-	18,125,844	30,530,199	47,611,080	16,860,423	9,136,013	9,638,761	9,971,067	10,318,630	10,525,161	11,055,932	11,411,779
<b>Cash Flows from Investing Activities</b>												
<b>Receipts:</b>												
Sale of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	27,300	9,100	18,200	4,500	1,800	45,500	13,600	74,500	181,800	-	-
Sale of non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Purchase of Investment Securities	-	(850,405)	(447,964)	(893,200)	(1,070,345)	(1,290,072)	(1,766,665)	(2,091,480)	(2,178,297)	(1,872,955)	(2,724,869)	(2,979,611)
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(16,106,705)	(28,638,961)	(45,174,936)	(14,151,651)	(6,215,300)	(6,426,000)	(6,424,900)	(6,696,500)	(7,307,800)	(6,667,000)	(6,772,700)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash provided (or used in) Investing Activities</b>	-	(16,929,810)	(29,077,825)	(46,049,936)	(15,217,496)	(7,503,572)	(8,147,165)	(8,502,780)	(8,800,297)	(8,998,955)	(9,391,869)	(9,752,311)
<b>Cash Flows from Financing Activities</b>												
<b>Receipts:</b>												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Repayment of Borrowings & Advances	-	(1,346,100)	(1,402,600)	(1,461,900)	(1,524,000)	(1,489,100)	(1,295,300)	(1,235,900)	(1,276,300)	(1,318,100)	(1,361,300)	(1,328,400)
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Flow provided (used in) Financing Activities</b>	-	(1,346,100)	(1,402,600)	(1,461,900)	(1,524,000)	(1,489,100)	(1,295,300)	(1,235,900)	(1,276,300)	(1,318,100)	(1,361,300)	(1,328,400)
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	-	(150,066)	49,774	99,244	118,927	143,341	196,296	232,387	242,033	208,106	302,763	331,068
<b>plus: Cash &amp; Cash Equivalents - beginning of year</b>	-	4,689,000	4,538,934	4,588,708	4,687,952	4,806,879	4,950,221	5,146,517	5,378,903	5,620,936	5,829,043	6,131,806
<b>Cash &amp; Cash Equivalents - end of the year</b>	-	4,538,934	4,588,708	4,687,952	4,806,879	4,950,221	5,146,517	5,378,903	5,620,936	5,829,043	6,131,806	6,462,874
Cash & Cash Equivalents - end of the year	4,689,000	4,538,934	4,588,708	4,687,952	4,806,879	4,950,221	5,146,517	5,378,903	5,620,936	5,829,043	6,131,806	6,462,874
Investments - end of the year	40,000,000	40,850,405	41,298,369	42,191,569	43,261,914	44,551,986	46,318,651	48,410,131	50,588,428	52,461,383	55,186,251	58,165,863
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>44,689,000</b>	<b>45,389,339</b>	<b>45,887,077</b>	<b>46,879,521</b>	<b>48,068,794</b>	<b>49,502,207</b>	<b>51,465,168</b>	<b>53,789,034</b>	<b>56,209,364</b>	<b>58,290,425</b>	<b>61,318,057</b>	<b>64,628,736</b>

# Lismore City Council

Draft Long Term Financial Plan for the Years Ending 30 June 2035



## Key Assumptions

### Comparison to Delivery Program and Operational Plan

Note: Council's Long Term Financial Plan is prepared on a consolidated basis, eliminating all internal transactions. The net operating result for the year is the same as the Delivery Program & Operational Plan when the net gain from the disposal of assets is excluded from the net operating result in the Long Term Financial Plan.

<b>Income from Continuing Operations</b>										
	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/33	2033/2034	2034/2035
<b>Rates &amp; Annual Charges</b>										
General Rates	3.90%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Sewerage Annual Charges	3.90%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Water Annual Charges	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	3.00%	3.00%	3.00%
<b>User Charges and Fees</b>										
User Charges and Fees	4.00%	3.50%	3.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
<b>Interest and Investment Revenue</b>										
Interest and Investment Revenue	4.50%	4.25%	4.00%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
Income from interest and investments is largely dependent on the level of interest rates, along with the level of cash Council has available to invest.										
<b>Other Revenues</b>										
Other revenues	4.00%	3.50%	3.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
<b>Grants &amp; Contributions</b>										
Financial Assistance Grant	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Library Grant	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Sec 7.11 Contributions	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%

# Lismore City Council

Draft Long Term Financial Plan for the Years Ending 30 June 2035



## Key Assumptions

### Comparison to Delivery Program and Operational Plan

Note: Council's Long Term Financial Plan is prepared on a consolidated basis, eliminating all internal transactions. The net operating result for the year is the same as the Delivery Program & Operational Plan when the net gain from the disposal of assets is excluded from the net operating result in the Long Term Financial Plan.

<b>Expenses from Continuing Operations</b>										
<b>Employee Benefits and Oncosts</b>	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/33	2033/2034	2034/2035
Salaries & Wages	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Superannuation - Employer Contribution	12.00%	12.00%	12.00%	12.00%	12.00%	12.00%	12.00%	12.00%	12.00%	12.00%
Workers Compensation	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
<b>Borrowing Costs</b>										
<b>Waste remediation/Compliance</b>	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/33	2033/2034	2034/2035
Amount	-	\$4,000,000	\$0	-	-	-	-	-	-	-
Rate	-	5.32%	-	-	-	-	-	-	-	-
Term	-	20	-	-	-	-	-	-	-	-
<b>Costs</b>	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/33	2033/2034	2034/2035
Materials and Contracts	1.50%	1.50%	1.50%	1.50%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Insurance	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%
Other expenses	1.50%	1.50%	1.50%	1.50%	1.50%	2.00%	2.00%	2.00%	2.00%	2.00%
Electricity	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%
Other expenses include a number of expenditure items such as contributions and levies paid to other levels of government, advertising, Councillor expenses, donations to other organisations, electricity, insurance, street lighting costs, telephone costs, valuer general costs and other sundry expense items.										

# SENSITIVITY ANALYSIS AND RISK



## ASSESSMENT

An important component of modelling is being able to understand which factors in the model are the most sensitive to variance. By testing different variables in the LTFP, Council and the community can understand what the financial impact might be if the variables change. The variables tested in the sensitivity analysis are based on the planning assumptions.

For example:

- what are the impacts on revenue if rate pegging is below/above the forecast level.
- what are the impacts on expenses if expenses are greater than forecast, that is inflation remains at higher levels.

The available revenue is lower or higher or the costs of service delivery is such that Council is not able to meet its obligations

Council has undertaken a basic sensitivity analysis to determine factors likely to be sensitive to variables and known major risks.

### Rate pegging

Rate pegging is independently determined by the Independent Pricing and Regulatory Tribunal.

Rates are a major part of Council's revenue and any changes to the allowable rate increase can impact the available funds for Council to deliver services to the community.

Model	2025/26	2026 - 2035
Preferred Model	3.9%	3.0%
If IPART determination was <b>higher</b> than forecast:	3.9%	4.0%
Impact on revenue would be	\$ -	\$ 20,365,400
If IPART determination was <b>lower</b> than forecast:	3.9%	2.5%
Impact on revenue would be	\$ -	-\$ 9,782,300



# SENSITIVITY ANALYSIS AND RISK



## ASSESSMENT

An important component of modelling is being able to understand which factors in the model are the most sensitive to variance. By testing different variables in the LTFP, Council and the community can understand what the financial impact might be if the variables change.

The variables tested in the sensitivity analysis are based on the planning assumptions.

### Electricity Costs

Total electricity costs include a combination of: consumption charges, fixed charges and additional levies, with each affected by different factors and subject to Government at any time. Council will continue to review options for reducing power consumption.

Council’s total electricity costs for 2025/2026 are forecast to be \$1.573 million.

A 10% reduction due to savings and minimisation strategies would result in savings of. \$157,300 per annum

### Materials Cost and Other Costs

Material and contracts are a large component of Council's costs to deliver services. If inflation increases, it will impact the available levels of service Council can deliver.

Model	Var	Impact
Modelling - Increase - 1% increase on model in each year	1.0%	(\$612,000) pa 25/26 to (\$3.8 million) pa in year 10





# Draft Revenue Policy 2025 - 2026

## Annual Statement of Revenue Policy and Borrowings

In accordance with Section 405 of the Local Government Act 1993, Lismore City Council provides the following details of its Statement of Revenue Policy. This information outlines the basis on which rates and charges will be determined.

Rate pegging is determined by the Independent Pricing and Regulatory Tribunal (IPART) each year and sets the maximum general income Council can collect from ordinary rates.

### Ordinary Rates:

On 01 October 2024, IPART announced the percentage increase to apply in the 2025/26 financial year would be 3.9 per cent.

To meet its recurrent obligations towards works and services, Council will increase its ordinary rates by the full 3.9%. The allowable rating increase equates to an income increase of approximately \$1,400,000 over the 2025/26 rating base.

Council policy is to levy ordinary rates to all ratable properties using a combination of a base amount and land valuation.

The base amount is Council's assessment of costs that could be said to be common to all ratepayers regardless of property use or location. The base amount for 2025/26 has been increased by the 3.9% allowable rating increase (plus rounding) to \$475.00.

The balance of each rate assessment will be levied using an ad valorem rate i.e., the land valuation multiplied by a rate in the dollar. Rates will be levied on three categories of property: Business, Residential and Farmland.

**The proposed rate in the dollar and base amount for each of the rating category options for 2025/26 detailed below will apply:**

### *2025/26 Ordinary Rate Base Amount plus Ad Valorem Rate*

Rates Category	Rate in \$ (cents)	Base Amount (\$)	Yield (\$'000s)	Proportional Contribution (%)
Business – Inner CBD	7.7752	475.00	1,731	4.6
Business – Urban	2.0100	475.00	4,883	13.0
Business – Other	0.5894	475.00	182	0.5
Business – Nimbin	0.8139	475.00	117	0.3
Residential – Urban/Village	0.3917	475.00	19,365	51.6
Residential – Rural	0.3058	475.00	5,940	15.8
Farmland	0.3044	475.00	5,336	14.2
<b>Total</b>			<b>37,554</b>	<b>100.00</b>

To calculate your ordinary rates for 2025/26, you will need your land valuation as at the 1/7/2022 base date. Multiply the land value by the rate in dollar of the rating category applicable to your property and then add the base amount of \$475.00.

#### For example: -

*A Residential – Urban/Village property with a land value of \$100,000, the ordinary rates would be \$100,000 X (0.3917/100) (of a cent in the dollar, the urban/village rate) = \$391.70 plus \$475.00 (base amount) = \$866.70*

## Waste Management Charges:

Council has reviewed the range of services that it offers with particular emphasis on landfill reduction. Options available encourage recycling and provides choice in the size of bins. Maps detailing the zones covered by these services are available on request.

### a) Waste Collection Charges

The Domestic Waste Management Charge is an annual charge, which by virtue of Section 496 of the Local Government Act 1993, a council must make and levy for the provision of domestic waste management services for each parcel of rateable land for which the service is available.

All waste collection charges are an annual charge, either under Section 496 or 501 of the Local Government Act 1993. This in effect means that the charge will apply for the entire year regardless of the number of times the service is utilised.

If a service is no longer required and Council is notified to that effect, the charge will still apply in the rating year in which it was levied but will not be charged in future years. The exception to this is where a charge has been wrongly applied such as where the charge was for two services but only one was received.

When a service or additional service is requested during a rating year, the cost of the service will be calculated on a quarterly pro-rata basis and levied from the next rate instalment period after the service is commenced.

For Domestic Services: -

- Waste Collection – Urban Full: This charge is applicable to all urban domestic properties receiving the service within the defined collection area. The service is a weekly 240 litre organic bin and a fortnightly 360 litre recycling bin plus a fortnightly 140 litre waste bin collection service.
- Waste Collection – Urban Half: This charge is applicable to all urban domestic properties receiving the service within the defined collection area. The service is a weekly 120 litre organic bin and a fortnightly 120 litre recycling bin and a fortnightly 80 litre waste bin collection service.
- Waste Collection – Urban Waste Plus: This charge is applicable to all urban domestic properties receiving the service within the defined collection area. The service is a weekly 240 litre organic bin, a fortnightly 360 litre recycling bin and a fortnightly 240 litre waste bin collection service.
- Waste Collection – Special Needs: This service is available on application and requires approval by the Manager of Waste Operations. It is available for customers with health or mobility problems and will be assessed on a 'case by case' basis. The service is available to domestic properties only. The service consists of a fortnightly 240 litre waste bin collection service collected from and returned to the property by the waste truck driver or a variation on this needs to be assessed.
- Waste Collection – Rural Full: This charge is applicable to all domestic properties within the service areas as defined, outside the urban area of Lismore and receiving the collection service. The service is a fortnightly 240 litre waste bin and a fortnightly 360 litre recycling bin collection service.
- Waste Collection – Rural Half: This charge is applicable to all domestic properties within the service areas as defined, outside the urban area of Lismore and receiving the collection service. The service is a fortnightly 140 litre waste bin and a fortnightly 120 litre recycling bin collection service.

- Waste Collection – Village Full: This charge is applicable to all domestic properties within the rural village service areas as defined, outside the urban area of Lismore and receiving the collection service. The service is a fortnightly 240 litre organic bin and a fortnightly 360 litre recycling bin plus a fortnightly 240 litre waste bin collection service.
- Waste Collection – Village Half: This charge is applicable to all domestic properties within the rural village service areas as defined, outside the urban area of Lismore and receiving the collection service. The service is a fortnightly 120 litre organic bin and a fortnightly 120 litre recycling bin plus a fortnightly 140 litre waste bin collection service.

For Non-Domestic Services: -

- Waste Collection – Urban Business: This charge is applicable to all non-domestic properties receiving the service within the defined collection area. This service is a weekly 240 litre waste bin and a weekly 240 litre resource recovery (recyclable, organics) bin collection service.
- Waste Collection – Village/Rural Business: This charge is applicable to all non-domestic properties within the service areas as defined, outside the urban area of Lismore and receiving the collection service. The service is a weekly 240 litre waste bin and a fortnightly 240 or 360 litre recycling bin collection service.

#### **b) Other Waste Management Charges**

In addition to collection charges, Council also levies a number of other charges, which are used to implement waste management and reduction programs.

**Waste Availability:** This charge applies to all rateable properties where the waste collection service is available, but not being utilised, excluding those properties paying the Nimbin Transfer Station charge.

**Waste Minimisation:** This charge is applicable to all rateable properties except for those rateable properties paying the Nimbin Transfer Station charge. This charge is for the provision of recycling services, waste strategy and policy development, other waste reduction programs, waste education services and an allocation of two (2) waste vouchers per rateable property (capped at 5,000 vouchers per annum). Domestic (residential) properties will be able to access one voucher in the period 1 July to 31 December 2025, and a second voucher in the period 1 January to 30 June 2026. Residents will also be able to use any residual amount of their waste voucher, up to a total of two (2) uses. A voucher with less than \$2.00 remaining will be void from use. This charge attracts GST.

**QLD Levy:** 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 2025/26 year until the cell becomes operational. To offset the increased operational costs, the waste levy of \$75.00 per service will continue for the 2025/26 year. The Qld Levy is included in the Annual Charges below.



To minimise the impact on ratepayers, Council will not charge the Waste Minimisation levy in 2025/26.

Nimbin Transfer Station: This charge is applicable to all ratable properties within the Nimbin and District service area map, not receiving a waste collection service, and is charged on a per dwelling basis. A copy of the map is available at Council's Corporate Centre.

A summary of all waste and resource recovery Annual Charges follows: -

Services	Annual Charge (\$)	Yield (\$'000)
<b>Waste Collection</b>		
<b>Domestic – Urban</b>		
Waste Collection - Urban Full	\$642.00	\$6,568
Waste Collection – Urban Half	\$469.00	\$183
Waste Collection – Urban Waste Plus	\$747.00	\$564
Waste Collection – Special Needs	\$537.00	\$18
<b>Rural</b>		
Waste Collection – Rural	\$631.00	\$1,548
Waste Collection – Rural Half	\$437.00	\$213
Waste Collection – Village	\$720.00	\$1,098
Waste Collection – Village Half	\$510.00	\$61
<b>Non-Domestic</b>		
Waste Collection - Urban Business	\$569.00	\$651
Waste Collection - Village/Rural Business	\$627.00	\$141
<b>Waste Management</b>		
Waste Availability	\$78.75	\$95
Waste Minimisation	\$Nil	\$Nil
Nimbin Transfer Station	\$190.00	\$61

Additional bins are available for existing domestic and non-domestic services, upon request. **These extra bins cannot be provided independently and must be added to an active service.** The frequency of collection for these additional bins will be in line with the active service. A summary of the additional bin services and their Annual Charge follows: -

Extra Bin Services		Annual	Scheduling
<b>Domestic - Urban</b>			
Urban	Extra Bin Service - 240L Waste	\$231.00	Fortnightly
Urban	Extra Bin Service - 360L Recycling	\$90.00	Fortnightly
Urban	Extra Bin Service - 240L Organics	\$210.00	Weekly
<b>Domestic - Rural &amp; Village</b>			
Rural & Village	Extra Bin Service - 240L Waste	\$272.00	Fortnightly
Rural & Village	Extra Bin Service - 360L Recycling	\$128.00	Fortnightly
Village	Extra Bin Service - 240L Organics – Village only	\$145.00	Fortnightly
<b>Non-Domestic - Rates</b>			
Urban	Extra Bin Service - 240L Waste	\$346.00	Weekly
Urban	Extra Bin Service - 360L Recycling	\$135.00	Weekly
Urban	Extra Bin Service - 240L Organics	\$315.00	Weekly
Rural & Village	Extra Bin Service - 240L Waste	\$408.00	Weekly
Rural & Village	Extra Bin Service - 360L Recycling	\$128.00	Fortnightly

### c) Domestic and Non-Domestic Collection zones by township,

The Lismore Local Government Area is divided into townships. The following townships are zoned as Urban, Rural or Village in their entirety.

#### Urban

- Chilcotts Grass
- East Lismore
- Girards Hill
- Goonellabah
- Lismore
- Lismore Heights
- Loftville
- North Lismore
- South Lismore

#### Village


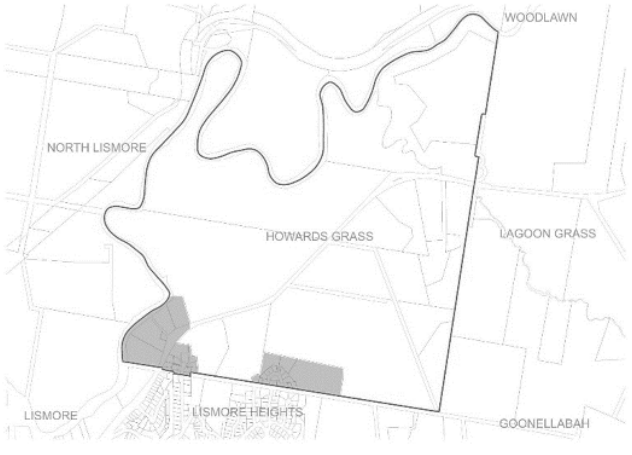
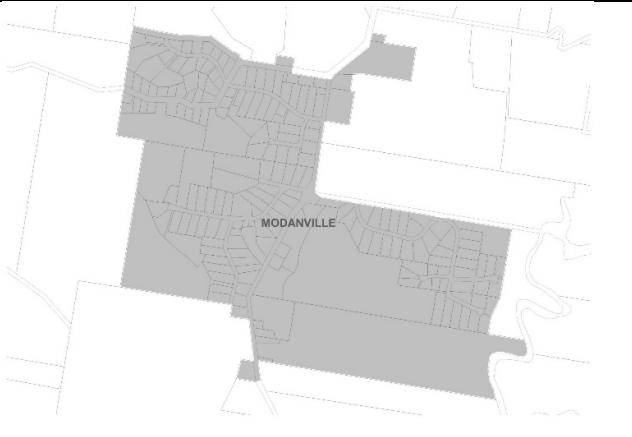
- Richmond Hill
- Tullera

**Rural**

- Blakebrook
- Blue Knob
- Boat Harbour
- Booerie Creek
- Booyong
- Broadwater
- Buckendoon
- Coffee Camp
- Corndale
- Dorrroughby
- Dungarubba
- East Coraki
- Eltham
- Georgica
- Goolmangar
- Green Forest
- Jiggi
- Keerrong
- Kilgin
- Koonorigan
- Lagoon Grass
- Larnook
- Leycester
- Lindendale
- Marom Creek
- McLeans Ridges
- Monaltrie
- Numulgi
- Pearces Creek
- Repentance Creek
- Rock Valley
- Rosebank
- Ruthven
- South Gundurimba
- Stony Chute
- Terania Creek
- Tregeagle
- Tucki Tucki
- Tuckurimba
- Tuncester
- Tuntable Creek
- Whian Whian
- Woodlawn

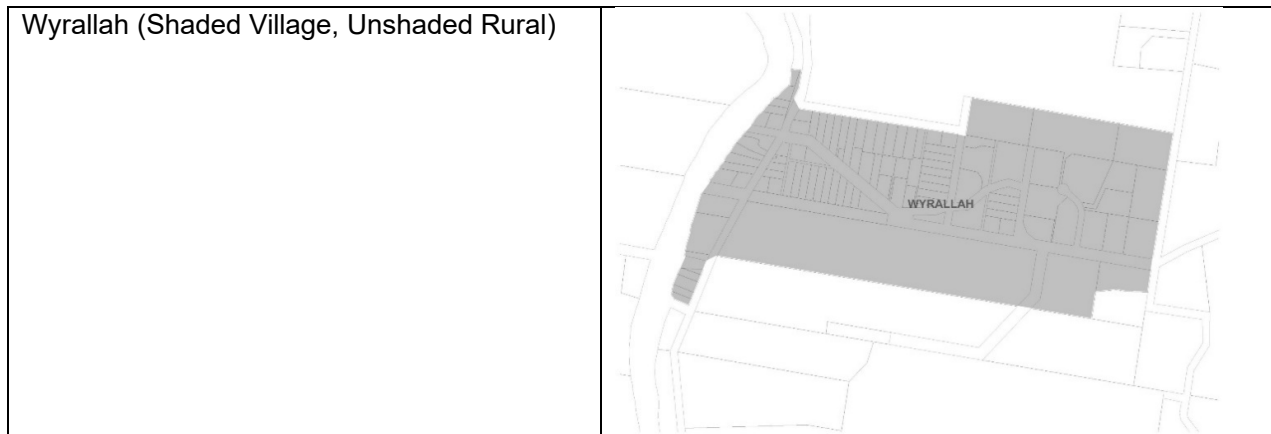
The following township/suburbs have a combination of Urban, Rural or Village collection zones.

<p>Bexhill (Shaded Village, Unshaded Rural)</p>	 <p>A map showing the Bexhill township. A central area is shaded grey, representing the Village collection zone. The surrounding areas are unshaded, representing the Rural collection zone. Labels 'BEXHILL' and 'RICHMOND HILL' are visible on the map.</p>
<p>Caniaba (Shaded Village, Unshaded Rural)</p>	 <p>A map showing the Caniaba township. A large central area is shaded grey, representing the Village collection zone. The surrounding areas are unshaded, representing the Rural collection zone. The label 'CANIABA' is visible on the map.</p>
<p>Clunes (Shaded Village, Unshaded Rural)</p>	 <p>A map showing the Clunes township. A central area is shaded grey, representing the Village collection zone. The surrounding areas are unshaded, representing the Rural collection zone. Labels 'CLUNES' and 'CLUNES PT2' are visible on the map.</p>

<p>Dunoon (Shaded Village, Unshaded Rural)</p>	
<p>Howards Grass (Shaded Urban, Unshaded Rural)</p>	
<p>Modanville (Shaded Village, Unshaded Rural)</p>	



<p>Nimbin (Shaded Village, Unshaded Rural)</p>	
<p>North Woodburn (Shaded Village, Unshaded Rural)</p>	
<p>The Channon (Shaded Village, Unshaded Rural)</p>	



### Wastewater Charges:

A copy of Council's "Wastewater Charging Policy," which sets out the methodology used to arrive at the wastewater charges, is available from Council's Corporate Centre. In summary, wastewater charges are determined by the following formula:

Annual Wastewater Charge = No. of Equivalent Tenements (ET) x Charge per Equivalent Tenement

An Equivalent Tenement refers to an assumed discharge to the wastewater system which is equivalent to that discharged by a 'standard' detached dwelling house. Under this charging regime a detached dwelling house, (having an ET value of 1.0) is charged \$1,053. All other forms of development are charged based on their calculated ET value, with the method of calculating ET values being specified within Council's "Wastewater Charging Policy". Under this policy, calculated ET values are rounded to the nearest one tenth of an ET and a minimum value of 1.0 ET is applied to all assessments.

For properties with multiple tenements or more than one equivalent tenement, a schedule of charges is also available from Council's Corporate Centre.

A summary of wastewater charges follows: -

Services	Annual Charge (\$)	Yield (\$'000)
<b>Wastewater</b>		
Lismore – (Includes Nimbin, Perradenya & North Woodburn)		
For single unit dwelling houses	\$1,053.00	\$11,443
For residential flats for each unit of occupancy	\$737.00	\$1,124
For non-domestic properties (excluding properties within the established strength category), per equivalent tenement or part thereof as indicated within the Wastewater Charging Policy	\$1,053.00	\$2,527
For properties not connected to a wastewater scheme and able to do so and located within 75 metres of a wastewater main	\$632.00	\$378
Sewer Rebate 1 - For occupied properties with stand-alone systems of wastewater management not connected to the sewerage system	\$316.00	\$0
Sewer Rebate 2 - For occupied properties with dry composting toilets and no toilets connected to the sewerage system	\$527.00	\$0

### Stormwater Management Services Charges:

The Stormwater Management Services charge is applied to ratable land within the Lismore urban area. There are exemptions to the charge with vacant and crown land (including Department of Housing) most prominent.

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 350m<sup>2</sup> and an additional \$25.00 for each unit of 350m<sup>2</sup> or part thereof. For a property of 850m<sup>2</sup> the charge would be \$75.00 (850m<sup>2</sup> ÷ 350m<sup>2</sup> = 2.42 units, rounded up to 3 = 3 x \$25.00 = \$75.00).

Business properties over 4,200 m<sup>2</sup>, 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 350m<sup>2</sup> or part thereof that is declared impervious. For owners of business properties over 4,200m<sup>2</sup>, an appeals process against the level of the charge is in place and a copy is available from the Council Corporate Office.

Business strata units and company titled units will be charged by determining the actual charge for the whole of the property and then dividing that charge by the total unit entitlement, either strata or company, and then multiplying that product by each strata or company title entitlement to determine the charge for each strata. The minimum charge per unit entitlement is \$5.00.

The total yield from Stormwater Management Services charges is \$399,866.

The following is a summary of stormwater management service charge related works to be provided in 2025/26. Any under expenditure of the charge's revenue will be accumulated and applied to future maintenance and major projects, and any over expenditure of the charge's revenue will be funded by accumulated or future charges revenues: -

Stormwater Management Services	No. of Services	Charge	Yield
Stormwater Residential - Urban Wilson	8,025	25.00	200,625
Stormwater Residential - Urban Strata Wilson	876	12.50	10,950
Stormwater Business - Wilson	4,924	25.00	123,100
Stormwater Business - Strata Wilson	39	25.00	991
Stormwater Residential - Urban Tucki	1,767	25.00	44,175
Stormwater Residential - Urban Strata Tucki	382	12.50	4,775
Stormwater Business - Tucki	610	25.00	15,250
<b>Total</b>			<b>399,866</b>

**Water Charges:**

Council's water charging structure is made up of two tiers, a 'consumption charge' based on actual water consumed and a 'fixed service charge' dependent on the size of the water service. In addition, a small amount of revenue is generated from fire services.

**a) Consumption Charge**

Water consumed through the meter will be charged at \$5.28 per kilolitre. The estimated income from consumption is \$11,747,400 (2.225 megalitres at \$5.28 per kilolitre).

**b) Fixed Service Charges**

A summary of the fixed service charges follows: -

Service	No. of Services	Annual Charge (\$)	Yield (\$'000)
<b>Residential</b>			
20mm service	12,392	\$388.00	\$4,808
25mm service	179	\$606.00	\$108
32mm service	77	\$992.00	\$76
40mm service	54	\$1,550.00	\$83
50mm service	24	\$2,422.00	\$58
65mm service	3	\$4,093.00	\$12
80mm service	1	\$6,201.00	\$6
100mm service	-	\$9,688.00	\$0
150mm service	-	\$21,799.00	\$0
<b>Total Residential</b>	<b>12,730</b>		<b>\$5,153</b>
<b>Non-Residential</b>			
20mm service	854	\$388.00	\$331
25mm service	300	\$606.00	\$181
32mm service	133	\$992.00	\$131
40mm service	108	\$1,550.00	\$167
50mm service	136	\$2,422.00	\$329
65mm service	4	\$4,093.00	\$16
80mm service	9	\$6,201.00	\$55
100mm service	21	\$9,688.00	\$203
150mm service	5	\$21,799.00	\$108
<b>Total Non-Residential</b>	<b>1,570</b>		<b>\$1,526</b>
<b>Other</b>			
Unconnected properties*	285	\$388.00	\$110
Fire service*	69	\$388.00	\$26
Water Rebate Services* (Occupied properties with stand-alone water supply systems not connected to the reticulated water supply)	-	\$194.00	\$0
<b>Total Other</b>	<b>354</b>		<b>\$137</b>
<b>Grand Total</b>	<b>14,654</b>		<b>\$6,817</b>

\*Conditions apply

**Pension Rebates:**

Rebates are available to eligible pensioners who are solely or jointly liable for the payment of rates and charges. The rebates are as follows: -

- 50% of combined general rates and waste management charges up to a \$250.00 maximum.
- 50% of water consumption and fixed service charges up to an \$87.50 maximum; and
- 50% of sewer charges up to an \$87.50 maximum.

### Pricing Policy for Goods and Services:

A review of resources required to provide all goods and services, and the corresponding pricing category is undertaken every year. This includes the cost of delivery of the service and the impacts of inflation over 2025 and the forecast increases in 2026.

**Council has applied a 4.00% increase to its fees and charges for 2025/26\*.**

*\*Excluding: - Statutory Fees & Charges, Commercial Operations and Water charges. These are all subject to external factors that cannot be absorbed by Council.*

The intent of a pricing policy is to disclose to all stakeholders the rationale behind the fee established for any Council product or service including:

- the actual cost of providing a product or service.
- the extent to which the general community benefits from the product or service, and therefore the extent that the cost of the product or service will be subsidised from rate revenue. i.e., the public-good component or community service obligation.
- the extent to which the user or person benefiting from the product or service, will be asked to contribute to the cost of its provision, i.e., the user contribution; and
- the strategies for moving the current fee to the position determined by the policy, i.e., the target cost recovery.

The underlying principle of pricing policy is that the role of property rates and general-purpose income will be to finance the public-good component of services and attendant community service obligations, and that users will be called upon to finance the cost of producing goods and services from which they derive a benefit.

Council's Pricing Policy (Policy 1.5.9 - Pricing Policy – Fees and Charges) details the above elements for every product or service supplied by Council and can be reviewed at Council's Corporate Centre or on Council's website.

### National Competition Policy and Competitive Neutrality:

Competitive neutrality is one of the principles of National Competition Policy which is applied to all levels of government in Australia including local government. The principle is based on the concept of a "level playing field" for competitors in a market, including both public and private sector competitors. Business operations or activities run by local government should operate without net competitive advantages over businesses because of their public ownership.

The New South Wales Policy Statement on the Application of Competitive Neutrality Principles to local government are non-prescriptive. The policy statement recognises that for competition policy to be effective, there is a need to have an effective system in place to manage relevant business activities, their pricing and costing and the handling of complaints relating to competitive neutrality.

To assist local government in implementing competitive neutrality, the New South Wales Government issued the Competitive Neutrality Guidelines for Local Government (1997). After considering the guidelines, Council has determined that the following business activities will comply with the competitive neutrality principle: -

Category One (Turnover > \$2 million)	Category Two (Turnover < \$2 million)
1. Water Supplies Services	1. Lismore Memorial Gardens – Crematorium.
2. Wastewater Services	2. Goonellabah Sports & Aquatic Centre – Gym & Swim School
3. Northern Rivers Quarry & Asphalt	
4. Northern Rivers Waste – Disposal	

Category One:

As part of the application of costs attribution, Council includes all direct and indirect costs that a private sector competitor would incur. The guidelines mandate the inclusion of costs for Taxation Equivalent Regime Payments, Debt guarantee fees and a Return on capital invested.

Category Two:

As part of the application of costs attribution, Council includes all direct and indirect costs that a private sector competitor would incur. While the guidelines do not mandate the inclusion of Taxation Equivalent Regime Payments, Debt guarantee fees and a Return on capital invested, Council is required to abide by the broad principle and intent of competitive neutrality. As the impact of Taxation Equivalent Regime Payments, Debt guarantee fees and a Return on capital invested is not considered material, they have been excluded.

**Borrowings**

Council is required to submit a program of new borrowings seeking approval from the Office of Local Government on an annual basis.

Council does not propose to borrow in the 2025/2026 financial year.





# Draft Fees and Charges 2025 - 2026

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DRAFT

**Pricing Policy**

The intention of the Pricing Policy is to disclose to all stakeholders the rationale behind the fee established for any Council product or service including:

- the true cost of providing a product or service;
- the extent to which the user or person benefits from the product or service and therefore the extent that the cost of the product or service will be subsidised from rate revenue. i.e. the public component or community service obligation;
- the extent to which the user or person benefiting from the product or service, will be asked to contribute to the cost or its provision. i.e. the user contribution; and
- strategies for moving the current fee to the position determined by the policy, i.e. the target cost recovery.

The underlying principle of the Pricing Policy is that the role of property rates and general purpose income will be to finance the public good component of services and attend community service obligations, and the users will be called upon to finance the cost of producing goods and services from which they derive a benefit.

The Pricing Policy, details the above elements for every product or service supplied by Council, and can be viewed on Council's website.

**Goods & Services Tax (GST)**

The following schedule of fees and charges has been prepared using the most current GST information. Fees and charges with GST included are shown where appropriate.

**Y = Deemed to be taxable and fees/charges include GST**

**N = Deemed to be non-taxable and fees/charges exclude GST**

**Pricing Categories**

Council has classified the Fees and Charges in this booklet under the following categories.

**(Z) - Zero Cost Recovery**

This good/service is provided at no cost. The costs are met entirely from property rates and general purpose income.

**(M) - Minimal Cost Recovery**

The price for this good/service is set to make a small (less than 50%) contribution towards the operating costs, both direct and indirect, or providing the good/service. The remainder of the costs are met from property rates and general purpose income.

**(P) - Partial Cost Recovery**

The price for this good/service is set to make a significant (more than 50%) contribution towards the operating costs, both direct and indirect, or providing the good/service. The remainder of the costs are met from property rates and general purpose income.

**(F) - Full Cost Recovery**

The price for this good/service is set to recover the total operating costs, both direct and indirect, or providing the good/service. Indirect costs are to include taxation equivalent payments, where applicable, in accordance with the principles of National Competition Policy.

**(L) - Regulatory**

The price for this good/service is a statutory charge set by government regulations. These charges may change during the year as legislation is updated. The amounts in this document are indicative of the legislation at the time of printing.

**(R) - Reference Price**

The price for this good/service is set by reference to prices charged for similar goods/services by like councils or competitors.

**Factors considered in determining fees and charges include:**

- The cost of providing the service or good;
- Local Government Regulations;
- Market conditions and prices; and
- Whether or not there is a community service obligation.

**DISCLAIMER**

a) The General Manager and Executive Directors reserve the right to alter fees and charges included in this booklet where that person is of the opinion that it is reasonable to do so.

b) While all care is taken to reflect current regulatory charges, they are subject to change by Legislation. The timing of legislative changes is outside the control of Lismore City Council.

Name	Code	GST	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (incl. GST)
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## Lismore City Council

### Chief Community Office

#### Customer Services

MLAK Key Issuance Fee (for eligible customers)	F	Y	\$0.00	\$35.00
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#### Archive

Copy of previous rate or water notices issued less than within the current or previous financial year	Z	N		Free
Copy of previous rate or water notices issued greater than current or previous financial year	P	N	\$20.00	\$25.00
Extended search of archive – written request (per hour at a minimum of one hour) excluding request under Section 12 LGA 1993	P	N	\$70.00	\$72.80

#### Printing Fees (Inkjet printers/plotters)

A4 Black/Partial Colour	F	Y	\$1.30	\$1.30
A4 Full Colour	F	Y	\$2.60	\$2.70
A3 Black/Partial Colour	F	Y	\$1.30	\$1.35
A3 Full Colour	P	Y	\$2.60	\$2.75
A2 Black/Partial Colour	P	Y	\$13.95	\$14.55
A2 Full Colour	P	Y	\$37.45	\$38.95
A1 Black/Partial Colour	P	Y	\$19.80	\$20.60
A1 Full Colour	P	Y	\$56.20	\$58.45
A0 Black/Partial Colour	P	Y	\$35.40	\$36.85
A0 Full Colour	P	Y	\$81.15	\$84.40

#### Planning and Environment

The fees and charges for Planning and Environment applications are composed of statutory fees, or fees that are charged in an effort to recover the cost of providing the actual service. Where the cost of processing an individual application significantly exceeds the original application fee paid, Council reserves the right to recover the additional costs incurred by Council (including additional inspections that have been required) through the issue of a further invoice for the extra work at the adopted rate below for professional services.

#### Professional Service Fee

(e.g confirming compliance with approved plans or conditions or consent, Section 7.11 Levy quotes, compliance cost recovery/notices) (requiring search of records, analysis of information, written response): e.g existing/continuing use, zoning or consent history, permissible uses explanation, purchase information, fire safety, food safety reports, on-site reports, review of vegetation management plans and reports, access reports and advice and the like

\$343.00 base rate (initial minimum charge) then additional \$343.00 per hour plus any costs incurred for full cost recovery per hour	F	Y		\$343.00+
				Last year fee \$330.00+

Note: any fees for services not specifically identified in these Fees and Charges will be charged consistent with the Professional Service Fee and may be subject to quote or invoice.

#### Transfer of PCA Responsibility

Transfer and/or review of the PCA Responsibility from a Private Certifier to Council + Inspection fee based on urban/rural inspection fees	F	Y		POA
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Name	Code	GST	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (incl. GST)
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### Sundry Debtor Invoice Fee

Sundry Debtor Invoice Fee (Revenue NSW)	F	Y	\$35.50	\$37.00
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### Inspection Fees

Note: Inspections fees also apply to all applications lodged for assessment including, but not limited to, Construction Certificates, Subdivision Works Certificates, Subdivision Certificates, Section 68 Applications, Section 138 Applications, Certificate of Compliance (S307), Certificate of Compliance/Practical Completion Certificates, Caravan Parks and Camping Grounds, Building Information Certificates, fire safety and all certification inspections including drainage inspections and site inspections.

Inspection Fee – Urban (base inspection fee) – Within a radius of 10km from Council's Corporate Centre, Goonellabah	F	Y	\$348.00	\$362.00
Inspection Fee (Urban - within a radius of 10km from Council's Corporate Centre, Goonellabah) - Urgent	F	Y	\$501.00	\$521.00
Inspection Fee – Remote Rural (base inspection fee) – Greater than a radius of 10 km from Council's Corporate Centre, Goonellabah	F	Y	\$403.00	\$419.00
Inspection Fee (Rural - greater than a radius of 10km from Council's Corporate Centre, Goonellabah) - Urgent	F	Y	\$551.50	\$574.00

### Occupation Certificate Fees

Occupation Certificate (10 business days)	F	Y	\$330.00	\$343.00
Urgency fee (subject to availability)	F	Y	\$453.00	\$471.00

### Compliance Cost Notices/Administration Fees

Compliance Cost Notices/servicing fee for investigation - amounts that may be required to be paid under a compliance cost notice in respect of costs or expenses incurred by Council relating to an investigation that leads to the giving of an order.	L	N	\$1,000.00	\$1,000.00
Review an Order – base rate as per professional fees	L	N		\$343.00+
				<b>Last year fee</b> \$330.00+
POEO Administration Fee (statutory - Part 4 POEO General Regulations)	L	N	\$803.00	\$821.00
Food Act Notice Administration Fee (statutory)	L	N	\$330.00	\$330.00
Public Health Act Notice (unregulated)	L	N	\$295.00	\$295.00
Public Health Act Notice (regulated)	L	N	\$635.00	\$635.00
Council fees for services when exercising its regulatory functions under Section 608 of the LGA – base rate as per professional fees	L	N		\$343.00+
				<b>Last year fee</b> \$330.00+
Cost of Serving a Notice under the Public Spaces (Unattended Property) Act 2021 – Base rate as per professional fees		N		\$343.00+
				<b>Last year fee</b> \$330.00+

### Boarding House Act Legislation Inspection Fee

Initial Inspection	F	N	\$730.50	\$760.00
Compliance Certificate	F	N	\$330.00	\$343.00

### DA Pre-Lodgement Meetings

**Please Note:** additional fees may be applicable based on the Professional Service Fee

DA Pre-Lodgement Meeting Fee	P	Y	\$990.00	\$1,030.00
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Name	Code	GST	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (incl. GST)
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### Registration of Private Certificates

Complying Development Certificate	L	N	\$40.00	\$40.00
One or more other Part 6 Certificates – Construction, Occupation, Subdivision or Compliance Certificates where not lodged with construction certificate	L	N	\$45.00	\$45.00

### Development Application (Lodgement Fee) (Excluding Dwellings)

Estimated cost of development - fixed by Schedule 4 Part 2 Item 2.1 of the EP & A Regulations

Up to \$5,000	L	N	\$144.00	\$144.00
\$5,001-\$50,000	L	N		\$220.00+
\$212 plus an additional \$3 for each \$1,000 (or part of \$1,000) by which the estimated amount exceeds \$5,000				
\$50,001-\$250,000	L	N		\$459.00+
\$442 plus an additional \$3.64 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$50,000				
\$250,001-\$500,000	L	N		\$1,509.00+
\$1,455 plus an additional \$2.34 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000				
\$500,001-\$1,000,000	L	N		\$2,272.00+
\$2,189 plus an additional \$1.64 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000				
\$1,000,001-\$10,000,000	L	N		\$3,404.00+
\$3,280 plus an additional \$1.44 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000				
More than \$10,000,000	L	N		\$20,667.00+
\$19,915 plus an additional \$1.19 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$10,000,000				
Amended Plan Fee – due to change of design or non-compliance with development controls subject to agreement of assessing officer. (i.e. amendment triggers renotification beyond submitters)	P	N	Based on 30% of Original DA Fee	

### Development Application (Dwelling)

Value \$100,000 or under	L	N	\$592.00	\$592.00
Note – For value \$100,000 or over use table above				

### Development Application (Lodgement Fee) – Subdivisions

New Road involved (EPA Reg Schedule 4 Part 2 Item 2.4) – \$865 plus \$65 per additional lot	L	N		\$865.00+
No New Road (EPA Reg Schedule 4 Part 2 Item 2.5) – \$430 plus \$53 per additional lot	L	N		\$430.00+
Strata (EPA Regs Schedule 4 Part 2 Item 2.6) – \$430 plus \$65 per additional lot	L	N		\$430.00+
Note – If two or more fees are applicable to a single development application (such as to subdivide land and to carryout work and/or erect a building on one or more lots created by the subdivision), the maximum fee payable for the development is the sum of those fees.				

### Subdivision Certificates

Subdivision Certificate & Final Linen Plan Release < 5 lots (plus one inspection fee based on urban/rural fees)	F	N	\$1,113.00	\$1,158.00
Subdivision Certificate & Final Linen Plan Release > 5 lots (\$1,158.00 plus an additional \$343.00 per lot over 5 lots) (plus one inspection fee based on urban/rural fees)	F	N		\$1,158.00+
				Last year fee \$1,113.00+
Re-certification of Final Linen Plan	M	N	\$330.00	\$343.00
Review and signing of 88b instruments	F	N	\$330.00	\$343.00

Name	Code	GST	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (incl. GST)
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**Subdivision Certificates** [continued]

Assessment for Compliance of Works – as Executed plans	F	N		\$343.00+
				<b>Last year fee</b> \$330.00+

**Integrated Development**

Integrated Development Fee - Processing fee additional to DA fee + \$416 for payment to each approval body (Schedule 4 Part 3 Item 3.1 of the Regs)	L	N		\$183.00+
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**Designated Development**

Designated Development Fee (additional to DA fee)	L	N	\$1,198.00	\$1,198.00
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**Developments Requiring Concurrence**

Unless concurrence may be assumed (Section 55 EP&A Regs) – DA Fee + \$183 processing fee + \$416 for payment to each concurrence authority	L	N		\$183.00+
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**Development Application (Lodgement Fee)**

Not involving the erection of a building, the carrying out of a work, the subdivision of land, or the demolition of a building or work	L	N	\$371.00	\$371.00
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**Section 68 Applications**

Note: Inspection fees based on the rural/urban inspection rate may apply to any Section 68 Application and will be charged accordingly.

Section 68 (LG Act) eg. Water/Sewer/Stormwater/OSSM – Urban	F	N	\$529.50	\$551.00
Section 68 (LG Act) eg. Water/Sewer/Stormwater/OSSM – Rural	F	N	\$554.50	\$577.00
Section 68 (LG Act) OSSM Applications Urban and Rural exceeding 10EP	F	N	\$959.00	\$997.50
Section 68 (LG Act) Minor Alteration/Upgrade/Re-assessment of an existing OSSM – Urban and Rural (base rate as per professional fees)	F	N		\$343.00+
				<b>Last year fee</b> \$330.00+
Section 68 Application - Minor Class 1 and 10 buildings only - Stormwater only fee (Note inspection fees may also apply)	F	N		\$343.00+
				<b>Last year fee</b> \$330.00+
Certificate of Compliance/Practical Completion for commercial and industrial developments	F	N	\$330.00	\$343.00
Review of Determination under the Local Government Act (Section 100) (base rate as per professional service fee)	F	N		\$343.00+
				<b>Last year fee</b> \$330.00+
Amended Section 68 Application Fee under the Local Government Act (Section 106)	F	N		50% of the original fee

**Liquid Trade Waste Application Fee**

Classification A – Urban	P	N	\$299.50	\$311.50
Classification B & 2S – Urban	P	N	\$446.50	\$464.50
Classification C – Urban	P	N	\$529.50	\$551.00



Name	Code	GST	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (incl. GST)
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### Water Management Act Certificate of Compliance (Section 305-307)

Compliance Certificate	P	N		\$343.00+
				<b>Last year fee</b> \$330.00+

### Section 138 Applications

Section 138 (Roads Act) Application – Urban	F	N		\$551.00+
				<b>Last year fee</b> \$529.50+
Section 138 (Roads Act) Application – Urban/Village (hoardings and skip bins) (plus \$5.50 per lineal metre of hoarding/fencing per week (minimum charge weekly)	F	N		\$551.00+
				<b>Last year fee</b> \$529.50+
Section 138 (Roads Act) Application – Rural	F	N		\$577.00+
				<b>Last year fee</b> \$554.50+
Certificate of Compliance/Practical Completion for commercial, industrial and subdivision developments	F	N	\$330.00	\$343.00
Amended Section 138 Application Fee	F	N	50% of the original fee	

### Bonds

#### 1. Charges for Roads (per m2)

GST inclusive if forfeited

Concrete or concrete based roads – bond	F	N	\$615.00	\$640.00
Tar and bituminous surfaces on all classes or base except stabilised base – bond	F	N	\$262.00	\$272.50
Stabilised base covered with sealed surface – bond	F	N	\$310.00	\$322.50
Earth or gravel – bond	F	N	\$151.00	\$157.00

Note – permits will require the payment of a minimum charge being at least 1 square metre based on the works affected

#### 2. Paths, Driveways, Kerb and Gutter Works

The following formula will be used to calculate fees and bonds:

- \*Labour – Actual wages and oncosts plus 50%
- \*Plant – Actual plant hire costs plus 25%
- \*Materials – Actual material costs plus 20%
- \*GST must be added to the total at 10%

### Development Works Bonding Fee

Administration & Acceptance Fee (term deposit, bank guarantees, mortgages, charges, etc relating to development consent) – Base rate as per professional fees	F	N		\$343.00+
				<b>Last year fee</b> \$330.00+

### Advertising of DAs - Prescribed Fees (Additional to DA Fees)

Giving of Notice under Schedule 4 Part 3 of the Environmental Planning and Assessment Regulation 2021

Giving of Notice for Designated Development (Schedule 4 of the EP & A Regs)	L	N	\$2,890.00	\$2,890.00
Giving of Notice Prohibited Development (Schedule 4 of the EP & A Regs)	L	N	\$1,438.00	\$1,438.00
Giving of Notice for other development for which a Community Participation Plan requires notice to be given	L	N	\$1,438.00	\$1,438.00

Name	Code	GST	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (incl. GST)
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### Advertising & Notification Fees for DA's/Modifications (Additional to DA Fees) - Community Participation Plan

Community Participation Plan - Category 2 Notification	F	N	\$339.50	\$353.00
Community Participation Plan - Category 3 Notification and Site Sign		N	\$499.00	\$519.00
Community Participation Plan - Category 4 Notification/Site Sign/Advertisement	F	N	\$1,239.00	\$1,289.00
Amended Plans – Re-Notification due to amended plans or information being lodged prior to determination or application – as per original application under the Community Participation Plan	F	N	In accordance with the Community Participation Plan Categories above.	

### Information & Technology Service Charge

Development Applications and Complying Development Certificate Applications	P	N	0.1% of estimated cost	
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### Archiving Fee

Where combined DA/Construction Certificate. One archive fee is applicable

Up to \$199,999	P	N	\$72.00	\$75.00
\$200,000 to \$1m	P	N	\$108.00	\$112.00
Over \$1m	P	N	\$149.00	\$155.00
Scanning of documentation to electronic format	P	N	\$177.00	\$184.00
Amended/Additional plans if not provided in acceptable electronic format	P	N	\$78.00	\$81.00

### Amendment/Modification to Consents

Item 4.1 of Schedule 4 of the EP & A Regs The maximum fee for an application under Section 4.55(1) of the Act	L	N	\$92.00	\$92.00
Item 4.2 of Schedule 4 of the EP & A Regs Modification application		N	-	
(a) Under the Act, Section 4.55 (1a)	L	N	\$839.00	\$839.00
(b) Under the Act, Section 4.56 (1) that involves, in the consent authority's opinion, minimal environmental impact	L	N	50% of the original DA Fee	
Item 4.3 of Schedule 4 of the EP & A Regs Modification application under the Act, Section 4.55(2) or 4.56(1) that does not, in the consent authority's opinion, involve minimal environmental impact, if the fee for the original application was (a) Less than \$100, or (b) \$100 or more and the original development application did not involve the erection of a building, the carrying out of work or the demolition of a work or building	L	N	50% of the original DA fee	
Item 4.4 of Schedule 4 of the EP & A Regs Modification application under the Act, Section 4.55(2) or 4.56(1) that does not, in the consent authority's opinion, involve minimal environmental impact, if (a) the fee for the original development application was 1 fee unit or more, and (b) the original development application involved the erection of a dwelling house with an estimated cost of \$100,000 or less	L	N	\$247.00	\$247.00
Item 4.5 of Schedule 4 of the EP & A Regs Modification application under the Act, Section 4.55(2) or 4.56(1) that does not, in the consent authority's opinion, involve minimal environmental impact, if the fee for the original application was 1 fee unit or more and the application relates to an original development application, other than an original development application specified in Item 4.3 or 4.4, with an estimated cost of development of:-	L	N	as per table below	
Up to \$5,000	L	N	\$71.00	\$71.00
\$5,001-\$250,000	L	N	\$110.00+	
\$110 plus an additional \$1.50 for each \$1,000, or part \$1,000 by which the estimated costs exceeds \$5,000				

Name	Code	GST	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (incl. GST)
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**Amendment/Modification to Consents** [continued]

\$250,001-\$500,000	L	N		\$651.00+
\$651 plus an additional \$0.85 for each \$1,000, or part \$1,000 by which the estimated costs exceeds \$250,000				
\$500,001-\$1,000,000	L	N		\$927.00+
\$927 plus an additional \$0.50 for each \$1,000, or part \$1,000 by which estimated costs exceeds \$500,000				
\$1,000,001-\$10,000,000	L	N		\$1,285.00+
\$1,285 plus an additional \$0.40 for each \$1,000, or part of \$1,000 by which the estimated costs exceeds \$1,000,000				
More than \$10,000,000	L	N		\$6,167.00+
\$6,167 plus an additional \$0.27 for each \$1,000, or part of \$1,000 by which the estimated costs exceeds \$10,000,000				
Item 4.6 of Schedule 4 of the EP & A Regs.	L	N	\$866.00	\$866.00
Additional fee for modification application if notice of application is required to be given under the Act, Section 4.55 (2) pr 4.56(1)				
Item 4.7 of Schedule 4 of the EP & A Regs	L	N	\$990.00	\$990.00
Additional fee for modification application that is accompanied by statement of qualified designer				
Item 4.8 of Schedule 4 of the EP & A Regs	L	N	\$3,905.00	\$3,905.00
Additional fee for modification application that is referred to design review panel for advice				

**Review of Determination (Division 8.2 Reviews of the EP&A Act)**

The maximum fee for a request of review of a decision under the EP&A Act is:

Item 7.1 of Schedule 4 of the EP & A Regs	L	N		50% of the original DA fee
Application for review under the Act, section 8.3 that relates to a development application not involving the erection of a building, the carrying out of a work or the demolition of a work or building				
Item 7.2 of Schedule 4 of the EP & A Regs	L	N	\$247.00	\$247.00
Application for review under the Act, section 8.3 that relates to a development application involving the erection of a dwelling house with an estimated cost of \$100,000 or less				
Item 7.3 and 7.3A of Schedule 4 of the EP & A Regs		N		-
Application for review under the Act, section 8.3 that relates to a development application, not referred to in item 7.1 and 7.2 for development with an estimated cost of				
Up to \$5,000	L	N	\$71.00	\$71.00
\$5,001-\$250,000	L	N		\$111.00+
\$111 plus an additional \$1.50 for each \$1,000, or part of \$1,000 by which the estimated costs exceeds \$5,000				
\$250,001-\$500,000	L	N		\$651.00+
\$651 plus an additional \$0.85 for each \$1,000, or part of \$1,000 by which the estimated costs exceeds \$250,000				
\$500,001-\$1,000,000	L	N		\$927.00+
\$927 plus an additional \$0.50 for each \$1,000, or part \$1,000 by which the estimated costs exceeds \$500,000				
\$1,000,001-\$10,000,000	L	N		\$1,285.00+
\$1,285 plus an additional \$0.40 for each \$1,000, or part \$1,000 by which the estimated costs exceeds \$1,000,000				
More than \$10,000,000	L	N		\$6,167.00+
\$6,167 plus an additional \$0.27 for each \$1,000, or part \$1,000 by which the estimated costs exceeds \$10,000,000				
Item 7.4 of Schedule 4 of the EP & A Regs	L	N		-
Application for review of decision to reject and not determine a development application under the Act, section 8.2(1)(c) if the estimated cost of development is:-				
a) less than \$100,000	L	N	\$71.00	\$71.00

Name	Code	GST	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (incl. GST)
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**Review of Determination (Division 8.2 Reviews of the EP&A Act) [continued]**

b) \$100,000 - \$1,000,000	L	N	\$195.00	\$195.00
c) More than \$1,000,000	L	N	\$325.00	\$325.00
Item 7.5 of Schedule 4 of the EP & A Regs	L	N	50% of the original DA fee	
Appeal against determination of modification application under the Act, section 8.9				
Item 7.7 of Schedule 4 of the EP & A Regs	L	N	\$807.00	\$839.50
Notice of application for review of a determination under the Act, Section 8.3				

**Appeal of Determination of Modification Application**

The fee for an application under Division 8.9 for an appeal of a decision is 50% of the fee that was payable in respect of the application that is the subject of appeal	L	N	50% of original fee	
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**Subdivision Works Certificate**

Subdivision Works Certificate \$716.00 per lot (Note: excludes ecology assessment/ review)	F	N	\$716.00+	<b>Last year fee</b> \$688.00+
Subdivision Works Certificate (Civil Works) including bulk earthworks/tree clearing/ other	F	N	\$343.00+	<b>Last year fee</b> \$330.00+
Certificate of Compliance/Practical Completion for commercial, industrial and subdivision developments	F	N	\$330.00	\$343.00
Amended plan fee (prior to determination of the subdivision works certificate) due to change of design or non-compliance with specifications - base rate as per professional services fees	F	N	\$343.00+	<b>Last year fee</b> \$330.00+
Application to amend an approved subdivision works certificate - 50% of the original fee	F	N	50% of the original fee	

**Complying Development Application**

Service is subject to availability

Residential – Complying Development Certificate – base rate plus assessment, administration and inspection fees based on urban/rural inspection rates	F	Y	POA	
Commercial/Industrial – Complying Development Certificate – base rate plus assessment, administration and inspection fees based on urban/rural inspection rates	F	Y	POA	

**Application for modification of CDC**

Fee	F	Y	50% of the original fee	
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**Construction Certificates**

Residential Construction Certificates	F	Y		
Residential Construction Certificate <\$50,000		Y	\$988.50	\$1,029.00
Residential Construction Certificate \$50,001 to \$100,000	F	Y	\$1,977.00	\$2,058.00
Residential Construction Certificate \$100,001 to \$500,000	F	Y	\$2,306.00	\$2,744.00
Residential Construction Certificate \$500,001 to \$750,000	F	Y	\$3,294.50	\$3,430.00
Residential Construction Certificate \$750,001 to \$1,000,000	F	Y	\$3,953.50	\$4,116.00
Residential Construction Certificate over \$1,000,001		Y	POA	

Name	Code	GST	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (incl. GST)
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### Construction Certificates [continued]

Commercial/Industrial Construction Certificates	F	Y		
Commercial/Industrial Construction Certificate <\$50,000	F	Y	\$1,318.00	\$2,058.00
Commercial/Industrial Construction Certificate <\$50,000 to \$100,000	F	Y	\$1,977.00	\$3,430.00
Commercial/Industrial Construction Certificate <\$100,001 to \$500,000	F	Y	\$2,800.00	\$4,802.00
Commercial/Industrial Construction Certificate <\$500,001 to \$750,000	F	Y	\$3,953.50	\$6,174.00
Commercial/Industrial Construction Certificate <\$750,001 to \$1,000,000	F	Y	\$4,283.00	\$7,203.00
Commercial/Industrial Construction Certificate over \$1,000,001	F	Y		POA
Application for Modification of Construction Certificate	F	Y		POA
Referral to Fire and Rescue NSW - for performance solutions (Development Certification and Fire Safety)	F	N	Please note that the fee from Fire & Rescue NSW will be passed on to the applicant, along with an administrative processing fee of \$50.00	

### Annual Fire Safety Statements

Registration of Annual Fire Safety Statements (per building/certificate)	P	Y	\$167.50	\$174.00
Research and Issuing a Fire Safety Schedule (base rate as per professional services fee)	F	Y		\$343.00+
				<b>Last year fee</b> \$330.00+

### Swimming Pool Act 1998

Swimming Pool Compliance Certificate (10 business days)	L	Y	\$250.00	\$250.00
Urgency Fee (subject to confirmation that service is available)	F	Y	\$453.00	\$471.00
Swimming Pool Registration Information (section 30B(2)(b) of the Act)	L	Y	\$10.00	\$10.00
Application for an exemption under Section 22 of the Swimming Pools Act	L	N		\$250.00

### Swimming Pool Resuscitation Charts

Fee	F	Y	\$35.50	\$37.00
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### Public Swimming Pools and Spas

Public Swimming Pool and Spa Registration	L	N	\$105.00	\$105.00
Public Swimming Pool and Spa Inspection	P	N	\$263.00	\$273.50

### Caravan Park and Camping Grounds

Five (5) year Registration Fee	F	N	\$730.50	\$760.00
Install a manufactured home, moveable dwelling or associated structure – Urban (per site)	F	N	\$529.50	\$551.00
Install a manufactured home, moveable dwelling or associated structure – Rural (per site)	F	N	\$554.50	\$577.00

### Events Applications (Sec 68 & 138 Approval)

If the Events Application form is ticked under the following headings the following fees apply.

Section 68/Section 138 approval for activity under the Local Government Act 1993/ Roads Act 1993	P	N	\$529.50	\$551.00
Amended Section 68 Application Fee	P	N	50% of the original fee	

Name	Code	GST	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (incl. GST)
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**Events Applications (Sec 68 & 138 Approval) [continued]**

Urgency Fee – When application is lodged <10 working days before event or <2 days before minor event (subject to confirmation that service is available)	F	N	\$453.00	\$471.00
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**Building Information Certificate Applications – EP & A Act Regulations**

Single dwellings, duplexes, dual occupancies and Class 10 Buildings	L	N	\$330.00	\$686.00
Class 2-9 floor area of building – Not exceeding 200 square metres	L	N	\$330.00	\$686.00
Class 2-9 floor area of building – Exceeding 200 square metres but not exceeding 2,000 square metres (\$686.00 plus an additional \$0.50 per square metre for each square metre over 200 square metres)	L	N		\$686.00+ Last year fee \$330.00+
Class 2-9 floor area of building – Exceeding 2,000 square metres (\$1,372.00 plus an additional \$0.075 per square metres over 2,000 square metres) (plus an Inspection Fee based on Urban/Rural Inspection Fees)	L	N		\$1,372.00+ Last year fee \$1,223.00+
Urgency Fee for Building Information Certificates Subject to confirmation that service is available	F	N	\$453.00	\$471.00
Copy of Building Certificate	L	N	\$14.00	\$15.00
Additional fee	L	N	As per DA/CDC/CC fees	
An additional fee may be charged for an application for a building certificate in relation to a building where a development consent, complying development certificate or construction certificate was required for the construction of the building and no such consent or certificate was obtained, or where a penalty notice or order was issued in accordance with Clause 608 of the Local Government Act which will be equated to the development application and/or construction certification fee that would of been applicable.				

**Sewer Mains & Sewer Drainage Diagrams**

Residential/Commercial/Industrial Lot (10 working days)	R	N	\$111.50	\$116.00
Urgent Fee (Subject to confirmation of service availability)	P	N	\$453.00	\$471.00

**Outstanding Orders**

Per residential/commercial/industrial lot (10 working days)	R	N	\$111.50	\$116.00
Urgent Fee (subject to confirmation of service Availability)	P	N	\$453.00	\$471.00

**Section 10.7 Certificates**

Planning Certificate Section 10.7 (10 working days)	L	N	\$69.00	\$69.00
Urgency Fee for Section 10.7 Certificates Subject to confirmation that service is available	M	N	\$453.00	\$471.00

**Dwelling Entitlement Search**

Fee per property (10 working days)	F	N	\$330.00	\$343.00
Urgency Fee	F	N	\$453.00	\$471.00

**Flood Planning levels advice/maps**

Flood Planning levels advice/maps fee	F	N	\$330.00	\$343.00
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Name	Code	GST	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (incl. GST)
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## Food & Health Premises Annual Registration (Administration, Notification & Inspection Fees)

1. New applications require payment of Application/Notification and Annual Registration Fees
2. No application fee is applicable if associated with a lodged Development Application or Change of owner (if there is a current registration)
3. Low risk – do not require routine inspection - food businesses which are unlikely to cause a foodborne illness outbreak are considered low risk and do not require routine inspection. Examples include:  
Businesses that only handle packaged foods (such as service stations, newsagents, bars and liquor stores), businesses that only handle non-potentially hazardous foods (such as confectionary stores, coffee only vending), vehicles used to transport food between retail business premises or from a retail premises to a customer (such as a takeaway delivery vehicle, or vehicle used to move food between a preparation kitchen or market stall), childcare (including family day care) not preparing potentially hazardous food.  
Medium risk – businesses may include cafes, restaurants, takeaways, supermarkets, mobile food vending vehicles and market stalls that prepare and/or sell potentially hazardous food. The risk classification of most hospitality-type retail food premises will be 'medium'.  
High risk – a high-risk business is one which undertakes any of the following high-risk activities: prepares or supplies to vulnerable populations (such as a childcare facility that prepares food on site for children including home-based childcare preparing potentially hazardous foods), undertakes high risk processes/activities (such as raw egg products, smoking meats, sous vide), large scale operation (such as a function centre/large restaurant that employs more than 10 FTE food handlers).
4. The home jurisdiction council is generally responsible for the regular inspection of mobile food vehicles and risk-based inspection of temporary food businesses based in their area (e.g. prepare food at a fixed premises in the area for sale at an event elsewhere). For mobile food vehicles, the home jurisdiction rule recognises the council in whose area the vehicle is ordinarily garaged as the home jurisdiction, even if the business does not intend to trade in this council area. Food businesses that trade at temporary events often prepare their food off-site at a fixed premises (e.g. a domestic kitchen, café or restaurant). For these businesses, the home jurisdiction rule recognises the council in whose area that fixed premises is located as the home jurisdiction.

### Application Fee

#### Market Food Stalls

Market Food Stall -food risk classification low	F	N	\$73.00	\$76.00
Market Food Stalls – food risk classification high and medium	F	N	\$240.00	\$250.00
Market Food Stalls – food risk classification medium - Selling eggs, sprouting seeds or cutting fruit and vegetables	F	N	\$0.00	\$76.00
Charities or Not for Profit (registered with Australian Charities and Not for Profit Commission)	F	N	\$73.00	\$76.00
Market Food Stalls - Non-home jurisdiction	F	N	\$171.00	\$76.00

#### Food Premises

Food Premises - food risk classification high and medium	F	N	\$240.00	\$250.00
Food Premises - food risk classification low	F	N	\$73.00	\$76.00

#### Home Based Business

Home Based Business - food risk classification high and medium	F	N	\$240.00	\$249.50
Home Based Business - food risk classification low	F	N	\$0.00	\$76.00

#### Mobile Vendors

Mobile Vendor - food risk classification high and medium	F	N	\$240.00	\$249.50
Mobile Vendor - food risk classification low		N	\$0.00	\$76.00

#### Water Carters

Water Carters -food risk classification medium	F	N	\$73.00	\$76.00
Water Carters - Non-home jurisdiction	F	N	\$0.00	\$76.00

### Application Fee

Hairdresser and/or Barber	F	N	\$73.00	\$76.00
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Name	Code	GST	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (incl. GST)
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**Application Fee** [continued]

Beauty Salons	F	N	\$240.00	\$249.50
Ear Piercing and/or Nose Piercing Only	F	N	\$73.00	\$76.00
Nails Only	F	N	\$73.00	\$76.00
Skin Penetration (Including Tattooing)	F	N	\$240.00	\$249.50
Mortuaries	F	N	\$240.00	\$249.50
Undertakers	F	N	\$73.00	\$76.00

**Annual Registration (Administration, Notification, Inspection Fees)**

**Food Premises**

Large food premises - food risk classification high or medium and 11-49 full time equivalent food handlers	P	N	\$959.00	\$997.50
General food premises - food risk classification high or medium and 1-10 full time equivalent food handlers	P	N	\$564.00	\$587.00
Minor food Premises - food risk classification low	Z	N		Free
Schools (1-2 days a week canteen operations)	Z	N		Free
Schools (3-7 days a week canteen operations)	P	N	\$263.00	\$273.50
Sporting Club Canteens (1-2 days a week operations)	P	N		Free

**Market Food Stalls**

General - Relating to Annual Registration and Inspection Fees - Market Stalls Only. Fees other than application fees not paid for full year are to be calculated by formula (adopted fee/12)\*x where x = the number of remaining months in the year backdated to the nearest month.

Market Food Stall – food risk classification high and medium	P	N	\$301.00	\$313.50
Market Food Stall – food risk classification medium -selling eggs, sprouting seeds or cutting fruit and vegetables	F	N	\$0.00	\$133.00
Market Food Stall -food risk classification low	P	N	\$133.00	\$0.00
Market Food Stall - food risk classification low (Fruit and Vegetable - no cutting on site)	Z	N		Free
Charities or Not for Profit (registered with Australian Charities and Not for Profit Commission)	Z	N		Free

**Market Food Stalls - Non-home Jurisdiction**

Market Food Stalls - Non-home Jurisdiction - inspection fee incident only	Z	N		Free
			Min. Fee excl. GST: \$245.00	
Non-home jurisdiction - annual notification	F	N	\$0.00	\$76.00

**Mobile Vendors**

Mobile Vendor - food risk classification high and medium	F	N	\$564.00	\$587.00
Mobile Vendor - food risk classification low	F	N	\$261.00	\$0.00

**Mobile Vendors - Non-home Jurisdiction**

Mobile Vendor - Non-home jurisdiction - inspection fee incident only	F	N	\$0.00	\$245.00
Mobile Vendor - Non-home jurisdiction		N	\$0.00	\$76.00
Non-home jurisdiction - annual notification	F	N	\$0.00	\$76.00

Name	Code	GST	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (incl. GST)
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**Water Carters**

Water Carters - food risk classification medium	F	N	\$261.00	\$271.50
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**Water Carters - Non-home Jurisdiction**

Water Carter - Non-home jurisdiction (inspection fee incident only)	F	N	\$0.00	\$245.00
Non-home jurisdiction - annual notification		N	\$0.00	\$76.00

**Home Based Business**

Home Based Business – food risk classification high and medium	P	N	\$564.00	\$587.00
Home Based Business – food risk classification low	Z	N		Free

**Beauty, Health and Skin Penetration Premises**

Hairdresser and/or Barber	M	N	\$132.00	\$137.50
Beauty Salons	M	N	\$263.00	\$273.50
Ear Piercing and/or Nose Piercing Only	M	N	\$132.00	\$137.50
Nails Only	M	N	\$127.00	\$132.00
Skin Penetration (including tattooing)	M	N	\$398.00	\$414.00
Mortuaries	M	N	\$332.00	\$345.50
Undertakers	M	N	\$73.00	\$76.00
Other Premises (including dry needling)	M	N	\$263.00	\$273.50

**Microbial Control**

Microbial control registration	L	N	\$120.00	\$120.00
Microbial control inspection fee	P	N	\$398.00	\$414.00

**Reinspection Fees or Subsequent Inspections Fees**

Fee	M	N	\$236.00	\$245.50
To be paid where premises are not being maintained in accordance with Council's requirements or further inspection necessary per hour				

**Complying Development Certificates - Food and Health Premises**

Complying Development Certificates (inspection/consultancy base rate as per professional fees)	P	N		\$330.00+
Urgency Fee (subject to confirmation service is available) (3 working days)	P	N	\$157.00	\$163.50

**Private Cemeteries on Rural Land**

Cemetery Application Fee	F	N	\$554.00	\$576.00
Permit for Burial	F	N	\$554.00	\$576.00

**Exhumation of Human Remains**

Attendance by Environmental Health Officer (base rate as per professional services fee)	M	Y		\$343.00+
				Last year fee \$330.00+

Name	Code	GST	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (incl. GST)
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### On Site Sewage Management Systems

Annual Licence Fee to Operate System (Annual Charge – Rates Notice)	M	N	\$52.00	\$54.10
Application for re-issue of Licence to Operate (due to change in property ownership, etc)	M	N	\$97.00	\$101.00
Pre purchase inspection with written report (10 working days)	P	N	\$794.00	\$0.00
On Site Information Inquiry (no inspection)	P	N	\$97.00	\$101.00
Urgent Fee (subject to confirmation service is available and if so provided within 48 hours)	P	N	\$157.00	\$163.50

### Control of Burning Application

Protection of the Environment Operations (Clean Air) Regulation 2021	L	N	\$330.00	\$185.00
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### How a Refund will be Determined

The Head of Planning and Environment hereunder may vary the requirements where in that person's opinion a variation is warranted due to the special circumstances of the case.

**Please Note:** No refunds will apply where any application has been determined.

#### Refunds of Development Applications

- a) where an application is withdrawn after the notification and assessment processes have commenced a refund of 25% may be given
- b) where an application is withdrawn prior to the notification and assessment processes have commenced a refund of 75% may be given

#### Complying Development Certificates and Construction Certificates

- a) where no assessment has commenced 100% refund may be given, less \$50.00 administrative/registration costs
- b) where a site inspection has been undertaken and/or assessment has commenced and not finalised a refund of 50% may be given

#### Any other Applications including Section 68, Section 138, Building Certificates and the like

- a) where an application is withdrawn prior to the site inspection, and/or prior to assessment of the application commencing 100% refund may be given, less \$50.00 administration/registration costs
- b) where a site inspection has been undertaken and/or the matter has been assessed no refund shall apply

#### Applications for On-Site Sewage Management Applications, Food and Health Applications

A Where an application is withdrawn or cancelled prior to site inspection, or prior to the matter being investigated, Council retains an administration refund fee of \$50.00 to cover its administrative costs in the matter.

B Where a site inspection has been carried out or the matter has been investigated then no refund shall apply.

Name	Code	GST	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (incl. GST)
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## Reduced Application Fees

### Requests for reduced applications fees by community based non-profit making organisations associated with Sections A., B., C. and D.

To apply for reduced application fees, the application must be submitted and paid then a written request stating the exemption that applies to your application and accompanied by evidence to satisfy the criteria of "community based non-profit making organisation" comprising a certificate of Incorporation or other documentation accepted at the sole discretion of Council is to be submitted.

#### A. Reduced application fees for development on Council-owned Land

In respect of development provided by community based non-profit making organisations on Council-owned land, the following concessions apply for all development applications, complying development certificates, construction certificates and any ancillary approval fees:

- Where the facility is for the exclusive use of the community based non-profit organisation – 40% concession.
- Where the facility is available for general public use – 80% concession.

#### B. Reduced application fees for development by Community Based Non-Profit Organisations

In respect of development provided by community based non-profit making organisations on private land, the following concessions apply for all development application, complying development certificates, construction certificates and any ancillary approval fees:

- Where the facility is for the exclusive use of the community based non-profit organisation – 40% concession.
- Where the facility is a Council Bush Fire shed – 80% concession.

#### C. Reduced application fees for improving accessibility to buildings

The General Manager may agree in writing to waive or refund development application, complying development certificates, construction certificates and any ancillary approval fees following a written request, where he/she is satisfied that the proposal is being made for the primary purpose of improving accessibility to, and within, buildings.

Note 1. The above concession will not apply to access improvements that are triggered by compliance with the Building Code of Australia for other works.

Note 2. Any request for a fee to be reduced or waived in accordance with the above provisions must be received within 12 months of the date of lodgement of the application.

#### D. Reduced application fees for events on Council land

Council Policy 8.11.3 "APPROVALS AND USE OF LAND OWNED OR MANAGED BY COUNCIL" states: Fees in accordance with Council's adopted fees and charges will apply as referred to in the relevant guidelines. Exemptions from these lease/hire/licence fees will apply in the following circumstances only:

- where the applicant is a registered charity or a non-profit organisation; or
- where the footpath trading is conducted as part of a Council sponsored event relating to the promotion of the area in general;
- At the discretion of the General Manager (or their delegate)

Note 1. Application fees associated with the cost incurred by Council of assessing statutory requirements under the Local Government Act and Roads Act are not covered by the above exemptions, and adopted fees and charges unless waived in accordance with delegated authority.

Note 2. At the Council meeting on 13/12/16 it was resolved that application fees for minor events currently charged for local not for profit charities to conduct fundraising activities on Council land be waived. "Minor events" are not defined, but would include footpath trading/fundraising or other small scale/low impact activity that does not involve more than a few people at any one time and is deemed low risk in relation to s.68 and s.138 approvals and assessment required.

#### Buy Back Properties - NSW Reconstruction Authority

#### Reduced Application Fees for Buy Back Properties identified within the NSW Reconstruction Authorities Residential Homes Program

In respect of Development Applications, Complying Development Certificates, Construction Certificates and any ancillary applications/ Certificates for the relocation of houses and the raising of houses affected by the February 2022 flood event, application fees will be waived, with the exception to any fee that is applicable from another Government Agency.

Name	Code	GST	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (incl. GST)
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### Enforcement – Rangers

For other 'penalties' not listed, refer to the Local Government Council Penalty Handbook

### Companion Animals Act 1998

#### Dog/Cat Registrations

Dog - Desexed (by relevant age) Registration Fee for a dog desexed by six months of age	L	N	\$78.00	\$78.00
Dog - Desexed (by relevant age - eligible pensioner) including Not Desexed (not recommended eligible pensioner)	L	N	\$34.00	\$34.00
Dog - Desexed (sold by an eligible pound/shelter) Desexed dog sold by an eligible pound or shelter	L	N	\$0.00	\$0.00
Dog - Not Desexed or Desexed (after relevant age) For dogs not desexed before 6 months of age	L	N	\$262.00	\$262.00
Dog - Not Desexed (recognised Breeder) Dogs not desexed and kept by a recognised breeder for breeding purposes.	L	N	\$78.00	\$78.00
Cat - Desexed (sold by Pound/Shelter)	L	N	\$0.00	\$0.00
Cat - Desexed or Not Desexed	L	N	\$68.00	\$68.00
Cat - Eligible Pensioner	L	N	\$34.00	\$34.00
Cat - Not Desexed (not recommended) Cat with written notification from a vet that it should not be desexed	L	N	\$68.00	\$70.75
Cat - Not Desexed (Recognised Breeder) Late Fee	L	N	\$68.00	\$68.00
	L	N	\$22.00	\$22.00

#### Dog/Cat Annual Fee

Annual Fee (additional to the one off lifetime registration fee) - Cats not desexed by the age of 4 months)	L	N	\$96.00	\$96.00
Annual Fee (additional to the one off lifetime registration fee) - Dog of a restricted breed or declared to be dangerous)	L	N	\$230.00	\$230.00
Late Fee	L	N	\$22.00	\$22.00

#### Companion Animal

Maintenance of Companion Animal per day or any part thereof. Commencing second day of stay.	M	N	\$22.00	\$23.00
Release Fee for Companion Animals	M	N	\$54.00	\$56.00
Micro-chipping Fee (on release of impounded animal, if required)	M	N	\$49.00	\$51.00

#### Surrender fee

For residents wishing to surrender an unwanted pet Charges include cost of putting animal down and maintenance of animal for 3 days before euthanasia	M	N	\$240.00	\$250.00
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#### Adoption Packages

Male Dog	F	Y	\$360.00	\$374.50
Female Dog	F	Y	\$410.00	\$426.50
Female Cat	F	Y	\$300.00	\$312.00
Male Cat	F	Y	\$230.00	\$239.00



Name	Code	GST	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (incl. GST)
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## Stock Release Fee

Cattle/Stock Cattle are always considered impounded, not agisted. All fees must be paid prior to release.

First beast	F	N	\$121.00	\$126.00
Each beast thereafter	F	N	\$61.50	\$64.00
Maintenance per beast per day	F	N	\$61.50	\$64.00
Transportation of animals to Pound	F	N		\$622.00+
				<b>Last year fee \$598.00+</b>
Advertisement	F	N	\$180.00	\$187.00

## Articles taken into Possession

All fees must be paid prior to release.

Impounding shopping trolleys	P	N	\$92.50	\$96.00
Unauthorised Signage	F	N	\$96.00	\$100.00
Towing Base Fee (Minimum fee)	F	N	\$154.00	\$160.00
Vehicle Storage (per day)	F	N	\$40.50	\$42.00
Impounding Fee (vehicles)	F	N	\$104.00	\$108.00

## Busking Permit

Busking Permit (2 year permit)	P	N	\$59.00	\$61.00
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## Rowing Club Car Park

Full Day Fee (longer than four hours)	M	Y	\$3.00	\$3.00
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## Barney Shearman Car Park

Half Day Fee (first four hours)	M	Y	\$2.00	\$2.00
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## Hospital Paid Parking (Parts of Uralba and Hunter Streets)

1 Hour Fee	M	Y	\$3.00	\$3.00
2 Hour Fee	M	Y	\$6.00	\$6.00

## Lismore Base Hospital Precinct

Paid Parking Dalziell Street – Full Day Fee	M	Y	\$2.00	\$2.00
Paid Parking Hunter Street (Laurel Ave to Orion St) – Full Day Fee	M	Y	\$2.00	\$2.00
Resident Parking Permit (initial)	Z	N		Free
Resident Parking Permit (replacement)	M	N	\$20.00	\$20.00
Resident Visitor Parking Permit	Z	N		Free

## Parking Fee for Tradespeople or the like

Temporary Parking Permit (vehicle per day)	Z	N		Free
Temporary Parking Permit (vehicle per week)	Z	N		Free

Name	Code	GST	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (incl. GST)
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### Filming Applications

Application Fee plus category fee below (Note: this fee does not apply to ultra low impact applications)	L	N		\$343.00+
				<b>Last year fee</b> \$330.00+

### Filming Permit Fee - Public Land

Late application/urgency fee (When an application is lodged <14 days before the filming commences and subject to confirmation of service availability)	P	N	\$330.00	\$343.00
Category 1 - Ultra Low Impact No more than 10 crew, includes still photography where no disruption to stakeholders, retailers or motorists or other events in the vicinity of the activities. Activities are contained to footways or public open space areas only. Public safety is not impacted on. Vehicles associated with filming area legally parked at all times.	L	N		Nil
Category 2 - Low Impact 11-25 crew. No more than 4 trucks or vans. No construction, minimal equipment/lighting. Usually 1-2 locations.	L	N	\$150.00	\$150.00
Category 3 - Medium Impact 25-30 crew. Some construction. Equipment required, unit base required. No more than 4 locations.	L	N	\$300.00	\$300.00
Category 4 -High Impact More than 50 crew. Significant construction, extensive equipment, large unit base required. more than 4 locations. Multiple/high impact on the amenity of the area/location/community.	L	N	\$500.00	\$500.00

### Section 138 Approval

Section 138 Approval Where approval is required for works/activities on a public road, footpaths, parking areas, closure of roads, equipment in the road reserve.	F	N	\$529.50	\$551.00
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### Assessment of Traffic Control Plans for Filming Applications

Stop/go Traffic control on a local or Council managed road	L	N	\$100.00	\$100.00
Medium stop/go traffic control on a multi lane or state road Police consultation. Transport NSW Consultation.	L	N	\$300.00	\$300.00
High road closures Police Consultation. Transport NSW consultation.	L	N	\$465.00	\$465.00

### Filming Permit Fee - Private Land

(non refundable)

When a production is filming on private land or areas not controlled/owned by Council, Council may impose an application fee for the approval of parking plans or unit based plans

Approval of parking plans or unit base plans	L	N	\$150.00	\$150.00
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### Major Revision of Application

Major Revision of Application Major revision of the filming application will incur an additional 75% of the original application fee	L	N		75% of the original application fee
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Name	Code	GST	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (incl. GST)
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### Late Application/Urgency Fee

Late application/urgency fee	P	N	\$330.00	\$343.00
(When an application is lodged <14 days before the filming commences and subject to confirmation of service availability)				

### Venue/Facility Hire Fees

Venue/Facility Hire Fee	F	N	at cost + \$343.00	Last year fee at cost + \$330.00
Cost recovery for the hire of Council's facilities including ancillary associated costings				

### Bonds

(GST inclusive if forfeited)

Bond to be set at a reasonable level to be negotiated between Council and filmmaker depending on risk assessment.

Category 1 - lightweight vehicles, low traffic volume and minimal infrastructure on reserve	F	N	\$2,000.00+
Category 2 - Medium weight vehicles, medium traffic volume and medium infrastructure on reserve	F	N	\$5,000.00+
Category 3 - heavy weight vehicles, heavy traffic volume and heavy infrastructure on reserve	F	N	\$10,000.00+
Category 4 - significant disturbance to reserves with major infrastructure requirements and long term occupation	F	N	\$10,000.00+

### Events

Usage:-

1. Half day is up to 5 hours. Full day is 5 to 10 hours.
2. External Hirers are requested to attend a site meeting 7 days prior to their event. Please contact Council's Events Office on 0266 250 500 to make a convenient time.
3. Keys must be picked up from the Council Chambers, Oliver Avenue, Goonellabah prior to the site meeting and then returned the next working day back to the Council Chambers.
4. Payment must be made at the time of booking the venue.

### Oakes Oval - Gordon Pavilion & Crozier Field - Function Rooms

External hirers Administration/Booking Fee – non refundable	M	Y	\$53.60	\$56.00
Casual Hirers Fee	M	Y	\$119.10	\$123.90
Permanent hirers must have their own public liability insurance				
Hire of Crockery only	M	Y	\$62.40	\$100.00
Projector hire per use	M	Y	\$23.40	\$50.00
Council staff to attend out of hours cost per hour	M	Y	\$69.15	\$72.00
Room set up and clean fee	M	Y	\$114.40	\$119.00
Carpet Cleaning	M	Y		Cost + \$53.60
Key Replacement (GST inclusive if forfeited)	M	N	\$100.00	\$104.00
Fee for attendance by Security Company to open or lock up building out of normal business hours (Security Company cost plus Council administration fee)	M	Y		Cost + \$53.60
Charged if hirer loses keys or otherwise unable to gain access				
Council staff to attend out of hours cost per hour (Saturday)		Y	\$104.00	\$108.00
Council staff to attend out of hours cost per hour (Sunday)		Y	\$124.80	\$130.00
AV Costs		Y		Cost + \$53.60
Cleaning Fee		Y		Cost + \$53.60

Name	Code	GST	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (incl. GST)
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**Oakes Oval - Gordon Pavilion & Crozier Field - Function Rooms** [continued]

Room fire fees	M	Y		POA Min. Fee excl. GST: \$90.91
Venue Ad-Hoc Signage	F	Y		POA - dependant on Size, Material and Application Min. Fee excl. GST: \$45.45

**Oakes Oval - Gordon Pavilion**

Council Organised or Supported Function – Minimum Administration Fee	M	Y	\$114.40	\$119.00
Function Room half day hire (up to five hours) - Commercial	M	Y	\$227.25	\$236.35
Function Room full day hire (five to ten hours or more)	M	Y	\$454.50	\$473.00
Gordon Pavilion Function Room Hourly Hire (Min. 2 Hours and Maximum of 3)	M	Y	\$90.90	\$91.00
Gordon Pavilion Function Room Half Day Hire (Up to Five Hours) – Community Group (20% Discount)	M	Y	\$181.80	\$291.00
Gordon Pavilion Function Room Half Day Hire (Up to Five Hours) – Non-for-Profit Group (30% Discount)	M	Y	\$159.78	\$255.00
Gordon Pavilion Function Room Full Day Hire (Five to 10+ Hours) – Community Group (20% Discount)	M	Y	\$363.61	\$370.00
Gordon Pavilion Function Room Full Day Hire (Five to 10+ Hours) – Non-for-Profit Group (30% Discount)	M	Y	\$318.15	\$318.15
Commercial Kitchen Hourly Hire (Min. 2 Hours and Maximum of 3)	M	Y	\$75.25	\$75.00
Commercial Kitchen - half day (Up to Five Hours) – Commercial	F	Y	\$0.00	\$150.30
Commercial Kitchen - half day (Up to Five Hours) – Community Group (20% Discount)	M	Y	\$120.24	\$120.00
Commercial Kitchen - half day (Up to Five Hours) – Non-for-Profit Group (30% Discount)	M	Y	\$105.22	\$105.00
Commercial Kitchen - full day (Five to 10+ Hours) – Commercial	F	Y	\$0.00	\$301.00
Commercial Kitchen - full day (Five to 10+ Hours) - Community Group (20% Discount)	M	Y	\$240.80	\$240.80
Commercial Kitchen - full day (Five to 10+ Hours) – Non-for-Profit Group (30% Discount)	M	Y	\$210.71	\$211.00
Weddings and parties – up to 4 hours, then every 4 hours after – Commercial	M	Y	\$450.00	\$450.00
Coaches Room Northern Hourly Hire (Min. 2 Hours and Maximum of 8)	M	Y	\$90.90	\$91.00
Media Room Northern Hourly Hire (Min. 2 Hours and Maximum of 8)	M	Y	\$90.90	\$91.00
Coaches Room Southern Hourly Hire (Min. 2 Hours and Maximum of 8)	M	Y	\$90.90	\$91.00

**Adam Gilchrist Pavilion Function Rooms**

Conference Room - full day	M	Y	\$464.00	\$483.00
Conference Room - Tidal Rooms (half day)	M	Y	\$231.95	\$241.25
Terrace Area - fully outdoor - full day	M	Y	\$464.00	\$483.00
Terrace Area - fully outdoor - half day	M	Y	\$231.95	\$241.00
Conference Room – Room 1 Hourly Hire (Min. 2 Hours and Maximum of 3)	M	Y	\$90.90	\$90.90
Terrace Area - fully outdoor - with a sporting event	M	Y	\$231.95	\$241.00
Tidal Building including Terrace area, Conference Rooms x 3 and Commercial Kitchen - full day	M	Y	\$1,430.00	\$1,488.00
Conference Room – Room 2 Hourly Hire (Min. 2 Hours and Maximum of 3)	M	Y	\$90.90	\$90.90
Tidal Building including Terrace area, Conference Rooms x 3 and Commercial Kitchen - half day	M	Y	\$616.00	\$641.00
Commercial Kitchen - full day (Five to Ten+ Hours) - Commercial	M	Y	\$301.00	\$313.50

Name	Code	GST	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (incl. GST)
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**Adam Gilchrist Pavilion Function Rooms** [continued]

Commercial Kitchen - half day (Up to Five Hours) – Commercial	M	Y	\$150.30	\$160.00
Conference Rooms (half day) - Up to Five Hours – Community Group (20% Discount)	M	Y	\$185.56	\$291.00
Conference Rooms (half day) - Up to Five Hours – Non-for-Profit Group (30% Discount)	M	Y	\$162.37	\$255.00
Conference Rooms (full day) - (Five to 10+ Hours) – Community Group (20% Discount)	M	Y	\$371.20	\$371.00
Conference Rooms (full day) - (Five to 10+ Hours)– Non-for-Profit Group (30% Discount)	M	Y	\$324.80	\$325.00
Commercial Kitchen Hourly Hire (Min. 2 Hours and Maximum of 3)		Y	\$75.25	\$75.00
Commercial Kitchen - half day (Up to Five Hours) – Community Group (20% Discount)	M	Y	\$120.24	\$120.00
Commercial Kitchen - half day (Up to Five Hours) – Non-for-Profit Group (30% Discount)	M	Y	\$105.22	\$105.00
Commercial Kitchen - full day (Five to 10+ Hours) - Community Group (20% Discount)	M	Y	\$240.80	\$241.00
Commercial Kitchen - full day (Five to 10+ Hours) – Non-for-Profit Group (30% Discount)	M	Y	\$210.71	\$211.00
Weddings and parties – up to 4 hours, then every 4 hours after – Commercial	M	Y	\$550.00	\$550.00
Terrace Area - fully outdoor - Hourly Hire (Min. 2 Hours and Maximum of 3)	M	Y	\$90.90	\$91.00

**Field Signage**

Fence Advertising – Per Metre (3 Metre panels)	F	Y	\$280.80	\$292.05
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**Security Deposit**

Refundable upon inspection. GST Inclusive if forfeited.

Alcohol	P	N	\$682.50	\$710.00
No Alcohol	P	N	\$227.25	\$236.00

**Art Gallery**

**Event Room Hire**

1. DA stipulates that all events must have an educational or cultural component
2. Hire includes PA, lectern, chairs, tables and WiFi access
3. Minimum 40% discount for Not-for-Profit Organisations, Community Groups, Artists (NAVA member only), primary and high schools, and Lismore LGA businesses with a turnover under \$1 million pa

Hire of Meeting/Event Space (Minimum 3 hours)	F	Y	\$300.50	\$313.00
Hire of Meeting/Event Space (Full day rate)	F	Y	\$482.00	\$501.50
Out of hours staff per hour (3 hour minimum call out)	F	Y	\$45.25	\$47.10
Casual Hirers Fee	M	Y	\$119.10	\$123.90
Permanent hirers must have their own public liability insurance				
Security Deposit (GST Inclusive if forfeited)	F	N	\$568.00	\$591.00

**Artist Studios**

1. Artist needs to make application to Gallery for use of Artist Studio
2. Workspace is intended for short-term use such as 3 weeks to develop work or engage in community consultation
3. Workspace also has the provision of day hire for artist meetings
4. Hire does not include kitchen access or technical equipment
5. No discounts apply

Name	Code	GST	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (incl. GST)
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**Artist Studios** [continued]

Per day	F	Y	\$100.00	\$104.00
Per week	F	Y	\$350.00	\$364.00

**Guided Tours**

Per person	M	Y	\$10.00	\$10.00
Tour + Activity per person	M	Y	\$15.00	\$15.60
Hannah Cabinet Tour per person	M	Y	\$5.55	\$5.80
Auslan guided tour	M	Y	\$5.00	\$5.00
Concession guided tour	M	Y	\$5.00	\$5.00
Additional artist or curator talk	M	Y	\$15.00	\$15.00
Collage Club workshop with art facilitators		Y	\$500.00	\$500.00
Workshop with art facilitation	P	Y	\$350.00	\$350.00

**Full Gallery Hire**

1. Only for after hours events giving access to full gallery
2. 5 hours maximum
3. Minimum 2 staff required. Additional staff charges for guided tours of the exhibitions.
4. Maximum 100 guests
5. No community organisation discounts
6. No exhibition displays are able to be removed or modified for the event layout
7. Nature of event at the discretion of gallery staff

Full Gallery Hire	M	Y	\$3,000.00	\$3,120.00
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**Event Space**

Hire of Event Space (3 hours recurrent hire) (also including 40% discount as per usual fee)		Y	\$380.00	\$395.00
Hire of Event Space (Full week) (also including 40% discount as per usual fee)		Y	\$1,851.00	\$1,925.00

**Quadrangle**

Notes:-

1. Hire includes use of removable furniture
2. Minimum 40% discount for Lismore LGA not-for-profit organisations. Artists (NAVA member only), primary and high schools, locally owned business operating in the Lismore LGA with a turnover of less than \$1m per year.
3. Responsibility of hirer to return furniture/tidy up all rubbish

Quad Booking Charge	M	Y	\$55.00	\$57.00
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**Event Charges**

Quad Booking Charge	M	Y	\$55.00	\$57.00
Venue Hire – half day	M	Y	\$660.00	\$686.00
Venue Hire – full day	M	Y	\$1,165.00	\$1,212.00
Venue Hire & Gallery Event Space - full day	M	Y	\$1,500.00	\$1,560.00
Venue Hire & Gallery Event Space - half day	M	Y	\$780.00	\$811.00
Major Event (no discounts apply)	M	Y	\$5,600.00	\$5,824.00
Staff Hire (per hour rate/no discounts apply)	M	Y	\$45.25	\$47.10



Name	Code	GST	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (incl. GST)
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**Event Charges** [continued]

Casual Hirers Fee	M	Y	\$119.10	\$123.90
Permanent hirers must have their own public liability insurance				
Venue and Stage hire - half day	M	Y	\$1,125.00	\$1,125.00
Venue and Stage hire - full day		Y	\$2,095.00	\$2,095.00
Mapping Projector hire - full day only		Y	\$3,000.00	\$3,000.00
Mapping Projector technician fee per hour		Y	\$65.00	\$65.00

**Lismore Memorial Baths**

Notes:-

\* Child means 4 years to 16 years of age

\*\*\*Family – 2 adults and 2 children

Passes may be purchased by Direct Debit option

Discounts may be applied at Manager's Discretion up to 50% of total fee or charge

Times of operation may vary at Council's discretion

**Entrance Fees**

Casual Swimmers – Adult	M	Y	\$6.35	\$6.60
Casual Swimmers – Concession – Child*, Student, Pensioner	M	Y	\$5.55	\$5.80
Casual Swimmers – Under 4 years	Z	Y		Free
Casual Family Swim***	M	Y	\$21.85	\$22.75
Spectator	M	Y	\$3.85	\$4.00
10 Visit Pass – Adult	M	Y	\$61.40	\$63.90
10 visit pass - concession - Child*, Student, Pensioner	M	Y	\$52.55	\$54.65
20 Visit Pass – Adult	M	Y	\$109.20	\$113.60
20 visit pass - Concession - Child*, Student, Pensioner	M	Y	\$94.15	\$97.95
Schools	M	Y	\$5.55	\$5.80
Schools Fun Day	M	Y	\$13.10	\$13.65
Family Fun/Movie Night (Adult/Child)	M	Y	\$11.05	\$11.50
Aquathon - Single Entry - Adult	M	Y	\$17.70	\$18.45
Aquathon - Single Entry - Child (over 12 years)	M	Y	\$14.40	\$15.00
Aquathon - Single Entry - Under 12 years + Accompanying Adult	M	Y	\$21.85	\$22.75
20 visit pass - Workers Compensation	F	Y	\$110.00	\$110.00

**Passes**

3 Month Pass – Adults Upfront Only	M	Y	\$167.45	\$174.15
3 Month Pass – Concession – Child*, Student, Pensioner - Upfront Only	M	Y	\$136.25	\$141.70
3 Month Pass – Family*** - Upfront only	M	Y	\$309.50	\$322.00
Seasonal Pass – Adults - Upfront	M	Y	\$250.15	\$260.20
Seasonal Pass - Adults - DD	M	Y	\$264.20	\$274.80
Seasonal Pass – Concession – Child*, Student, Pensioner - Upfront	M	Y	\$199.70	\$207.70
Seasonal Pass - Concession - Child*, Student, Pensioner - DD	M	Y	\$215.30	\$223.95
Seasonal Pass – Family*** - Upfront	M	Y	\$525.50	\$547.00
Seasonal Pass - Family*** - DD	M	Y	\$563.00	\$586.00

Name	Code	GST	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (incl. GST)
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**Passes** [continued]

Swim Member Access Tag (new or replacement)	M	Y	\$7.20	\$7.50
Aquathon - Season Pass (Adult/Child)	M	Y	\$70.20	\$73.05

**Locker Hire**

Locker Hire	M	Y	\$1.60	\$1.70
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**Facility Hire Charges**

^ Additional costs will be added to venue hire if outside normal hours or if necessary for operational requirements. An additional staff surcharge will apply on weekends and public holidays.

50 Metre Pool – per hour (plus entry fees)	M	Y	\$168.00	\$174.75
Lane Hire – per hour (plus entry fee)	M	Y	\$39.55	\$41.15
Inflatable per session (plus entry fee)	M	Y	\$4.40	\$4.60
Inflatable and Water Slide GSAC & LMB Combo Annual Pass - Upfront (plus pool entry per visit)	M	Y	\$150.80	\$156.85
Inflatable and Water Slide GSAC & LMB Combo Annual Pass - Subsequent Family Members - Upfront (plus pool entry per visit)	M	Y	\$126.90	\$132.00
Inflatable private hire per hour (party booking including booking fee)	M	Y	\$137.80	\$143.35
School Carnival / Not for Profit Organisation – exclusive hire – up to 4 hours 50m pool plus entry	M	Y	\$306.50	\$319.00
As above plus 25m pool for 4 hours (additional fee)	M	Y	\$61.90	\$64.40
School Carnival / Not for Profit Organisation – exclusive hire – up to 8 hours 50m pool plus entry	M	Y	\$460.00	\$478.50
As above plus 25m pool for 8 hours (additional fee)	M	Y	\$92.05	\$95.75
Corporate / Commercial Organisation – exclusive hire – up to 4 hours 50m pool plus entry, plus staff costs, if applicable^	M	Y	\$676.00	\$703.50
Corporate / Commercial Organisation – exclusive hire – up to 8 hours 50m pool plus entry, plus staff costs, if applicable^	M	Y	\$1,248.00	\$1,298.00
School Carnival / Not for Profit Organisation – exclusive hire – up to 4 hours 25m pool plus entry	M	Y	\$97.75	\$101.70
School Carnival / Not for Profit Organisation – exclusive hire – up to 8 hours 25m pool plus entry	M	Y	\$183.55	\$190.90
Corporate / Commercial Organisation – exclusive hire – up to 4 hours 25m pool plus entry, plus staff costs, if applicable^	M	Y	\$244.95	\$254.75
Corporate / Commercial Organisation – exclusive hire – up to 8 hours 25m pool plus entry, plus staff costs, if applicable^	M	Y	\$365.50	\$380.50
Special Events/Festivals exclusive use full day (Weekends/Public Holidays) plus staff costs, if applicable^	M	Y		\$9,048.00+
				<b>Last year fee</b> \$8,700.00+
Special Events/Festivals exclusive use full day (Week days) plus staff costs, if applicable^	M	Y		\$4,545.00+
				<b>Last year fee</b> \$4,370.00+

**Booking Fees**

Admin Booking Fee	M	Y	\$36.40	\$37.90
Booking Cleaning Fee 11-25 pax	M	Y	\$36.40	\$37.90
Booking Cleaning Fee 26-50 pax	M	Y	\$59.80	\$62.20
Booking Cleaning Fee 51-100 pax	M	Y	\$89.45	\$93.05
Booking Cleaning Fee 101+ pax	M	Y	\$118.60	\$123.35

Name	Code	GST	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (incl. GST)
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**Booking Fees** [continued]

Additional Staff per hour per person – M-F	M	Y	\$57.20	\$59.50
Additional Staff per hour per person – Sat	M	Y	\$69.15	\$71.95
Additional Staff per hour per person – Sun	M	Y	\$83.75	\$87.10
Additional Staff per hour per person – Public Holidays		Y	\$0.00	\$87.10
Tea & Coffee set up fee 1-10 pax	M	Y	\$14.60	\$15.20
Tea & Coffee set up fee 11-25 pax	M	Y	\$23.40	\$24.35
Tea & Coffee set up fee 26-50 pax	M	Y	\$40.55	\$42.20
Tea & Coffee set up fee 51-100 pax	M	Y	\$56.20	\$58.45
Tea & Coffee set up fee 101+ pax	M	Y	\$69.15	\$71.95
Expo Fee A	M	Y	\$66.05	\$68.70
Expo Fee B	M	Y	\$130.00	\$135.20
Family Fun/Movie Night	F	Y	\$0.00	\$11.50
Birthday Parties Booking Fee		Y	\$0.00	\$38.45
Birthday Party – Pack A per person	F	Y	\$0.00	\$11.95
Birthday Party – Pack B per person	F	Y	\$0.00	\$16.70

**Programs**

**Swimsations (per lesson)**

1 Child – Learn to Swim	M	N		POA
Subsequent Children – Learn to Swim	M	N		POA
1 Child Private	M	N		POA
1 Adult Private	M	N		POA
Vacation LTS (5 sessions per child)	M	N		POA
1 child perennial swim program	M	N		POA
Subsequent child – perennial swim program	M	N		POA
1 Infants - Learn to Swim	F	N	\$0.00	\$18.00

**Fitness Squad**

Junior Level	M	Y		POA
Senior Level	M	Y		POA
As above (2nd, 3rd, 4th lesson)	M	Y		POA

**Performance Squad**

Vacation Squads (5 sessions per child) Holiday Clinic	M	Y		POA
School Program Swimmer	M	Y		POA

**Other Squad**

Adult Squad Clinic 1 hour – 8 week block	M	Y		POA
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**Other Programs**

Aqua Aerobics	M	Y		POA
Aqua Aerobics – Concession - Student, Senior, Child*	M	Y		POA
Swim club lane fee per hour	M	Y		POA
Swim Club - per member	M	Y	\$12.10	\$12.60

Name	Code	GST	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (incl. GST)
<b>Other Programs</b> [continued]				
Swim Club – Season fee	M	Y		POA
Swim Club – Club night	M	Y		POA
Swim Club – Carnival fee	M	Y		POA
Water Polo - Hire 1/2 50m Pool 1.5 Hours (Plus Entry Fees)	F	Y		TBA

## Goonellabah Sports & Aquatic Centre

\*Child – 4 years to 16 years of age (Pool)

\*\*Family – 2 adults and 2 children (Aquatics/Stadium)

Direct Debit – Available on request

Discounts may be applied at Manager's Discretion up to 50% of total fee or charge

Times of operation may vary at Council's discretion

## Casual Use

### Aquatic Area & Gym (Health & Fitness Centre)

Space Hire including instructor – 1 Hour	M	Y	\$142.00	\$147.70
Space Hire including instructor – 1.5 Hours	M	Y	\$196.05	\$203.90
Space Hire including instructor – 1 Hour Not for Profit Groups	M	Y	\$97.25	\$101.15
Space Hire including instructor – 1.5 Hours Not for Profit Groups	M	Y	\$140.95	\$146.60

### Aquatic Area

Adult	M	Y	\$6.35	\$6.60
Child*, Student, Pensioner	M	Y	\$5.55	\$5.80
Family**	M	Y	\$21.85	\$22.75
10 Visit Single Entry Pass	M	Y	\$61.40	\$63.90
10 Visit single entry pass - concession	M	Y	\$52.55	\$54.65
20 Visit Single Entry Pass	M	Y	\$109.20	\$113.60
20 visit single entry pass - concession	M	Y	\$94.15	\$97.95
Spectator	M	Y	\$3.85	\$4.00
Under 4 years	Z	Y		Free
School Visits	M	Y	\$5.55	\$5.80
School Fun Day	M	Y	\$13.10	\$13.65
Inflatable & Waterslide Combo per session (plus pool entry)	M	Y	\$7.70	\$8.05
Family Event - Entry per person *** Discounts apply with 4 or more family members	M	Y	\$12.10	\$12.60
Care assisted Disability Groups - Pool only	M	Y		POA
Birthday Parties Booking Fee	M	Y	\$36.95	\$38.45
Birthday Party – Pack A per person	M	Y	\$11.45	\$11.95
Birthday Party – Pack B per person	M	Y	\$16.05	\$16.70
Family Fun/Movie Night (Adult/Child)	M	Y	\$11.05	\$11.50

### Gym (Health & Fitness Centre)

Sauna - Per Visit (Premium Member) 30 min Sauna (1 Hr Room use) - FREE		Y		Free
Adult	M	Y		POA

Name	Code	GST	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (incl. GST)
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**Gym (Health & Fitness Centre)** [continued]

Child*, Student, Pensioner	M	Y		POA
Classes per person	M	Y		POA
Classes per person - concession	M	Y		POA
5 visit fitness pass	M	Y		POA
5 visit fitness pass - concession	M	Y		POA
10 visit fitness pass	M	Y		POA
10 visit fitness pass concession	M	Y		POA
Care Assisted Disability Groups - Gym only	M	Y		POA
InBody Scan	M	Y		POA
				Last year fee \$35.00
Sauna - 10 Pack		Y		POA
Sauna - 3 Pack		Y		POA
Sauna – Per Visit (Gym Member + Non Member) 30 min Sauna (1 Hr Room use) - \$19.95	M	Y		POA
Sauna – Per Visit (Gym Only Member & Fitness Passport) 30 min Sauna (1 Hr Room use)	M	Y		POA
Sauna – Per Visit (Non Member + Non Member) 30 min Sauna (1 Hr Room use)	M	Y		POA
Sauna – Per Visit (Non Member) 30 min Sauna (1 Hr Room use)	M	Y		POA

**Personal Trainer Sessions**

Kickstart Personal Training Pack	M	Y		POA
Single Private Session 30 mins	M	Y		POA
5 visit Private Session 30 mins	M	Y		POA
10 visit Private Session 30 mins	M	Y		POA
Single 2 person session 30 mins (per person)	M	Y		POA
5 visit 2 person session 30 mins (per person)	M	Y		POA
10 visit 2 person session 30 mins (per person)	M	Y		POA
Single Private Session 45 mins	M	Y		POA
5 visit Private Session 45 mins	M	Y		POA
10 visit Private Session 45 mins	M	Y		POA
Single 2 person session 45 mins (per person)	M	Y		POA
5 visit 2 person session 45 mins (per person)	M	Y		POA
10 visit 2 person session 45 mins (per person)	M	Y		POA
Single Private Session 60 Mins	M	Y		POA
5 visit Private Session 60 mins	M	Y		POA
10 visit Private Session 60 mins	M	Y		POA
Single 2 person session 60 mins (per person)	M	Y		POA
5 visit 2 person session 60 mins (per person)	M	Y		POA
10 visit 2 person session 60 mins (per person)	M	Y		POA
Casual Small Group PT - 60 minutes (up to 6 people max)	M	Y		POA
Personal Trainer School Only (60 min session)		Y		POA
Small group training 1 hour 5 – 6 people (6 week block)	M	Y		POA

Name	Code	GST	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (incl. GST)
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### Access Tags & Booking Fees

24/7 Access Tag	M	Y		POA
Swim or Gym member access tag (new or replacement)	M	Y	\$7.20	\$7.50
Admin Booking Fee	M	Y	\$36.40	\$37.90
Booking Cleaning Fee 11-25 pax	M	Y	\$36.40	\$37.90
Booking Cleaning Fee 26-50 pax	M	Y	\$59.80	\$62.20
Booking Cleaning Fee 51-100 pax	M	Y	\$89.45	\$93.05
Booking Cleaning Fee 101+ pax	M	Y	\$118.60	\$123.35
Additional Staff per hour per person – M-F	M	Y	\$57.20	\$59.50
Additional Staff per hour per person – Sat	M	Y	\$69.15	\$71.95
Additional Staff per hour per person – Sun	M	Y	\$83.75	\$87.10
Tea & Coffee set up fee 1-10 pax	M	Y	\$14.60	\$15.20
Tea & Coffee set up fee 11-25 pax	M	Y	\$23.40	\$24.35
Tea & Coffee set up fee 26-50 pax	M	Y	\$40.55	\$42.20
Tea & Coffee set up fee 51-100 pax	M	Y	\$56.20	\$58.45
Tea & Coffee set up fee 101+ pax	M	Y	\$69.15	\$71.95
Expo Fee A	M	Y	\$66.05	\$68.70
Expo Fee B	M	Y	\$130.55	\$135.80

### Passes – Aquatic Area

3 Month – Adult Pass - Upfront	M	Y	\$167.45	\$174.15
3 Month – Concession - Child*, Student, Pensioner Pass - Upfront	M	Y	\$136.25	\$141.70
6 Month – Adult Pass - Upfront	M	Y	\$244.95	\$254.75
6 Month - Adult Pass - DD	M	Y	\$264.20	\$274.80
6 Month – Concession - Child*, Student, Pensioner Pass - Upfront	M	Y	\$215.30	\$223.95
6 Month - Concession - Child*, Student, Pensioner Pass - DD	M	Y	\$230.90	\$240.15
12 Month – Adult Pass - Upfront	M	Y	\$437.00	\$454.50
12 Month Adult Pass - DD	M	Y	\$468.00	\$487.00
12 Month – Concession - Child*, Student, Pensioner Pass - Upfront	M	Y	\$392.50	\$408.50
12 month - Concession - Child*, Student, Concession Pass - DD	M	Y	\$423.50	\$440.50
Family Pass – 3 months - Upfront	M	Y	\$309.50	\$322.00
Family Pass - 3 Months - DD	M	Y	\$330.00	\$343.50
Family Pass – 6 months - Upfront	M	Y	\$548.50	\$570.50
Family Pass - 6 months - DD	M	Y	\$584.50	\$608.00
Family Pass – 12 months - Upfront	M	Y	\$1,022.00	\$1,063.00
Family Pass - 12 months - DD	M	Y	\$1,098.00	\$1,142.00

### Swimsations (per lesson)

1 Child – Learn to Swim	M	N		POA
1 Infants - Learn to Swim	F	N	\$0.00	\$19.80
Subsequent Children – Learn to Swim	M	N		POA
Vacation (5 sessions per child)	M	N		POA
1 Child Private	M	N		POA
1 Adult Private	M	N		POA
1 child perennial swim program	M	N		POA
subsequent child – perennial swim program	M	N		POA



Name	Code	GST	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (incl. GST)
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**Swimsations (per lesson)** [continued]

Intensives Early Bird (5 sessions per child)	F	N	\$0.00	\$75.00
Teen Social Swim (Casual)	F	Y	\$0.00	\$12.00
Teen Social Swim (Term/DD)	F	Y	\$0.00	\$11.00
Carnival Clinic - JAN	F	Y	\$0.00	\$95.00
Carnival Clinic Early Bird - JAN	F	Y	\$0.00	\$75.00
Schools Week Intensives 30min Session	F	Y	\$0.00	\$15.00
Schools Week Intensives 45 min session	F	Y	\$0.00	\$22.50
Schools Week Intensives Waterslide per hour	F	Y	\$0.00	\$49.95
Fitness Squad – Junior Level	M	Y		POA
Fitness Squad – Senior Level	M	Y		POA
Fitness Squad – as above (2nd, 3rd, 4th lesson)	M	Y		POA
Performance Squad – Vacation Squads (5 sessions per child) Holiday Clinic	M	Y		POA
Performance Squad – School Program Swimmer	M	Y		POA
Other Squad – Adult Squad Clinic 1 hour – 8 weeks block	M	Y		POA

**Programs**

Aqua Aerobics	M	Y		POA
Aqua Aerobics – Student, Senior, Child*	M	Y		POA

**Passes – Gym (Health & Fitness Centre)**

**Family Gym Memberships - Premium or Gym Only**

- 3 or more family members (based at the same residential address) receive 20% off their choice of Gym Only, Premium, Freedom or student membership if applicable
- There is no limit to numbers within a family membership
- At least one member of the family must have an Adult Membership (Gym only or Premium Membership - not including concession rate)
- The membership is available as direct debit payment and upfront options however all family members must be on same payment method
- The discount ceases if the family membership number drops below 3 people
- The family must be based at the same residential address (cannot be flatmates - must be relatives e.g Partner, spouse, child, parent, grandparent etc)

**Corporate memberships - 6 or 12 months duration.**

- 10% discount on 10 or more members
- 20% discount on 20+ members
- no further discounts apply

Gym Only – Adult 1 month – Upfront Only	F	Y	\$0.00	\$101.00
Gym Only – Adult 3 month – Upfront Only	M	Y		POA
Gym Only – Student 3 month – Upfront Only	M	Y		POA
Gym Only - Family** 3 months - Upfront or DD	M	Y		POA
Gym Only – Adult 6 month – Upfront or DD	M	Y		POA
Gym Only – Student 6 month – Upfront or DD	M	Y		POA
Gym Only - Family** - 6 month - Upfront or DD	M	Y		POA
Gym Only – Adult 12 month – Upfront or DD	M	Y		POA
Gym Only – Student 12 month – Upfront or DD	M	Y		POA
Gym Only – Concession 12 month – Upfront or DD		Y		POA
Gym Only – Concession 3 month – Upfront Only		Y		POA

Name	Code	GST	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (incl. GST)
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**Passes – Gym (Health & Fitness Centre)** [continued]

Gym Only – Concession 6 month – Upfront or DD		Y		POA
Gym Only - Family** - 12 months - Upfront or DD	M	Y		POA
Premium Gym Membership - Adult - 1 Month - Upfront ONLY	F	Y	\$0.00	\$140.00
Premium Gym membership – Adult - 3 Months - Upfront or DD	M	Y		POA
Premium Gym membership – Concession – 3 Months - Upfront or DD	M	Y		POA
Premium Gym membership – Student – 3 months - Upfront or DD	M	Y		POA
Premium Gym Membership - Family** - 3 Months - Upfront or DD	M	Y		POA
Premium Gym membership – Adult – 6 months - Upfront or DD	M	Y		POA
Premium Gym membership – Concession – 6 Months - Upfront or DD	M	Y		POA
Premium Gym membership – Student – 6 months - Upfront or DD	M	Y		POA
Premium Gym Membership - Family** - 6 months - Upfront or DD	M	Y		POA
Premium Gym membership – Adult – 12 months - Upfront or DD	M	Y		POA
Premium Gym membership – Concession – 12 Months - Upfront or DD	M	Y		POA
Premium Gym membership – Student – 12 months - Upfront or DD	M	Y		POA
Premium Gym Membership - Family** - 12 Months - Upfront or DD	M	Y		POA
Freedom Membership - Seniors (Limited access membership) - 3 months - Upfront or DD	M	Y		POA
Freedom Membership - Seniors (Limited access membership) - 6 months - Upfront or DD	M	Y		POA
Freedom Membership – Seniors (Limited access membership) - 12 months - Upfront or DD	M	Y		POA
Corporate Membership - 3 Months - Gym Only - Upfront or DD	M	Y		POA
Corporate Membership - 6 months - Gym only - Upfront or DD	M	Y		POA
Corporate Membership - 12 months - Gym only - Upfront or DD	M	Y		POA
Corporate Membership – 3 Months - Premium - Upfront or DD	M	Y		POA
Corporate Membership - 6 months - Premium - Upfront or DD	M	Y		POA
Corporate Membership – 12 Months - Premium - Upfront or DD	M	Y		POA

**Sports Medicine Room Hire**

Sports Medicine Room Hire – per day	M	Y	\$187.75	\$195.30
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**Community Based Programs and Activities**

Term Based Programs – Netball (per game/team)	M	Y		POA
Term Based Programs - Netball Forfeit Fee (per term)	M	Y		POA

**Jiu Jitsu**

Registration Fee	M	Y		POA
Adults Inclusion 1	M	Y		POA
Adults (Gym members)	M	Y		POA
Kids Inclusion 1	M	Y		POA
Kids Including Pool Membership	M	Y		POA

**Meeting Rooms**

Goonellabah Room – Normal Hire – per hour	M	Y	\$48.90	\$50.85
Goonellabah Room – per day	M	Y	\$277.70	\$288.80

Name	Code	GST	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (incl. GST)
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**Meeting Rooms** [continued]

Office 1 – per week	M	Y	\$237.15	\$246.65
Office 1 – annual bond (10%)	M	N	\$1,233.00	\$1,283.00
Office 2 – per week	M	Y	\$163.80	\$170.35
Office 2 – annual bond (10%)	M	N	\$856.00	\$890.50
Office 3 – per week	M	Y	\$146.15	\$152.00
Office 3 – annual bond (10%)	M	N	\$757.50	\$788.00
Administration Charge – Booking Fee (in addition to Room Hire)	M	Y	\$36.40	\$37.90

**Youth Centre**

Multi Purpose Rooms A&B – Per Hour	M	Y	\$121.70	\$126.60
Multi Purpose A&B – Full Day	M	Y	\$590.00	\$614.00
Multi Purpose A or B per hour	M	Y	\$60.85	\$63.30

**Court Space**

^ Additional costs will be added to venue hire if outside normal hours or if necessary for operational requirements. An additional staff surcharge will apply on weekends and public holidays.

Stadium - per person (20-50 pax) in addition to court hire fee	M	Y	\$3.75	\$3.90
Stadium - per person (51+ pax) in addition to court hire fee	M	Y	\$3.35	\$3.50
Single Court – Per Hour	M	Y	\$79.05	\$82.25
Stadium – Full Day	M	Y	\$747.00	\$777.00
Stadium Schools Rate (per head)	M	Y	\$5.35	\$5.60
Stadium Casual Use – Adult	M	Y	\$6.35	\$6.60
Stadium Casual Use – Child/Concession	M	Y	\$5.55	\$5.80
Stadium Casual Use – Family	M	Y	\$21.85	\$22.75
Special Events/Festivals exclusive use stadium full day (weekends/public holidays) plus staff costs, if applicable^	M	Y		\$4,370.00+
Special Events/Festivals exclusive use stadium full day (week days) plus staff costs, if applicable^	M	Y		\$2,190.00+

**Aquatic Centre Hire Charges**

^ Additional costs will be added to venue hire if outside normal hours or if necessary for operational requirements. An additional staff surcharge will apply on weekends and public holidays.

Lane Hire – Per Hour	M	Y	\$39.55	\$41.15
25 Metre Pool – per hour (Plus entry fee)	M	Y	\$168.00	\$174.75
Waterslide per session (plus pool entry)	M	Y	\$4.40	\$4.60
Waterslide Private hire per hour (party booking including booking fee)	M	Y	\$99.85	\$103.85
Inflatable per session (plus pool entry)	M	Y	\$4.40	\$4.60
Inflatable Private hire per hour (party booking including booking fee)	M	Y	\$136.80	\$142.30
Inflatable and Water Slide GSAC & LMB Combo Annual Pass - Upfront (plus pool entry per visit)	M	Y	\$150.80	\$156.85
Inflatable and Water Slide GSAC & LMB Combo Annual Pass - Subsequent Family Members - Upfront (plus pool entry per visit)	M	Y	\$126.90	\$132.00
School Carnival/Not for Profit Organisation – exclusive hire – up to 4 hours 25 m pool plus entry	M	Y	\$244.95	\$254.75

Name	Code	GST	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (incl. GST)
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**Aquatic Centre Hire Charges** [continued]

School Carnival/Not for Profit Organisation – exclusive hire – up to 8 hours 25 m pool plus entry	M	Y	\$366.50	\$381.50
Corporate/Commercial Organisation – exclusive hire – up to 4 hours 25m pool plus entry, plus staff costs, if applicable^	M	Y	\$489.00	\$509.00
Corporate/Commercial Organisation – exclusive hire – up to 8 hours 25m pool plus entry, plus staff costs, if applicable^	M	Y	\$857.00	\$891.50
Space Hire Allied Health, Personal Trainer/Coach (non staff) per hour	M	Y	\$23.40	\$24.35

**Kidzone**

Creche Additional Child Booking – maximum 90 minutes per session		Y		POA
Creche First Child Booking – maximum 90 minutes per session	M	Y		POA
Creche Occasional Care – New Family enrolment fee (one off) per child	M	Y	\$19.15	\$19.95

**Vacation Care**

Vacation care per child per day	M	Y	\$12.10	\$12.60
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**Advertising Packs**

Pack A – 1 year	M	Y	\$1,789.00	\$1,861.00
Pack A – 3 years (price per year)	M	Y	\$1,436.00	\$1,494.00
Pack B – 1 year	M	Y	\$1,196.00	\$1,244.00
Pack B – 3 years (price per year)	M	Y	\$955.00	\$993.50
Pack C – 1 Year	M	Y	\$955.00	\$993.50
Pack C – 3 Years (price per year)	M	Y	\$717.00	\$746.00

**Media Packs**

Gold – 1 year	M	Y	\$1,436.00	\$1,494.00
Gold – 3 years (price per year)	M	Y	\$1,196.00	\$1,244.00
Silver – 1 year	M	Y	\$955.00	\$993.50
Silver – 3 years (price per year)	M	Y	\$717.00	\$746.00
Bronze – 1 year	M	Y	\$717.00	\$746.00
Bronze – 3 years (price per year)	M	Y	\$477.50	\$497.00

**Strategic Planning & Environmental Strategies**

**Professional Services**

Planning Proposals - Privately Initiated  
 Stage 1 - Lodgement on portal and receipt by Council  
 Stage 2 - Planning proposal prepared, considered by Council, Gateway requested  
 Stage 3 - Submission and review of Gateway reports, consultation and report to Council  
 Stage 4 - Plan making

**LEP Amendments**

Note: An hourly rate equal to the Built Environment Professional Service Fee will apply for planning proposals that have commenced in a previous financial year until that planning proposal is at Stages 3 & 4. The below fees will then apply.

Pre-Lodgement Meeting	F	N	\$736.50	\$766.00
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Name	Code	GST	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (incl. GST)
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**LEP Amendments** [continued]

Basic	F	N	\$7,644.00	\$7,950.00
Considered suitable for annual housekeeping amendment 50% refundable pre-gateway if not supported by Council. No refund post gateway. Stages 1,2,3 & 4. Payable at lodgement.				
Standard - Stages 1 & 2	F	N	\$13,104.00	\$13,629.00
Minor rezoning consistent with strategic planning framework using existing infrastructure, Schedule 1 or minor alteration of development standard. Payable at lodgement.				
Standard - Stages 3 & 4	F	N	\$8,736.00	\$9,086.00
Fee payable prior to commencement of Stage 3.				
Complex - Stages 1 & 2	F	N	\$16,380.00	\$17,036.00
Medium to large scale rezoning requiring increased demand for infrastructure. Payable at lodgement.				
Complex - Stages 3 & 4	F	N	\$16,380.00	\$17,036.00
Payable prior to commencement of Stage 3				

**DCP Amendments**

Minor Amendment to DCP	F	N	\$4,368.00	\$4,543.00
Site specific master plan and associated minor provisions. Proponent to provide maps to a standard required by Council.				
Medium to Large Scale Amendment to DCP	F	N	\$8,736.00	\$9,086.00
Inclusion of a new chapter or multiple provisions of an existing chapter				

**Purchase of Indian Mynah Cages**

For residents within Lismore LGA	F	Y	\$18.75	\$19.55
For residents/others outside Lismore LGA	F	Y	\$34.35	\$35.75

**Richmond Tweed Regional Library**

**General**

Visitor's Membership Fee (non-refundable)	P	N	\$41.90	\$41.90
Book Club per item	P	Y	\$2.00	\$2.00
Reservations on Adult Richmond-Tweed Regional Library Items	P	Y	\$2.00	\$2.00
Inter-Library Loans (Items not held by Richmond Tweed)	P	Y	\$4.50	\$10.00
Non Public Library Inter-Library Loans - Electronic Items	F	Y	\$20.40	\$21.25
Non Public Library Inter-Library Loans - Physical Items	F	Y		34.60+
Non-public libraries charge different amounts. the actual fee payable will be 100% of the amount charged.				
Lost or Damaged Items – Borrowed Item – Cost plus Processing Fee (excluding periodicals) Non-Refundable	F	N		\$11.00+
Lost or Damaged Items – Library Membership Cards	F	N	\$3.20	\$4.50
Printing/Photocopying B&W A4	P	Y	\$0.60	\$0.60
Printing/Photocopying Colour A4	P	Y	\$1.10	\$1.10
Printing/Photocopying B&W A3	P	Y	\$1.10	\$1.10
Printing/Photocopying Colour A3	P	Y	\$2.10	\$2.10
Staff Patron Support scanning Documents to email per page	P	Y	\$0.50	\$0.55
Photo Quality Prints (Ballina Local History Photos)	F	Y	\$4.80	\$5.00
USB Memory Stick	F	Y	\$9.30	\$9.70
Pens	F	Y	\$0.70	\$0.75
Plastic Sleeves	F	Y	\$0.50	\$0.55

Name	Code	GST	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (incl. GST)
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**General** [continued]

Scanning library local history photos by staff (per photo)	F	Y	\$4.40	\$4.60
PC use (15 minutes) – Non RTRL Members	F	Y	\$2.10	\$2.10
Headphones – per set	F	Y	\$3.70	\$4.00
Phone Charges – Local Call	F	Y	\$0.50	\$0.55
Promotional Sales – Library Bags (Basic, Blue non woven)	F	Y	\$4.40	\$5.00
Promotional Sales – Library Bags (Small, Calico)	F	Y	\$6.60	\$10.00
Promotional Sales – Library Bags (Large, Jute)	F	Y	\$11.00	\$15.00
Talking Book Replacements (CDs)	F	N	\$22.00	\$22.90
Research for Patrons - per hour (First hour free)	F	N		\$101.20+
Lismore 150 Years Book	M	Y	\$28.30	\$29.45

**Byron/Tweed/Ballina LGA Library Room Hire**

Commercial Hirer per hour	F	Y	\$36.70	\$40.00
Community Hirer per hour	P	Y	\$25.40	\$26.45

DRAFT



Name	Code	GST	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (incl. GST)
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## Chief Operating Office

### Lismore Water & Wastewater

#### General Charges

Testing of water meter	F	N	\$409.00	\$425.50
Mains pressure inquiry	F	N	\$512.00	\$532.50
Special meter reading (including costs for re-reads)	F	N	\$138.85	\$144.40
Urgency Fee – Special meter reading	F	N	\$82.20	\$85.50
Disconnection Fee (20mm)	F	N	\$477.50	\$497.00
Disconnection Fee (in excess of 20mm)	F	N	\$477.50	\$497.00
Service Location – Water	F	N	\$238.20	\$247.75
Service Location – Wastewater	F	N	\$238.20	\$247.75
Confined Space Inspection (one manhole)	F	N	\$255.85	\$266.10
Confined Space Inspection per additional manhole	F	N	\$47.35	\$49.25
Smoke Testing Unit per hour (minimum 2 hours)	F	N	\$306.00	\$318.50
Copy of Water Statements	F	N	\$37.45	\$38.95
Bond for metered standpipe	F	N	\$2,502.00	\$2,603.00
Rental for metered standpipes (per week)	F	N	\$114.95	\$119.55
Cost per kilolitre of water ex standpipe	F	N	\$5.75	\$6.05
Call out fee to Discharge Septic Waste after hours at East Lismore Treatment Plant	F	N	\$328.00	\$341.50
North Woodburn – Connection of new dwelling to pressure sewerage scheme	F	N		POA
Repair damaged to Water, Sewer and Stormwater as a result of utility strike		N		POA

#### Professional Services

Fee for Service – Based on per hour charge. Minimum one hour charge.	F	N		POA
Note: Any services provided are at the absolute discretion of the Director.				

#### Minor Works

Inspection of water or wastewater minor works	F	N	\$334.00	\$347.50
Manhole alterations	F	N		POA
Water interruption fee	F	N	\$665.00	\$692.00

#### Debt Recovery

Notice of Entry (Letter & Delivery)	F	N	\$147.70	\$153.65
Reconnection Fee (20mm water service)	F	N	\$159.15	\$165.55
Reconnection Fee (in excess of 20mm)	F	N	\$158.60	\$164.95
Flow Restriction Fee (20mm water service)	F	N	\$227.25	\$236.35
Flow Restriction Fee (in excess of 20 mm)	F	N		POA

#### Water Service Connection

Repair Damaged Water Service Meter (minimum \$200)		N		POA
Meter supply and installation – 20mm	F	N	\$625.50	\$651.00
Meter supply and installation – 25mm	F	N	\$710.50	\$739.00
Meter supply only – 32mm and greater	F	N		POA
Connections – Service to main (service to be installed by other)	F	N	\$955.00	\$993.50

Name	Code	GST	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (incl. GST)
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**Water Service Connection** [continued]

Connections – Fire Service to main (service to be installed by others)	F	N	\$989.50	\$1,030.00
Connections of subdivision to main	F	N	\$989.50	\$1,030.00

**Liquid Trade Waste – Annual Fee**

Discharge < 20kL/day	P	N	\$124.80	\$129.80
Discharge > 20kL/day	P	N	\$124.80	\$129.80
Liquid Trade Waste Approval Renewal Fee	P	N	\$100.90	\$104.95

**Liquid Trade Waste – Re-inspection Fee**

Re-inspection Fee for Non-Compliance (per hour)	P	N	\$142.00	\$147.70
Sampling and testing charges (minimum)	P	N		POA
Liquid Trade Waste Non Compliance Administration Charge	P	N	\$100.90	\$104.95
Liquid Trade Waste Non Compliance Penalty Charge	P	N		\$15.60/kL

**Category 3 Excess Mass Charges – per Kilogram**

Repair Damaged Water Service Meter		N		POA
Aluminium	F	N	\$1.10	\$1.15
Ammonia (as N)	F	N	\$2.85	\$3.00
Arsenic	F	N	\$94.65	\$98.45
Barium	F	N	\$47.85	\$49.80
Biological Oxygen Demand (BOD)	F	N	\$1.10	\$1.15
Boron	F	N	\$1.10	\$1.15
Bromine	F	N	\$18.95	\$19.75
Cadmium	F	N	\$431.00	\$448.24
Chloride	F	N		No Charge
Chlorinated Hydrocarbons	F	N	\$47.85	\$49.80
Chlorinated Phenolics	F	N	\$1,872.00	\$1,947.00
Chlorine	F	N	\$2.05	\$2.15
Chromium	F	N	\$31.75	\$33.05
Cobalt	F	N	\$19.35	\$20.15
Copper	F	N	\$19.35	\$20.15
Cyanide	F	N	\$92.60	\$96.30
Fluoride	F	N	\$4.80	\$5.00
Formaldehyde	F	N	\$2.05	\$2.15
Herbicides/Defoliants	F	N	\$933.00	\$970.50
Iron	F	N	\$2.05	\$2.15
Lead	F	N	\$47.85	\$49.80
Lithium	F	N	\$9.70	\$10.10
Manganese	F	N	\$9.70	\$10.10
Mercaptans	F	N	\$94.65	\$98.45
Mercury	F	N	\$3,105.00	\$3,230.00
Methylene Blue Active Substances	F	N	\$1.10	\$1.15
Molybdenum	F	N	\$1.10	\$1.15
Nickel	F	N	\$31.75	\$33.05

Name	Code	GST	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (incl. GST)
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### Category 3 Excess Mass Charges – per Kilogram [continued]

Nitrogen (Total Kjeldahl Nitrogen)	F	N	\$0.35	\$0.40
Oils and Grease	F	N	\$1.70	\$1.80
Organoursenic Compounds (Organoarsenic compounds)	F	N	\$935.00	\$972.50
Pesticides General (excludes organochlorines and organophosphates)	F	N	\$935.00	\$972.50
Petroleum Hydrocarbons (non-flammable)	F	N	\$3.25	\$3.40
pH – calculated as per Council Policy	F	N	\$0.00	\$0.00
Phenolic Compounds (non-chlorinated)	F	N	\$9.70	\$10.10
Phosphorous (Total P)	F	N	\$2.05	\$2.15
Polyphorus aromatic hydrocarbons (Polycyclic aromatic hydrocarbons (PAH))	F	N	\$19.35	\$20.15
Selenium	F	N	\$66.05	\$68.70
Silver	F	N	\$1.95	\$2.05
Sulphate (SO4)	F	N	\$0.30	\$0.35
Sulphide	F	N	\$2.05	\$2.15
Sulphite	F	N	\$2.20	\$2.30
Suspended Solids (SS)	F	N	\$1.40	\$1.50
Thiosulphate	F	N	\$0.45	\$0.50
Tin	F	N	\$9.70	\$10.10
Total Dissolved solids (TDS)	F	N	\$0.20	\$0.25
Volume Charge	F	N	\$1.50	\$1.60
Uranium	F	N	\$9.70	\$10.10
Zinc	F	N	\$19.35	\$20.15

### Charges for Tankered Waste

Septic Waste Disposal Charge – from within Lismore City Council LGA	P	N	\$108.20	\$108.20
Septic Waste Disposal Charge – from outside Lismore City Council LGA	P	N		\$221.5/kL
Septic Waste Disposal Charge – Mixed loads or portable toilet waste	P	N		\$221.50/kL

### Northern Rivers Quarry & Asphalt

#### Blakebrook – All maximum prices ex bins per tonne

5,7,7/10 BLEND, 10, 20MM Aggregate	R	Y		POA
14, 63, 100mm Aggregate	R	Y		POA
20mm Road Base – No 1	R	Y		POA
20mm Road Base – No 2	R	Y		POA
40, 55, 90 mm Crushed Gravel	R	Y		POA
Metal Dust – Coarse	R	Y		POA
Metal Dust – Fine	R	Y		POA
Spalls	R	Y		POA
Overburden	R	Y		POA
Belt Waste	R	Y		POA
Raw Feed	R	Y		POA
Large Rock	R	Y		POA
Specialty Products (available on request)	R	Y		POA
Delivery – Prices available on request. Minimum charge applies.	R	Y		POA

Name	Code	GST	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (incl. GST)
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### Gravel Quarries – All maximum prices ex bins

#### Stripping and Fillings (er cubic metre)

Bulk fill pushed up	R	Y		POA
Approved contractors to win and load themselves from designated areas	R	Y		POA

#### Gravel (per cubic metre)

Uncrushed – all commercial pits	R	Y		POA
Crushed – all commercial pits unless otherwise nominated	R	Y		POA

### Northern Rivers Waste - Lismore Recycling & Recovery Centre

Please Note: the listed fees and charges for Northern Rivers Waste are the **maximum amount** for the prescribed service or product. Management reserves the right to **reduce** the maximum value from time to time without notice.

#### Mixed Waste

Unsorted waste – per tonne	F	Y	\$372.00	\$387.00
Minimum charge \$15 plus waste levy per kilogram. Unsorted mixed waste can be mixed waste, contaminated builders waste, veterinary waste				
Self-sort – per tonne	P	Y	\$275.00	\$275.00
Minimum charge \$10 plus waste levy per kilogram.				
Self-sort conditions:-				
<ul style="list-style-type: none"> <li>• Customers must sort their own waste in Resource Recovery Facility into the bins provided.</li> <li>• Self-sort loads must be 50% recoverable and recyclable for the self-sort fee to apply.</li> <li>• The weighbridge Officers decision is final.</li> </ul>				

#### Green Waste

Green Waste - per Tonne	F	Y	\$94.15	\$97.95
Minimum charge \$10				
FOGO Waste - per Tonne	F	Y	\$273.00	\$283.95
Minimum charge \$10				

#### Recycling Waste

Comingled Recycling - Commercial Operators - per tonne	F	Y	\$235.05	\$244.45
Comingled Recycling - Household Quantities	P	Y		\$100 per tonne

#### Other Fees

Clean soil/fill (VENM) – per tonne (with EPA VENM Certificate)	F	Y	\$114.40	\$119.00
Prior to commencing works involving large volumes of soil please contact the Council Waste Department to discuss disposal options.				
Scrap Metal Only – per tonne	F	Y	\$47.35	\$49.25
Gyprock - per Tonne	P	Y	\$0.00	\$280.00
Tree Stumps (large) – per tonne	F	Y	\$0.00	\$162.00
Builders rubble (concrete, bricks, blocks, pavers, tiles only) NO ASBESTOS – per tonne	F	Y	\$220.00	\$228.80
Drillers Slurry - per tonne	F	Y	\$238.70	\$248.25
Whitegoods gassed (no certificate) – per item	F	Y	\$48.00	\$49.95
Commercial whitegoods degassed (with certificate) – per item	F	Y	\$0.00	\$94.05

Name	Code	GST	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (incl. GST)
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**Other Fees** [continued]

Whitegoods degassed (with certificate) – per item	F	Y	\$0.00	\$29.70
Commercial whitegoods gassed (no certificate) – per item	F	Y	\$116.00	\$120.65
Mattress	P	Y	\$30.00	\$38.00

**Specific Waste**

Paint or Oil per litre (from domestic sources – maximum quantity 20 litres)	Z	Y		No Charge
Hazardous Chemicals (from domestic sources – maximum quantity 20 litres)	Z	Y		No Charge
Paint & Oil – Handling fee per 100 litres	F	Y	\$41.60	\$43.30
Vehicle & household batteries, embedded Batteries (up to 5kg), electronic waste, printer cartridges	Z	Y		No Charge
Asbestos or any load contaminated with asbestos – per tonne (In Shire)	P	Y	\$572.00	\$595.00
Asbestos – minimum charge \$60 plus waste levy per kilogram				
Asbestos or any load contaminated with asbestos – per tonne (Out of Shire)	P	Y	\$606.50	\$631.00
Asbestos clean up in Resource Recovery Facility – plus asbestos fee per tonne of material containing asbestos	P	Y	\$600.00	\$624.00
Oil Filters – less than 5	Z	Y		No Charge
Oil Filters – per IBC	F	Y	\$63.00	\$262.00
Polystyrene Commercial		Y		POA

**Tyres**

Car	F	Y	\$11.05	\$11.50
4x4	F	Y	\$15.40	\$16.05
Trucks	F	Y	\$44.75	\$46.55
Super Single	F	Y	\$81.65	\$84.95
Tractor	F	Y	\$263.15	\$273.70
Car with Rim	F	Y	\$15.40	\$16.05
4x4 with Rim	F	Y	\$25.00	\$26.00
Trucks with Rim	F	Y	\$56.70	\$59.00
Super Single with Rim	F	Y	\$94.15	\$97.95
Machinery Tyre – Heavy Earthmoving	F	Y	\$0.00	\$935.00

**Commercial Resource Recovery Collection**

1,100 Litre Resource Recovery – 1 bin per week	F	N		POA
1,100 Litre Resource Recovery – 1 bin per fortnight	F	N		POA
240 Litre Resource Recovery – 1 bin per week	F	N		POA
240 Litre Resource Recovery – 1 bin per fortnight	F	N		POA

**Commercial Bulk Waste Collection**

240 Litre Bulk Waste – 1 bin per week	F	N		POA
1,100 Litre Bulk Waste – 1 bin per week	F	N		POA
1,100 Litre Bulk Waste – 1 bin per fortnight	F	N		POA

**Fluorescent Tube Recycling**

Residential Service – less than 15 tubes	Z	Y		No Charge
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Name	Code	GST	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (incl. GST)
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**Fluorescent Tube Recycling** [continued]

Commercial Quantities – delivered to waste facility (per kilogram)	F	Y		POA
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**Waste Collection**

Return wheelie bin collection	F	N	\$120.00	\$120.00
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**Sale of Mobile Garbage Bins, Parts & Other Bins**

240 Litre – picked up (proof of payment required)	F	N	\$138.35	\$143.90
80 Litre/140 Litre – picked up (proof of payment required)	F	N	\$121.20	\$126.05
360 Litre Recycling Bin Swap Fee	F	N	\$70.20	\$73.05
360 Litre Recycling Bin (proof of payment required)	F	N	\$163.30	\$169.85
Delivery Charge, if required	F	N	\$57.20	\$59.50
80L/140L/240L/360L Lids	F	N	\$20.60	\$21.45
Pins, axles & Wheels	Z	N		No Charge
Second hand bin - 80L	F	N	\$0.00	\$25.00
Second hand bin - 140L		N	\$0.00	\$35.00
Second hand bin - 240L		N	\$0.00	\$45.00
Second hand bin - 360L	F	N	\$0.00	\$55.00
Second hand bin - 660L	F	N	\$0.00	\$200.00
Second hand bin - 1100L	F	N	\$0.00	\$250.00

**Environment Education Centre**

Cleaning Fee	F	Y	\$163.80	\$170.35
Room hire full day (external user and no council involvement)	F	Y	\$396.50	\$412.50
Room hire half day (external user and no council involvement)	F	Y	\$198.15	\$206.10

**Nimbin Transfer Station**

**Rubbish – Mixed General Waste**

Fee – Minimum Charge – \$10.00	P	Y	\$10.00	\$10.40
Per 50/60 litre bin/tub	P	Y	\$10.00	\$10.40
Per Wheelie Bin	P	Y	\$37.50	\$39.00
Per Load – cars/station wagons/small utilities loads (Guide <100kg)	P	Y	\$49.00	\$51.00
Per Load – utilities/trailers (Guide 100kg-300 kg)	P	Y	\$121.00	\$125.85

**Recycling**

Minimum charge		Y	\$5.01	\$5.00
Per 50/60L bin or tub		Y	\$5.01	\$5.00
Per wheelie bin		Y	\$9.00	\$9.00
Per load - car/station wagon/small utility	P	Y	\$12.50	\$12.50
Per load - utility/trailer (guide 100-300kg)	P	Y	\$25.00	\$25.00
Polystyrene	Z	Y		Free
Must be clean, white polystyrene				



Name	Code	GST	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (incl. GST)
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**Community Recycling Station (CRS) Material - up to 20kg or 20L**

Mobile phones & accessories		Y		Free
Household batteries <5kg		Y		Free
Ink cartridges		Y		Free
X-rays		Y		Free

**Other Fees**

Whitegoods degassed (with certificate) – per item	P	Y	\$29.00	\$30.20
Commercial whitegoods degassed (with certificate) – per item	P	Y	\$88.00	\$91.55
Mattresses - All sizes	P	Y	\$32.00	\$38.00

**Lismore Regional Airport**

**Landing Fee**

Non RPT Operations – per tonne of maximum take off weight	R	Y	\$13.55	\$14.10
Non RPT Operations – Minimum Fee all Aircraft	R	Y	\$13.55	\$14.10
Helicopter – per tonne of maximum take off weight	R	Y	\$9.30	\$9.70
Helicopter – Minimum Fee all Aircraft	R	Y	\$9.30	\$9.70

**Unlimited Landing Fee**

Subject to approval of the General Manager, aircraft operators can apply for a prepaid unlimited movement fee per annum

Resident aircraft per annum - general aircraft	R	Y	\$389.00	\$405.00
Resident aircraft per annum - ultralight	R	Y	\$263.65	\$274.20
Commercial Operations - unlimited movements	R	Y	\$774.00	\$805.00

**Usage Fees**

Touch and Go and Practice Approach (every circuit)	R	Y	\$1.90	\$2.00
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**Pavement Concession**

Pavement Concession/Tyre Pressure Concession Administration Fee (per application)	F	Y	\$165.90	\$172.55
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**Aircraft Parking**

a) Daytime Parking Fees on the RPT Apron (non-RPT and Charter Aircraft) – per 24 hours or part thereof (first 4 hours no charge)	R	Y	\$55.65	\$57.90
b) Overnight Parking on the RPT apron (excluding RPT aircraft) – per night	R	Y	\$71.80	\$74.70
c) Overnight Parking Floodlit GA apron (excluding RPT aircraft & Medivac) – per night	R	Y	\$87.40	\$90.90
d) Grassed parking and adjacent to hangars (per night)	R	Y	\$8.15	\$8.50
e) Non-operational, abandoned or aircraft parking for longer than 30 days – fee per day after 30 days	R	Y	\$8.15	\$8.50
f) Maintenance rate for aircraft certified as undergoing maintenance (first two days no charge) – per tonne maximum take off weight	R	Y	\$7.20	\$7.50

Name	Code	GST	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (incl. GST)
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### Airside Activities Cost Recovery

Requirement for Airside Reporting Officer to be in attendance for escort or induction - outside working hours - per hour	R	Y	\$160.20	\$166.65
Requirement for Airport Reporting Officer to be in attendance for escort or induction – in working hours - per hour	F	Y	\$84.80	\$88.20
Airside Driving Permit (application fee, two year expiry)		Y	\$28.60	\$29.75

### Skydiving Landing Fee

Per Canopy	R	Y	\$3.05	\$3.20
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### Sewer

If connected to sewer direct – 100% non domestic charge	P	N	\$1,072.00	\$1,115.00
If connected for septic tank effluent – 50% non domestic charge	P	N	\$534.00	\$555.50

### Waste

If service provided – 100% Commercial/Industrial Integrated – Urban	P	N	\$474.50	\$493.50
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### Other

Lost key	F	Y	\$303.00	\$315.50
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### Lismore Memorial Gardens

Please Note: the listed fees and charges for the Lismore Memorial Gardens are the maximum amount for the prescribed service or product. Management reserves the right to reduce the maximum value from time to time without notice. 2021/22 burial charges have been updated to reflect some amendments to the structure of the 2022/23 charges. The fee is now shown inclusive of all components e.g plot, plaque, maintenance and excavation.

### Burial – Lismore Memorial Gardens

Burial - Interment Services Levy - Cemeteries & Crematoria NSW	L	Y	\$171.60	\$171.60
New Grave (9.30am – 2.30pm standard cost) (including plot, standard plaque (380x230mm), maintenance, excavation)	R	Y	\$6,636.00	\$6,902.00
Pre Need Reservation Fee (includes plot only)	R	Y	\$4,415.00	\$4,591.50
Pre Need – Works & Services Balance (includes standard plaque (380x230mm))	R	Y	\$2,221.00	\$2,310.00
Pre Need Package – Memorial Balance	R	Y		POA
Pre Need – Bushland Cemetery – Reservation Fee (includes plot)	R	Y	\$3,786.00	\$3,938.00
Bushland Cemetery - No Memorial - Works & Services Balance	R	Y	\$831.00	\$831.00
Bushland Cemetery - Plaque and Rock - Pre Need - Works & Services Balance (includes standard plaque (380x230mm))	R	Y	\$2,135.00	\$2,135.00
Bushland Cemetery – (9.30am – 2.30pm standard cost) (includes plot, standard plaque (up to 380mmx230mm), rock and excavation)	R	Y	\$6,006.00	\$6,247.00
Bushland Cemetery - No Memorial (9.30am - 2.30pm standard cost) (includes plot and excavation)	R	Y	\$4,649.00	\$4,835.00

Name	Code	GST	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (incl. GST)
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**Burial – Lismore Memorial Gardens** [continued]

Renewable Tenure - New Grave (Including plot, standard plaque (380x230mm), 25 year maintenance, burial)	R	Y	\$5,450.00	\$5,669.00
Renewable Tenure - Pre Need Reservation (includes plot only)	R	Y	\$3,230.00	\$3,360.00
Renewable Tenure - Works and Services Balance (includes standard plaque (380x230mm))	R	Y	\$2,221.00	\$2,310.00
Re-Open Grave (9.30 am to 2.30 pm standard cost) (includes plaque second inscription/name plate, maintenance and excavation)	R	Y	\$5,887.00	\$6,123.00
Children's Interment – Lawn Cemetery portion (9.30am – 2.30pm standard cost) (includes plot, standard plaque (230x160mm), maintenance and excavation)	R	Y	\$2,782.00	\$2,894.00
Family Arranged Funeral – Compulsory Support Fee	R	Y	\$424.50	\$441.50
Right of Burial Licence Fee, Transfer and Licence Document supply	R	N	\$150.80	\$156.85
Burial Surcharge on Saturday	R	Y	\$730.50	\$760.00
Burial Surcharge on weekdays, one/hour from after 2.30pm	R	Y	\$442.00	\$460.00
Fee to secure an additional 1 hour for burial service	R	Y	\$212.15	\$220.65
Hire of Service Equipment Above Standard Level/ Late Notice Change	R	Y	\$71.25	\$74.10
Shallow Burial Surcharge	R	Y	\$1,347.00	\$1,401.00
Exhumation Works	R	Y	\$2,798.00	\$2,910.00

**East Lismore Cemetery and Rural Cemeteries – Dunoon, Nimbin, Alphadale, Tucki, Bexhill**

Initial Interment Fee	R	Y	\$4,103.00	\$4,268.00
Additional Interment Fee	R	Y	\$2,938.00	\$3,056.00
Pre Need Reservation Fee	R	Y	\$4,103.00	\$4,268.00
Children's Interment (up to 12 years)	R	Y	\$1,098.00	\$1,142.00
Shallow Burial Surcharge	R	Y	\$1,379.00	\$1,435.00
Application for Licence to work in Lismore City Council Cemeteries	R	N	\$168.50	\$175.25

**Cremation Service**

Cremation - Interment Services Levy - Cemeteries & Crematoria NSW	L	Y	\$45.10	\$45.10
Adult (Monday to Friday) 8.00am – 3.00pm	R	Y	\$1,296.00	\$1,348.00
Child (Aged 4 weeks to 12 years)	R	Y	\$712.50	\$741.00
Child (Under 4 weeks) or non-viable Foetus	R	Y	\$233.00	\$242.35
Surcharge (Saturdays/Public Holidays)	R	Y	\$453.50	\$472.00
Surcharge weekdays one/hour from after 3.00pm	R	Y	\$174.75	\$181.75
Fee to secure an additional hour for service	R	Y	\$176.30	\$183.35

**No Service**

Delivery only or collection. Collection incurs additional fee

Adult cremation – no service (Monday to Friday) 8.00am – 3.00pm	R	Y	\$1,168.00	\$1,215.00
Child's cremation – no service (age 4 weeks to 12 years)	R	Y	\$641.00	\$667.00
Child's cremation – no service (stillborn, less than 4 weeks or non-viable foetus)	R	Y	\$160.70	\$167.15
Cremation Surcharge (Saturdays/public holidays)	R	Y	\$453.50	\$472.00

Name	Code	GST	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (incl. GST)
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**No Service** [continued]

Cremation Surcharge weekdays one/hour from after 3.00pm	R	Y	\$174.75	\$181.75
Fee to secure an additional hour for cremation service	R	Y	\$176.30	\$183.35

**Memorial Development**

Ash Interment - Interment Services Levy - Cemeteries & Crematoria NSW	L	Y	\$69.30	\$69.30
Niche Wall - Single Niche (including Plaque)	R	Y	\$1,748.00	\$1,818.00
Niche Wall or Garden	R	Y		POA
Niche Wall - Double Niche (including Plaque)	R	Y	\$2,507.00	\$2,608.00
Niche Wall - War Service Single Niche (PUBLIC CLIENT) (including Plaque)	R	Y	\$1,701.00	\$1,770.00
Niche Wall - War Service Single Niche (VETERANS AFFAIRS CLIENT) (including Plaque)		Y	\$1,706.00	\$1,775.00
Memorial Allotment - Garden Edge - Single Interment Allotment (including plaque)	R	Y	\$1,555.00	\$1,618.00
Memorial Allotment - Garden Edge - Double Interment Allotment (including plaque on first allotment)	R	Y	\$1,789.00	\$1,861.00
Memorial Allotment - Garden - Single Interment Allotment (including concrete plinth or rock and plaque)	R	Y	\$1,805.00	\$1,878.00
Memorial Allotment - Garden - Double Interment Allotment (including concrete plinth or rock and plaque on first allotment)	R	Y	\$2,403.00	\$2,500.00
Memorial Allotment - Lawn Beam - Single Ashes Interment Allotment (including plaque)	R	Y	\$2,600.00	\$2,704.00
Memorial Allotment - Lawn Beam - Double Ashes Interment Allotment (including plaque - first name plate)	R	Y	\$3,224.00	\$3,353.00
Memorial Allotment - Additional Interment of Remains where space available - (plaque to be arranged separately)	R	Y	\$627.50	\$653.00
Brushbox Garden - Plaque Only Memorial (including plaque)	R	Y	\$1,628.00	\$1,694.00
Perpetual Maintenance Contribution (applicable to all memorial allotments)	R	Y	\$849.00	\$883.00
Fit externally sourced plaque - Cremation Memorial (administration and Labour Costs)	F	Y	\$361.00	\$375.50
Fit externally sourced plaque - Lawn Cemetery	F	Y	\$601.50	\$626.00

**Additional Services and Products**

Service Charges (per hour)	R	Y	\$177.35	\$184.45
Ceramic Photograph & Frame	R	Y		POA
Postage	R	Y		POA
Flower Vases (various types, sizes and materials)	R	Y		POA
Plaque Re-Conditioning	R	Y		POA

**Miscellaneous**

Hire of Crematorium Chapel	R	Y	\$264.70	\$275.30
Hire of Gummifera Garden (other than cremation service)	R	Y	\$264.70	\$275.30
Memorial Development Application Fee – New – Other Cemeteries	R	N	\$437.00	\$454.50
Memorial Development Application Fee – Modification – Other Cemeteries	R	N	\$124.80	\$129.80
Registration of Externally Sourced Remains	R	N	\$168.00	\$174.75
Research Fee - per hour or part thereof	R	N	\$173.70	\$180.65
Transfer of Ashes within Crematorium Grounds	R	Y	\$757.50	\$788.00
Removal of Ashes - Extraction, Processing and packaging	R	Y	\$773.00	\$804.00

Name	Code	GST	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (incl. GST)
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### Casket Collection Fees

Pickup – Maclean	R	Y	\$305.00	\$317.50
Pickup – Casino	R	Y	\$305.00	\$317.50
Pickup – Ballina	R	Y	\$305.00	\$317.50
Pickup – Kyogle	R	Y	\$305.00	\$317.50
Pickup – Lismore	R	Y	\$305.00	\$317.50
Pickup – Yamba	R	Y	\$305.00	\$317.50
Pickup Second Casket (in same trip)	R	Y	\$116.00	\$120.65
Pickup – North of Lismore to Border	R	Y	\$346.50	\$360.50

### Fleet and Open Space

Note: All seasonal bookings will require a 10% bond of the full seasonal fee prior to use of any sporting venue.

### Miscellaneous

Key Deposit (GST inclusive if forfeited)	M	N	\$43.70	\$45.45
Supply of electricity from parks per day	M	Y	\$103.00	\$107.15
Casual Hirers Fee	P	Y	\$119.10	\$123.90
Permanent hirers must have their own public liability insurance				
Manufacture of Street Bin Sign – per Bin	F	Y	\$501.50	\$522.00
Provision of Artwork for Street Bin Sign – per bin	F	Y	\$360.00	\$374.50
Street Bin Advertising – per bin	F	Y	\$199.20	\$207.20
Excess Cleaning Fee	F	Y	\$418.50	\$435.50
Cleaning Fee – School Special Events	F	Y	\$81.15	\$84.40
Magellan Street Community Space - Hire per day	M	Y	\$63.45	\$66.00
Magellan Street Community Space - Use of Power per day	M	Y	\$46.30	\$48.15

### Banners

Fee includes banner design, production, installation and administration costs

Keen and Bounty Street Banners		Y	Individual Designed Drop Banner Min. Fee excl. GST: \$454.55	
Single Drop Banner - CBD - 4 weeks	F	Y	\$801.00	\$833.50
8 Drop Banners - CBD - 4 weeks	F	Y	\$4,342.00	\$4,516.00
8 Banners at 4 sites around CBD Block				
Single Drop Banner - Wider CBD - 4 weeks	F	Y	\$903.00	\$939.50
Various locations				
10 Individually Designed Drop Banners - Wider CBD - 4 weeks	F	Y	\$6,162.00	\$6,409.00
Various Locations				
10 Identical Drop Banners - Wider CBD - 4 weeks	F	Y	\$4,686.00	\$4,874.00
Various Locations				
1 Individual Canvas 10mx1m Overhead Banner Design		Y	Min. Fee excl. GST: \$1,500.00	
Canvas Overhead Community Banner		Y	\$801.00	\$801.00

Name	Code	GST	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (incl. GST)
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### Tree Preservation Orders

Tree Preservation Orders – Application Fee	F	N	\$109.20	\$113.60
Tree Preservation Orders – re-assessment following appeal (second inspection)	F	N	\$700.50	\$729.00

### Event Support Services

Security Deposit (GST Inclusive if forfeited)	M	N	\$181.50	\$188.80
Mowing/ground preparation/litter collection outside the normal programme may attract this fee	M	Y	\$1,144.00	\$1,190.00

### Lighting Fees

Riverview/Arthur/Hepburn/Clifford Park per season	F	Y	\$766.50	\$797.50
Blair/Jolley/Heaps per season	F	Y	\$766.50	\$797.50
Nesbitt Park per season	F	Y	\$374.50	\$389.50
Nesbitt Park – Light per hour (per light per hour)	F	Y	\$2.40	\$2.50
Riverview Park (13 lights) per one off use x lights per hour	F	Y	\$28.60	\$29.75
Arthur Park (12 lights) per one off use x lights per hour	F	Y	\$27.60	\$28.70
Hepburn Park (12 lights) per one off use x lights per hour	F	Y	\$27.60	\$28.70
Blair Oval (4 lights) per one off use x lights per hour	F	Y	\$16.45	\$17.10
Jolley Oval (9 lights) per one off use x lights per hour	F	Y	\$23.40	\$24.35
Mortimer Oval (20 lights) per one off use x lights per hour	F	Y	\$41.60	\$43.30
Clifford Park (8 lights) per one off use x lights per hour	F	Y	\$34.35	\$35.75
Heaps Oval (6 lights) per one off use x lights per hour	F	Y	\$16.45	\$17.10

### Sports Field Casual Hire

Applies to all sports fields other than Oakes Oval, Crozier Oval, Clifford Park and Albert Park

Casual Sports Ground Hire (per 2 hours)	M	Y	\$109.20	\$113.60
Season Quarter Charge 8 week competition	M	Y	\$874.00	\$909.00
Additional Sports Field Toilet Facility And Dressing Sheds Cleaning – Per Day		Y	\$130.00	\$130.00
Additional Sports Field Dressing Shed Cleaning – Per Day	M	Y	\$70.00	\$70.00
Additional Sports Field Toilet Facility Cleaning – Per Day	M	Y	\$70.00	\$70.00

### Circus and Travelling Carnivals (except Animal Circuses – per Council Resolution 53/09)

Security Deposit (held pending state of grounds) (GST inclusive if forfeited)	M	N	\$1,040.00	\$1,082.00
Ground Hire per day (including Electricity)	M	Y	\$1,144.00	\$1,190.00

### Coronation Park

The Channon Craft Market per day	M	Y	\$614.00	\$639.00
The Channon Craft Market use of electricity per day	M	Y	\$101.95	\$106.05
Coronation Park – Pony Club per annum	M	Y	\$698.00	\$726.00
"The Shed"	M	Y	\$67.10	\$69.80
Daily events other than the Markets	M	Y	\$173.70	\$180.65



Name	Code	GST	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (incl. GST)
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### Crozier Oval

Football (all types) per season – 1 day per week including Hire of Canteen and Electricity	M	Y	\$6,620.00	\$6,885.00
Rugby field per day including Hire of Canteen	M	Y	\$625.50	\$651.00
Rugby field per half day including Hire of Canteen	M	Y	\$346.50	\$360.50
Junior Rugby field per day including Hire of Canteen	M	Y	\$346.50	\$360.50
Season Quarter Charge 8 week competition	M	Y	\$2,075.00	\$2,158.00
Use of all floodlights per hour	M	Y	\$32.25	\$33.55
Use of training only floodlights per hour (12 lights)	M	Y	\$27.05	\$28.15

### Crozier Oval – One-Off Events

Special Events Ground Hire per day (not including canteen) Note: Upper limit fee	F	Y	\$1,150.00	\$1,196.00
Charge for additional services such as waste collection/removal, special ground preparation, etc	F	Y	\$1,150.00	\$1,196.00

### Oakes Oval

Cricket per season	M	Y	\$8,320.00	\$8,653.00
Practice Cricket Nets - per use	M	Y	\$109.20	\$113.60
Turf Cricket Nets - per day	M	Y	\$218.40	\$227.15
Southern Canteen (per day)	M	Y	\$152.90	\$159.05
Turf wicket per day (Senior)	M	Y	\$528.50	\$550.00
Turf wicket per day (Junior)	M	Y	\$249.60	\$259.60
Turf wicket – Seasonal Hire Junior Cricket (18 weeks)	M	Y	\$4,561.00	\$4,744.00
Soccer/Rugby field per day (Senior)	M	Y	\$528.50	\$550.00
Soccer/Rugby field per day (Junior)	M	Y	\$253.80	\$264.00
AFL per season	M	Y	\$6,854.00	\$7,129.00
Season Quarter Charge 8 week competition	M	Y	\$2,075.00	\$2,158.00
Oakes Oval Use of all floodlights per hour	F	Y	\$127.40	\$132.50
Oakes Oval Use of a specific number of lights per hour each	F	Y	\$3.45	\$3.60

### Oakes Oval – One-Off Events

As the premier sporting venue in the region Oakes Oval is governed by specific hiring conditions. Fees are calculated with regard to the specific hiring conditions and are generally not subject to concession or reduction.

Special Events Ground Hire per day (not including canteen) Note: Upper Limit Fee	F	Y	\$1,150.00	\$1,196.00
Charges for additional services such as for waste collection/removal, special ground preparation, etc	F	Y	\$1,150.00	\$1,196.00

### Perradenya – Adam Gilchrist Pavilion & Oval

For Community events organised for the benefit of, and open to all residents of Caniaba, Perradenya and Spring Grove - security deposit, key deposit, hire fees and electricity charges do not apply.

Security Deposit (GST Inclusive if forfeited)	M	N	\$315.50	\$328.50
Key Deposit (GST inclusive if forfeited)	M	N	\$48.40	\$50.35
Hire of Pavilion	M	Y	\$110.80	\$115.25
Use of Electricity (Lights) and cleaning fee for Pavilion Hire per booking	M	Y	\$109.20	\$113.60
Annual fee for Pavilion usage, power and cleaning	M	Y	\$1,846.00	\$1,920.00
Hire of Oval Fee	M	Y	\$164.85	\$171.45

Name	Code	GST	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (incl. GST)
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**Clifford Park**

Football Field Per Day	M	Y	\$337.00	\$350.50
Football Field Per Season	M	Y	\$4,472.00	\$4,651.00
Junior Field Per Day	M	Y	\$242.85	\$252.60
Junior Field Per Season	M	Y	\$4,472.00	\$4,651.00
Season Quarter Charge 8 week competition	M	Y	\$1,358.00	\$1,413.00
Canteen – Per Day	M	Y	\$118.05	\$122.80
Change and Referees Rooms	M	Y	\$38.00	\$39.55
Main Field Lights Per Hour	M	Y	\$7.80	\$8.15
Junior/Dog Training Area Lights Per Hour	M	Y	\$11.65	\$12.15
Special Events per day Note; Upper Limit Fee	F	Y	\$925.00	\$962.00

**Sport**

**Australian Rules**

Mortimer Oval per season	M	Y	\$3,011.00	\$3,132.00
Mortimer Oval per day	M	Y	\$335.00	\$348.50

**Baseball**

Baxter Field per season	M	Y	\$2,725.00	\$2,834.00
Baxter Field per day	M	Y	\$238.70	\$248.25
Diamond per day	M	Y	\$221.55	\$230.45
Junior Diamond per season	M	Y	\$466.00	\$485.00
Junior Diamond per day	M	Y	\$221.55	\$230.45
Season Quarter Charge 8 week competition	M	Y	\$2,075.00	\$2,158.00

**Cricket**

Synthetic wicket per season	M	Y	\$2,611.00	\$2,716.00
Synthetic wicket per day	M	Y	\$237.15	\$246.65
Synthetic wicket per day for Schools (35% of fee)	M	Y	\$116.00	\$120.65
Turf wicket per season	M	Y	\$4,769.00	\$4,960.00
Turf wicket per day	M	Y	\$427.50	\$445.00
Turf wicket per day for Schools (35% of fee)	M	Y	\$147.70	\$153.60
Junior – Turf wicket weekday	M	Y	\$168.00	\$174.75
Junior – Turf Wicket Cricket Seasonal Hire (18 weeks)	M	Y	\$3,157.00	\$3,284.00
Twilight oval per season	M	Y	\$654.50	\$681.00
Winter – field per day	M	Y	\$78.55	\$81.70
(Social) – Synthetic wicket per day (no seasonal concessions apply)	M	Y	\$174.20	\$181.20
Mortimer Oval (reduced seasonal rate to exclude finals)	M	Y	\$3,999.00	\$4,159.00

**Dog Kennel Club**

Clifford Park seasonal fee	M	Y	\$197.60	\$205.55
Dog Show Special Events	M	Y	\$192.40	\$200.10

**Hockey**

Field per season	M	Y	\$2,793.00	\$2,905.00
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Name	Code	GST	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (incl. GST)
<b>Hockey</b> [continued]				
Field per day	M	Y	\$268.35	\$279.10
<b>Netball</b>				
Grass courts per season	M	Y	\$738.50	\$768.50
Bitumen Courts per season	M	Y	\$375.50	\$391.00
Court per day	M	Y	\$79.60	\$82.80
<b>OZTAG</b>				
Field per season	M	Y	\$848.00	\$882.00
Field per day	M	Y	\$111.30	\$115.75
<b>Rugby League</b>				
Senior field per season	M	Y	\$2,938.00	\$3,056.00
Senior field per day	M	Y	\$343.50	\$357.50
Junior field per season	M	Y	\$832.00	\$865.50
Junior field per day	M	Y	\$238.70	\$248.25
<b>Soccer</b>				
Senior field per season	M	Y	\$2,647.00	\$2,753.00
Senior field per day	M	Y	\$334.00	\$347.50
Senior field training per month	M	Y	\$518.00	\$539.00
Junior field per season	M	Y	\$861.50	\$896.00
Junior field per day	M	Y	\$238.70	\$248.25
<b>Softball</b>				
Diamond per season	M	Y	\$1,384.00	\$1,440.00
Diamond per day	M	Y	\$196.60	\$204.50
Baxter Field per season	M	Y	\$1,384.00	\$1,440.00
Baxter Field per day	M	Y	\$198.15	\$206.10
<b>Tennis</b>				
Court per year	M	Y	\$341.50	\$355.50
<b>Touch Football</b>				
Field per season (Hepburn Park has 9 fields)	M	Y	\$848.00	\$882.00
Field per day (Hepburn Park has 9 fields)	M	Y	\$111.30	\$115.75
<b>Riverview Park</b>				
Little Athletics per season	M	Y	\$1,069.00	\$1,112.00
Casual Sports Ground Hire (per 2 hours)	M	Y	\$109.20	\$113.60
Season Quarter Charge 8 week competition	M	Y	\$874.00	\$909.00
School Athletic Carnival Field Preparation	M	Y	\$106.10	\$110.35
Plus contribution of \$100 to Lismore Athletic Club				
School Athletics Carnival Facility Cleaning	M	Y	\$39.55	\$41.15

Name	Code	GST	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (incl. GST)
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**Riverview Park** [continued]

Hire of Canteen	M	Y	\$39.55	\$41.15
Litter Collection Fees (Industrial Bins)	M	Y	\$150.80	\$156.85

**Hepburn Park**

Hire per day	M	Y	\$545.00	\$567.00
Casual Sports Ground Hire (per 2 hours)	M	Y	\$109.20	\$113.60
Season Quarter Charge 8 week competition	M	Y	\$874.00	\$909.00

**Balzer Park, Dunoon**

Hire per day	M	Y	\$334.00	\$347.50
Casual Sports Ground Hire (per 2 hours)	M	Y	\$109.20	\$113.60
Season Quarter Charge 8 week competition	M	Y	\$874.00	\$909.00

**Albert Park**

Baseball/Softball Storage rental per month	M	Y	\$27.60	\$28.70
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**Licence/Lease Agreements**

Great Eastland Archery Club – Arthur Park Reserve per annum	M	Y	\$1,087.00	\$1,131.00
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**Administration Fees**

Fitness Trainer Fee (non-refundable)	M	Y	\$162.80	\$169.35
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**Nimbin Tourist Park**

Single permanent site per week		Y	\$150.00	\$150.00
Double permanent site per week		Y	\$185.00	\$185.00
Semi-permanent site per week		Y	\$165.00	\$165.00
Single powered site per night		Y	\$35.00	\$35.00
Single powered site per week		Y	\$210.00	\$210.00
Double powered site per night		Y	\$45.00	\$45.00
Double powered site per week		Y	\$270.00	\$270.00
Single unpowered site per night		Y	\$25.00	\$25.00
Single unpowered site per week		Y	\$150.00	\$150.00
Double unpowered site per night		Y	\$35.00	\$35.00
Double unpowered site per week		Y	\$210.00	\$210.00
Yellow hippie van per night		Y	\$70.00	\$70.00
Yellow hippie van per week		Y	\$420.00	\$420.00
Blue hippie van per night		Y	\$80.00	\$80.00
Blue hippie van per week		Y	\$480.00	\$480.00
Green hippie van per night		Y	\$90.00	\$90.00
Green hippie van per week		Y	\$540.00	\$540.00
Cabin per night		Y	\$150.00	\$150.00
Cabin per week		Y	\$900.00	\$900.00

Name	Code	GST	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (incl. GST)
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### Nimbin Tourist Park [continued]

Long term cabins		Y		POA
				Min. Fee excl. GST: \$1,800.00

### Centra Tourist Park

Single occupancy per night		Y	\$35.00	\$35.00
Additional person per night		Y	\$10.00	\$10.00
Additional child (5-12 years) per night		Y	\$5.00	\$5.00
Single person per week		Y	\$210.00	\$210.00
Double occupancy per week		Y	\$270.00	\$270.00
Double occupancy for four weeks		Y	\$1,000.00	\$1,000.00

### Heritage Park

Booking Fee per day (includes cleaning)		Y	\$120.00	\$120.00
Security Deposit (refundable upon inspection)		N	\$200.00	\$200.00
Key Deposit (refundable)		N	\$40.00	\$40.00

### Private Works

#### Plant Hire Charges (Plant & Operator) Per Hour

Excavator	R	Y	\$145.60	\$151.45
Grader	R	Y	\$230.90	\$240.15
Loader – Large	R	Y	\$212.15	\$220.65
Backhoe/Loader	R	Y	\$161.75	\$168.25
Roller – self-propelled Large	R	Y	\$159.65	\$166.05
Roller – self-propelled Medium	R	Y	\$161.75	\$168.25
Roller – 3 point	R	Y	\$119.10	\$123.90
Tractor & Slasher	R	Y	\$140.95	\$146.60
Float Hire	R	Y	\$250.15	\$260.20
Garbage Truck	R	Y		POA
Truck – Single Axle Tipping	R	Y	\$134.70	\$140.10
Truck – Bogey Axle Tipping	R	Y	\$148.75	\$154.70
Truck – with Dog Trailer	R	Y	\$202.30	\$210.40
Water Tanker	R	Y	\$146.65	\$152.55
Events Trailer	R	Y	\$333.00	\$346.50
Utility	R	Y	\$45.25	\$47.10
Labourer (not operating plant)	R	Y	\$73.35	\$76.30
Ganger (not operating plant)	R	Y	\$84.25	\$87.65

### Directional Signage

Manufacture/Erection of sign on Existing Pole	R	Y	\$395.50	\$411.50
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Name	Code	GST	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (incl. GST)
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**Directional Signage** [continued]

Manufacture/Erection of sign on New Pole	R	Y	\$659.50	\$686.00
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For work outside normal working hours, add \$23.00 per hour to the above rates

For any other hire charges not specified above, the following formula should be used to calculate the total charge:

Labour – Actual wages and oncosts plus 50%

Plant – Actual plant hire costs plus 25%

Materials – Actual material costs plus 20%

GST must be added to the total at 10%

Note: For clients that do not have a sundry debtor account, payment for private works must be paid in advance when a receipt/tax invoice will be issued. If client requests a sundry debtor account, the amount of private works must exceed \$300 and the account be approved by Finance.

**Supply & Delivery Charge per Cubic Metre Ex Rural Gravel Quarries – Kilometres One Way**

1-5	F	Y		POA
6-10	F	Y		POA
11-15	F	Y		POA
16-20	F	Y		POA
21-25	F	Y		POA
26-30	F	Y		POA

Note: For clients that do not have a sundry debtor account, payment for private works must be paid in advance when a receipt/tax invoice will be issued. If client requests a sundry debtor account, the amount of private works must exceed \$300 and the account be approved by Finance.

**Roads**

**Public Gate Applications**

Fee for public gate application	F	N	\$415.00	\$432.00
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If application refused, \$45.00 will be refunded to applicant

**Temporary Road Closure Advertising Charge**

Fee	F	N	\$200.20	\$208.25
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**Urban Flood Information**

General Enquiry	F	N	\$119.10	\$123.90
Urgent Enquiry (subject to confirmation that the service is available)	F	N	\$178.40	\$185.55



Name	Code	GST	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (incl. GST)
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### Lismore City Hall

Maximum hire charges for performances in the Churchill Auditorium or the Studio are the greater of either the Hire Charges listed or 10% of Box Office (after GST, Ticketing Fees and Credit Card Charges).

The following discounts apply:

Minimum 40% – Lismore Local Government Area Not-For-Profit Organisations, Primary and High Schools, locally owned businesses operating in the Lismore LGA with a turnover of less than \$1m p.a.

Community and Volunteer Regular Users – POA

### Sessions & Other Charges

#### Churchill Auditorium (Theatre Style – Capacity 507/Concert Style Capacity 750)

Daily Hire Charge	F	Y	\$2,294.00	\$2,386.00
Hourly Hire Charge	F	Y	\$283.95	\$295.35

#### Studio

Daily Hire Charge	F	Y	\$514.00	\$535.00
Hourly Hire Charge	F	Y	\$76.45	\$79.55

#### Fountain Room

Daily Hire Charge	F	Y	\$459.00	\$477.50
Hourly Hire Charge	F	Y	\$71.25	\$74.10

#### Bar / Foyer

Daily Hire Charge	F	Y	\$349.50	\$363.50
Hourly Hire Charge	F	Y	\$54.60	\$56.80

#### Downstairs Foyer/Forecourt

Daily Hire Charge	F	Y	\$459.00	\$477.50
Hourly Hire Charge	F	Y	\$66.05	\$68.70

#### Whole Building

Hire of whole building includes access to kitchen facilities. Kitchen use would incur the additional hourly usage charge

Daily Hire Charge	F	Y	\$3,443.00	\$3,581.00
Hourly Hire Charge	F	Y	\$419.50	\$436.50

### Other Charges

Cleaning, per hour	F	Y	\$62.45	\$64.95
Single open or lock up fee (per callout, outside operating hours)	F	Y	\$62.45	\$64.95

### Equipment

Use of grand piano (if tuned specially, tuning fee applicable)	F	Y	\$349.50	\$363.50
Piano tuning	F	Y	\$273.00	\$283.95
Projector (standard)	F	Y	\$68.15	\$70.90
Projector (large)	F	Y	\$218.40	\$227.15

Name	Code	GST	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (incl. GST)
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### Technical Services

Lighting operator/Duty Technician per hour	F	Y	\$62.45	\$64.95
Hirer's operator and City Hall's technician must be in attendance when City Hall equipment is used				
Technician / other crew per hour	F	Y	\$62.45	\$64.95
Venue Technician per hour	F	Y	\$62.45	\$64.95
Safety Warden	F	Y	\$62.45	\$64.95
Sunday rates per staff member, per hour	F	Y	\$124.80	\$129.80

### Fee

Casual Hirers Fee	F	Y	\$119.10	\$123.90
Permanent hirers must have their own public liability insurance				

### Front of House/Foyer

Front of House Package (Manager + ushers)	F	Y	\$399.50	\$415.50
Bar – free if commercially viable, otherwise staff costs applied, per hour	F	Y	\$62.45	\$64.95
Box Office Services (per performance)	F	Y	\$163.80	\$170.35
Safety Warden	F	Y	\$62.45	\$64.95
Morning/Afternoon Tea Service, per person	F	Y	\$3.85	\$4.00
Morning/Afternoon Teas Service with biscuit, per person	F	Y	\$5.55	\$5.80

### Deposits and Bonds

Deposit - Total Hire Charge less than \$500	F	Y	Full payment required minimum two weeks prior to event	
Deposit - Total Hire Charge more than \$500	F	Y	50% deposit with full payment required minimum two weeks prior to event	
Security Bond (Parties/ Concerts etc) (GST inclusive if forfeited)	F	N	POA	

### Goonellabah Community Centre

Note – Payment must be made at the time of making the booking.

### Casual Hire Charges – Meeting

Includes overhead projector and whiteboard where installed.

### Tenants – confirmed bookings only

First 2 hours – Single Room	Z	Y		No Charge
Single room per hour thereafter	P	Y	\$66.05	\$68.70
First 2 hours – Double Room	Z	Y		No Charge
Double room per hour thereafter	P	Y	\$95.70	\$99.55

### All Others

Single Room per hour (Minimum Hire 2 Hours)	P	Y	\$66.05	\$68.70
Double Room per hour (Minimum Hire 2 Hours)	P	Y	\$95.70	\$99.55
Single Room – Full Day	P	Y	\$150.80	\$156.85
Double Room – Full Day	P	Y	\$288.60	\$300.50

Name	Code	GST	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (incl. GST)
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### Rate for Private Functions

Fee - per hour	P	Y	\$273.00	\$283.95
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### Use of Kitchen

Fee - per use	P	Y	\$196.60	\$204.50
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### Fee

Casual Hirers Fee	P	Y	\$119.10	\$123.90
Permanent hirers must have their own public liability insurance				

### Security Deposit

Refundable upon inspection. GST Inclusive if forfeited.

No alcohol	P	N	\$227.25	\$236.35
Alcohol	P	N	\$682.50	\$710.00

### Out of Hours Access

Fee for attendance by Security Company to open or lock up building out of normal business hours. Security Company Costs plus Council Administration Fee	P	Y		Cost + \$36.50
Charged if hirer loses keys or otherwise unable to gain access				

### Key Deposit

Key Deposit (GST Inclusive if forfeited)	P	N	\$283.95	\$295.35
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### Property Services

#### Casual Hire of Vacant Council Buildings

Occasional Hirers – Hall hire (per hour)	P	Y	\$51.50	\$53.60
Occasional Hirers – Kitchen (additional to above rates) (per use)	P	Y	\$81.15	\$84.40
Occasional Hirers – Lock up/ Unlock Fee as provided by Security Provider	F	Y	\$81.15	\$84.40
Casual Hirers Fee	P	Y	\$119.10	\$123.90
Permanent hirers must have their own public liability insurance				

External Hirers Administration/Booking Fee (in addition to Room Hire)	P	Y	\$36.40	\$37.90
Security Bond – Where no alcohol consumed (refundable if left clean) (GST inclusive if bond forfeited)	P	N	\$682.50	\$710.00
Security Bond - Where alcohol consumed (refundable if left clean) (GST inclusive if bond forfeited)	P	N	\$2,049.00	\$2,131.00

Note: If Centre is used Friday Night Saturday or Sunday any time (am/pm) then a cleaning charge will apply. Such charge will be "invoice cost" (inclusive of GST) from contractor and deducted from bond.

### Public Property Management

Property Management Minimum Annual Licence/Lease Fee		Y	\$647.50	\$673.50
Property Professional Services Fee	F	Y		\$104.00+
Hourly rate for registration of land dealings, or research and advice on street addressing, native title, aboriginal land claims, land/ road status, tenure, dealings and history. Base rate per hour plus any third party searches/agency/registration fees at cost.				
Obtain copy of a Title Search, Plan or Dealing, per Search + Cost of search	F	Y	\$34.85	\$36.25

Name	Code	GST	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (incl. GST)
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### Public Property Management [continued]

Request for Easement over Council property (including release)	F	Y	\$589.00	\$613.00
Note: Applicant will be required to pay all of Council's costs including legal, valuation and survey fees.				
Commercial Users – Request for owner's consent to lodge a development application over public land	F	Y	\$88.95	\$92.50
Commercial Users – Lease or Licence Application/Renewal Administration Fee (non-refundable)	F	Y	\$381.00	\$396.50
Commercial Users Fees - excludes not-for-profit organisations, and outdoor dining licences (Subject to Reatil Leases Act 1994) Annual rent or licence fee will be negotiated on application. Applicant will be required to pay all of Council's costs including legal, valuation and survey fees. Commercial Users Fees - excludes not-for-profit organisations, and outdoor dining licences Annual rent or licence fee will be negotiated on application. Applicant will be required to pay all of Council's costs including legal, valuation and survey fees Subject to Reatil Leases Act 1994.				
Not-for-profit – Request for owner's consent to lodge a development application over public land	M	Y	\$38.00	\$39.55
Not-for-profit – Lease or Licence Application/Renewal Administration Fee (non-refundable)	M	Y	\$113.90	\$118.50
Not - for Profit - Annual rent or licence fee will be negotiated on application.				
Crown Land Note: The minimum annual rent for crown land is set by legislation, Actual rent will be negotiated on application.				
Lease of Public Road – Lease or Licence Application/Renewal Administration Fee (non-refundable)	F	Y	\$392.50	\$408.50
Statutory Advertising	F	Y		At cost
Road Note: A proposal to lease a public road must be advertised for 28 days and if approved, the granting of the lease must be advertised again. Cost of each advertisement is estimated to be \$250.00.				

### Security System Key Cutting

Security System Key Cutting, per key	F	Y		Cost + \$192.50
Replacement swipe card		Y	\$50.00	\$50.00

### Replacement of Compromised Locks and Padlocks

Fee per lock	F	Y		Cost + \$208.00
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### Outdoor Dining Licence Fees

See Outdoor Dining Policy for further detail

Tier 1 – Nimbin and LGA outlining Villages per square metre	M	N		Subject to NSW Outdoor Dining Policy
Tier 2 – Lismore CBD (temporary use of footpath) per square metre	M	N		Subject to NSW Outdoor Dining Policy
Tier 3 – Lismore CBD (modest Capital Improvements on Footpath or Road Reserve per square metre – permanent structures including furniture, barriers and blisters over 16 sqm - e.g. 143 Keen St & 74 Molesworth St). Fee is \$/sqm pa.	M	N	\$78.00	\$81.15
Tier 4 – Lismore CBD (Significant Capital Improvements and/or impact on Footpath or Road Reserve, e.g. 24 & 36 Carrington Street). Fee is \$/sqm pa.	M	N	\$104.00	\$108.20

### Road Closing/Transfer

Note: This is not to be used for Crown road closure as Councils cannot close non-Council roads. Applications to close Crown roads are to be lodged directly with the NSW Department of Industry – Land & Water.

Name	Code	GST	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (incl. GST)
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**Road Closing/Transfer** [continued]

Stage 1 – Council public road closure application: undertake preliminary investigations (non-refundable)	F	N	\$472.50	\$491.50
Note: Site investigation may be required by various Council officers at hourly rate or listed inspection fee.				
Stage 2 – Council public road closure application: statutory advertising, dealing with submissions and report to Council (non-refundable)	F	N	\$937.50	\$975.00
Note: There is no guarantee road closures will be approved.				
Stage 3 – Council public road closure application: finalising survey, legal documents and preparing road closure notice for Government Gazette	F	N	\$353.00	\$367.50
Note: Applicant will be required to pay all of Council's costs including Council, legal, valuation, survey and statutory advertising fees in order to have the Council public road closed.				
Note: Applicant will be required to pay all of Council's costs including Council, legal, valuation, survey and statutory advertising fees in order to have the Council public road closed.				
Note: When an unconstructed Council public road is closed, it becomes vested in the Crown as Crown land. Council's dealing with the now Crown land ends as Councils are not able to facilitate the sale of Crown land. In this scenario, the Applicant should discuss compensation matters directly with the NSW Crown Land.				
Note: When a constructed Council public road is closed, it remains vested in Council as Council land. The Applicant will be required to pay all of Council's costs including legal and valuation costs as well as the agreed compensation. The Applicant will also be required to pay survey costs to consolidate the closed road with their own land upon transfer.				
Crown Road transfer to Council administration	F	N	\$421.50	\$438.50

**Road Naming/Locality Boundary Changes/Address Changes**

Application / Assessment / Administration Fee	P	N	\$693.00	\$721.00
Street Sign (sign, bracket and post) and Installation	F	N	\$432.00 + labour costs	

**Statutory Advertising General**

Notice published in newspaper (Local Matters/Northern Star) or NSW Government Gazette	F	N		At cost
As required under the Roads Act 1993, Crown Land Management Act 2016 or Local Government Act 1993				

**Northern Rivers Rail Trail: Licence fees for occupation of land**

Licence Fee: Adjoining landowners: Residential - No fixed structures (e.g. gardens or fencing - fences are considered moveable). Price per square metre per annum (minimum \$500 per annum)		Y	\$0.00	\$1.10
Licence Fee: Adjoining landowners: Residential - Fixed structures (e.g. sheds, retaining walls, water tanks) Price per square metre per annum (minimum \$500 per annum)	F	Y	\$0.00	\$4.35
Licence Fee: Adjoining landowners: Commercial - No fixed structures (e.g. planting crops, grazing cattle - fences are considered moveable) Price per square metre per annum (minimum \$500 per annum)	F	Y	\$0.00	\$0.10
Licence Fee: Adjoining landowners: Commercial - Fixed structures (e.g. depot, sheds, retaining walls) Price per square metre per annum (minimum \$500 per annum)	F	Y	\$0.00	\$5.45
Licence Fee: Adjoining landowners: Commercial - Access (e.g. private level crossing for movement of livestock, vehicular access to cross rail corridor where adjoining property split by rail corridor, railway land for emergency vehicle access, including fire exits) Price per square metre per annum (minimum \$500 per annum)		Y	\$0.00	\$4.35
Licence Fee: Non-adjointing landowner	F	Y	Competitive process (EOI/ tender)	
Licence Fee: Non-adjointing landowner Competitive process (EOI/tender) Competitive process (EOI/tender) Competitive process (EOI/tender)				

Name	Code	GST	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (incl. GST)
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## Chief Financial Office

### Financial Services

#### Dishonoured Cheque

Inward Bank Dishonour Fee plus Council Administration Charge	F	N	\$21.35	\$22.20
Bank Fee \$2.50				

#### Dishonoured Direct Debit

Inward Bank Dishonour Fee plus Council Administration Charge	F	N	\$21.35	\$22.20
Bank Fee \$2.50				

#### Replacement Cheque

Council Administration Charge Only	F	N	\$30.70	\$31.95
To be applied in situations where the payee is at fault				

#### Replacement EFT

Council Administration Charge Only	F	N	\$13.10	\$13.65
To be applied in situations where the payee is at fault				

#### Certificate – Rates & Charges

Section 603 Certificates	L	N	\$100.00	\$100.00
Urgency Fee for S603 Certificate	R	N	\$100.00	\$100.00
Subject to confirmation that service is available				
Section 603 Certificates – Refund Administration Fee	F	N	\$15.40	\$16.05
Interest Payable on Overdue Rates and Charges	L	N		10.5%

#### Financial Instruments Offered as Security

Financial Instruments Offered As Security (Term deposits, bank guarantees, mortgage charge etc).

For works or services associated with an application/action initiated by a third party.

#### Administration & Acceptance Fee

Administration & Acceptance Fee	F	N	\$42.65	\$44.40
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#### Business Papers

Mail Out (per copy)	M	N	\$29.15	\$30.35
Mail Out (per annum subscription)	M	N	\$341.50	\$355.50
Council Meeting – Audio Copy	M	N	\$29.65	\$30.85

#### General

Hire of Council Chambers (Admin Building) – External User & no Council Involvement – Daily Charge	P	Y	\$154.45	\$160.65
Hire of Lismore Room (Admin Building) – External User & no Council Involvement – Daily Charge	P	Y	\$154.45	\$160.65
Fender System – Daily Charge	M	Y	\$52.00	\$54.10



Name	Code	GST	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (incl. GST)
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### Certificate

Classification of Public Land Certificate (Section 54 – LGA 1993)	F	N	\$41.60	\$43.30
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### Rates Administration/Refund

Rate Administration/Refund Fee	F	N	\$25.00	\$25.00
Fee covers costs for council staff to process refunds or transfer of balances between Rates/Water accounts, due to an error or request from the ratepayer or payee.				

### Governance & Risk

#### Fee

Casual Hirers Fee	F	Y	\$119.10	\$123.90
Permanent hirers must have their own public liability insurance				

### Government Information Public Access

Formal Application Fee	L	N	\$30.00	\$30.00
Processing Fee (per hour)	L	N	\$30.00	\$30.00
Internal Review Fee	L	N	\$40.00	\$40.00

### Open Access Information – GIPA Regulation

Processing Fee (per hour at a minimum of one hour)	P	N	\$31.20	\$40.00
This processing fee is for providing electronic access of open access documents. Hard copy files and microfilm will still be available to inspect for free.				

### Technology & Innovation

#### GIS Printing Fees (Application on Geographic Information form required)

A4 Size	M	N	\$28.60	\$29.75
A3 Size	M	N	\$29.15	\$30.35
A2 Size	M	N	\$51.50	\$53.60
A1 Size	M	N	\$58.25	\$60.60
AO Size	M	N	\$88.40	\$91.95

#### Consultancy fees for Creation of Specialised Maps

Minimum Charge 1 hour plus GIS printing fee	M	N		73.00+
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#### Information and Technology Service Charge (Other)

Information and Technology Service Charge (Other)	M	Y	\$7.70	\$8.05
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SURVEY QUESTIONS

Cost Shifting Examples

**Emergency Services Levy: Fire & Rescue NSW, Rural Fire Service NSW and State Emergency Service**

In this section, it is expected to include the amount of the emergency services levy as invoiced from Revenue NSW.

**Emergency services levy:** as invoiced from Revenue NSW.

Question number	Estimate of Annual Net Ongoing Operational Cost (\$)	Select a reason when an estimate is not provided (Please select)	Comments (A comment is required when an estimate is not provided)
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Q1	\$915,478		
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**Pensioner Rebates**

This section captures the costs to councils of the pensioner concession rebates, both through the net cost to council of the mandatory pensioner rate rebate and the other voluntary pensioner rate rebates that Council have voluntarily implemented.

**Mandatory pensioner rate rebate:** Net cost incurred by Council due to the mandatory pensioner rebates for rates and charges. It is the total amount of the mandatory concession minus the State reimbursement. Do not include any additional rebate that council has resolved to apply to rates in addition to the mandatory amount.

Q2	\$313,666		
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**Voluntary pensioner rate rebate:** Net cost incurred by Council for voluntarily increasing the pensioner rate rebate above the mandatory amount. Council's Financial Data Return (FDR) provides the total amount of the total cost of the pension rate rebate to Council and the amount of the subsidy received. Please provide only the amount of the rebate for pensioners on rate only that Council has determined to provide to pensioners in excess of the mandatory amount.

Q3	Not applicable	Lismore city council does not voluntarily increase pensioner rebates	
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**Funding Programs**

This section captures the net additional cost to councils of programs that commenced with partial or full funding from State or Federal Government. Over time these funding commitments have reduced or ceased, but the expectation for councils to continue deliver the associated service have remained.

**Public library operations:**

Total operational expenditure for libraries (include annual depreciation on assets used directly in the provision of the service, do not include capital expenditure).

Q4	\$1,849,974		
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State Government subsidy received for library services.

Q5	\$125,975		
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**Flood mitigation program:** Cost representing the proportion of expenditure that was not funded by other levels of government that would have been funded had the original funding arrangement been applied (originally the Australian Government and State Government provided 80% of the required funds; whereas now the Australian Government provides one third and the State Government is required to provide another one third, and the rest has to be made up by council). Please estimate shortfall in total funding from other levels of government in comparison with what council would have obtained under the original funding arrangement.

Please only include activities that are eligible for or receive funding from other levels of government under the flood mitigation program. Please include in your calculation funding for infrastructure projects. Do not include the costs and funding associated with any flood recovery programs.

Q6	\$644,100		
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**Road safety:** Net cost of road safety officer/road safety program incurred due to the NSW Government's (TFNSW) withdrawal of funding or cost of net contribution to other authorities that provide such officer/program.

Q7	Not applicable	Council no longer provides this service	
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**Regulatory Functions**

This section captures the costs to councils of being restricted in seeking full cost recovery on regulatory functions imposed by State legislation, either through the absence of a fee, inability to increase ordinary rates (except through a Special Rate Variation

**Rural fire service obligations:** Operating cost of services/functions under the Rural Fires Act (NSW) 1997 less any revenue related to them (fees, state government payments/subsidies). Only includes necessary costs that cannot be recovered as a result of regulatory constraints.

Includes net cost of assistance provided to the Rural Fire Service to fight bushfires declared under s44 of the Rural Fires Act (NSW) 1997 on any land within the council area. Do not include Emergency Services Levy (already covered in question above). Do not include depreciation expense on red fleet assets (the question will be covered below).

Includes: Councils are required to administer and remedy complaints about fire hazards on council property, and to map and administer bushfire prone land (e.g. asset protection work, fire trails).

Q8	\$840,093		
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**Rural fire service depreciation:** Please include depreciation expenses on red fleet assets.

Q9	\$325,097		
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**Companion animals:** Operating cost of services/functions under the Companion Animals Act (NSW) 1998 less any revenue related to them (fees, state government payments/subsidies). Only includes necessary costs that cannot be recovered as a result of regulatory constraints.

Includes annual depreciation on assets used directly in the provision of the service, do not include capital expenditure. Councils' role was expanded from a pure enforcement role to a regulatory body with functions including preparation of companion animal management plan, operation of lifetime registration system, separation of cats and dogs, maintaining facilities, enforcement, and the collection of fees for the Office of Local Government which returns only a small proportion of those fees to local Government.

Q11	\$124,000		
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**Contaminated land management:** Operating cost of services/functions under the Contaminated Land Management Act (NSW) 1977 less any revenue related to them (fees, state government payments/subsidies). Only includes necessary costs that cannot be recovered as a result of regulatory constraints.

Includes: Councils are required to respond to contaminated land issues, undertake the administration, registration and mapping of contaminated sites not regulated by the NSW Environment Protection Authority, develop policies, and consider contamination in land-use planning processes.

Q12	\$75,000		
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**Protection of environment operations:** Cost of services/functions under the Protection of the Environment Operations Act (NSW) 1977 less any revenue related to them (fees, state government payments/subsidies). Only includes necessary costs that cannot be recovered as a result of regulatory constraints.

Includes: Councils are required to administer the licensing system and enforce protective regulation (issuing of environmental notices, securing of environmental offences, undertaking of environmental audits) in relation to all non-scheduled activities not regulated by the NSW Environment Protection Authority.

Q13	Unable to reliably estimate	Do not have a reliable way of estimating	Investigation and follow up of environmental complaints and environmental monitoring activities undertaken by LCC
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**Noxious weeds:** Operating cost of services/functions as the control authority for noxious weeds less any revenue related to them (fees, state government payments/subsidies) or cost of net contributions to other authorities for reasonably necessary regulation of noxious weeds on land other than council land and council managed Crown land. Only includes necessary costs that cannot be recovered as a result of regulatory constraints. For Councils who are a member of a County Council please include contribution to amounts.

Includes: Do not include cost of other environmental weeds control or general bushland care. Councils are required to regulate and control noxious weeds pursuant to the Noxious Weeds Act (NSW) 1993 and s183 of the Local Government Act (NSW) 1993.

Q14	\$161,700		
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**Development applications:** Cost of processing development applications under the Environmental Planning and Assessment Act (NSW) 1979 and associated regulations less any revenue related to this function (e.g. development application fees, state government payments/subsidies). Please estimate the amount of costs of processing development applications that cannot be recovered through development application fees or any other related income. Please include costs associated with services by other agencies (e.g. initial fire safety reports from the NSW Fire Brigades, s144 of the Environmental Planning and Assessment Act (NSW) 1979).

Q15	\$2,447,669		
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SURVEY QUESTIONS

Cost Shifting Examples

(Section 10(1)(b) of the 2009 Act)

filling a service gap

This section captures costs incurred by councils in providing services as a result of insufficient service provision by another level of government (e.g. citizenship ceremonies). Does not include cost of increase in the baseline service level provided in the rest of the state (if NSW govt service) or nation (if federal govt service). For each cost shifting example that is relevant to your council, please provide a brief description of the service shortfall that the council is providing.

**migration and citizenship services:** Net cost providing immigration and citizenship services necessary on behalf of other levels of government (e.g. citizenship ceremonies). Does not include cost of increase in the baseline service level provided in the rest of the state (if NSW govt service) or nation (if federal govt service).

**crime prevention / policing:** Net cost providing crime and policing services necessary because of insufficient services by other levels of government (i.e. CCTV surveillance, security patrols, other crime prevention actions or strategies in place). Does not include cost of increase in the baseline service level provided in the rest of the state (if NSW govt service) or nation (if federal govt service). Do not include annual depreciation on assets used directly in the provision of the service, do not include capital expenditure. Note: only applies to crime prevention or policing activities that should have been undertaken by other spheres of government (e.g. police). It should not include council activities to protect community from other risks (e.g. surfer and swimmer injuries (beach patrols), safety at council events, or security of council facilities).

**medical services:** Net cost providing medical services necessary because of insufficient services by other levels of government or private or non-profit organisations. Does not include cost of increase in the baseline service level provided in the rest of the state (if NSW govt service) or nation (if federal govt service). Do not include annual depreciation on assets used directly in the provision of the service, do not include capital expenditure.

**aged care:** Net cost providing aged care services necessary because of insufficient services by other levels of government or private or non-profit organisations. Does not include cost of increase in the baseline service level provided in the rest of the state (if NSW govt service) or nation (if federal govt service). Do not include annual depreciation on assets used directly in the provision of the service, do not include capital expenditure.

**disability care:** Net cost providing disability care services necessary because of insufficient services by other levels of government or private or non-profit organisations. Does not include cost of increase in the baseline service level provided in the rest of the state (if NSW govt service) or nation (if federal govt service). Do not include annual depreciation on assets used directly in the provision of the service, do not include capital expenditure.

**childcare:** Net cost providing childcare services necessary because of insufficient services by other levels of government or private or non-profit organisations. Does not include cost of increase in the baseline service level provided in the rest of the state (if NSW govt service) or nation (if federal govt service). Do not include annual depreciation on assets used directly in the provision of the service, do not include capital expenditure.

**transport services:** Net cost providing transport services necessary because of insufficient services by other levels of government. Does not include cost of increase in the baseline service level provided in the rest of the state (if NSW govt service) or nation (if federal govt service). Do not include annual depreciation on assets used directly in the provision of the service, do not include capital expenditure. Note: only applies to transport activities that should have been undertaken by other spheres of government (e.g. Transport for NSW). It should not include council activities that are the functions of council (e.g. roads and transport infrastructure).

Other services description:


Rate exemptions

This section captures the cost of provide rate exemptions on government and other properties.

**government-owned property exemptions:** Estimation of the rates revenue that would be applied to government owned properties within the LGA. Do not include National Parks.

**non-government-owned property exemptions:** Estimation of the rates revenue that would be applied to non-government owned properties within the LGA (churches/religious institutions, private schools, private hospitals, private retirement villages, etc).

**voluntary conservation agreements:** Estimation of rates revenue that would apply to rate exempted properties as a result of voluntary conservation agreements. Note: Pursuant to section 555 of the Local Government Act (NSW) 1993, land (or the portion of the landholding) that is subject to a voluntary conservation agreement between the landowner and the relevant Minister (environment portfolio) under section 69 of the National Parks and Wildlife Act (NSW) 1974 is exempt from all council rates.

**community housing:** Estimation of rates revenue that would apply to rate-exempted properties managed by Community Housing Providers.

Other cost-shifting examples

This section captures the cost shifting examples that do not fit into any of the above categories.

**NSW road reclassifications:** Net operational cost associated with all roads transferred to council under the Transport for NSW (formerly RMS) reclassification of regionally important roads as local roads or state-important roads as regional or even local roads (the significant reclassifications in the early 1990s). This is supposed to measure the ongoing maintenance and depreciation (or annualised renewal cost) associated with all roads so transferred since the 1990s – not about the cost associated with transfers in any one year. Any compensation received in association with a reclassification need to be deducted for a net operational cost.

**waste levy:** Cost of paying levy to the NSW Government dependent on the amount of waste produced by council less any amounts recovered through "Waste Less Recycle More" program grants. The waste levy applies to the Sydney metropolitan area; Illawarra, Hunter and Central Coast area (extended regulated area); and the area including the Blue Mountains, Wollondilly and local government areas along the coast north of Port Stephens to the Queensland border (regional regulated area).

**national land reserve management:** Cost associated with the NSW Government taking over allowable revenue raising activities on council managed crown reserve land (does not include national parks) or with requirements to transfer revenue from council managed crown reserve land to the State Government.

Cost does not represent the total net cost of managing (maintaining) crown lands. Does not include transfers associated with the advance park levy. Under the Crown Land Act (NSW) 1989, councils have full responsibility to maintain crown reserves under council management and are expected to subsidise shortfalls in maintenance cost from general revenue. This is considered appropriate as the benefits from crown reserves under council management generally accrue to the local community. However, as a result, councils should also be entitled to any current or potential revenue from crown reserves that is required to cover maintenance and improvement cost (e.g. revenue from refreshment facilities, telecommunication facilities). Any action by the

Question number	Estimate of Annual Net Ongoing Operational Cost (\$)	Select a reason when an estimate is not provided (Please select)	Comments (A comment is required when an estimate is not provided)
Q16	\$465		
Q17	\$177,272		
Q18	Not applicable	no services provided.	
Q19	Not applicable	no services provided.	
Q20	Not applicable	no services provided.	
Q21	Not applicable	no services provided.	
Q22	Not applicable	no services provided.	
Q32			
Q33			
Q34			
Q35			
Q36			
Q23	Unable to reliably estimate	Currently we do not have a reliable way of estimating costs of rate exemptions on non/government and other properties.	
Q24	Unable to reliably estimate	Currently we do not have a reliable way of estimating costs of rate exemptions on non/government and other properties.	
Q25	\$16,057		
Q26	Unable to reliably estimate	Currently we do not have a reliable way of estimating the rate-exempt properties managed by Community Housing Providers.	
Q27	\$362,393		
Q28	\$239,117	Partially exempt as the waste facility is only partially operational due to the 2022 flood event.	
Q30	\$16,400		

SURVEY QUESTIONS

Cost Shifting Examples

State Government to limit revenue raising capacity or require the transfer revenue to the State Government are considered cost shifting. Does not include any surplus revenue over and above the total amount of maintenance and improvement cost for all of council crown reserve land.

**Planning developer contributions and DA fees:** Estimated shortfall in costs for infrastructure and community facilities that should be funded through development contributions and development application fees. Council experiences ongoing pressures from rapid population growth and the challenges of providing infrastructure, facilities, and services to new communities with limited council support.

**Joint fees:** Net increase in fees external financial audit incurred in 2023-24, which will relate to the external audit of 2022-23 financial statements. In the comments, please provide comments on the trend of audit fees from prior years and any changes in service or service levels experienced.

**Electoral Costs:** Cost of general local government election in September 2024, excluding referendums and/or polls. This data is requested to understand if costs have risen due to the limited ability to source alternative providers other than the AVEC and to understand whether the IPART estimate of costs built into the 2024-25 rate peg was accurate, even though these electoral costs were not in the 2023-24 financial year.

**Planning Portal:** Net costs incurred to build and integrate the NSW Planning Portal with council systems, as well as any licensing and operating costs incurred. This should be net of any grants or other funding received for the purpose. In the comments, please provide comment on the whether there has been or is expected to be any productivity gains from the use of the Planning Portal.

**Additional committee governance:** Cost of increased governance and administration associated with the requirements of council to establish and run an Audit Risk & Improvement Committee (ARIC) or other required oversight committee.

Other ideas for future consideration


Question number	Estimate of Annual Net Ongoing Operational Cost (\$)	Select a reason when an estimate is not provided (Please select)	Comments (A comment is required when an estimate is not provided)
Q43		Unable to reliably estimate	Council financial system makes this calculation difficult
Q44	\$90,000		
Q45	\$386,000		
Q46	\$19,932		
Q31	\$5,358		

Q37  
Q38  
Q39

Suggested items for future research/inclusion in future surveys

This section captures a number of items that are flagged for future research and/or inclusion in future surveys. Please provide your feedback on these items.

Description	Data collection (Please select)	Include (Yes/No)	Comments
Other new levies: Cemeteries levy, Dam Safety Levy, Valuer General Fee Proposal, ESL land categorisations costs etc		No	



Respondent No: 2

Login: gfisher

Email: [REDACTED]

Responded At: May 22, 2025 13:40:43 pm

Last Seen: May 22, 2025 03:29:18 am

IP Address: 203.219.91.242

- Q1. Full Name Gary Fisher
- Q2. E-mail [REDACTED]
- Q3. Address [REDACTED]
- Q4. Suburb SPEERS POINT, NSW
- Q5. Which document does your submission relate to? All / general submission

Q6. Submission

Northern NSW Football (NNSWF) appreciates the opportunity to comment on the Lismore City Council's Draft Budget and associated financial policies for 2025/26. As the largest team-based sport in the LGA and a driver of youth engagement, community health, and regional cohesion, football deserves priority in Council's infrastructure planning and funding. 1. Capital Investment in Sport and Recreation Infrastructure Council's planned capital expenditure of \$244.8 million is commendable, with key allocations to roads, water/sewer, and natural disaster recovery. However, there is a critical opportunity to ensure that sport and recreation infrastructure — particularly football — receives adequate and equitable investment. Key concerns and opportunities include: No dedicated capital allocations for football facilities are clearly itemised in the Draft Budget or Capital Works Schedule. Parks & Reserves are allocated ~\$9.66 million in operating expenditure, yet clear delineation of how much supports structured sport (e.g. football grounds) is missing. Recommendation: Include football-specific upgrades in future Capital Works Programs (e.g., lighting, drainage, amenities), prioritising high-demand venues like Hepburn Park, Riverview Park, and Crozier Oval. 2. Operational Spending in Sport & Recreation The Liveable & Active Communities program is budgeted at ~\$6.78 million in expenditure but allocates only ~\$2.8 million in revenue — a sign that these services rely heavily on public funding. Football, as a key beneficiary and driver of these services, should be explicitly acknowledged in: Facility scheduling and maintenance priorities. Community sport activation and inclusion programs. 3. Fees and Charges – Facility Access The 2025/26 Draft Fees and Charges document includes venue hire fees for major ovals such as Oakes Oval, Crozier Oval, Clifford Park, and Hepburn Park. Football clubs and community users often rely on affordable access to these facilities. Recommendation: Review hire fees and classification models to ensure grassroots football remains accessible and affordable — particularly for junior and female participation. Consider tiered or subsidised pricing models for local clubs versus commercial use. 4. Alignment with Long Term Financial Planning While Council's long-term financial sustainability is vital, infrastructure recovery must not overshadow future-focused investment in community wellbeing, of which sport plays a central role. Recommendation: Incorporate football infrastructure priorities into the Long Term Financial Plan 2025–2035, ensuring consistent funding beyond disaster recovery works. Collaborate with NNSWF to secure co-investment from NSW Government grants such as the Football Legacy Fund and Regional Sport Facility Fund. Conclusion Football is a unifying and growing force in Lismore, offering significant health, social, and economic value. Northern NSW Football urges Council to recognise this role by embedding strategic investment in football infrastructure within its financial frameworks. We welcome the opportunity to collaborate further to deliver better community outcomes.

- Q7. If you would like to attach a file, please attach here. not answered



Respondent No: 3

Login: Anonymous

Email: n/a

Responded At: Jun 01, 2025 19:03:39 pm

Last Seen: Jun 01, 2025 19:03:39 pm

IP Address: n/a

Q1. Full Name	Karen barlow
Q2. E-mail	[REDACTED]
Q3. Address	[REDACTED]
Q4. Suburb	RUTHVEN, NSW
Q5. Which document does your submission relate to?	Draft Statement of Revenue Policy 2025-2026 Draft Budget by Program 2025-2026 Draft Fees & Charges 2025-2026
Q6. Submission	The council grant \$2000 to community halls each year. This amount hasn't increased in more than 10 years. Our expenses, especially insurance are increasing rapidly. An increase to this grant to \$4000 to assist with rising costs of providing this community asset would be much appreciated and help with rates and insurance.
Q7. If you would like to attach a file, please attach here.	not answered





**Respondent No:** 9

**Login:** Anonymous

**Email:** n/a

**Responded At:** Jun 04, 2025 09:59:53 am

**Last Seen:** Jun 04, 2025 09:59:53 am

**IP Address:** n/a

Q1. **Name** Brad Alfred

Q2. **Email** [REDACTED]

Q3. **Suburb** GOONELLABAH, NSW

Q4. **Submission**

Our submission is submitted on behalf of the Magpie Centre Indigenous Corporation Limited. The Manger Financial Budget submissions for 2025/26 Lismore City Council PO Box 23A Goonellabah NSW 2480 Dear Madam/Sir Thank you for your budget allocation of \$1,100 last year to assist us with the work of the Magpie Centre. By way of report, we have had some wonderful success in liaising with young people in the Goonellabah. Our monthly BBQ's have attracted young people and teenagers in the area and we have had the opportunity to discuss family and emotional issues with them. We have also been able to show that good times can be had without alcohol. Our Yarning Circles have attracted a number of Indigenous Men. We have been able to discuss community and family issues and have allowed them to gain from each other's life experiences. We have received funds for a Cultural Camp for young Indigenous Youth who have been released from Detention and hope to inspire them with Indigenous Lore and environmental responsibility, as well as discussions from Indigenous Mentors and Social Workers to help them find their way in a modern world. These Grants are wonderful, but do not allow for administrative costs like Liability Insurance, Office Supplies, etc. To allow us to carry on these activities we would be most grateful if you could consider allocation \$1,500 from your budget for these and ancillary costs. By way of introduction, the Magpie Centre seeks to establish and maintain cultural continuity and inclusivity that teaches a better way of living. The aim is to bring together culture, education, employment and health to build relationships within the community and strong leaders for tomorrow. The Magpie Centre is committed to providing a free, stand-alone facility for youth where positive role-model relationships can be supported. The resources of the Magpie Centre are opened to all. Currently, the Directors believe that in the Goonellabah area there is not enough sense of community among a number of youth and many adults. Support for young people, especially aboriginal youth needs to be expanded to provide activities and programs that build self-esteem, provide direction in education and personal development. Such support will provide youth with confidence in moving forward in life with a positive attitude towards themselves and the community in which they live. The Corporation has developed a list of Business Objectives to further its role in these areas, which we share now as background, namely: 1. Build support among existing organisations that can support the work of the Magpie Centre 2. Obtain Government and other organisational funding to support the activities of the Magpie Centre 3. Hold a monthly BBQ activity at Elders Memorial Park to build rapport in the community, and increase conversations and interactions in the community, with ancillary sporting and cultural activities 4. Hold a youth and community activity using either Goonellabah Sports and Aquatic Centre (GSAC) or some other venue to encourage youth to be engaged in wholesome activities 5. Hold, initially, a weekly Yarning Group for adults to encourage personal story telling and group therapy by sharing experiences and learnings from each other. Increase the number and frequency of these as circumstances permit. 6. Increase the membership of ordinary members of the Magpie Centre Indigenous Corporation to 60 members 7. Build integrity, credibility, and awareness among relevant government departments who would be willing to fund the construction of the Magpie Centre in the Goonellabah area 8. Build an active support base of volunteers who are willing to support the Magpie Centre by supervising activities, being Board members, maintaining the future building, and managing the programs of the Magpie Centre 9. Build a nucleus of youth who can actively participate in promoting the Magpie Centre and its activities, who can be active in running the Centre, and who can mentor their eventual replacements and carry on the Mission of the Magpie Centre 10. Work towards self-funding of the Centre by leasing rooms to participants who offer support services in health, welfare, education, career development, social development, etc., etc. Having set this back-drop, we believe the Council can make a positive contribution in assisting the Corporation to achieve its Objectives. We do not wish to impose severely on the resources of Council, and appreciate the cost and funding pressures that are constantly upon the Council in this difficult economic period. Accordingly, we request the Council consider the following economic and non-economic matters that would assist the

Lis

Corporation, namely: 1. Our involvement in any Council committee considering First Nations Peoples Reconciliation initiatives. 2. Consideration of how the Corporation can assist the Council in delivering its First Nations Reconciliation programs. 3. The process of Reconciliation can be facilitated by allowing what the Corporation has called a 'Yarning Circle' where adults can come and discuss issues and 'roadblocks' that have affected their progress in the community as engaged and contributing citizens, to an extent. We believe the furtherance of these groups can assist the Council in meeting its objectives to build the community in a cohesive and integrated manner. Currently the Corporation has funding for one (1) only of these Circles. We would submit that a further Yarning Circle should be funded by Council as a social experiment to see if this avenue can produce positive results for the community. The aims of the Yarning Circle are many, but include: 5.1 An avenue for teens and adults to vent issues that have affected their progress and discuss methods and options to move forward in their lives. 5.2 To share difficulties, grievances, and set backs that they believe have discouraged them from progressing in the community, and to explore avenues for progress. 5.3 To allow a space, free from interference, where social nurturing can take place that will provide a positive atmosphere for progress in personal goal planning, education, actioning, and feedback. 5.4 Build a service mentality where participants can find a positive way to contribute in the community through service initiatives such as traditional song and dance activities, mentoring youth, school visits to encourage positive social activity, organising social events, etc., etc. Whilst we have asked for \$1,500 to cover administrative costs, funding for activities mentioned above (including our monthly BBQ's) would enable these activities to continue when current funding expires in October 2025. We would estimate that with a total budget request of \$5,000, to be determined in detail with Council, the Yarning Circle and BBQ's could continue to be funded and contribute positively to the community, and be a showpiece for future endeavours in this space. We thank the Council for this opportunity to submit these ideas and costings. Please feel free to contact the writer should you have questions or seek clarifying information. Sincerely Brad Alfred Director and Treasurer, on behalf of the Board [REDACTED]



Respondent No: 4

Login: Anonymous

Email: n/a

Responded At: Jun 04, 2025 15:57:46 pm

Last Seen: Jun 04, 2025 15:57:46 pm

IP Address: n/a

Q1. Full Name	Gail Chapman
Q2. E-mail	[REDACTED]
Q3. Address	[REDACTED]
Q4. Suburb	WHIAN WHIAN, NSW
Q5. Which document does your submission relate to?	All / general submission
Q6. Submission	<p>I am writing on behalf of Whian Whian Memorial Hall, The lismore City Council has very generously for a number of years donated \$2000 a year towards the insurance of the Hall. This is given to all Halls in the LGA. I have been involved with Halls in the LGA since 2010 and there has been no increase, though you must realise that insurances have gone up greatly during this time period. we would like to request 100% increase in the donation be considered to match the increases in insurances. This was discussed at the Inter Hall meeting in May. so many Halls are struggling to cover these costs. Without insurance the Halls can not be the centre of the rural community so important in this times of natural disasters.</p>
Q7. If you would like to attach a file, please attach here.	not answered



Respondent No: 1

Login: Anonymous

Email: n/a

Responded At: May 15, 2025 09:38:38 am

Last Seen: May 15, 2025 09:38:38 am

IP Address: n/a

Q1. Full Name	Stewart Godfrey
Q2. E-mail	[REDACTED]
Q3. Address	[REDACTED]
Q4. Suburb	NIMBIN, NSW
Q5. Which document does your submission relate to?	Draft Fees & Charges 2025-2026
Q6. Submission	submission attached
Q7. If you would like to attach a file, please attach here.	<a href="https://s3-ap-southeast-2.amazonaws.com/ehq-production-australia/b14058e2c1d0f26d4ae40b8ff5324ab82dc39768/original/1747265900/c5b0196842b5911a66ba4f1fb246724c_budget%20submission%202025.docx?1747265900">https://s3-ap-southeast-2.amazonaws.com/ehq-production-australia/b14058e2c1d0f26d4ae40b8ff5324ab82dc39768/original/1747265900/c5b0196842b5911a66ba4f1fb246724c_budget%20submission%202025.docx?1747265900</a>

**Subject: Budget Submission – Nimbin Transfer Station Charges**

I am writing to submit my comments regarding the charges at the Nimbin Transfer Station as part of the current budget process.

The current rateable charges for rubbish and recycling collection in rural areas are \$530 and \$345 per annum, or \$20.38 and \$13.27 per fortnight. These rates are based on a fortnightly collection for standard (240L) and half-sized wheely bins, respectively.

In comparison, the Nimbin Transfer Station charges \$37.50 for a waste bin and \$9.00 for a recycling bin, totalling \$46.50 per visit. When calculated on a fortnightly basis, this equates to \$1,209 annually. As a result, residents outside the collection area are paying up to three times more than those within the service area—and are also responsible for transporting their waste to the transfer station themselves.

This situation is unfair, unjustified, and effectively penalises those living outside the collection area.

A fairer and more equitable approach would be to align the Nimbin Transfer Station's schedule of charges with the current rateable charges for waste collection. I therefore recommend the following:

- A combined charge of \$20.38 per fortnight for a standard (240L) waste and recycling bin
- A combined charge of \$13.27 per fortnight for smaller waste and recycling bins

These amounts may be itemised between waste and recycling bins but should not exceed the total combined charge.

Thank you for considering this submission. I trust that Council will take steps to ensure more equitable waste management charges for all residents.

Sincerely,

Stewart Godfrey



www.nimbinaustralia.com.au  
C/ Nimbin Community Centre  
81 Cullen St. Nimbin 2480  
ABN 49 142 400 194

General Manager  
Lismore City Council  
PO Box 23A  
Lismore 2480  
Via email council@lismore.nsw.gov.au

5<sup>th</sup> June 2025

**Submission to Reimagine Lismore: A Plan for the Future  
Community Strategic Plan 2025-2035, Delivery Program 2025-2029 and Operational  
Plan 2025-2026**

Dear Mayor, Councillors and General Manager,  
Firstly, we would like to acknowledge that we appreciate the tight economic times facing Council. Our submission to the Community Strategic Plan, the Delivery Program and the Operational Plan is made with this in mind.

**Nimbin Place Plan**

This Plan was unanimously adopted by Council with a resolve to consider funding priority projects as part of the budget process over the next 4 years. The implementation of the Plan was identified as requiring an ongoing commitment from Council and the community to work together to drive implementation. Line item 2.3.4 of the Operational Plan states “Implement priority projects in village place plans”, specifically Nimbin Place Plan and reflects the Council decision. However, no funds have been attributed to bringing this about. A Place Plan without funding cannot be implemented.

While the Chamber is doing its bit in this regard (we could expand on our initiatives) it is very disappointing to see no financial commitments in the Operational Plan to delivering any of the key recommendations. We would therefore urge Council to consider allocating funds to the following, prioritised by the Chamber while acknowledging the financial constraints of Council:

1. Develop a costing for relocation of the crossing in the main street to a location further north. This has been the subject of lobbying to Council for over 20 years as the current location is considered dangerous. The Place Plan identifies a suitable option for relocation and a budget line item to cost the project with a view to implementing in the 26-27 financial year would be a step forward.
2. Rationalisation of signage throughout the village – this is a low-cost option deserving of inclusion and could be a partnership project. This work would complement extensive work done by the Chamber on installation of wayfinding and story board signage throughout the village.



3. Nimbin desperately needs a traffic management plan going forward. The extension of the village to the east places incredible pressure on narrow, poorly formed village streets. Sibley Street and Thorburn Street are the two major concerns. Such a plan should also consider footpath connectivity and cycleways. It was noted as a need by Council when adopting the Place Plan but is not obviously funded in either the Delivery Program or the Operational Plan.
4. Lighting of the village to both improve safety at night and building on initiatives already undertaken such as nighttime mural and under awning lighting. The police have also requested improved lighting in the western car park and in Allsopp Park as issues associated with houselessness increase. Costed plans could be used to seek grant funding as a nighttime activation initiative.
5. 2.3.1 identify key urban areas for streetscape rejuvenation in Lismore and villages.  
4.2.1 Implement a works program to improve the overall appearance and sense of pride in village centres.  
In every survey the Chamber has undertaken, and every planning process Council has embarked on, Nimbin village maintenance and appearance has been top of the list of priorities but it requires resourcing – specifically locally led main street greening, shade provision, more seating for locals and visitors and colour were priorities in the Place Plan and in a subsequent business survey undertaken by the Chamber in February. Some of the smaller works could be community driven but would benefit enormously from the expertise of Council staff in planning initiatives that are effective but easy to maintain. The major redesigns identified within the Place Plan need to be costed and included in future Operational Plans.
6. Identification of a location for a visitor information centre, possibly co-housed with a multi-purpose community hub, is top of the priority list for local business and was identified as a need in the Nimbin Place Plan. Discussion could be driven by the community engagement team together with the Destination & Economy team. There is currently movement in relation to development of the fire site and it would be opportune to explore the possibility of a VIC within that development, rented from the property owner and managed by volunteers oversighted by the Destination & Economy team within Council.

**Other initiatives we would like to see included in the Operational Plan:**

1. Funding of the disability parking required under the DA approval for the new toilet block and Rainbow Walk is not obviously funded in the Operational Plan.
2. Funding from the Events Team's events fund and the Destination & Economy events fund specified for **Illuminate Nimbin** - a nighttime activation event  
This project sits within the Operational Plan and has a strong alignment to the PROSPERITY OBJECTIVES of the Plan:
  4. Support the growth of prosperous and vibrant communities.

4.3 Enhance tourism and events to leverage economic and social benefits for the local community.

4.2.2 Work with partners to develop and deliver village activation programs with events and activities to engage local businesses and attract shoppers and visitors.

4.2.3 Support initiatives to stimulate the nighttime economy

**(this strategic initiative should be expanded to include villages).**

Background: The first and only Illuminate Nimbin Festival was held in 2023 in mid-winter, a traditionally slow trading period.

What were the outcomes?

- a. 1500-1800 people attended (police estimate) from across the social spectrum but with an overwhelming focus on families
- b. Spending estimated at \$100-\$150 per family
- c. Increased revenue for cafes, restaurants and shops. In the words of one café owner, not normally open at night, “by far the best night I’ve seen in years”.
- d. 57 local performers, artists and crew were engaged alongside extra staff in cafes, restaurants and shops
- e. Incredible community support and amazingly positive feedback
- f. A desire from business and community to see the event become an annual community feature.

An estimate of costs to stage the event is \$30,000. **The Chamber is seeking \$20,000** from Council for 2025-2028 and undertakes to seek partnership funding to bring it to fruition going forward, with a view to it becoming an annual village event. We will also coordinate the event so it is not a drain on Council staff.

3. **Activities for youth** featured strongly in the Nimbin Place Plan and is a priority for Council and the Nimbin community. While we support the proposal in the Operational Plan to hold events in the skate park, opened in 2011 the facility requires work to restore the condition of the skate bowls – refer image below. There is nothing in Council’s forward planning to address this need.



4. Item 3.4.8 – in 27/28 upgrade the existing basketball court to provide a multipurpose sports court. The Chamber strongly supports this. The current basketball area is often used and is valued by young people. Any upgrade should consider the need to provide a space for younger children learning to skate or ride. Currently they can be a danger around the skate bowls when more experienced users are there.
5. Nimbin Playground – also visible in the image above – is sadly in need of repair and enhancement. The playground has been in existence for over 25 years with very little done to upgrade the facilities or ensure regular maintenance. This needs to be budgeted for in coming years. Nimbin Place Plan identifies the need for a new adventure and nature-based playground. The Chamber strongly supports this need and requests Council to actively seek funding to enable this to occur. Apart from the pool and the Rainbow Walk, there is nothing for younger children in the village.
6. Funding of \$5000 from the Events Team directed to an event to promote the Rainbow Walk during the 10<sup>th</sup> anniversary of the Nimbin Roots Festival, scheduled for October 2025. The Rainbow Walk event would be directed to promoting the walk, identified as a game changer in the Destination Management Plan, to the many visitors who attend the Roots Festival and visitors from outside Nimbin. The event will be modelled on the Rainbow Walk Community Open Day held a few months ago and will be promoted in the festival program, on the festival’s website and more widely through the Destination & Economy Team’s initiatives, combined with the Chamber and Community Centre’s social media and website platforms. Organisers of the Roots Festival will hold their annual parade on the Rainbow Walk to further value add to the day.

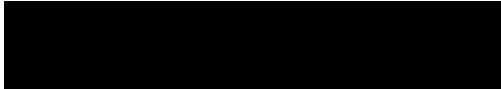
**General comments:**

1. Nimbin public toilets are identified for an upgrade in the 27-28 financial year. This is long overdue. The current toilets were built on a shoestring budget in the late 90s and are well beyond their use by date. We urge Council not to defer these works. The toilets are an embarrassment on many levels and are not comfortable to the many visitors to our village. Google Nimbin public toilet images and you probably won’t find one – such is their attractive nature.
2. Please ensure some of the car park maintenance budget is directed to Nimbin’s western car park. It is currently a poor welcoming statement to our village and sadly in need of more regular attention. It is overgrown with weeds and full of potholes – not to mention itinerant campers that neither Council nor the Police have been able to deal with effectively.
3. 4.1.6 advocate for insurance reform – the Chamber’s recent survey of local businesses identified economic conditions, energy and insurance costs as the biggest obstacles currently being faced. Over 60% of businesses did not have flood or fire insurance. Group insurance was of considerable interest and could be pursued by council as a strategy when advocating for insurance reform.

4. Nimbin, like many areas, has an increasing homeless problem. We urge you to consider an Operational Plan inclusion of a solar hot water system in the new amenities block.

We thank you for consideration of our submission and hope you will review our requests favourably.

Sincerely



Diana Roberts OAM  
Secretary  
**Nimbin Chamber of Commerce**



Respondent No: 5

Login: Anonymous

Email: n/a

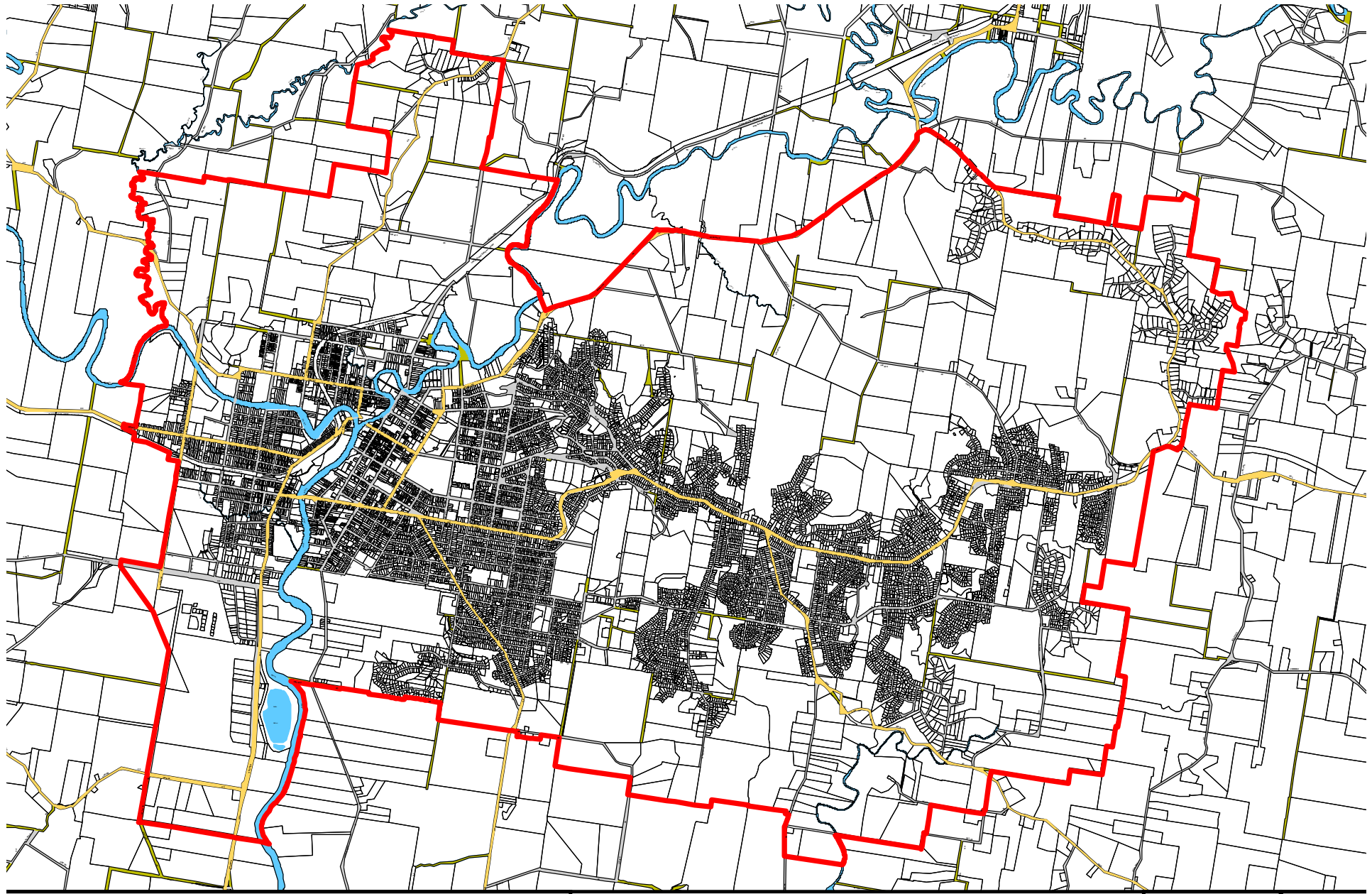
Responded At: Jun 06, 2025 13:48:42 pm

Last Seen: Jun 06, 2025 13:48:42 pm

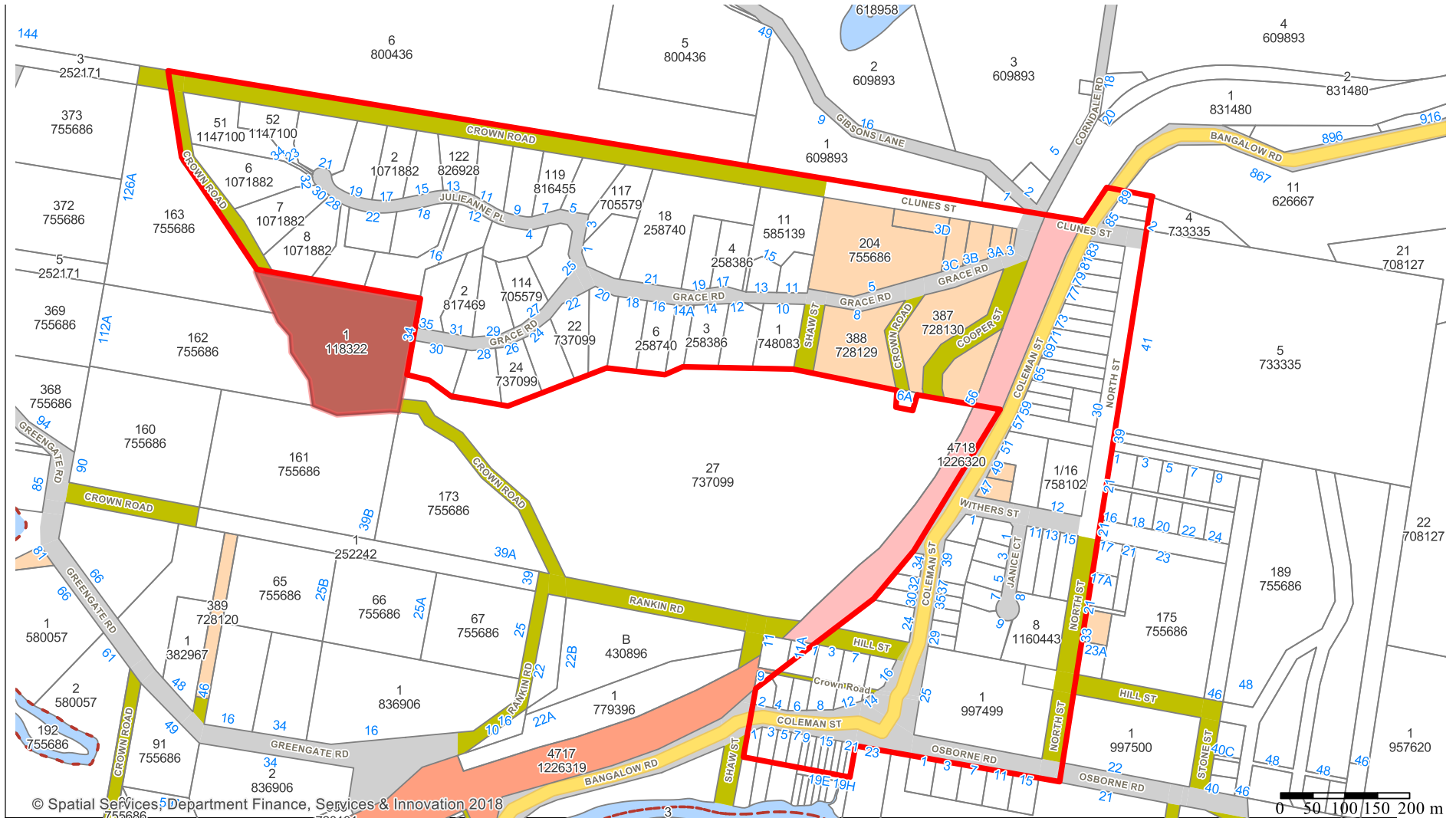
IP Address: n/a

Q1. Full Name	Maryann Lees
Q2. E-mail	[REDACTED]
Q3. Address	[REDACTED]
Q4. Suburb	DUNOON, NSW
Q5. Which document does your submission relate to?	All / general submission
Q6. Submission	<p>I am the secretary of Dorroughby Glenview Community Centre (Dorroughby Hall), and I am writing to you on behalf of the hall. Lismore City Council has very generously for a number of years donated \$2000 a year towards the insurance of the Hall. This is given to all Halls in the LGA. We are seeking a revision of the current amount as insurance costs have gone up greatly in recent times. We would like to request 100% increase in the donation be considered to match the increases in insurances. This was discussed at the Inter Hall meeting in May. So many Halls are struggling to cover these insurance costs, let alone any other repair costs needed to these community assets. Without insurance the Halls cannot continue to be the centre of their rural community and provide important meeting places in times of natural disasters and in the good times.</p>
Q7. If you would like to attach a file, please attach here.	not answered



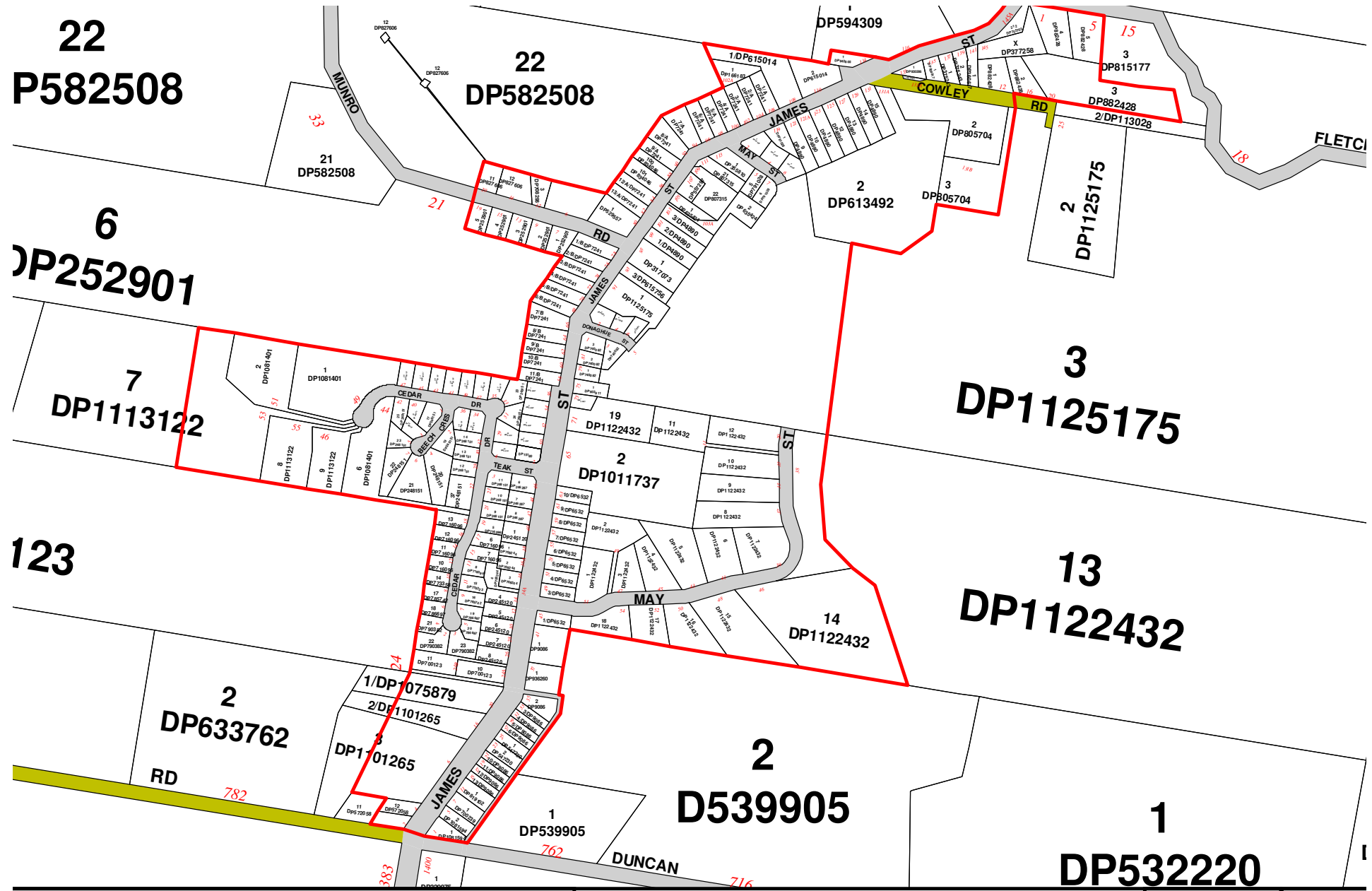






	<p><b>Lismore City Council</b>          43 Oliver Avenue          Goonellabah NSW 2480          Post: PO Box 23A, Lismore NSW 2480          Phone: 1300 87 83 87          Fax: 02 66 250 400          Email: <a href="mailto:council@lismore.nsw.gov.au">council@lismore.nsw.gov.au</a>          Web: <a href="http://www.lismore.nsw.gov.au">www.lismore.nsw.gov.au</a></p>	<p>© Lismore City Council.          © LPI Department of Finance and Services, Panorama Avenue, Bathurst, 2795.  <a href="http://www.lpi.nsw.gov.au">www.lpi.nsw.gov.au</a>          While every care is taken to ensure the accuracy of this product, Lismore City Council and the Local / State / Federal Government departments and Non-Government organisations whom supply datasets, make no representations or warranties about its accuracy, reliability, completeness or suitability for any particular purpose and disclaims all responsibility and all liability (including without limitation, liability in negligence) for all expenses, losses, damages (including indirect or consequential damage) and costs which you might incur as a result of the product being inaccurate or incomplete in any way and for any reason.</p>		<p>Projection:</p>	<p><b>Bexhill - Schedule A</b></p>
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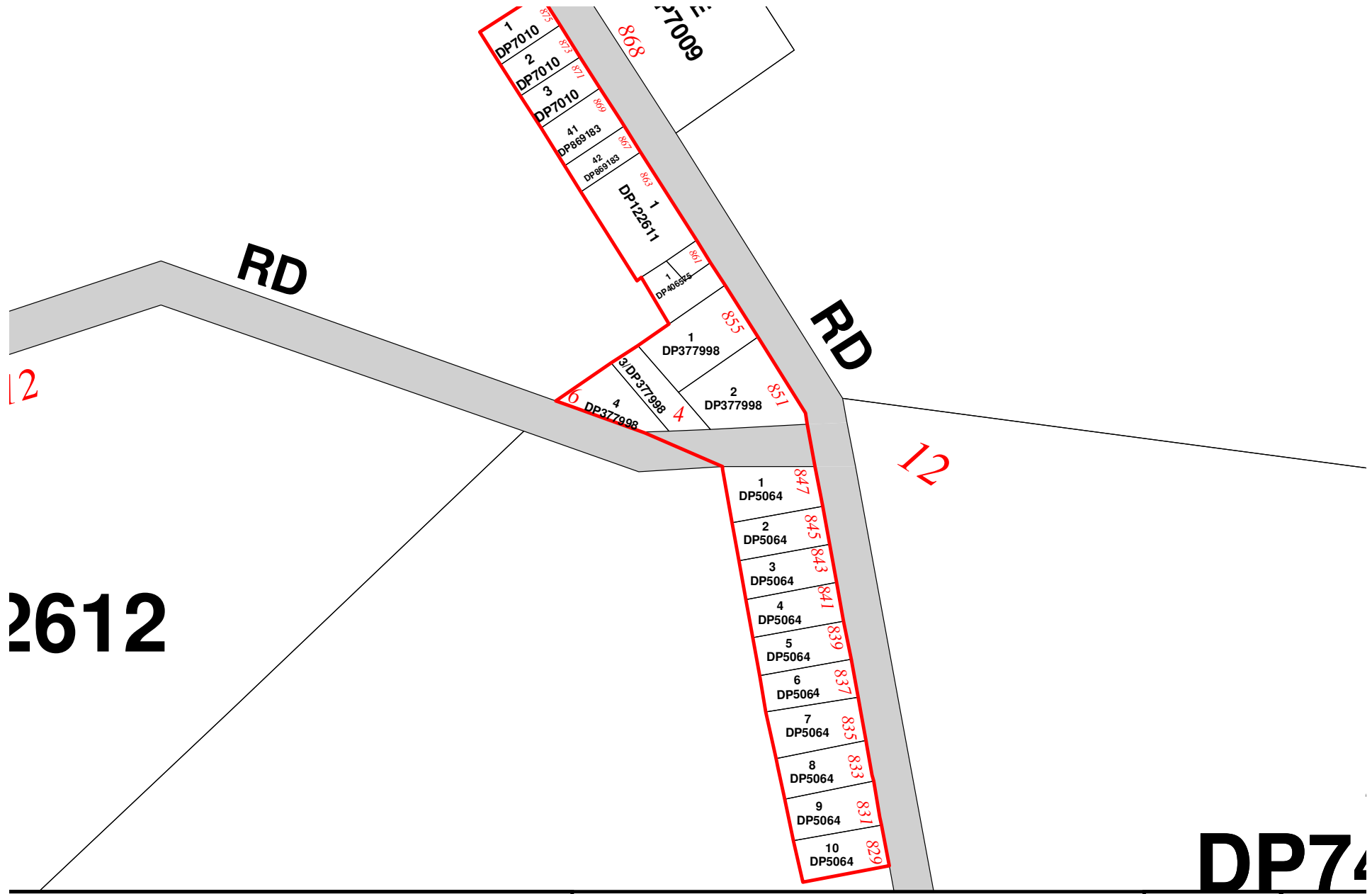
**LISMORE CITY COUNCIL**  
While all reasonable care has been taken the Council does not guarantee the accuracy of the information contained on this map



MAP TITLE: **Dunoon - Schedule A**

Printed: 09/06/2009





LISMORE CITY COUNCIL

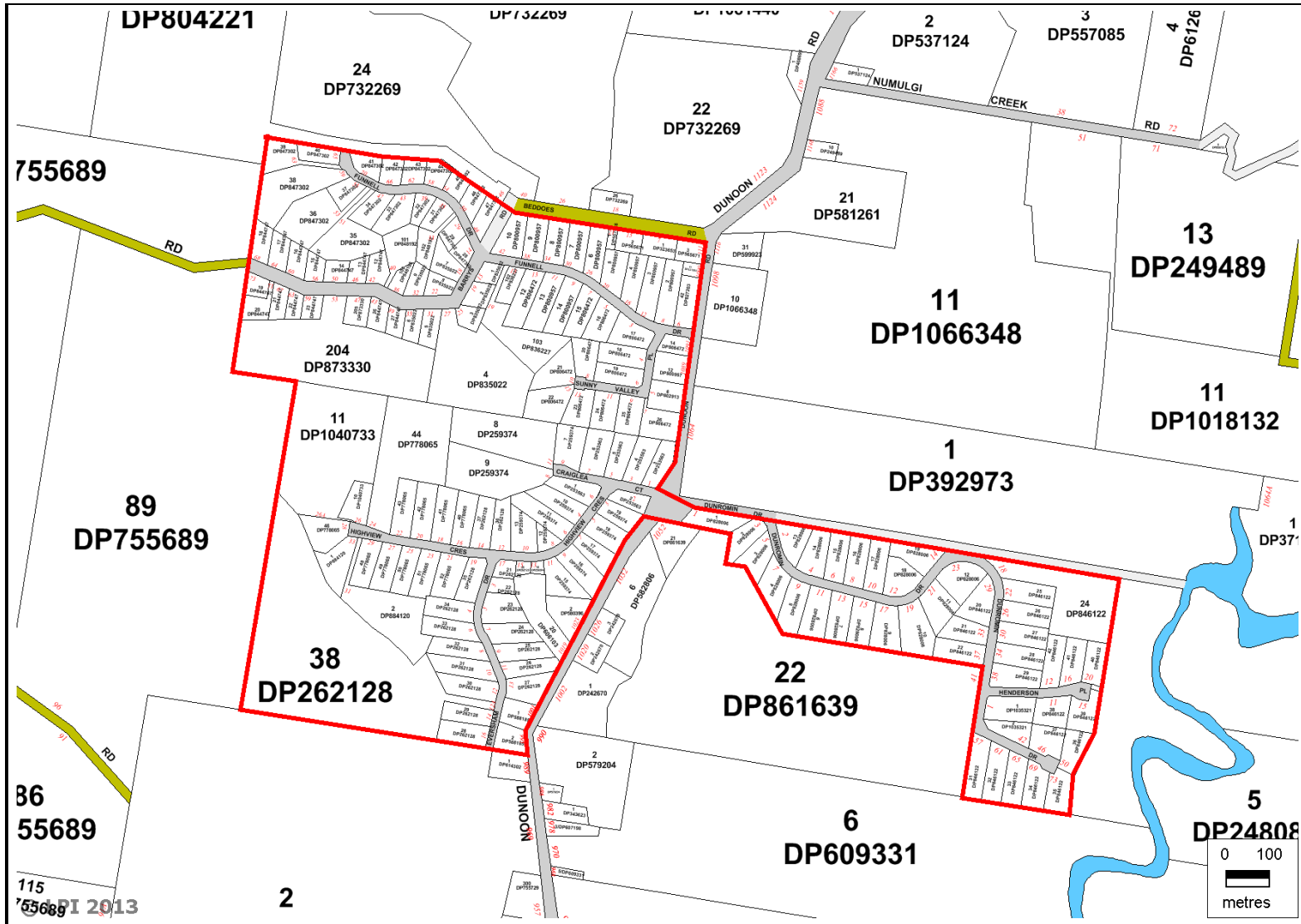
While all reasonable care has been taken the Council does not guarantee the accuracy of the information contained on this map




MAP TITLE: Goolmangar - Schedule A

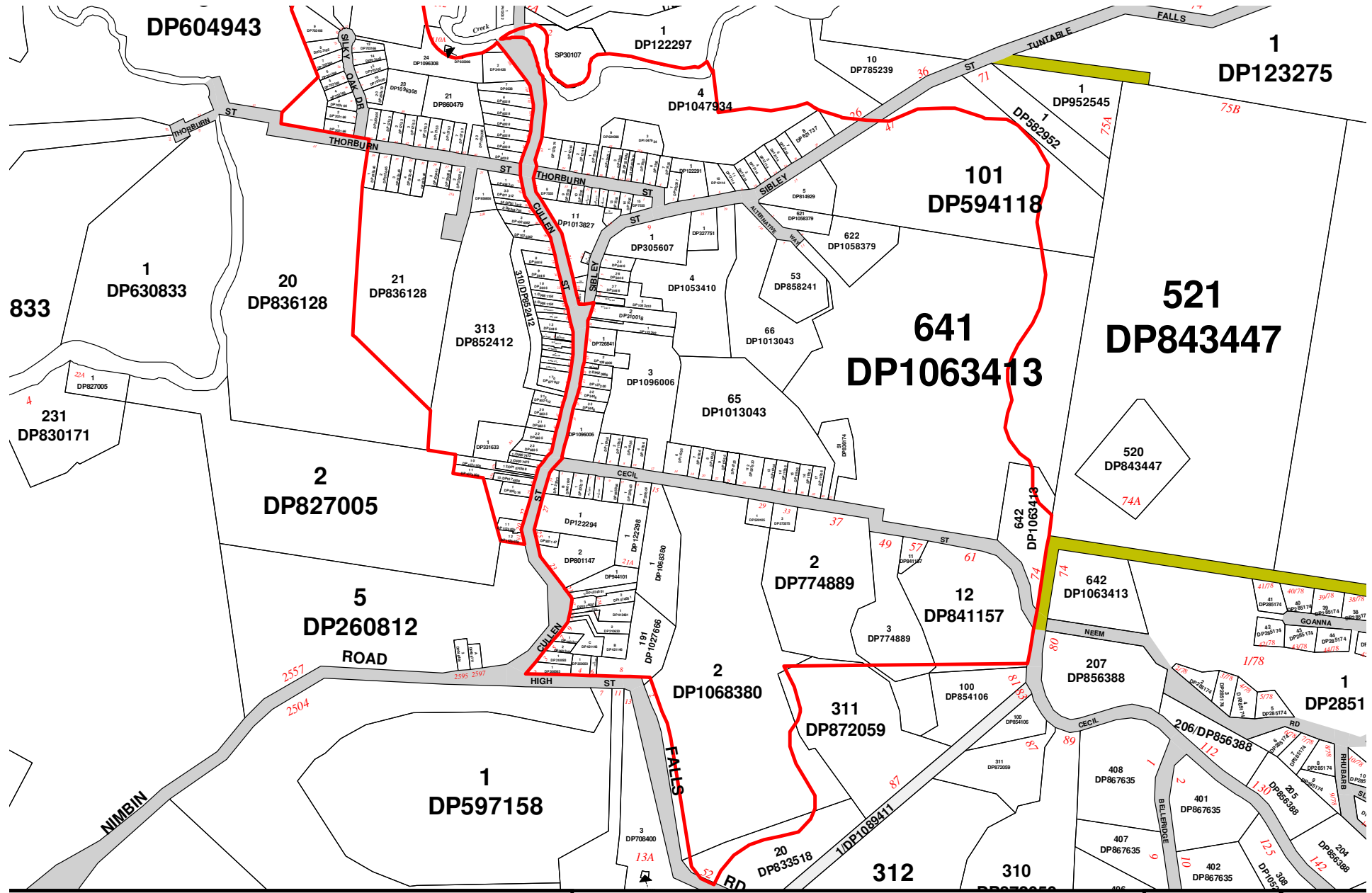
Printed: 09/06/2009





 <p>caring about Lismore's people, economy and environment</p>	<p><b>NORTH</b></p> <p>MAP TITLE: Modanville - Schedule A</p>	<p>Printed: 09/06/2009</p>
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**LISMORE CITY COUNCIL**  
While all reasonable care has been taken the Council does not guarantee the accuracy of the information contained on this map.

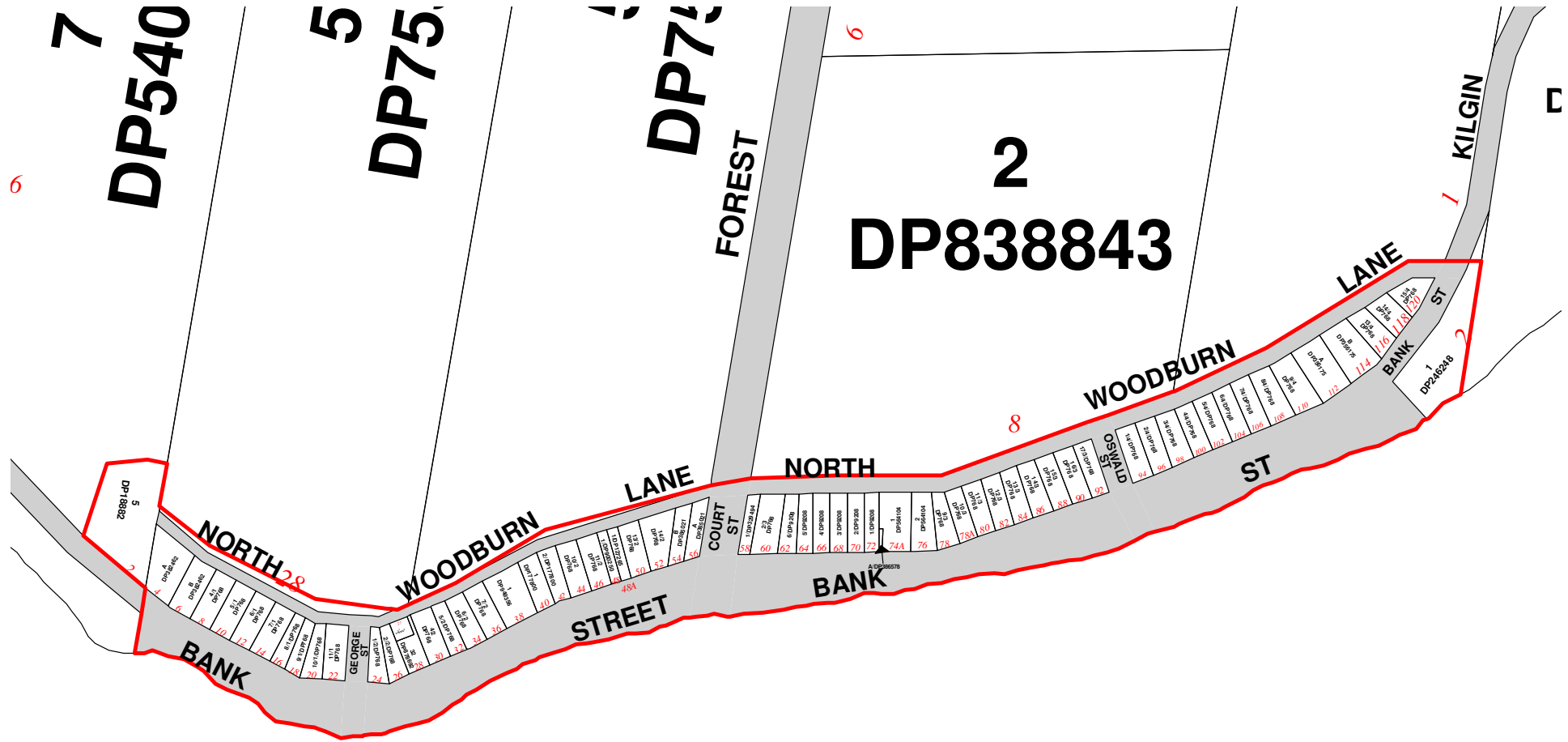


**MAP TITLE:** Nimbin - Schedule A

Printed: 09/06/2009







**LISMORE CITY COUNCIL**

While all reasonable care has been taken the Council does not guarantee the accuracy of the information contained on this map



**MAP TITLE:** North Woodburn - Schedule A

Printed: 09/06/2009





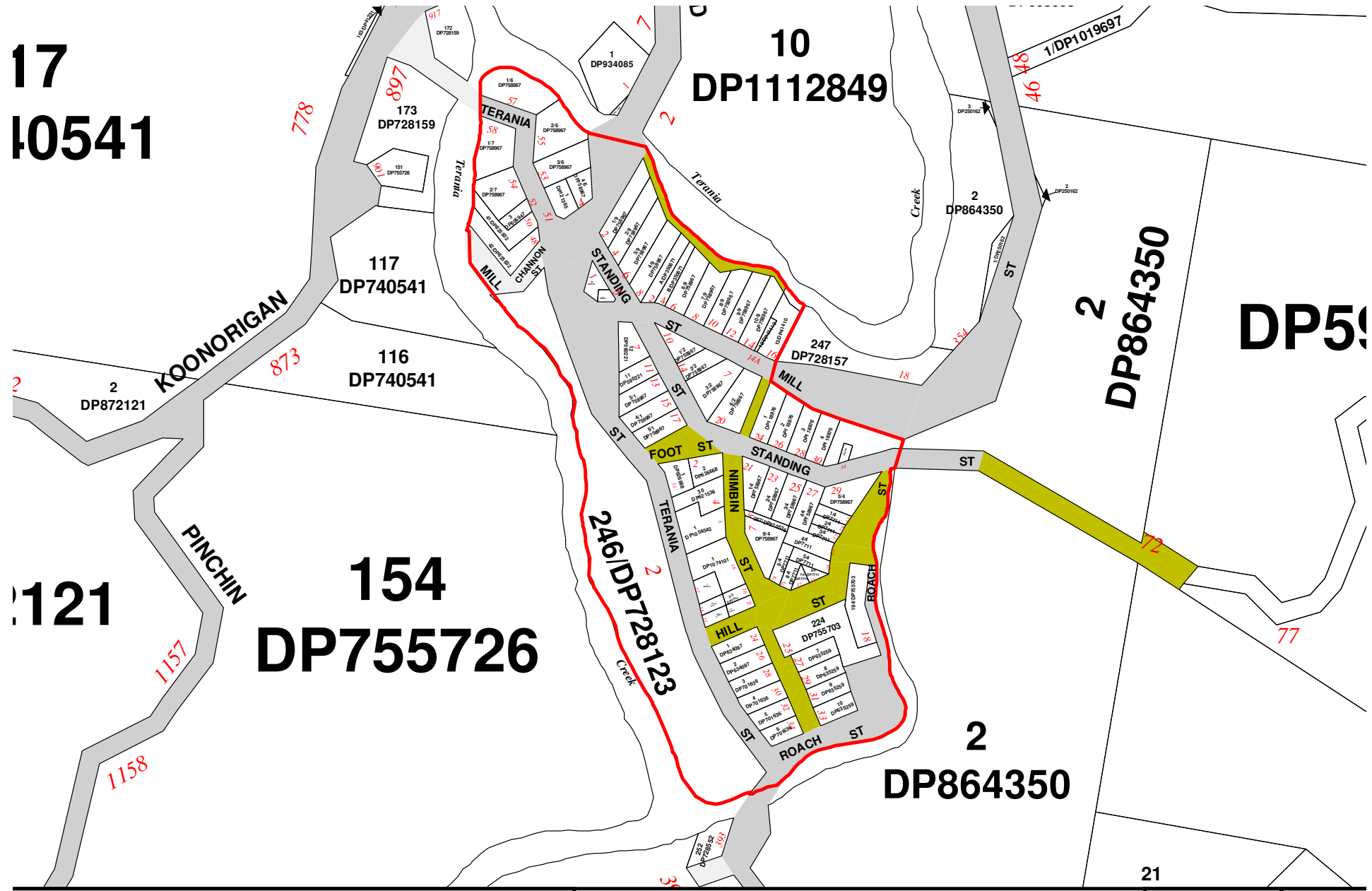
**LISMORE CITY COUNCIL**  
 While all reasonable care has been taken the council does not guarantee the accuracy of the information contained on this map and any reliance placed on such information shall be at the sole risk of the user. As acknowledged on signed application.  
 Digital Cadastral Database (c) Land Information Centre



# Perradenya - Schedule A







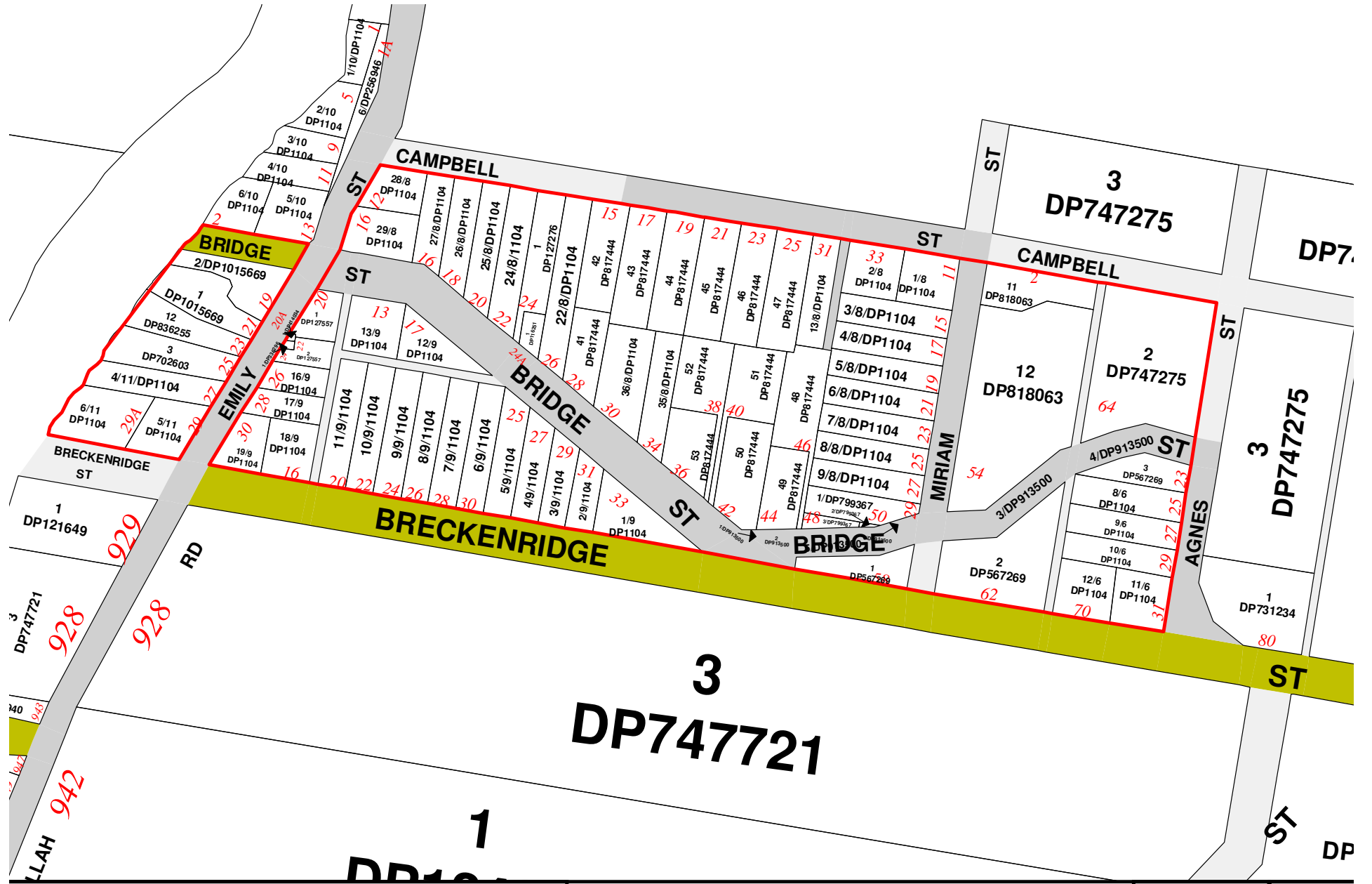
**LISMORE CITY COUNCIL**  
While all reasonable care has been taken the Council does not guarantee the accuracy of the information contained on this map



**MAP TITLE:** The Channon - Schedule A

Printed: 09/06/2009





**LISMORE CITY COUNCIL**  
While all reasonable care has been taken the Council does not guarantee the accuracy of the information contained on this map

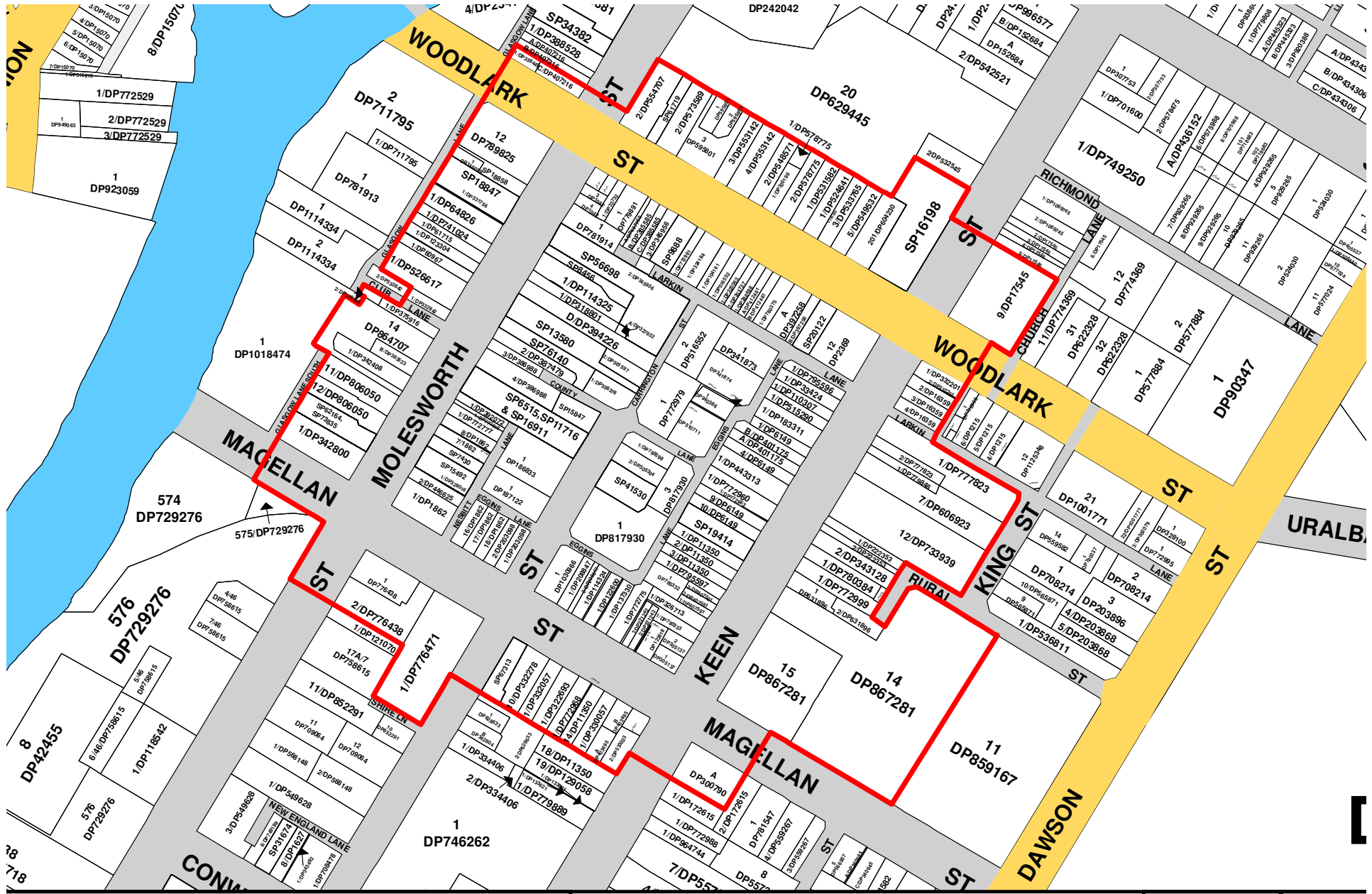


MAP TITLE: Wyrallah - Schedule A

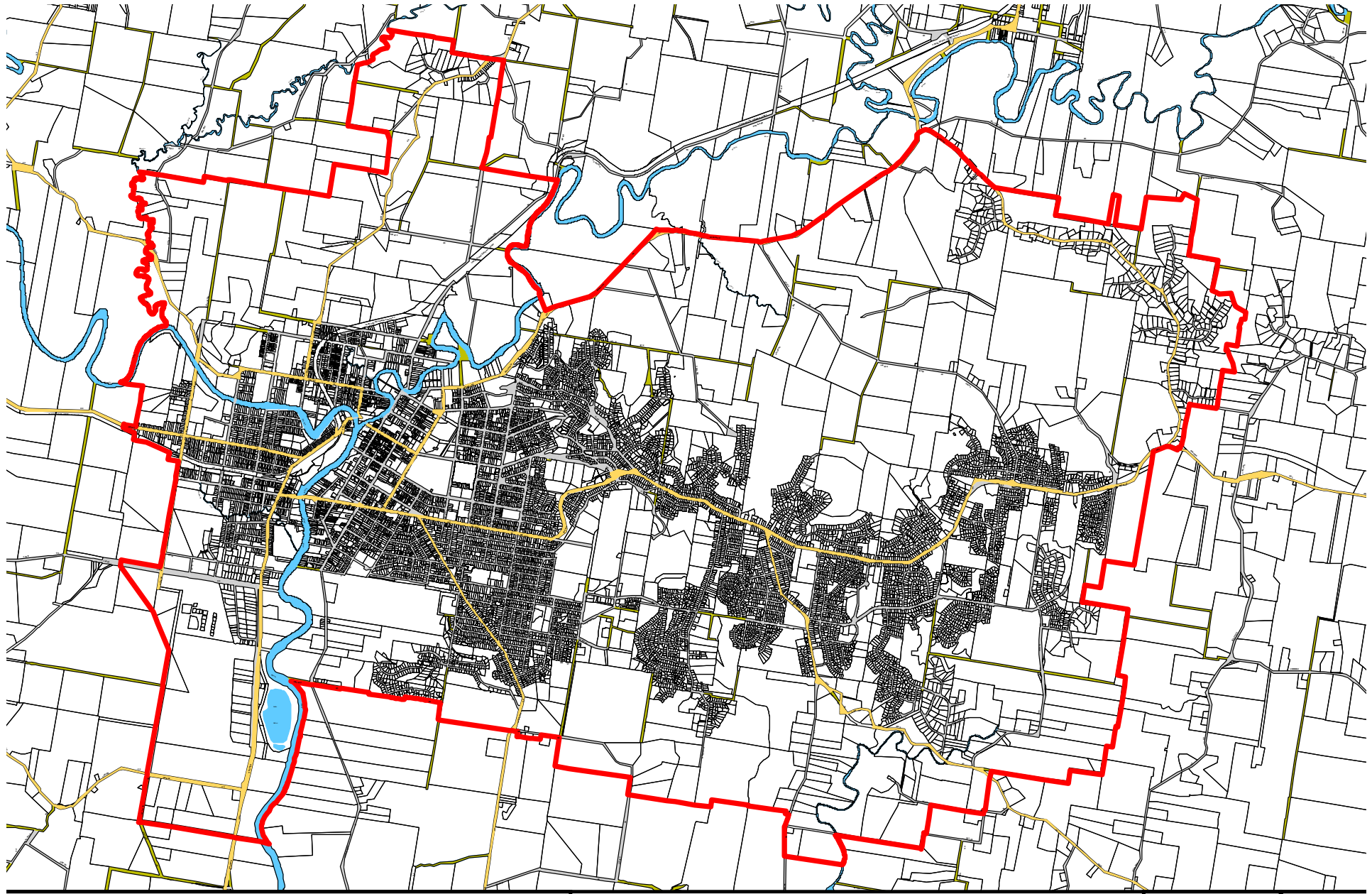
Printed: 09/06/2009











## Schedule "F"

<b>Sewer Multiple</b>									
<b>No.</b>	<b>Charge</b>	<b>No.</b>	<b>Charge</b>	<b>No.</b>	<b>Charge</b>	<b>No.</b>	<b>Charge</b>	<b>No.</b>	<b>Charge</b>
2	\$ 1,474.00	42	\$ 30,954.00	82	\$ 60,434.00	122	\$ 89,914.00	162	\$119,394.00
3	\$ 2,211.00	43	\$ 31,691.00	83	\$ 61,171.00	123	\$ 90,651.00	163	\$120,131.00
4	\$ 2,948.00	44	\$ 32,428.00	84	\$ 61,908.00	124	\$ 91,388.00	164	\$120,868.00
5	\$ 3,685.00	45	\$ 33,165.00	85	\$ 62,645.00	125	\$ 92,125.00	165	\$121,605.00
6	\$ 4,422.00	46	\$ 33,902.00	86	\$ 63,382.00	126	\$ 92,862.00	166	\$122,342.00
7	\$ 5,159.00	47	\$ 34,639.00	87	\$ 64,119.00	127	\$ 93,599.00	167	\$123,079.00
8	\$ 5,896.00	48	\$ 35,376.00	88	\$ 64,856.00	128	\$ 94,336.00	168	\$123,816.00
9	\$ 6,633.00	49	\$ 36,113.00	89	\$ 65,593.00	129	\$ 95,073.00	169	\$124,553.00
10	\$ 7,370.00	50	\$ 36,850.00	90	\$ 66,330.00	130	\$ 95,810.00	170	\$125,290.00
11	\$ 8,107.00	51	\$ 37,587.00	91	\$ 67,067.00	131	\$ 96,547.00	171	\$126,027.00
12	\$ 8,844.00	52	\$ 38,324.00	92	\$ 67,804.00	132	\$ 97,284.00	172	\$126,764.00
13	\$ 9,581.00	53	\$ 39,061.00	93	\$ 68,541.00	133	\$ 98,021.00	173	\$127,501.00
14	\$ 10,318.00	54	\$ 39,798.00	94	\$ 69,278.00	134	\$ 98,758.00	174	\$128,238.00
15	\$ 11,055.00	55	\$ 40,535.00	95	\$ 70,015.00	135	\$ 99,495.00	175	\$128,975.00
16	\$ 11,792.00	56	\$ 41,272.00	96	\$ 70,752.00	136	\$100,232.00	176	\$129,712.00
17	\$ 12,529.00	57	\$ 42,009.00	97	\$ 71,489.00	137	\$100,969.00	177	\$130,449.00
18	\$ 13,266.00	58	\$ 42,746.00	98	\$ 72,226.00	138	\$101,706.00	178	\$131,186.00
19	\$ 14,003.00	59	\$ 43,483.00	99	\$ 72,963.00	139	\$102,443.00	179	\$131,923.00
20	\$ 14,740.00	60	\$ 44,220.00	100	\$ 73,700.00	140	\$103,180.00	180	\$132,660.00
21	\$ 15,477.00	61	\$ 44,957.00	101	\$ 74,437.00	141	\$103,917.00	181	\$133,397.00
22	\$ 16,214.00	62	\$ 45,694.00	102	\$ 75,174.00	142	\$104,654.00	182	\$134,134.00
23	\$ 16,951.00	63	\$ 46,431.00	103	\$ 75,911.00	143	\$105,391.00	183	\$134,871.00
24	\$ 17,688.00	64	\$ 47,168.00	104	\$ 76,648.00	144	\$106,128.00	184	\$135,608.00
25	\$ 18,425.00	65	\$ 47,905.00	105	\$ 77,385.00	145	\$106,865.00	185	\$136,345.00
26	\$ 19,162.00	66	\$ 48,642.00	106	\$ 78,122.00	146	\$107,602.00	186	\$137,082.00
27	\$ 19,899.00	67	\$ 49,379.00	107	\$ 78,859.00	147	\$108,339.00	187	\$137,819.00
28	\$ 20,636.00	68	\$ 50,116.00	108	\$ 79,596.00	148	\$109,076.00	188	\$138,556.00
29	\$ 21,373.00	69	\$ 50,853.00	109	\$ 80,333.00	149	\$109,813.00	189	\$139,293.00
30	\$ 22,110.00	70	\$ 51,590.00	110	\$ 81,070.00	150	\$110,550.00	190	\$140,030.00
31	\$ 22,847.00	71	\$ 52,327.00	111	\$ 81,807.00	151	\$111,287.00	191	\$140,767.00
32	\$ 23,584.00	72	\$ 53,064.00	112	\$ 82,544.00	152	\$112,024.00	192	\$141,504.00
33	\$ 24,321.00	73	\$ 53,801.00	113	\$ 83,281.00	153	\$112,761.00	193	\$142,241.00
34	\$ 25,058.00	74	\$ 54,538.00	114	\$ 84,018.00	154	\$113,498.00	194	\$142,978.00
35	\$ 25,795.00	75	\$ 55,275.00	115	\$ 84,755.00	155	\$114,235.00	195	\$143,715.00
36	\$ 26,532.00	76	\$ 56,012.00	116	\$ 85,492.00	156	\$114,972.00	196	\$144,452.00
37	\$ 27,269.00	77	\$ 56,749.00	117	\$ 86,229.00	157	\$115,709.00	197	\$145,189.00
38	\$ 28,006.00	78	\$ 57,486.00	118	\$ 86,966.00	158	\$116,446.00	198	\$145,926.00
39	\$ 28,743.00	79	\$ 58,223.00	119	\$ 87,703.00	159	\$117,183.00	199	\$146,663.00
40	\$ 29,480.00	80	\$ 58,960.00	120	\$ 88,440.00	160	\$117,920.00	200	\$147,400.00
41	\$ 30,217.00	81	\$ 59,697.00	121	\$ 89,177.00	161	\$118,657.00		

### Non-Residential Sewer

Lo.	Charge	No.	Charge	No.	Charge	No.	Charge	No.	Charge	No.	Charge
1	\$ 1,053.00	7	\$ 7,371.00	13	\$ 13,689.00	19	\$ 20,007.00	25	\$ 26,325.00	40	\$ 42,120.00
.1	\$ 1,158.30	7.1	\$ 7,476.30	13.1	\$ 13,794.30	19.1	\$ 20,112.30	25.1	\$ 26,430.30	40.1	\$ 42,225.30
.2	\$ 1,263.60	7.2	\$ 7,581.60	13.2	\$ 13,899.60	19.2	\$ 20,217.60	25.2	\$ 26,535.60	40.2	\$ 42,330.60
.3	\$ 1,368.90	7.3	\$ 7,686.90	13.3	\$ 14,004.90	19.3	\$ 20,322.90	25.3	\$ 26,640.90	40.3	\$ 42,435.90
.4	\$ 1,474.20	7.4	\$ 7,792.20	13.4	\$ 14,110.20	19.4	\$ 20,428.20	25.4	\$ 26,746.20	40.4	\$ 42,541.20
.5	\$ 1,579.50	7.5	\$ 7,897.50	13.5	\$ 14,215.50	19.5	\$ 20,533.50	25.5	\$ 26,851.50	40.5	\$ 42,646.50
.6	\$ 1,684.80	7.6	\$ 8,002.80	13.6	\$ 14,320.80	19.6	\$ 20,638.80	25.6	\$ 26,956.80	40.6	\$ 42,751.80
.7	\$ 1,790.10	7.7	\$ 8,108.10	13.7	\$ 14,426.10	19.7	\$ 20,744.10	25.7	\$ 27,062.10	40.7	\$ 42,857.10
.8	\$ 1,895.40	7.8	\$ 8,213.40	13.8	\$ 14,531.40	19.8	\$ 20,849.40	25.8	\$ 27,167.40	40.8	\$ 42,962.40
.9	\$ 2,000.70	7.9	\$ 8,318.70	13.9	\$ 14,636.70	19.9	\$ 20,954.70	25.9	\$ 27,272.70	40.9	\$ 43,067.70
2	\$ 2,106.00	8	\$ 8,424.00	14	\$ 14,742.00	20	\$ 21,060.00	26	\$ 27,378.00	41	\$ 43,173.00
.1	\$ 2,211.30	8.1	\$ 8,529.30	14.1	\$ 14,847.30	20.1	\$ 21,165.30	26.1	\$ 27,483.30	41.1	\$ 43,278.30
.2	\$ 2,316.60	8.2	\$ 8,634.60	14.2	\$ 14,952.60	20.2	\$ 21,270.60	26.2	\$ 27,588.60	41.2	\$ 43,383.60
.3	\$ 2,421.90	8.3	\$ 8,739.90	14.3	\$ 15,057.90	20.3	\$ 21,375.90	26.3	\$ 27,693.90	41.3	\$ 43,488.90
.4	\$ 2,527.20	8.4	\$ 8,845.20	14.4	\$ 15,163.20	20.4	\$ 21,481.20	26.4	\$ 27,799.20	41.4	\$ 43,594.20
.5	\$ 2,632.50	8.5	\$ 8,950.50	14.5	\$ 15,268.50	20.5	\$ 21,586.50	26.5	\$ 27,904.50	41.5	\$ 43,699.50
.6	\$ 2,737.80	8.6	\$ 9,055.80	14.6	\$ 15,373.80	20.6	\$ 21,691.80	26.6	\$ 28,009.80	41.6	\$ 43,804.80
.7	\$ 2,843.10	8.7	\$ 9,161.10	14.7	\$ 15,479.10	20.7	\$ 21,797.10	26.7	\$ 28,115.10	41.7	\$ 43,910.10
.8	\$ 2,948.40	8.8	\$ 9,266.40	14.8	\$ 15,584.40	20.8	\$ 21,902.40	26.8	\$ 28,220.40	41.8	\$ 44,015.40
.9	\$ 3,053.70	8.9	\$ 9,371.70	14.9	\$ 15,689.70	20.9	\$ 22,007.70	26.9	\$ 28,325.70	41.9	\$ 44,120.70
3	\$ 3,159.00	9	\$ 9,477.00	15	\$ 15,795.00	21	\$ 22,113.00	27	\$ 28,431.00	42	\$ 44,226.00
.1	\$ 3,264.30	9.1	\$ 9,582.30	15.1	\$ 15,900.30	21.1	\$ 22,218.30	27.1	\$ 28,536.30	42.1	\$ 44,331.30
.2	\$ 3,369.60	9.2	\$ 9,687.60	15.2	\$ 16,005.60	21.2	\$ 22,323.60	27.2	\$ 28,641.60	42.2	\$ 44,436.60
.3	\$ 3,474.90	9.3	\$ 9,792.90	15.3	\$ 16,110.90	21.3	\$ 22,428.90	27.3	\$ 28,746.90	42.3	\$ 44,541.90
.4	\$ 3,580.20	9.4	\$ 9,898.20	15.4	\$ 16,216.20	21.4	\$ 22,534.20	27.4	\$ 28,852.20	42.4	\$ 44,647.20
.5	\$ 3,685.50	9.5	\$ 10,003.50	15.5	\$ 16,321.50	21.5	\$ 22,639.50	27.5	\$ 28,957.50	42.5	\$ 44,752.50
.6	\$ 3,790.80	9.6	\$ 10,108.80	15.6	\$ 16,426.80	21.6	\$ 22,744.80	27.6	\$ 29,062.80	42.6	\$ 44,857.80
.7	\$ 3,896.10	9.7	\$ 10,214.10	15.7	\$ 16,532.10	21.7	\$ 22,850.10	27.7	\$ 29,168.10	42.7	\$ 44,963.10
.8	\$ 4,001.40	9.8	\$ 10,319.40	15.8	\$ 16,637.40	21.8	\$ 22,955.40	27.8	\$ 29,273.40	42.8	\$ 45,068.40
.9	\$ 4,106.70	9.9	\$ 10,424.70	15.9	\$ 16,742.70	21.9	\$ 23,060.70	27.9	\$ 29,378.70	42.9	\$ 45,173.70
4	\$ 4,212.00	10	\$ 10,530.00	16	\$ 16,848.00	22	\$ 23,166.00	28	\$ 29,484.00	43	\$ 45,279.00
.1	\$ 4,317.30	10.1	\$ 10,635.30	16.1	\$ 16,953.30	22.1	\$ 23,271.30	28.1	\$ 29,589.30	43.1	\$ 45,384.30
.2	\$ 4,422.60	10.2	\$ 10,740.60	16.2	\$ 17,058.60	22.2	\$ 23,376.60	28.2	\$ 29,694.60	43.2	\$ 45,489.60
.3	\$ 4,527.90	10.3	\$ 10,845.90	16.3	\$ 17,163.90	22.3	\$ 23,481.90	28.3	\$ 29,799.90	43.3	\$ 45,594.90
.4	\$ 4,633.20	10.4	\$ 10,951.20	16.4	\$ 17,269.20	22.4	\$ 23,587.20	28.4	\$ 29,905.20	43.4	\$ 45,700.20
.5	\$ 4,738.50	10.5	\$ 11,056.50	16.5	\$ 17,374.50	22.5	\$ 23,692.50	28.5	\$ 30,010.50	43.5	\$ 45,805.50
.6	\$ 4,843.80	10.6	\$ 11,161.80	16.6	\$ 17,479.80	22.6	\$ 23,797.80	28.6	\$ 30,115.80	43.6	\$ 45,910.80
.7	\$ 4,949.10	10.7	\$ 11,267.10	16.7	\$ 17,585.10	22.7	\$ 23,903.10	28.7	\$ 30,221.10	43.7	\$ 46,016.10
.8	\$ 5,054.40	10.8	\$ 11,372.40	16.8	\$ 17,690.40	22.8	\$ 24,008.40	28.8	\$ 30,326.40	43.8	\$ 46,121.40
.9	\$ 5,159.70	10.9	\$ 11,477.70	16.9	\$ 17,795.70	22.9	\$ 24,113.70	28.9	\$ 30,431.70	43.9	\$ 46,226.70
5	\$ 5,265.00	11	\$ 11,583.00	17	\$ 17,901.00	23	\$ 24,219.00	29	\$ 30,537.00	44	\$ 46,332.00
.1	\$ 5,370.30	11.1	\$ 11,688.30	17.1	\$ 18,006.30	23.1	\$ 24,324.30	29.1	\$ 30,642.30	44.1	\$ 46,437.30
.2	\$ 5,475.60	11.2	\$ 11,793.60	17.2	\$ 18,111.60	23.2	\$ 24,429.60	29.2	\$ 30,747.60	44.2	\$ 46,542.60
.3	\$ 5,580.90	11.3	\$ 11,898.90	17.3	\$ 18,216.90	23.3	\$ 24,534.90	29.3	\$ 30,852.90	44.3	\$ 46,647.90
.4	\$ 5,686.20	11.4	\$ 12,004.20	17.4	\$ 18,322.20	23.4	\$ 24,640.20	29.4	\$ 30,958.20	44.4	\$ 46,753.20
.5	\$ 5,791.50	11.5	\$ 12,109.50	17.5	\$ 18,427.50	23.5	\$ 24,745.50	29.5	\$ 31,063.50	44.5	\$ 46,858.50
.6	\$ 5,896.80	11.6	\$ 12,214.80	17.6	\$ 18,532.80	23.6	\$ 24,850.80	29.6	\$ 31,168.80	44.6	\$ 46,963.80
.7	\$ 6,002.10	11.7	\$ 12,320.10	17.7	\$ 18,638.10	23.7	\$ 24,956.10	29.7	\$ 31,274.10	44.7	\$ 47,069.10
.8	\$ 6,107.40	11.8	\$ 12,425.40	17.8	\$ 18,743.40	23.8	\$ 25,061.40	29.8	\$ 31,379.40	44.8	\$ 47,174.40
.9	\$ 6,212.70	11.9	\$ 12,530.70	17.9	\$ 18,848.70	23.9	\$ 25,166.70	29.9	\$ 31,484.70	44.9	\$ 47,279.70
6	\$ 6,318.00	12	\$ 12,636.00	18	\$ 18,954.00	24	\$ 25,272.00	30	\$ 31,590.00	45	\$ 47,385.00
.1	\$ 6,423.30	12.1	\$ 12,741.30	18.1	\$ 19,059.30	24.1	\$ 25,377.30	30.1	\$ 31,695.30	45.1	\$ 47,490.30
.2	\$ 6,528.60	12.2	\$ 12,846.60	18.2	\$ 19,164.60	24.2	\$ 25,482.60	30.2	\$ 31,800.60	45.2	\$ 47,595.60
.3	\$ 6,633.90	12.3	\$ 12,951.90	18.3	\$ 19,269.90	24.3	\$ 25,587.90	30.3	\$ 31,905.90	45.3	\$ 47,700.90
.4	\$ 6,739.20	12.4	\$ 13,057.20	18.4	\$ 19,375.20	24.4	\$ 25,693.20	30.4	\$ 32,011.20	45.4	\$ 47,806.20
.5	\$ 6,844.50	12.5	\$ 13,162.50	18.5	\$ 19,480.50	24.5	\$ 25,798.50	30.5	\$ 32,116.50	45.5	\$ 47,911.50
.6	\$ 6,949.80	12.6	\$ 13,267.80	18.6	\$ 19,585.80	24.6	\$ 25,903.80	30.6	\$ 32,221.80	45.6	\$ 48,016.80
.7	\$ 7,055.10	12.7	\$ 13,373.10	18.7	\$ 19,691.10	24.7	\$ 26,009.10	30.7	\$ 32,327.10	45.7	\$ 48,122.10
.8	\$ 7,160.40	12.8	\$ 13,478.40	18.8	\$ 19,796.40	24.8	\$ 26,114.40	30.8	\$ 32,432.40	45.8	\$ 48,227.40
.9	\$ 7,265.70	12.9	\$ 13,583.70	18.9	\$ 19,901.70	24.9	\$ 26,219.70	30.9	\$ 32,537.70	45.9	\$ 48,332.70

### Non-Res Sewer

Lo.	Charge	No.	Charge	No.	Charge	No.	Charge	No.	Charge	No.	Charge
66	\$ 48,438.00	52	\$ 54,756.00	58	\$ 61,074.00	64	\$ 67,392.00	70	\$ 73,710.00	76	\$ 80,028.00
67.1	\$ 48,543.30	52.1	\$ 54,861.30	58.1	\$ 61,179.30	64.1	\$ 67,497.30	70.1	\$ 73,815.30	76.1	\$ 80,133.30
67.2	\$ 48,648.60	52.2	\$ 54,966.60	58.2	\$ 61,284.60	64.2	\$ 67,602.60	70.2	\$ 73,920.60	76.2	\$ 80,238.60
67.3	\$ 48,753.90	52.3	\$ 55,071.90	58.3	\$ 61,389.90	64.3	\$ 67,707.90	70.3	\$ 74,025.90	76.3	\$ 80,343.90
67.4	\$ 48,859.20	52.4	\$ 55,177.20	58.4	\$ 61,495.20	64.4	\$ 67,813.20	70.4	\$ 74,131.20	76.4	\$ 80,449.20
67.5	\$ 48,964.50	52.5	\$ 55,282.50	58.5	\$ 61,600.50	64.5	\$ 67,918.50	70.5	\$ 74,236.50	76.5	\$ 80,554.50
67.6	\$ 49,069.80	52.6	\$ 55,387.80	58.6	\$ 61,705.80	64.6	\$ 68,023.80	70.6	\$ 74,341.80	76.6	\$ 80,659.80
67.7	\$ 49,175.10	52.7	\$ 55,493.10	58.7	\$ 61,811.10	64.7	\$ 68,129.10	70.7	\$ 74,447.10	76.7	\$ 80,765.10
67.8	\$ 49,280.40	52.8	\$ 55,598.40	58.8	\$ 61,916.40	64.8	\$ 68,234.40	70.8	\$ 74,552.40	76.8	\$ 80,870.40
67.9	\$ 49,385.70	52.9	\$ 55,703.70	58.9	\$ 62,021.70	64.9	\$ 68,339.70	70.9	\$ 74,657.70	76.9	\$ 80,975.70
68	\$ 49,491.00	53	\$ 55,809.00	59	\$ 62,127.00	65	\$ 68,445.00	71	\$ 74,763.00	77	\$ 81,081.00
71.1	\$ 49,596.30	53.1	\$ 55,914.30	59.1	\$ 62,232.30	65.1	\$ 68,550.30	71.1	\$ 74,868.30	77.1	\$ 81,186.30
71.2	\$ 49,701.60	53.2	\$ 56,019.60	59.2	\$ 62,337.60	65.2	\$ 68,655.60	71.2	\$ 74,973.60	77.2	\$ 81,291.60
71.3	\$ 49,806.90	53.3	\$ 56,124.90	59.3	\$ 62,442.90	65.3	\$ 68,760.90	71.3	\$ 75,078.90	77.3	\$ 81,396.90
71.4	\$ 49,912.20	53.4	\$ 56,230.20	59.4	\$ 62,548.20	65.4	\$ 68,866.20	71.4	\$ 75,184.20	77.4	\$ 81,502.20
71.5	\$ 50,017.50	53.5	\$ 56,335.50	59.5	\$ 62,653.50	65.5	\$ 68,971.50	71.5	\$ 75,289.50	77.5	\$ 81,607.50
71.6	\$ 50,122.80	53.6	\$ 56,440.80	59.6	\$ 62,758.80	65.6	\$ 69,076.80	71.6	\$ 75,394.80	77.6	\$ 81,712.80
71.7	\$ 50,228.10	53.7	\$ 56,546.10	59.7	\$ 62,864.10	65.7	\$ 69,182.10	71.7	\$ 75,500.10	77.7	\$ 81,818.10
71.8	\$ 50,333.40	53.8	\$ 56,651.40	59.8	\$ 62,969.40	65.8	\$ 69,287.40	71.8	\$ 75,605.40	77.8	\$ 81,923.40
71.9	\$ 50,438.70	53.9	\$ 56,756.70	59.9	\$ 63,074.70	65.9	\$ 69,392.70	71.9	\$ 75,710.70	77.9	\$ 82,028.70
68	\$ 50,544.00	54	\$ 56,862.00	60	\$ 63,180.00	66	\$ 69,498.00	72	\$ 75,816.00	78	\$ 82,134.00
68.1	\$ 50,649.30	54.1	\$ 56,967.30	60.1	\$ 63,285.30	66.1	\$ 69,603.30	72.1	\$ 75,921.30	78.1	\$ 82,239.30
68.2	\$ 50,754.60	54.2	\$ 57,072.60	60.2	\$ 63,390.60	66.2	\$ 69,708.60	72.2	\$ 76,026.60	78.2	\$ 82,344.60
68.3	\$ 50,859.90	54.3	\$ 57,177.90	60.3	\$ 63,495.90	66.3	\$ 69,813.90	72.3	\$ 76,131.90	78.3	\$ 82,449.90
68.4	\$ 50,965.20	54.4	\$ 57,283.20	60.4	\$ 63,601.20	66.4	\$ 69,919.20	72.4	\$ 76,237.20	78.4	\$ 82,555.20
68.5	\$ 51,070.50	54.5	\$ 57,388.50	60.5	\$ 63,706.50	66.5	\$ 70,024.50	72.5	\$ 76,342.50	78.5	\$ 82,660.50
68.6	\$ 51,175.80	54.6	\$ 57,493.80	60.6	\$ 63,811.80	66.6	\$ 70,129.80	72.6	\$ 76,447.80	78.6	\$ 82,765.80
68.7	\$ 51,281.10	54.7	\$ 57,599.10	60.7	\$ 63,917.10	66.7	\$ 70,235.10	72.7	\$ 76,553.10	78.7	\$ 82,871.10
68.8	\$ 51,386.40	54.8	\$ 57,704.40	60.8	\$ 64,022.40	66.8	\$ 70,340.40	72.8	\$ 76,658.40	78.8	\$ 82,976.40
68.9	\$ 51,491.70	54.9	\$ 57,809.70	60.9	\$ 64,127.70	66.9	\$ 70,445.70	72.9	\$ 76,763.70	78.9	\$ 83,081.70
69	\$ 51,597.00	55	\$ 57,915.00	61	\$ 64,233.00	67	\$ 70,551.00	73	\$ 76,869.00	79	\$ 83,187.00
69.1	\$ 51,702.30	55.1	\$ 58,020.30	61.1	\$ 64,338.30	67.1	\$ 70,656.30	73.1	\$ 76,974.30	79.1	\$ 83,292.30
69.2	\$ 51,807.60	55.2	\$ 58,125.60	61.2	\$ 64,443.60	67.2	\$ 70,761.60	73.2	\$ 77,079.60	79.2	\$ 83,397.60
69.3	\$ 51,912.90	55.3	\$ 58,230.90	61.3	\$ 64,548.90	67.3	\$ 70,866.90	73.3	\$ 77,184.90	79.3	\$ 83,502.90
69.4	\$ 52,018.20	55.4	\$ 58,336.20	61.4	\$ 64,654.20	67.4	\$ 70,972.20	73.4	\$ 77,290.20	79.4	\$ 83,608.20
69.5	\$ 52,123.50	55.5	\$ 58,441.50	61.5	\$ 64,759.50	67.5	\$ 71,077.50	73.5	\$ 77,395.50	79.5	\$ 83,713.50
69.6	\$ 52,228.80	55.6	\$ 58,546.80	61.6	\$ 64,864.80	67.6	\$ 71,182.80	73.6	\$ 77,500.80	79.6	\$ 83,818.80
69.7	\$ 52,334.10	55.7	\$ 58,652.10	61.7	\$ 64,970.10	67.7	\$ 71,288.10	73.7	\$ 77,606.10	79.7	\$ 83,924.10
69.8	\$ 52,439.40	55.8	\$ 58,757.40	61.8	\$ 65,075.40	67.8	\$ 71,393.40	73.8	\$ 77,711.40	79.8	\$ 84,029.40
69.9	\$ 52,544.70	55.9	\$ 58,862.70	61.9	\$ 65,180.70	67.9	\$ 71,498.70	73.9	\$ 77,816.70	79.9	\$ 84,134.70
70	\$ 52,650.00	56	\$ 58,968.00	62	\$ 65,286.00	68	\$ 71,604.00	74	\$ 77,922.00	80	\$ 84,240.00
70.1	\$ 52,755.30	56.1	\$ 59,073.30	62.1	\$ 65,391.30	68.1	\$ 71,709.30	74.1	\$ 78,027.30	80.1	\$ 84,345.30
70.2	\$ 52,860.60	56.2	\$ 59,178.60	62.2	\$ 65,496.60	68.2	\$ 71,814.60	74.2	\$ 78,132.60	80.2	\$ 84,450.60
70.3	\$ 52,965.90	56.3	\$ 59,283.90	62.3	\$ 65,601.90	68.3	\$ 71,919.90	74.3	\$ 78,237.90	80.3	\$ 84,555.90
70.4	\$ 53,071.20	56.4	\$ 59,389.20	62.4	\$ 65,707.20	68.4	\$ 72,025.20	74.4	\$ 78,343.20	80.4	\$ 84,661.20
70.5	\$ 53,176.50	56.5	\$ 59,494.50	62.5	\$ 65,812.50	68.5	\$ 72,130.50	74.5	\$ 78,448.50	80.5	\$ 84,766.50
70.6	\$ 53,281.80	56.6	\$ 59,599.80	62.6	\$ 65,917.80	68.6	\$ 72,235.80	74.6	\$ 78,553.80	80.6	\$ 84,871.80
70.7	\$ 53,387.10	56.7	\$ 59,705.10	62.7	\$ 66,023.10	68.7	\$ 72,341.10	74.7	\$ 78,659.10	80.7	\$ 84,977.10
70.8	\$ 53,492.40	56.8	\$ 59,810.40	62.8	\$ 66,128.40	68.8	\$ 72,446.40	74.8	\$ 78,764.40	80.8	\$ 85,082.40
70.9	\$ 53,597.70	56.9	\$ 59,915.70	62.9	\$ 66,233.70	68.9	\$ 72,551.70	74.9	\$ 78,869.70	80.9	\$ 85,187.70
71	\$ 53,703.00	57	\$ 60,021.00	63	\$ 66,339.00	69	\$ 72,657.00	75	\$ 78,975.00	81	\$ 85,293.00
71.1	\$ 53,808.30	57.1	\$ 60,126.30	63.1	\$ 66,444.30	69.1	\$ 72,762.30	75.1	\$ 79,080.30	81.1	\$ 85,398.30
71.2	\$ 53,913.60	57.2	\$ 60,231.60	63.2	\$ 66,549.60	69.2	\$ 72,867.60	75.2	\$ 79,185.60	81.2	\$ 85,503.60
71.3	\$ 54,018.90	57.3	\$ 60,336.90	63.3	\$ 66,654.90	69.3	\$ 72,972.90	75.3	\$ 79,290.90	81.3	\$ 85,608.90
71.4	\$ 54,124.20	57.4	\$ 60,442.20	63.4	\$ 66,760.20	69.4	\$ 73,078.20	75.4	\$ 79,396.20	81.4	\$ 85,714.20
71.5	\$ 54,229.50	57.5	\$ 60,547.50	63.5	\$ 66,865.50	69.5	\$ 73,183.50	75.5	\$ 79,501.50	81.5	\$ 85,819.50
71.6	\$ 54,334.80	57.6	\$ 60,652.80	63.6	\$ 66,970.80	69.6	\$ 73,288.80	75.6	\$ 79,606.80	81.6	\$ 85,924.80
71.7	\$ 54,440.10	57.7	\$ 60,758.10	63.7	\$ 67,076.10	69.7	\$ 73,394.10	75.7	\$ 79,712.10	81.7	\$ 86,030.10
71.8	\$ 54,545.40	57.8	\$ 60,863.40	63.8	\$ 67,181.40	69.8	\$ 73,499.40	75.8	\$ 79,817.40	81.8	\$ 86,135.40
71.9	\$ 54,650.70	57.9	\$ 60,968.70	63.9	\$ 67,286.70	69.9	\$ 73,604.70	75.9	\$ 79,922.70	81.9	\$ 86,240.70



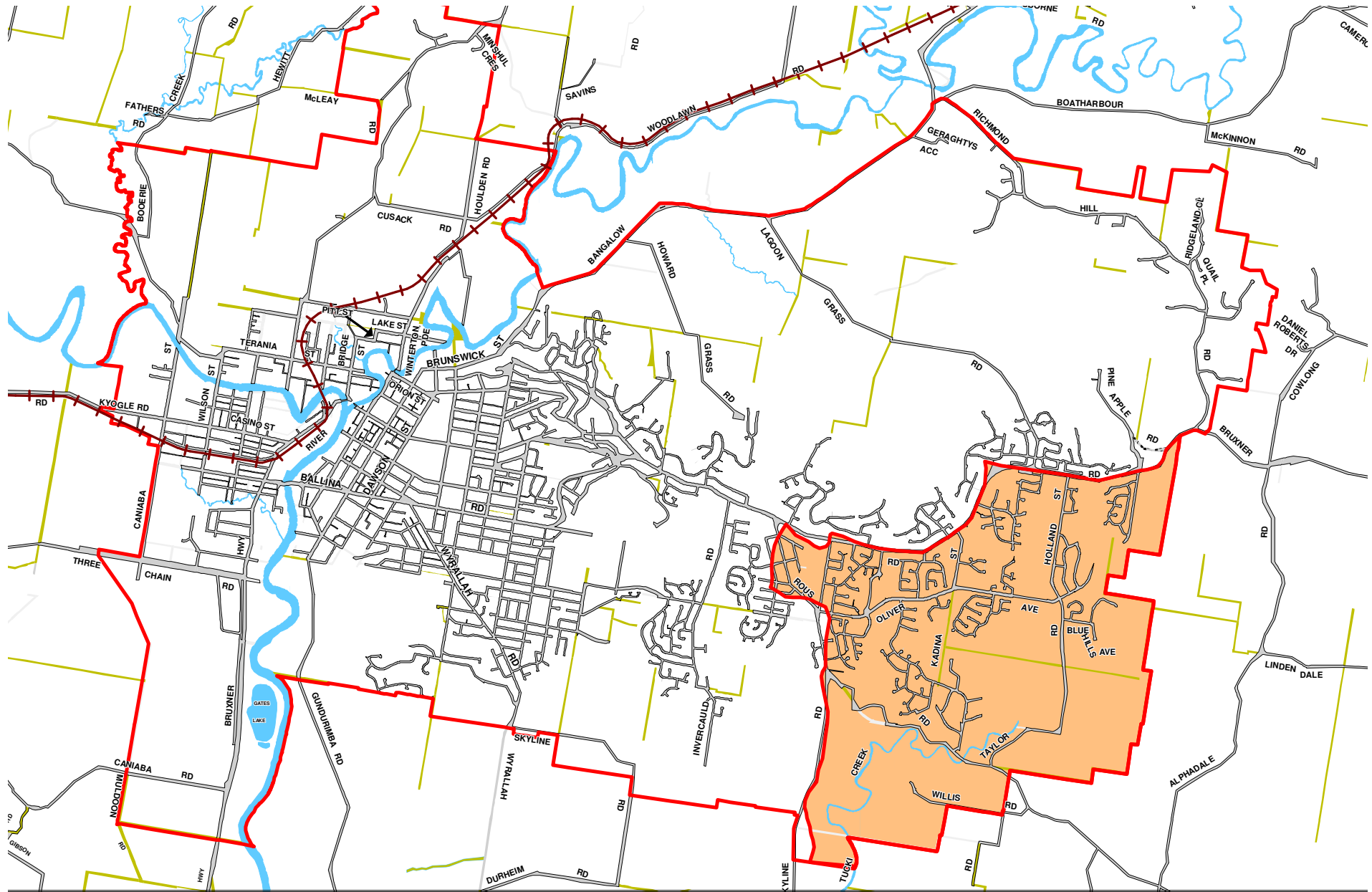
### Non-Res Sewer

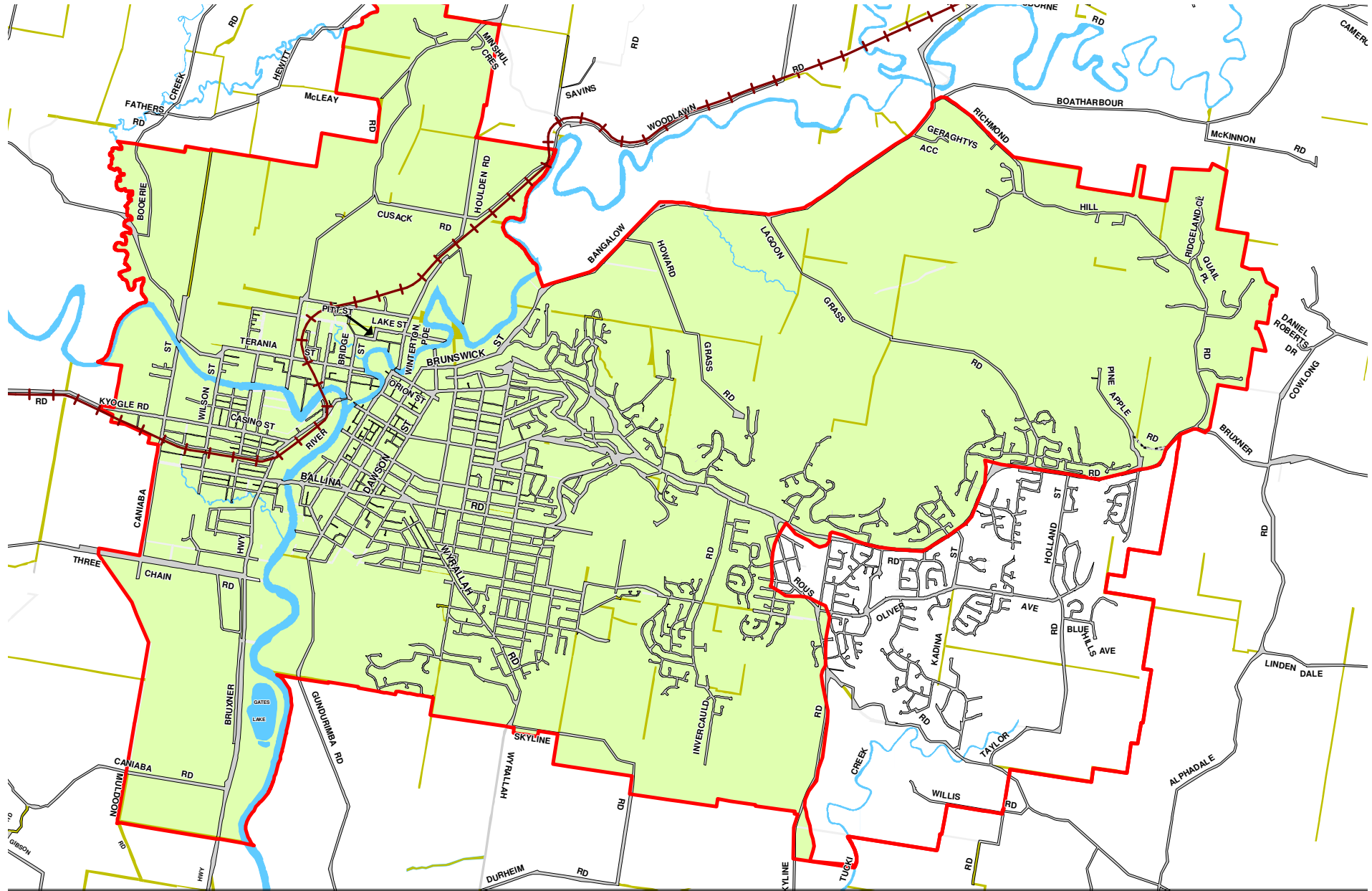
lo.	Charge	No.	Charge	No.	Charge	No.	Charge	No.	Charge	No.	Charge
82	\$ 86,346.00	88	\$ 92,664.00	94	\$ 98,982.00	100	\$105,300.00	106	\$111,618.00	112	\$117,936.00
2.1	\$ 86,451.30	88.1	\$ 92,769.30	94.1	\$ 99,087.30	100.1	\$105,405.30	106.1	\$111,723.30	112.1	\$118,041.30
2.2	\$ 86,556.60	88.2	\$ 92,874.60	94.2	\$ 99,192.60	100.2	\$105,510.60	106.2	\$111,828.60	112.2	\$118,146.60
2.3	\$ 86,661.90	88.3	\$ 92,979.90	94.3	\$ 99,297.90	100.3	\$105,615.90	106.3	\$111,933.90	112.3	\$118,251.90
2.4	\$ 86,767.20	88.4	\$ 93,085.20	94.4	\$ 99,403.20	100.4	\$105,721.20	106.4	\$112,039.20	112.4	\$118,357.20
2.5	\$ 86,872.50	88.5	\$ 93,190.50	94.5	\$ 99,508.50	100.5	\$105,826.50	106.5	\$112,144.50	112.5	\$118,462.50
2.6	\$ 86,977.80	88.6	\$ 93,295.80	94.6	\$ 99,613.80	100.6	\$105,931.80	106.6	\$112,249.80	112.6	\$118,567.80
2.7	\$ 87,083.10	88.7	\$ 93,401.10	94.7	\$ 99,719.10	100.7	\$106,037.10	106.7	\$112,355.10	112.7	\$118,673.10
2.8	\$ 87,188.40	88.8	\$ 93,506.40	94.8	\$ 99,824.40	100.8	\$106,142.40	106.8	\$112,460.40	112.8	\$118,778.40
2.9	\$ 87,293.70	88.9	\$ 93,611.70	94.9	\$ 99,929.70	100.9	\$106,247.70	106.9	\$112,565.70	112.9	\$118,883.70
3	\$ 87,399.00	89	\$ 93,717.00	95	\$100,035.00	101	\$106,353.00	107	\$112,671.00	113	\$118,989.00
3.1	\$ 87,504.30	89.1	\$ 93,822.30	95.1	\$100,140.30	101.1	\$106,458.30	107.1	\$112,776.30	113.1	\$119,094.30
3.2	\$ 87,609.60	89.2	\$ 93,927.60	95.2	\$100,245.60	101.2	\$106,563.60	107.2	\$112,881.60	113.2	\$119,199.60
3.3	\$ 87,714.90	89.3	\$ 94,032.90	95.3	\$100,350.90	101.3	\$106,668.90	107.3	\$112,986.90	113.3	\$119,304.90
3.4	\$ 87,820.20	89.4	\$ 94,138.20	95.4	\$100,456.20	101.4	\$106,774.20	107.4	\$113,092.20	113.4	\$119,410.20
3.5	\$ 87,925.50	89.5	\$ 94,243.50	95.5	\$100,561.50	101.5	\$106,879.50	107.5	\$113,197.50	113.5	\$119,515.50
3.6	\$ 88,030.80	89.6	\$ 94,348.80	95.6	\$100,666.80	101.6	\$106,984.80	107.6	\$113,302.80	113.6	\$119,620.80
3.7	\$ 88,136.10	89.7	\$ 94,454.10	95.7	\$100,772.10	101.7	\$107,090.10	107.7	\$113,408.10	113.7	\$119,726.10
3.8	\$ 88,241.40	89.8	\$ 94,559.40	95.8	\$100,877.40	101.8	\$107,195.40	107.8	\$113,513.40	113.8	\$119,831.40
3.9	\$ 88,346.70	89.9	\$ 94,664.70	95.9	\$100,982.70	101.9	\$107,300.70	107.9	\$113,618.70	113.9	\$119,936.70
34	\$ 88,452.00	90	\$ 94,770.00	96	\$101,088.00	102	\$107,406.00	108	\$113,724.00	114	\$120,042.00
4.1	\$ 88,557.30	90.1	\$ 94,875.30	96.1	\$101,193.30	102.1	\$107,511.30	108.1	\$113,829.30	114.1	\$120,147.30
4.2	\$ 88,662.60	90.2	\$ 94,980.60	96.2	\$101,298.60	102.2	\$107,616.60	108.2	\$113,934.60	114.2	\$120,252.60
4.3	\$ 88,767.90	90.3	\$ 95,085.90	96.3	\$101,403.90	102.3	\$107,721.90	108.3	\$114,039.90	114.3	\$120,357.90
4.4	\$ 88,873.20	90.4	\$ 95,191.20	96.4	\$101,509.20	102.4	\$107,827.20	108.4	\$114,145.20	114.4	\$120,463.20
4.5	\$ 88,978.50	90.5	\$ 95,296.50	96.5	\$101,614.50	102.5	\$107,932.50	108.5	\$114,250.50	114.5	\$120,568.50
4.6	\$ 89,083.80	90.6	\$ 95,401.80	96.6	\$101,719.80	102.6	\$108,037.80	108.6	\$114,355.80	114.6	\$120,673.80
4.7	\$ 89,189.10	90.7	\$ 95,507.10	96.7	\$101,825.10	102.7	\$108,143.10	108.7	\$114,461.10	114.7	\$120,779.10
4.8	\$ 89,294.40	90.8	\$ 95,612.40	96.8	\$101,930.40	102.8	\$108,248.40	108.8	\$114,566.40	114.8	\$120,884.40
4.9	\$ 89,399.70	90.9	\$ 95,717.70	96.9	\$102,035.70	102.9	\$108,353.70	108.9	\$114,671.70	114.9	\$120,989.70
35	\$ 89,505.00	91	\$ 95,823.00	97	\$102,141.00	103	\$108,459.00	109	\$114,777.00	115	\$121,095.00
5.1	\$ 89,610.30	91.1	\$ 95,928.30	97.1	\$102,246.30	103.1	\$108,564.30	109.1	\$114,882.30	115.1	\$121,200.30
5.2	\$ 89,715.60	91.2	\$ 96,033.60	97.2	\$102,351.60	103.2	\$108,669.60	109.2	\$114,987.60	115.2	\$121,305.60
5.3	\$ 89,820.90	91.3	\$ 96,138.90	97.3	\$102,456.90	103.3	\$108,774.90	109.3	\$115,092.90	115.3	\$121,410.90
5.4	\$ 89,926.20	91.4	\$ 96,244.20	97.4	\$102,562.20	103.4	\$108,880.20	109.4	\$115,198.20	115.4	\$121,516.20
5.5	\$ 90,031.50	91.5	\$ 96,349.50	97.5	\$102,667.50	103.5	\$108,985.50	109.5	\$115,303.50	115.5	\$121,621.50
5.6	\$ 90,136.80	91.6	\$ 96,454.80	97.6	\$102,772.80	103.6	\$109,090.80	109.6	\$115,408.80	115.6	\$121,726.80
5.7	\$ 90,242.10	91.7	\$ 96,560.10	97.7	\$102,878.10	103.7	\$109,196.10	109.7	\$115,514.10	115.7	\$121,832.10
5.8	\$ 90,347.40	91.8	\$ 96,665.40	97.8	\$102,983.40	103.8	\$109,301.40	109.8	\$115,619.40	115.8	\$121,937.40
5.9	\$ 90,452.70	91.9	\$ 96,770.70	97.9	\$103,088.70	103.9	\$109,406.70	109.9	\$115,724.70	115.9	\$122,042.70
36	\$ 90,558.00	92	\$ 96,876.00	98	\$103,194.00	104	\$109,512.00	110	\$115,830.00	116	\$122,148.00
3.1	\$ 90,663.30	92.1	\$ 96,981.30	98.1	\$103,299.30	104.1	\$109,617.30	110.1	\$115,935.30	116.1	\$122,253.30
3.2	\$ 90,768.60	92.2	\$ 97,086.60	98.2	\$103,404.60	104.2	\$109,722.60	110.2	\$116,040.60	116.2	\$122,358.60
3.3	\$ 90,873.90	92.3	\$ 97,191.90	98.3	\$103,509.90	104.3	\$109,827.90	110.3	\$116,145.90	116.3	\$122,463.90
3.4	\$ 90,979.20	92.4	\$ 97,297.20	98.4	\$103,615.20	104.4	\$109,933.20	110.4	\$116,251.20	116.4	\$122,569.20
3.5	\$ 91,084.50	92.5	\$ 97,402.50	98.5	\$103,720.50	104.5	\$110,038.50	110.5	\$116,356.50	116.5	\$122,674.50
3.6	\$ 91,189.80	92.6	\$ 97,507.80	98.6	\$103,825.80	104.6	\$110,143.80	110.6	\$116,461.80	116.6	\$122,779.80
3.7	\$ 91,295.10	92.7	\$ 97,613.10	98.7	\$103,931.10	104.7	\$110,249.10	110.7	\$116,567.10	116.7	\$122,885.10
3.8	\$ 91,400.40	92.8	\$ 97,718.40	98.8	\$104,036.40	104.8	\$110,354.40	110.8	\$116,672.40	116.8	\$122,990.40
3.9	\$ 91,505.70	92.9	\$ 97,823.70	98.9	\$104,141.70	104.9	\$110,459.70	110.9	\$116,777.70	116.9	\$123,095.70
37	\$ 91,611.00	93	\$ 97,929.00	99	\$104,247.00	105	\$110,565.00	111	\$116,883.00	117	\$123,201.00
7.1	\$ 91,716.30	93.1	\$ 98,034.30	99.1	\$104,352.30	105.1	\$110,670.30	111.1	\$116,988.30	117.1	\$123,306.30
7.2	\$ 91,821.60	93.2	\$ 98,139.60	99.2	\$104,457.60	105.2	\$110,775.60	111.2	\$117,093.60	117.2	\$123,411.60
7.3	\$ 91,926.90	93.3	\$ 98,244.90	99.3	\$104,562.90	105.3	\$110,880.90	111.3	\$117,198.90	117.3	\$123,516.90
7.4	\$ 92,032.20	93.4	\$ 98,350.20	99.4	\$104,668.20	105.4	\$110,986.20	111.4	\$117,304.20	117.4	\$123,622.20
7.5	\$ 92,137.50	93.5	\$ 98,455.50	99.5	\$104,773.50	105.5	\$111,091.50	111.5	\$117,409.50	117.5	\$123,727.50
7.6	\$ 92,242.80	93.6	\$ 98,560.80	99.6	\$104,878.80	105.6	\$111,196.80	111.6	\$117,514.80	117.6	\$123,832.80
7.7	\$ 92,348.10	93.7	\$ 98,666.10	99.7	\$104,984.10	105.7	\$111,302.10	111.7	\$117,620.10	117.7	\$123,938.10
7.8	\$ 92,453.40	93.8	\$ 98,771.40	99.8	\$105,089.40	105.8	\$111,407.40	111.8	\$117,725.40	117.8	\$124,043.40
7.9	\$ 92,558.70	93.9	\$ 98,876.70	99.9	\$105,194.70	105.9	\$111,512.70	111.9	\$117,830.70	117.9	\$124,148.70

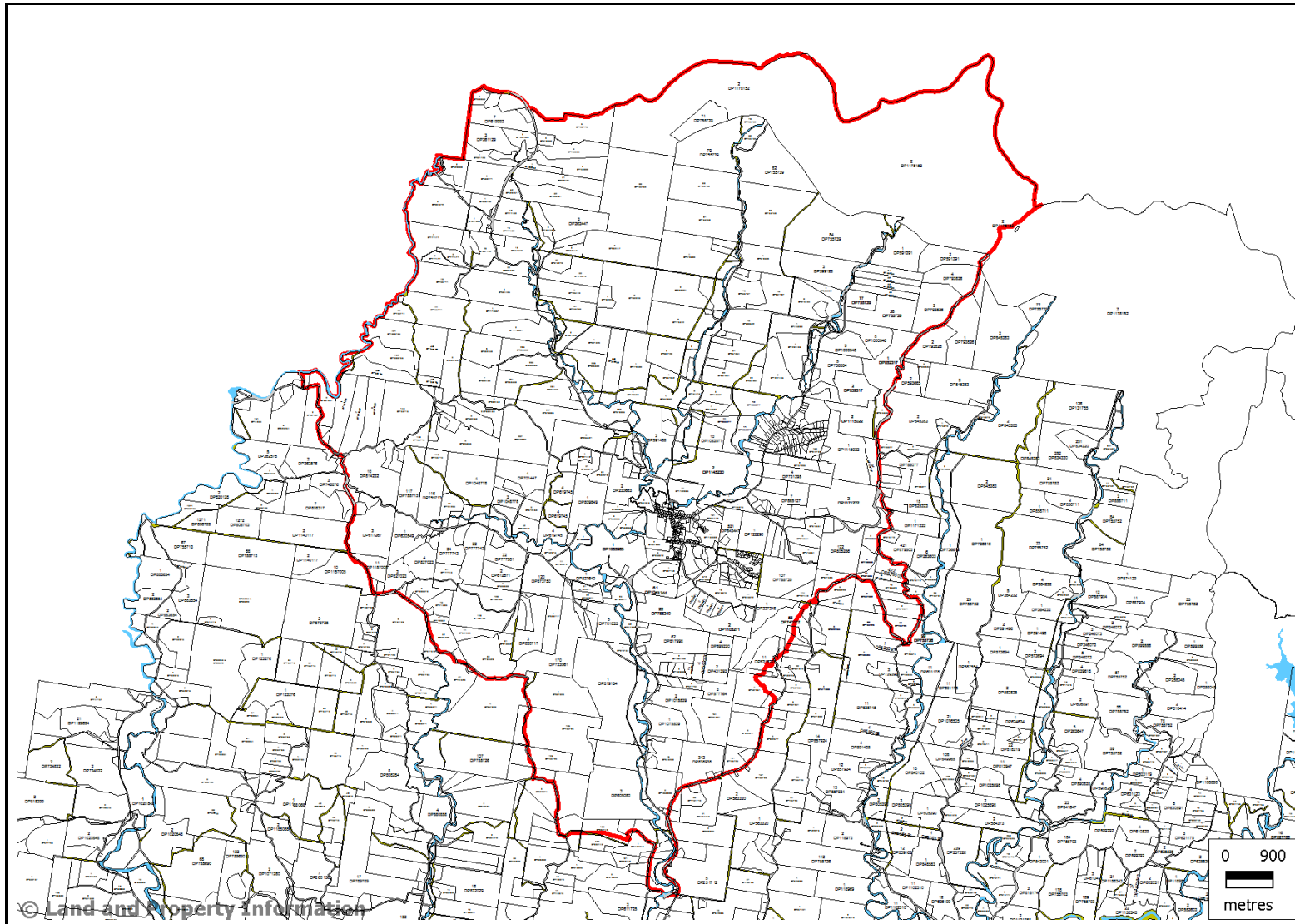
### Non-Res Sewer



o.	Charge	No.	Charge	No.	Charge	No.	Charge	No.	Charge	No.	Charge
18	\$124,254.00	124	\$130,572.00	130	\$136,890.00	136	\$143,208.00	142	\$149,526.00	148	\$155,844.00
8.1	\$124,359.30	124.1	\$130,677.30	130.1	\$136,995.30	136.1	\$143,313.30	142.1	\$149,631.30	148.1	\$155,949.30
8.2	\$124,464.60	124.2	\$130,782.60	130.2	\$137,100.60	136.2	\$143,418.60	142.2	\$149,736.60	148.2	\$156,054.60
8.3	\$124,569.90	124.3	\$130,887.90	130.3	\$137,205.90	136.3	\$143,523.90	142.3	\$149,841.90	148.3	\$156,159.90
8.4	\$124,675.20	124.4	\$130,993.20	130.4	\$137,311.20	136.4	\$143,629.20	142.4	\$149,947.20	148.4	\$156,265.20
8.5	\$124,780.50	124.5	\$131,098.50	130.5	\$137,416.50	136.5	\$143,734.50	142.5	\$150,052.50	148.5	\$156,370.50
8.6	\$124,885.80	124.6	\$131,203.80	130.6	\$137,521.80	136.6	\$143,839.80	142.6	\$150,157.80	148.6	\$156,475.80
8.7	\$124,991.10	124.7	\$131,309.10	130.7	\$137,627.10	136.7	\$143,945.10	142.7	\$150,263.10	148.7	\$156,581.10
8.8	\$125,096.40	124.8	\$131,414.40	130.8	\$137,732.40	136.8	\$144,050.40	142.8	\$150,368.40	148.8	\$156,686.40
8.9	\$125,201.70	124.9	\$131,519.70	130.9	\$137,837.70	136.9	\$144,155.70	142.9	\$150,473.70	148.9	\$156,791.70
19	\$125,307.00	125	\$131,625.00	131	\$137,943.00	137	\$144,261.00	143	\$150,579.00	149	\$156,897.00
9.1	\$125,412.30	125.1	\$131,730.30	131.1	\$138,048.30	137.1	\$144,366.30	143.1	\$150,684.30	149.1	\$157,002.30
9.2	\$125,517.60	125.2	\$131,835.60	131.2	\$138,153.60	137.2	\$144,471.60	143.2	\$150,789.60	149.2	\$157,107.60
9.3	\$125,622.90	125.3	\$131,940.90	131.3	\$138,258.90	137.3	\$144,576.90	143.3	\$150,894.90	149.3	\$157,212.90
9.4	\$125,728.20	125.4	\$132,046.20	131.4	\$138,364.20	137.4	\$144,682.20	143.4	\$151,000.20	149.4	\$157,318.20
9.5	\$125,833.50	125.5	\$132,151.50	131.5	\$138,469.50	137.5	\$144,787.50	143.5	\$151,105.50	149.5	\$157,423.50
9.6	\$125,938.80	125.6	\$132,256.80	131.6	\$138,574.80	137.6	\$144,892.80	143.6	\$151,210.80	149.6	\$157,528.80
9.7	\$126,044.10	125.7	\$132,362.10	131.7	\$138,680.10	137.7	\$144,998.10	143.7	\$151,316.10	149.7	\$157,634.10
9.8	\$126,149.40	125.8	\$132,467.40	131.8	\$138,785.40	137.8	\$145,103.40	143.8	\$151,421.40	149.8	\$157,739.40
9.9	\$126,254.70	125.9	\$132,572.70	131.9	\$138,890.70	137.9	\$145,208.70	143.9	\$151,526.70	149.9	\$157,844.70
20	\$126,360.00	126	\$132,678.00	132	\$138,996.00	138	\$145,314.00	144	\$151,632.00	150	\$157,950.00
0.1	\$126,465.30	126.1	\$132,783.30	132.1	\$139,101.30	138.1	\$145,419.30	144.1	\$151,737.30	150.1	\$158,055.30
0.2	\$126,570.60	126.2	\$132,888.60	132.2	\$139,206.60	138.2	\$145,524.60	144.2	\$151,842.60	150.2	\$158,160.60
0.3	\$126,675.90	126.3	\$132,993.90	132.3	\$139,311.90	138.3	\$145,629.90	144.3	\$151,947.90	150.3	\$158,265.90
0.4	\$126,781.20	126.4	\$133,099.20	132.4	\$139,417.20	138.4	\$145,735.20	144.4	\$152,053.20	150.4	\$158,371.20
0.5	\$126,886.50	126.5	\$133,204.50	132.5	\$139,522.50	138.5	\$145,840.50	144.5	\$152,158.50	150.5	\$158,476.50
0.6	\$126,991.80	126.6	\$133,309.80	132.6	\$139,627.80	138.6	\$145,945.80	144.6	\$152,263.80	150.6	\$158,581.80
0.7	\$127,097.10	126.7	\$133,415.10	132.7	\$139,733.10	138.7	\$146,051.10	144.7	\$152,369.10	150.7	\$158,687.10
0.8	\$127,202.40	126.8	\$133,520.40	132.8	\$139,838.40	138.8	\$146,156.40	144.8	\$152,474.40	150.8	\$158,792.40
0.9	\$127,307.70	126.9	\$133,625.70	132.9	\$139,943.70	138.9	\$146,261.70	144.9	\$152,579.70	150.9	\$158,897.70
21	\$127,413.00	127	\$133,731.00	133	\$140,049.00	139	\$146,367.00	145	\$152,685.00	151	\$159,003.00
1.1	\$127,518.30	127.1	\$133,836.30	133.1	\$140,154.30	139.1	\$146,472.30	145.1	\$152,790.30	151.1	\$159,108.30
1.2	\$127,623.60	127.2	\$133,941.60	133.2	\$140,259.60	139.2	\$146,577.60	145.2	\$152,895.60	151.2	\$159,213.60
1.3	\$127,728.90	127.3	\$134,046.90	133.3	\$140,364.90	139.3	\$146,682.90	145.3	\$153,000.90	151.3	\$159,318.90
1.4	\$127,834.20	127.4	\$134,152.20	133.4	\$140,470.20	139.4	\$146,788.20	145.4	\$153,106.20	151.4	\$159,424.20
1.5	\$127,939.50	127.5	\$134,257.50	133.5	\$140,575.50	139.5	\$146,893.50	145.5	\$153,211.50	151.5	\$159,529.50
1.6	\$128,044.80	127.6	\$134,362.80	133.6	\$140,680.80	139.6	\$146,998.80	145.6	\$153,316.80	151.6	\$159,634.80
1.7	\$128,150.10	127.7	\$134,468.10	133.7	\$140,786.10	139.7	\$147,104.10	145.7	\$153,422.10	151.7	\$159,740.10
1.8	\$128,255.40	127.8	\$134,573.40	133.8	\$140,891.40	139.8	\$147,209.40	145.8	\$153,527.40	151.8	\$159,845.40
1.9	\$128,360.70	127.9	\$134,678.70	133.9	\$140,996.70	139.9	\$147,314.70	145.9	\$153,632.70	151.9	\$159,950.70
22	\$128,466.00	128	\$134,784.00	134	\$141,102.00	140	\$147,420.00	146	\$153,738.00	152	\$160,056.00
2.1	\$128,571.30	128.1	\$134,889.30	134.1	\$141,207.30	140.1	\$147,525.30	146.1	\$153,843.30	152.1	\$160,161.30
2.2	\$128,676.60	128.2	\$134,994.60	134.2	\$141,312.60	140.2	\$147,630.60	146.2	\$153,948.60	152.2	\$160,266.60
2.3	\$128,781.90	128.3	\$135,099.90	134.3	\$141,417.90	140.3	\$147,735.90	146.3	\$154,053.90	152.3	\$160,371.90
2.4	\$128,887.20	128.4	\$135,205.20	134.4	\$141,523.20	140.4	\$147,841.20	146.4	\$154,159.20	152.4	\$160,477.20
2.5	\$128,992.50	128.5	\$135,310.50	134.5	\$141,628.50	140.5	\$147,946.50	146.5	\$154,264.50	152.5	\$160,582.50
2.6	\$129,097.80	128.6	\$135,415.80	134.6	\$141,733.80	140.6	\$148,051.80	146.6	\$154,369.80	152.6	\$160,687.80
2.7	\$129,203.10	128.7	\$135,521.10	134.7	\$141,839.10	140.7	\$148,157.10	146.7	\$154,475.10	152.7	\$160,793.10
2.8	\$129,308.40	128.8	\$135,626.40	134.8	\$141,944.40	140.8	\$148,262.40	146.8	\$154,580.40	152.8	\$160,898.40
2.9	\$129,413.70	128.9	\$135,731.70	134.9	\$142,049.70	140.9	\$148,367.70	146.9	\$154,685.70	152.9	\$161,003.70
23	\$129,519.00	129	\$135,837.00	135	\$142,155.00	141	\$148,473.00	147	\$154,791.00	153	\$161,109.00
3.1	\$129,624.30	129.1	\$135,942.30	135.1	\$142,260.30	141.1	\$148,578.30	147.1	\$154,896.30	153.1	\$161,214.30
3.2	\$129,729.60	129.2	\$136,047.60	135.2	\$142,365.60	141.2	\$148,683.60	147.2	\$155,001.60	153.2	\$161,319.60
3.3	\$129,834.90	129.3	\$136,152.90	135.3	\$142,470.90	141.3	\$148,788.90	147.3	\$155,106.90	153.3	\$161,424.90
3.4	\$129,940.20	129.4	\$136,258.20	135.4	\$142,576.20	141.4	\$148,894.20	147.4	\$155,212.20	153.4	\$161,530.20
3.5	\$130,045.50	129.5	\$136,363.50	135.5	\$142,681.50	141.5	\$148,999.50	147.5	\$155,317.50	153.5	\$161,635.50
3.6	\$130,150.80	129.6	\$136,468.80	135.6	\$142,786.80	141.6	\$149,104.80	147.6	\$155,422.80	153.6	\$161,740.80
3.7	\$130,256.10	129.7	\$136,574.10	135.7	\$142,892.10	141.7	\$149,210.10	147.7	\$155,528.10	153.7	\$161,846.10
3.8	\$130,361.40	129.8	\$136,679.40	135.8	\$142,997.40	141.8	\$149,315.40	147.8	\$155,633.40	153.8	\$161,951.40
3.9	\$130,466.70	129.9	\$136,784.70	135.9	\$143,102.70	141.9	\$149,420.70	147.9	\$155,738.70	153.9	\$162,056.70









Exponare Enquiry		
 caring about Lismore's people, economy and environment	 <b>NORTH</b>	MAP TITLE: Schedule J - Nimbin & District Service Area (Nimbin Transfer Station) Printed: 12/05/2015 Scale: 1:24,000



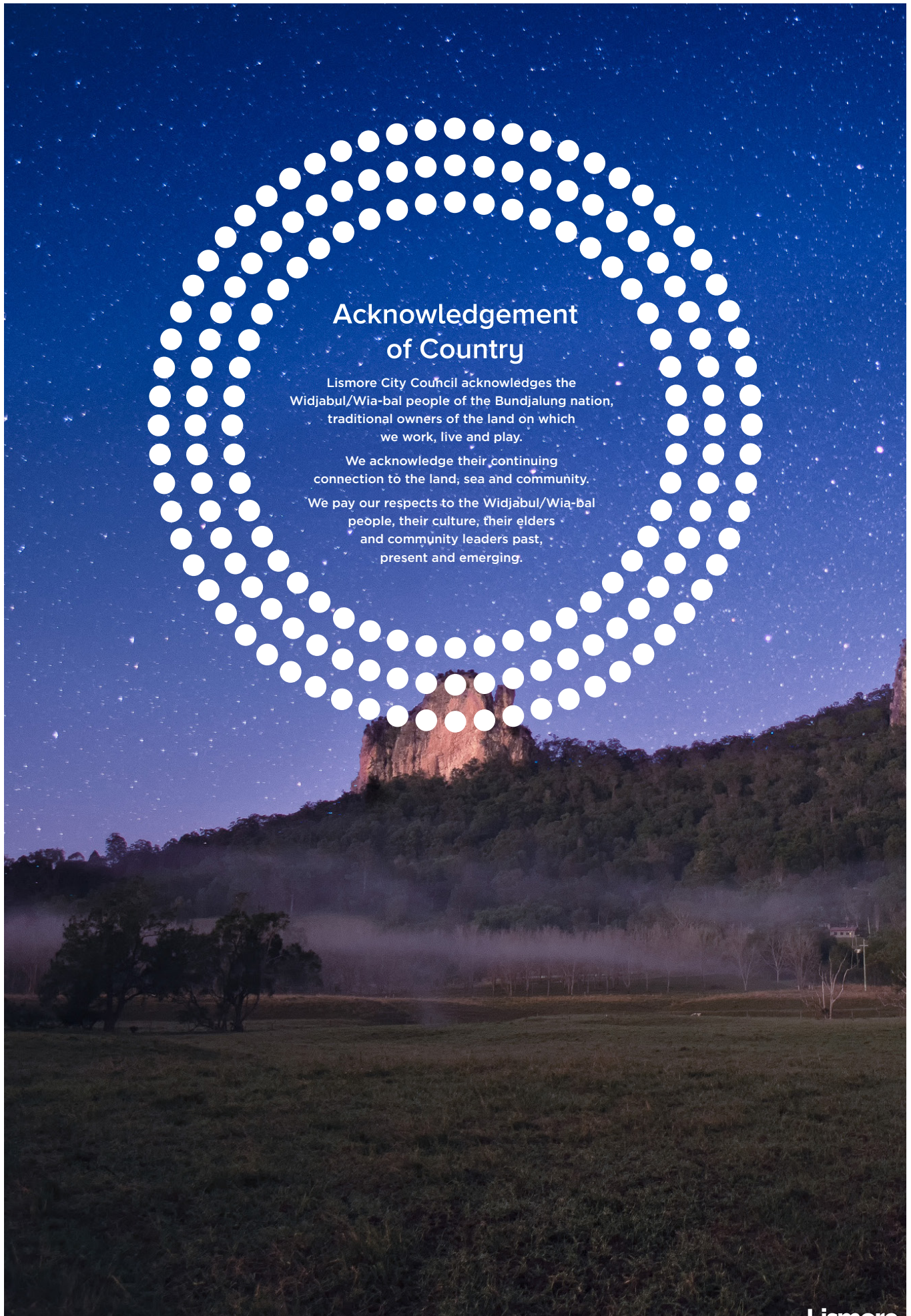
**Lismore**  
City Council



# Community Engagement Strategy

2025





## Acknowledgement of Country

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

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

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

Lismore



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Lismore



# Introduction

Community is at the heart of everything that Lismore City Council does. Local knowledge, ideas and input are essential in guiding Council’s decisions and actions, and in bringing our community vision to life.

**A vibrant community that creates inclusive opportunities to thrive. Where everyone has the opportunity to succeed through strong economic foundations for meaningful participation and employment, and where we celebrate our culture, promote sports, nurture the arts, and safeguard our natural environment.**

This Community Engagement Strategy (CES) outlines Lismore City Council’s (Council’s) approach to community engagement. It details who, when and how Council intends to engage about Council strategies, programs, projects, updates and events.

It also fulfils our legislative requirement under Section 402(A) of the *Local Government Act 1993* and the Integrated Planning & Reporting (IP&R) Framework, and incorporates Council’s Community Participation Plan, a requirement in the *Environmental Planning and Assessment Act 1979* (EP&A Act).



## What is community engagement?

Council delivers more than 50 direct services to support the day-to-day functioning of our community, and manages an asset portfolio of more than \$2.5 billion.

Community engagement is central to local government decision-making and democracy. It creates opportunities for Council to connect with community and build relationships, share information, listen to feedback, and identify needs and priorities, ultimately creating the evidence needed for Council's planning and decision-making.

Engagement occurs for many purposes, in many ways, and across different Council functions. It can range from sending rates notices to property owners and sharing updates on social media, to collecting feedback across the local government area (LGA) to inform Council projects, policies, and plans.

**Lismore's community includes everyone who lives, works, studies and visits our region. It also comprises the organisations, government departments, institutions, advocacy groups and peak bodies located or operating in our region.**

**A stakeholder refers to anyone with an interest in or who is impacted by a project.**

## Why is it important?

- It keeps the community informed.
- It provides opportunities for community to provide input and share ideas.
- It helps Council to understand local community needs and make evidence-based decision.
- It helps the community to understand the purpose, benefit and intent of council's projects, programs and decisions.
- It builds trust and strengthens collaboration between Council and the community.
- It actively seeks diverse voices and provides opportunities for harder to reach communities to be part of important conversations.
- It fulfills Council's mandate to engage on certain matters.

## What do we engage about?

**Council engages the community on many matters happening in our LGA. This can include:**

- Capital works and ongoing maintenance projects, like roadworks or drainage works
- Local activities and events
- Changes to services and operations
- Development applications and planning proposals (see Community Participation Plan, Appendix 1)
- Other relevant matters affecting our community and stakeholders.

**We also engage with community to shape strategic planning and service delivery. This includes for:**

- Community strategic plans, delivery programs and budgets
- Policies and strategic plans
- Planning matters including development control plans and the Local Environmental Plan
- Major infrastructure and capital works projects.



## Community engagement in tough times

Our community has faced unprecedented challenges in recent years, with the 2022 natural disaster marking the most significant in our region's history. The impact has been profound, but it's also showcased the strength and resilience of our community, along with the importance of good communication and collaboration.

Community engagement has been central to the recovery process. Our community has shared their unique experiences and insights, offering fresh perspectives, new ideas, and opportunities. Council has been listening and collaborating to rebuild and plan for a stronger, more resilient Lismore.

As we move forward, we will continue to work with our community to ensure our projects, policies, and plans reflect the diverse needs of our growing and changing population. Community engagement will be essential in ensuring we get this right.

## What are our legislative requirements?

As the level of government closest to the community, engagement is fundamental for Council. Some projects require a mandatory engagement process. In other cases, it is a choice and key to achieving successful outcomes. At Council, engaging with our community is a shared responsibility across the organisation.

### Local Government Act 1993

- Section 402(A) requires that: councils establish and implement a community engagement strategy to involve the local community in the development of plans, policies and programs, and for the purpose of determining its activities (other than routine administrative matters).
- Section 406 requires that: councils in NSW use the Integrated Planning and Reporting (IP&R) framework to guide their planning and reporting activities. Figure 1 demonstrates the importance of community engagement within this framework.

### Environmental Planning Assessment Act 1979

- Division 2.6 requires that: all planning authorities, including councils, outline how and when the community will be engaged across planning functions, such as policy making and development assessment. There are mandatory statutory timeframes for the public exhibition of planning related documents and applications including planning proposals, planning agreements and development applications.
- See Appendix 1 for the Community Participation Plan.

### Other requirements

- *Crown Lands Management Act 2016*
- *Roads Act 1993*
- *Multicultural NSW Act 2000*
- *Disability Inclusion Act 2014*
- *Children's Guardian Act 2019*
- *Geographical Names Act 1966.*



### Integrated Planning and Reporting framework

This Community Engagement Strategy is part of the suite of strategic documents that create the IP&R framework. Engagement links to other legislated Council documents, including:

- Community Strategic Plan (10 years)
- Delivery Program (4 years)
- Operational Plan (1 year)
- Resourcing Strategy.

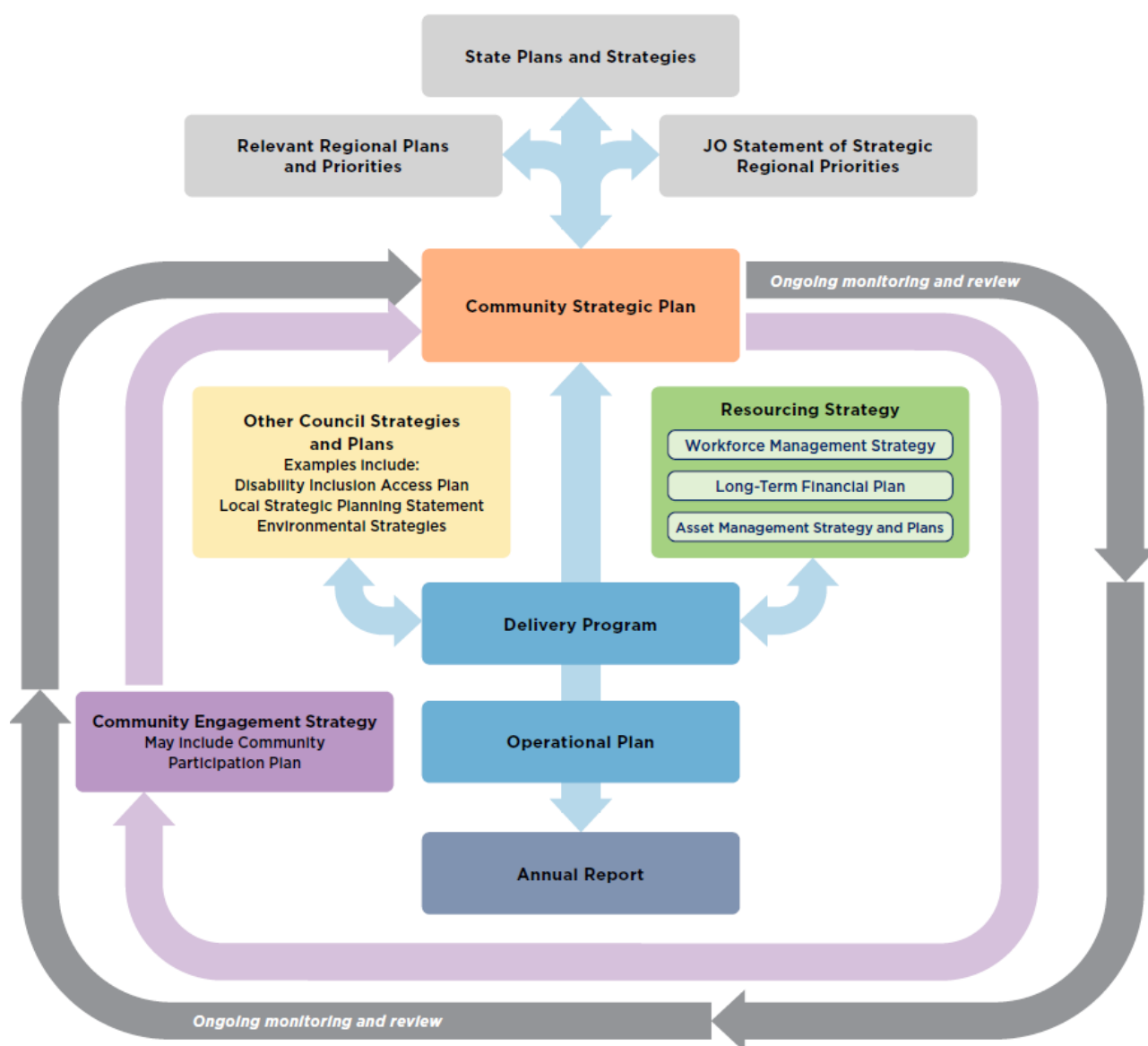
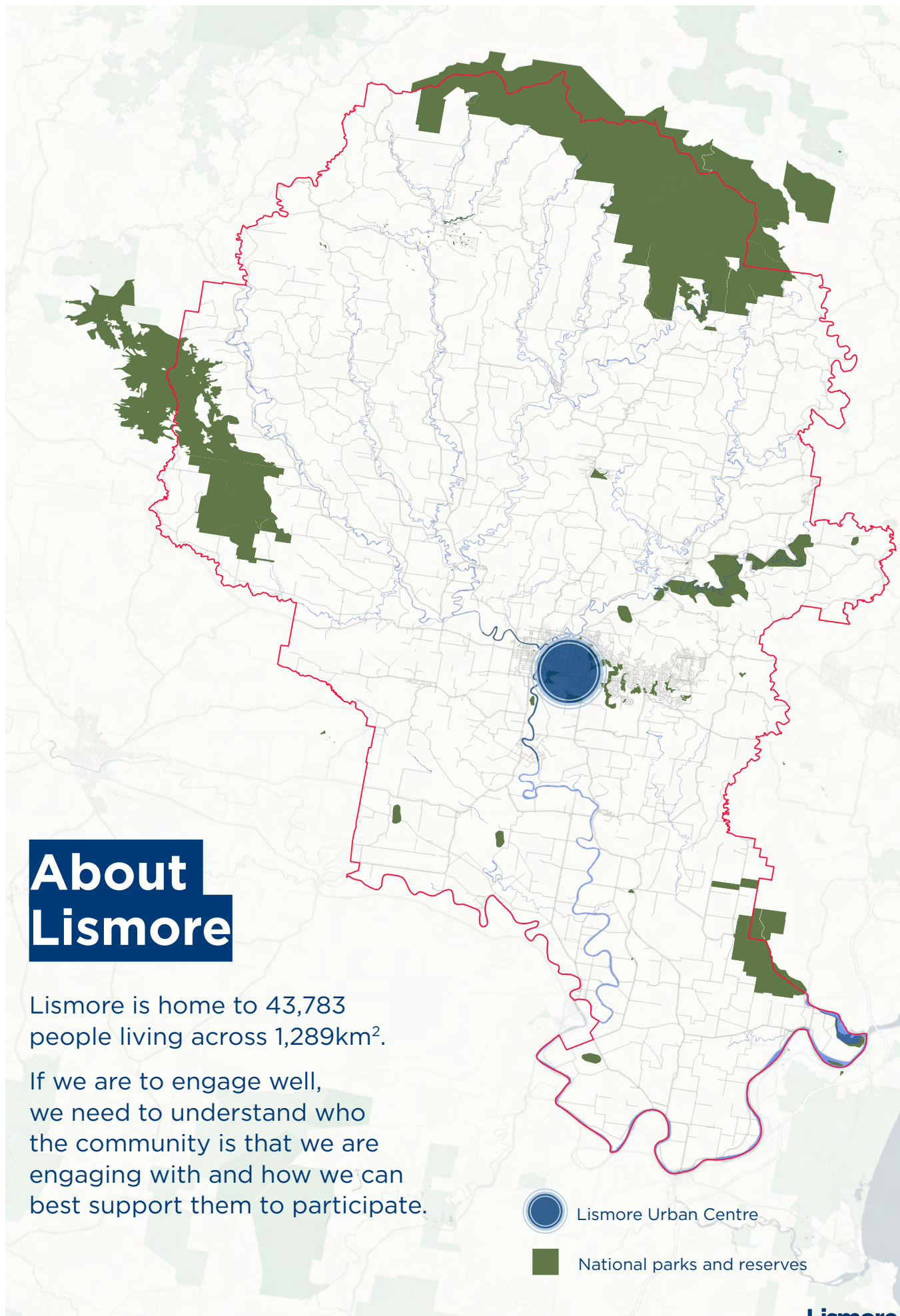


Figure 1. IP&R framework (Source: NSW Office of Local Government, 2024)



## About Lismore

Lismore is home to 43,783 people living across 1,289km<sup>2</sup>.

If we are to engage well, we need to understand who the community is that we are engaging with and how we can best support them to participate.





### Our population is growing

In 2024, Lismore was home to 43,783 residents<sup>1</sup>, and by 2046, is forecast to grow to more than 51,000 people<sup>2</sup>.



### Our residents are geographically spread

65% of our population live in urban areas, with many also living in villages across our Council area<sup>3</sup>.



### People of all ages live with disability

7.7% of our population live with disability and need assistance in daily life, slightly higher than the Regional NSW average of 7.3%<sup>4</sup>.



### We're an ageing community

Our median age is 44, with around 21% of our population under 18 and another 21% aged 65+. This is similar to the demographic profile of Regional NSW<sup>5</sup>.



### Volunteerism is high

Nearly 6,500 people - 17.7% of our population - volunteer, which is higher than the Regional NSW average of 15.5%<sup>6</sup>.



### Many residents also work locally

Lismore's workforce totals 21,537 people, with 83% (17,926) both living and working within the Council area<sup>7</sup>.



<sup>1,3,4,5,6</sup> Australian Bureau of Statistics, Census of Population and Housing 2021

<sup>2</sup> forecast.id 2025

<sup>7</sup> National Skills Commission, Small Area Labour Markets as of March Quarter 2023

### 5.9% of our population are First Nations<sup>9</sup>



We recognise the Widjabal/Wia-bal people of the Bundjalung nation, and all First Nations peoples who live, work and visit our area.

### Growing in cultural diversity



Cultural and language diversity is on the rise, with 5.9% of households speaking a language other than English at home<sup>8</sup>.

German, Italian and Punjabi are the most commonly spoken.

### Most of us live in houses



Most dwellings in Lismore are low-density, detached houses (84%), which is similar to the Regional NSW average of 81%<sup>10</sup>.

In Lismore, 65% of homes are owner-occupied, and 26% of residents are renters.

### Access to roads and parks



Our area has 804 km of sealed roads, 411 km of unsealed roads, 76 km of footpaths, and 29 km of cycleways.

Council maintains 277 ha of open space, equal to around 711 football fields, along with 277 parks and 45 playgrounds.

<sup>8, 9, 10</sup> Australian Bureau of Statistics, Census of Population and Housing 2021





## Our stakeholders

Lismore is home to a great mix of people with different needs, interests and connections to the region. Council acknowledges the complexity of our stakeholder network and will take the following groups into account in our community engagement process.

- People who live, work or study in Lismore
- Visitors to Lismore
- Aboriginal and Torres Strait Islander community and the Widjabul/Wia-bal people
- Non-residential property owners
- Businesses operating in Lismore
- Community organisations and volunteer groups
- Sporting groups
- Universities, colleges and schools
- Service providers and interagency networks
- Neighbouring councils and regional organisations
- Emergency services
- Local media
- Local members of State and Federal Parliament
- Government departments and agencies, e.g. NSW Reconstruction Authority, Transport for NSW
- Council employees.





**Council recognises that some people in Lismore face barriers to participation. It is our responsibility to make engagement as accessible and inclusive as possible, so that everyone can participate.**

We will need to customise our engagement strategies, including for:

- Aboriginal and Torres Strait Islander communities
- Young people
- Older people and people living in aged care facilities
- People with disability
- Business community
- People from culturally and linguistically diverse communities
- LGBTQIA+ community
- People living in rural villages.

More information about how we can tailor our engagement to support our communities of interest in 'Our communications and engagement tools'.

In 2022, the Widjabul/Wia-bal people of the Bundjalung Nation became Native Title holders for an area of more than 11,500 hectares in Lismore.

Council is currently investigating what Native Title means for Council processes and engagement, and will develop a framework to set the parameters for how and when Council engages with the Widjabul Wia-bal Gurrumbil Aboriginal Corporation Registered Native Title Body Corporate and other Aboriginal and Torres Strait Islander representatives in Council projects.



# Our engagement approach

Council's approach to community engagement is guided by six principles.

We base our engagement on the **social justice principles** of access, equity, participation and rights.



We engage **with purpose**, using engagement methods appropriate to a project's significance, impact, and/or opportunity for community influence the outcome.



We are **transparent** about the purpose, process and scope of engagement. We give people the information they need to understand what is happening and participate in engagement processes.



We make sure our engagement is **accessible** by using plain language and providing different channels, engagement times and locations, making it easy for everyone in our community to participate.



We deliver **inclusive** engagement by addressing barriers to participation and actively seeking diverse community views.



We take a **proactive approach**, fostering two-way dialogue, being responsive, and building meaningful relationships with our community and stakeholder groups.



Council is focused on meaningful engagement and does not wish to engage for engagement's sake. When community has already provided valuable input, either earlier in the project or for similar projects, further engagement may not be necessary.

There are also some situations where community input cannot change the outcome. This is when Council is required to take specific action, including when decisions are guided by legal, contractual, or technical requirements. For example, some infrastructure projects require specific engineering standards that don't allow for changes to the design.

## Scale of engagement

Council will take multiple factors into account when determining the need for and scale of engagement. This includes the level of impact, geographic scale, project profile and level of community interest. The scale of engagement will be reflected in the resources allocated, as well as the channels and activities undertaken.

We aim for community engagement to be timely, clear and responsive to both a project’s requirements and the needs of participants.

Our goal is for all engagement activities to be conducted effectively and meaningfully, helping to build trust and positive relationships with community and stakeholders.



### Determining the level of impact

Council recognises that different projects have different levels of impact – either potential, real or perceived. When considering the need and/or scale of engagement, Council will take the level of impact into account.

Higher impact	Lower impact
<ul style="list-style-type: none"> <li>Impact is at a regional and/or larger scale, (e.g. broader population, natural environment impact, land use or heritage)</li> <li>It has significant existing or potential community interest</li> <li>It has the potential to generate controversy or conflict</li> <li>Budget is significant</li> <li>Potential high impact on Council strategies and directions.</li> </ul> <p>Examples include LGA-wide strategies, special rate variations, long-term planning policies, changes in Council services, significant infrastructure projects, and major events.</p>	<ul style="list-style-type: none"> <li>Impact is at a localised and/or small scale, (e.g. street, village, or particular facility or service user)</li> <li>It has low existing or potential community interest</li> <li>It has minimal risk in generating controversy or conflict</li> <li>Budget is small</li> <li>Minimal impact on Council strategies and objectives.</li> </ul> <p>Examples include place-specific action plans, regular street works, minor upgrade to local park, or minor changes to local programs.</p>




**Determining the level of engagement**

Our engagement approach is guided by the International Association for Public Participation (IAP2) spectrum. It acknowledges that there are different levels of engagement depending on the goals, timeframes, resources, and community influence on decision-making.

minor capital works projects like resealing roads or pipeline replacements. For higher impact projects, Council delivers more ‘Involve’ and ‘Collaborate’ engagement activities where the community has greater opportunity to influence the outcome.

Council regularly conducts engagement activities at the ‘Inform’ and ‘Consult’ levels, such as for

Engagement level	Inform	Consult	Involve	Collaborate	Empower
What is the goal?	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
What is the level of influence?					
Example engagement methods	<ul style="list-style-type: none"> <li>Website information</li> <li>Newsletter</li> <li>Social media</li> <li>Letters</li> <li>Roadside message board</li> <li>Signage</li> </ul>	<ul style="list-style-type: none"> <li>Surveys</li> <li>Public exhibition</li> <li>Call for submissions</li> <li>Focus groups</li> </ul>	<ul style="list-style-type: none"> <li>Workshops</li> <li>Meetings</li> <li>Site visits</li> </ul>	<ul style="list-style-type: none"> <li>Advisory groups</li> <li>Reference groups</li> <li>Working groups</li> <li>Community panels</li> </ul>	<ul style="list-style-type: none"> <li>Local government elections</li> <li>Referendum</li> </ul>
Example of when/how Council might do this	Road reseal in rural location	Rezoning of land	Development of a place plan	Working with the community to design a new facility	Every four years the community is empowered at local government elections to make the final decision on the councillors that represent them

## Engagement steps

Setting standards for engagement helps to create a consistent engagement approach across Council, deliver meaningful engagement programs, and foster a culture that values engagement. The following diagram outlines the steps in our engagement process.

Some projects will not require community engagement and the process will stop after Step 1. Lower impact projects may require a light engagement program, while higher impact projects may go through this process, or parts of this process, multiple times throughout the project.

### Step 1: Scope the need for community engagement

- Is community engagement a legislative requirement?
- How complex is the project?
- What is the potential impact on the community?
- What level of community engagement would be required?

### Step 2: Develop engagement and communications plan

- What is the purpose of engagement?
- Who will be impacted by the project and who do we need to engage with?
- Has there been any recent engagement with this community or on this issue that we can learn from or build on?
- Which engagement and communications methods will we use?
- What resources are available?
- Are we aligning with our engagement principles?
- Are there any risks we need to consider?

### Step 3: Deliver engagement and communications plan

- Rollout engagement and communications plan
- Analyse and report on engagement outcomes throughout the project
- Share outcomes with appropriate Council teams and other external stakeholders (if applicable)
- Amend and adjust activity as required.

### Step 4: Close the loop

- Thank people for their time and contribution
- Acknowledge how the engagement impacted the outcome
- Share how community and stakeholders have informed the project, or not, and why.

### Step 5: Evaluate the success of the engagement approach and share learnings

- Did we achieve the objectives of the engagement process?
- Did participants understand and accept their level of influence?
- Were the findings from engagement valuable in influencing the outcome or decision?
- Which engagement method or activity had the highest level of participation and/or yielded the most valuable data?

## Engagement roles and responsibilities

Engaging with community is the responsibility of the entire organisation, with a range of Council departments taking on different roles to implement this CES and engage meaningfully.

### Stakeholder Engagement team



Support Council operational teams with advice, planning, development and delivery of engagement and communications for higher impact projects, and responsible for improving engagement processes and promoting a culture of meaningful engagement in Council.

### Council teams



Include engagement in planning for projects, services and activities and deliver some engagement activities with community and stakeholders.

### Councillors



Represent the interests of residents, ratepayers and the broader community in decision-making.

### Executive Leadership



Provide guidance on project impact, stakeholder influence and risk, and responsible for setting the engagement culture and implementing the CES.



# Our communications and engagement tools

There are many different communications and engagement methods available. It’s important for Council to choose and tailor these methods based on the project’s goals, impact, scale and budget. The mix of activities should also consider the characteristics and needs of who you are engaging with.

The tables below outline a broad range of communications and engagement activities Council could use, and their alignment to the IAP2 Spectrum. They also specify the likely level of resourcing required to design and deliver the activity, and, if required, analyse and report their findings.

## Communications approaches

Activity	Description	Resourcing requirements	Inform	Consult	Involve	Collaborate	Empower
Advertising notices	Publicly displayed advertisements providing information about a project or engagement opportunities.	\$\$	●				
Electronic direct mail (eDM)	An email message sent directly to a targeted group or to share updates to your Say subscribers.	\$	●	●			
Flyers	Printed materials with clear information about a project or issue and/or how the community can participate in engagement.	\$\$	●				
Letterbox drop	Printed materials delivered directly to households or ratepayers’ nominated mailing addresses.	\$\$\$	●	●	●		
Lismore-wide notification	Direct mail (e.g. flyers, leaflets, or letterbox drops) distributed to the entire LGA, targeting households, ratepayers, or both.	\$\$\$	●	●	●		
Media release	A media release distributed publicly and media opportunities pursued with local official news industry including local radio, TV and News journalists from publications including the Echo, Northern Star, Lismore App and other industry outlets managed under accountability instruments including industry codes of ethics and journalistic norms and practices.	\$	●				

Activity	Description	Resourcing requirements	Inform	Consult	Involve	Collaborate	Empower
Newsletter	A print or online publication with information on project updates, engagement opportunities, and how community input has contributed to Council decisions.	\$\$	●	●			
Notification of impacted stakeholders	Notification to individuals or groups identified as being affected by a proposal. Multiple methods can be applied, such as written notices, flyers, emails, targeted social media posts and site notices.	\$	●	●			
Works / written notifications	Personalised letters sent to affected or interested community members and stakeholders. This includes for upcoming works, roadworks, water supply, sewerage and stormwater works. This may also be a legal requirement.	\$	●				
Physical exhibition of documents	Printed materials made available for public viewing, typically displayed at Council's Customer Service Centre or libraries during the exhibition period.	\$	●				
Website pages and notices	Dedicated project pages and Development Application details published on Council's website and the NSW Planning Portal.	\$	●				
Radio	Local radio advertisements or interviews sharing project updates and promoting engagement opportunities.	\$\$	●				
Signage	Temporary notices, signs, banners or advertisements to inform about Development Applications, community engagement opportunities, or other activities and events in the LGA. Council typically uses corflute signage.	\$\$	●	●			
Social media	Posts and paid advertisements on Council's social media platforms.	\$	●	●			



**Engagement methods**

Activity	Description	Resourcing requirements	Inform	Consult	Involve	Collaborate	Empower
Advisory / Reference group	A group utilised by Council, comprising individuals with specific subject matter expertise or lived experience, to provide advice and feedback.	\$\$			●	●	
Briefing	Presentations and discussions with community or stakeholder groups to inform, gather feedback, or explore ideas and options.	\$	●	●	●	●	
Community workshop	A structured, collaborative method for exploring specific, complex issues, where participants work in small groups, either online or in person.	\$\$		●	●	●	
Focus group	Small, facilitated group discussions on a specific topic, encouraging open dialogue through a guided set of questions.	\$\$		●	●	●	
Interactive online tools	Activities on the Your Say Lismore website that allow community participation, such as idea boards and interactive maps.	\$	●	●	●		
Interviews	One-on-one discussions to explore and understand community or stakeholder perspectives, needs, and feedback.	\$		●	●	●	
Meeting (e.g. Council meetings, interagency meetings)	Small group facilitated conversations.	\$	●	●	●	●	
Online engagement portal	Website for sharing information and enabling community participation. Council’s consultation portal is Your Say Lismore - <a href="https://yoursay.lismore.nsw.gov.au">yoursay.lismore.nsw.gov.au</a>	\$	●	●	●		
Online survey	A survey, typically featuring quantitative questions, available via Your Say Lismore (or other) for community and stakeholder participation.	\$\$		●	●	●	
Onsite consultation	Small, localised meetings attended by Council employees, residents, stakeholders and/or Councillors.	\$	●	●			
Pop-up	A place based temporary activation where community engage with Council employees or Councillors and learn about a project or provide feedback.	\$\$	●	●	●		

Activity	Description	Resourcing requirements	Inform	Consult	Involve	Collaborate	Empower
Direct public submissions	A process for collecting feedback, typically submitted via an online engagement portal, email, or written submission.	\$		●			
Representative survey	A series of questions posed to a sample of the community, weighted to reflect the area’s demographics. This provides a more accurate view of community sentiment. Surveys may be conducted online, by telephone or by mail.	\$\$\$		●	●	●	
Walking tour / Walkshops	Community and stakeholders are invited to walk together through a specific site or area, and provide commentary and feedback.	\$\$	●	●	●	●	
Webinar	An interactive, web-based seminar or presentation that may include live video streaming, voting, commenting, and Q&A features.	\$	●				



## Tailoring engagement

Council recognises that some people in Lismore face barriers to participation. With thoughtful design and by tailoring our communications and engagement activities, we can create opportunities for everyone to participate and have their say.

### Communities of interest who may require tailored engagement approaches:



#### Aboriginal and Torres Strait Islander communities

Around 2,300 of us live in the Lismore area, making up 5.9% of our residents.



#### Young people

More than 15% of the Lismore population, or approximately 6,700 people, are aged 12 to 24 years.



#### Older people

We make up a large proportion of the Lismore population, with around 12,650 of us aged 60 years.



#### People from culturally and linguistically diverse communities

Around 4,600 people in Lismore were born overseas, with a growing number of Filipino, German, Dutch, and Chinese speakers.



#### Business community

There are around 4,430 local businesses operating in Lismore.



#### People living with disability

Disability is broad and complex. Some people have visible disabilities, and others are invisible. In Lismore, approximately 3,130 people live with disability.



#### People living in rural villages

Approximately 35% of our Lismore population live in rural villages.



#### LGBTQIA+ community

We're known as the Rainbow Region, with a significant LGBTQIA+ community living across our Council area.



The examples below are considerations to help us think about how we can make our engagement more accessible and inclusive for our communities of interests.

### Engagement considerations

- Choose accessible locations for in-person engagement activities
- Communication through both traditional (e.g. newspapers, noticeboards) and digital channels (e.g. social media).
- Offer both in-person (e.g. workshops) and online (e.g. surveys, forms) engagement options
- Provide information in plain language and accessible formats (e.g. large print, translations, easy-read, icons, infographics)
- Offer quick and flexible feedback opportunities
- Create engagement opportunities outside of regular working hours
- Create safe, respectful, and welcoming environments for engagement
- Support participation with light refreshments and transport where needed
- Protect privacy and be sensitive when discussing personal matters
- Promote engagement opportunities in public spaces (e.g. libraries, community halls, shopping centres) and through local networks and community groups
- Respect cultural practices and important cultural or religious dates/times
- Offer both verbal (e.g. discussions) and non-verbal (e.g. arts, online poll) participation methods
- Create opportunities for peer-to-peer engagement initiatives.





## Measures of effectiveness

Council will continue to improve our engagement approach and work towards best practice.

We will collect feedback from community, insights from project teams, and data from our website to evaluate engagement outcomes, and incorporate these into Council's monitoring and reporting cycle.

We will consider the following to measure effectiveness:

- Participation rates in engagement activities
- Suitability of the engagement methods used

- Participant demographics to assess how well the engagement data represents the broader community
- Quality of feedback received and relevance to the plan or project.

Closing the loop is important. This means reporting to community on outcomes so participants understand how their participation has impacted decision-making.



# Building an engagement culture

## Our committed actions

No.	Action	Funding	When
1	Build an engagement toolkit for project and service leads	Ⓢ	Year 1
2	Create an engagement Take5 at project prestart for frontline outdoor employees	Ⓤ	Year 1
3	Establish a CRM platform for stakeholder engagement information	ⓐ	Year 2
4	Develop an Aboriginal Engagement Framework	Ⓤ	Year 2
5	Create an integrated Communications and Engagement Calendar	Ⓢ	Year 1
6	Provide industry standard training for relevant employees	Ⓢ	Ongoing
7	Review Council's communication channels (print, online and in person) to improve efficiencies and effectiveness in reaching and engaging with diverse community groups	Ⓢ	Year 2
8	Embed key engagement consideration into each project phase in Council's new project management framework.	Ⓢ	Ongoing

Ⓢ Funding allocated    Ⓤ Not yet funded    ⓐ Grant dependent





## Review of this Strategy

This Strategy aligns with the guidelines and standards set by the NSW Office of Local Government (OLG).

This document will be regularly monitored and reviewed to remain compliant with legislation, incorporate ongoing learnings, and meet community expectations.

At a minimum, it will be reviewed every four years in line with Council election and the Integrated Planning and Reporting review cycle.







# Appendix: Community Participation Plan

# Introduction

This Community Participation Plan (CPP) outlines when and how Lismore City Council (Council) will engage with the community across the range of planning functions it carries out.

The *NSW Environmental Planning and Assessment Act 1979* (EP&A Act) sets out a range of mandatory minimum requirements for Council.

## What are Council's planning functions?

Council's planning functions are divided into two different areas – strategic planning and development assessment. This CPP sets out the engagement requirements associated with these different planning functions.

- **Strategic planning:** Strategic planning is the process of developing long term policies, plans and strategies to guide future land use, development, and infrastructure decisions. It seeks to balance economic, social, environmental and cultural values while considering the needs of different stakeholders.  
*Examples include Council's Local Strategic Planning Statement and the Nimbin Place Plan.*
- **Development assessment:** Council is the consent authority for a range of different developments across the LGA. Development assessment is the process of evaluating and deciding on a proposed development to ensure it aligns with planning instruments and policies, and manages potential impacts on the environment and community.  
*Examples of development assessment can include a range of different land use and development activities – from residential subdivisions to large retail developments and new dwellings, to removal of native vegetation.*

There are also some other planning functions of Lismore City Council that sit outside of strategic and statutory planning, these are associated with our other roles as a land manager, infrastructure provider etc. The engagement processes associated with these functions are also set out in this CPP.

## Principles of the Community Participation Plan

The EP&A Act provides Council with guidance to make it clear and easy for the community to participate in planning decisions. The following principles underpin Council's CPP, as set out in the EP&A Act:

- a) The community has a right to be informed about planning matters that affect it.
- b) Council will encourage effective and ongoing partnerships with the community to provide meaningful opportunities for community participation in planning.
- c) Planning information will be in plain language, easily accessible and in a form that facilitates community participation in planning.
- d) The community will be given opportunities to participate in strategic planning as early as possible to enable community views to be genuinely considered.
- e) Community participation will be inclusive and Council will actively seek views that are representative of the community.
- f) Members of the community who are affected by proposed major development will be consulted by the proponent before an application for planning approval is made.
- g) Planning decisions will be made in an open and transparent way and the community will be provided with reasons for those decisions (including how community views have been taken into account).
- h) Community participation methods (and the reasons given for planning decisions) should be appropriate, having regard to the significance and likely impact of the proposed development.



# Strategic planning

Strategic planning sets out the long-term vision for land use and development in Lismore. It provides the basis for determining what can be done on your land.

Strategic plans can either be:

- **Statutory plans:** Plans made under legislation, known as Environmental Planning Instruments (EPIs).
- **Non-statutory:** Plans that offer guidance for development and establish frameworks for land use, along with place specific planning considerations.

Legislation establishes the minimum mandatory requirements for the exhibition of some strategic plans, so that the community can have their say before they are considered and/or adopted by Council.

Council recognises that the community should be given genuine opportunities to participate early in strategic planning processes to help shape the vision and future for Lismore.

The following tables set out the mandatory and non-mandatory exhibition timelines for different types of strategic plans.





## Engagement requirements for statutory plans

The mandatory community participation requirements are outlined in the table below and reflect the minimum public exhibition periods stipulated in Schedule 1 of the EP&A Act.

Table 1 - Strategic planning mandatory exhibition timeframes

Type of plan	Description	Minimum exhibition requirements
<b>Draft Local Strategic Planning Statements</b>	The primary aim is to outline the 20-year vision for land use in the Lismore LGA and the special characteristics which contribute to our local identity.	<p>28 days as specified in Schedule 1 of the EP&amp;A Act 1979</p> <p><b>Advertising</b></p> <ul style="list-style-type: none"> <li>• Notice distributed to the area affected by the plan.</li> <li>• Documentation is available on Council’s website under ‘Your Say Lismore’ and at Council’s Corporate Centre at 43 Oliver Avenue, Goonellabah.</li> </ul> <p><b>Submissions</b></p> <ul style="list-style-type: none"> <li>• Submissions can be made online via Your Say Lismore, or addressed to the General Manager, Lismore City Council, PO Box 23A, Lismore, NSW 2480, or emailed to council@lismore.nsw.gov.au.</li> <li>• If you make a submission (either objecting or supporting), you are required to disclose any reportable political donations or gifts made to a Councillor or Council employee within the period commencing two years before the application was made.</li> <li>• Submissions received during the exhibition period will be made publicly available on Council’s website, unless marked confidential.</li> </ul>

Type of plan	Description	Minimum exhibition requirements
<p><b>Amendments to the Lismore Local Environmental Plan (LEP) (Planning Proposals)</b></p>	<p>A LEP provides details of the zoning of all land across Lismore as well as development standards. They outline the types of development that are allowed in each zone, and those that do not need development consent.</p> <p>Planning proposals for LEPs are subject to a Gateway Determination whereby the NSW Department of Planning, Housing and Infrastructure may specify additional engagement requirements..</p>	<p>28 days as specified in Schedule 1 of the EP&amp;A Act 1979 unless a different timeframe is specified in the Gateway Determination (as specified in the EP&amp;A Regulation)</p> <p><b>Advertising</b></p> <ul style="list-style-type: none"> <li>• Notice distributed to the area affected by the Planning Proposal.</li> <li>• Letter sent to landowners adjoining the subject land, if site-specific.</li> <li>• Documentation is available on Council’s website under ‘Your Say Lismore’ and at Council’s Corporate Centre at 43 Oliver Avenue, Goonellabah.</li> </ul> <p><b>Submissions</b></p> <ul style="list-style-type: none"> <li>• Submissions can be made online via Your Say Lismore, or addressed to the General Manager, Lismore City Council, PO Box 23A, Lismore, NSW 2480, or emailed to council@lismore.nsw.gov.au.</li> <li>• If you make a submission (either objecting or supporting), you are required to disclose any reportable political donations or gifts made to a Councillor or Council employee within the period commencing two years before the application was made.</li> </ul>
<p><b>Draft Development Control Plans (DCP)</b></p>	<p>A Development Control Plan contains development standards to guide development and complement the planning controls contained in the Lismore LEP</p>	<p>28 days</p> <p><b>Advertising</b></p> <ul style="list-style-type: none"> <li>• Notice distributed to the area affected by the draft DCP.</li> <li>• Documentation is available on Council’s website under ‘Your Say Lismore’ and at Council’s Corporate Centre at 43 Oliver Avenue, Goonellabah.</li> </ul> <p><b>Submissions</b></p> <ul style="list-style-type: none"> <li>• Submissions can be made online via Your Say Lismore, or addressed to the General Manager, Lismore City Council, PO Box 23A, Lismore or emailed to council@ lismore.nsw.gov.au.</li> <li>• If you make a submission (either objecting or supporting), you are required to disclose any reportable political donations or gifts made to a Councillor or Council employee within the period commencing two (2) years before the application was made.</li> </ul> <p><b>Notification of Council decision</b></p> <ul style="list-style-type: none"> <li>• Council must give notice of its decision on its website within 28 days after the decision is made under Clause 14(2) of the EP&amp;A Regulation 2021.</li> </ul>

## Engagement requirements for non-mandatory plans

The minimum exhibition periods for non-mandatory strategic plans are outlined in the table below.

Refer to the Community Engagement Strategy for other Council planning and policy documents with no legislative requirements (e.g. master plans).

Table 2 - Strategic planning non-mandatory exhibition timeframes

Type of plan	Description	Non-mandatory minimum exhibition period
<b>Draft City-wide plans and place based plans</b>	<p>City-wide plans provide planning frameworks for a broad range of land use planning and development issues. They can be in the form of a strategy, plan of management, guideline or policy such as the Affordable and Diverse Housing Strategy.</p> <p>Plans can also be location or place-specific, and identify a vision, principles, strategies and actions for a local area such as the Nimbin Place Plan.</p>	<p>28 days</p> <p><b>Advertising</b></p> <ul style="list-style-type: none"> <li>Documentation is available on Council's website under 'Your Say Lismore' and at Council's Corporate Centre at 43 Oliver Avenue, Goonellabah.</li> </ul> <p><b>Submissions</b></p> <ul style="list-style-type: none"> <li>Submissions can be made online via Your Say Lismore, or addressed to the General Manager, Lismore City Council, PO Box 23A, Lismore or emailed to council@lismore.nsw.gov.au.</li> <li>If you make a submission (either objecting or supporting), you are required to disclose any reportable political donations or gifts made to a Councillor or Council employee within the period commencing two (2) years before the application was made.</li> </ul>

# Development assessment

Development assessment refers to the process of Council, as a consent authority, assessing and determining applications for a variety of development types across Lismore.

Development assessment is regulated under Part 4 of the EP&A Act. Development requiring advertising is prescribed by the Environmental Planning and Assessment Regulation 2000 (EP&A Reg).

## What do we mean by development?

For the purposes of planning, development can refer to:

- the use of land
- the subdivision of land
- the erection of a building
- the carrying out of a work
- the demolition of a building or work
- any other act, matter or thing that may be controlled by an environmental planning instrument.

## The different types of development assessment

Development assessment requirements can vary based on the type of development, or its location. The Lismore LEP specifies if development:

- is permitted without consent
- is prohibited
- is permitted with consent.

Developments that need consent can further be broken up based on the scale of the project. This includes:

- **State significant development**, where approval is considered by the NSW Minister for Planning or the NSW Independent Planning Commission
- **Regionally significant development**, where approval is considered by a regional planning panel
- **Local development**, where Council is the approval authority.

**This CPP addresses the community engagement process for local development applications where Council is the consent authority.**

The plan does not address the community engagement processes for state or regionally significant development. This process is managed by the NSW Government.







## Engagement requirements for local development

Development applications (DAs) for local development vary widely. The type of community engagement undertaken is determined by the complexity and impact of the proposal.

This CPP establishes three development application engagement categories:

1. **Expected applications** – negligible adverse impacts
2. **Moderate applications** – potential for minor adverse impacts to limited properties
3. **Significant applications** – potential adverse impacts to wider community.

Each category has its own engagement methods and requirements. The more significant the impacts, the wider the community engagement required.

### How does Council determine the development application engagement category?

The choice of engagement category is based on the potential for adverse impacts, combined with the scale of the development. Council’s delegated planning officers assess each development application on its merits in relation to the statutory obligations. The following matters are taken into consideration:

- building design, siting and bulk
- views to and from the land
- potential overshadowing impacts on adjoining residences

- likely privacy impacts on adjoining and nearby residences
- the ecological values of the site and surrounding area
- environmental hazards posed by the development such as noise, vibration and odour
- the presence of coastal hazards on the site
- likely impacts on a listed heritage item
- the presence of Aboriginal objects or an Aboriginal place of heritage significance on or near the site
- the potential social and/or economic impacts of the proposal
- likely impacts on pedestrian or vehicular access, parking availability and traffic volumes in the locality
- the potential impact on the established streetscape and local character
- safety and security issues associated with the development
- the extent of earthworks proposed
- the potential impact of stormwater infrastructure and flows on adjoining or nearby properties
- significant non-compliance with a development standard within Lismore Local Environmental Plan or development control within Lismore Development Control Plan.



## Expected applications

### Development applications with negligible adverse impacts

These are proposals that are expected in the zone, or due to the prevailing uses in the area. These development applications are generally assessed by Council’s development compliance employees to be minor in nature and unlikely to cause impacts on neighbouring properties.

They are DAs that:

- comply with development standards and development controls; and
- have limited environmental or planning constraints

The following sets out the types of development that would typically sit in this category and its engagement requirements.

*Table 3 - Engagement requirements for expected development applications*

Expected development application category	Detail
<b>Types of development that typically sit in this category</b>	<ul style="list-style-type: none"> <li>• Low impact agricultural uses (all types)</li> <li>• Single dwellings (all types)</li> <li>• Dual occupancies and secondary dwellings</li> <li>• Home-based businesses / industries / occupations</li> <li>• Low impact commercial / industrial uses (in appropriate zones)</li> <li>• Low impact public administration, education, and health services uses (in appropriate zones)</li> <li>• Other uses that are low impact and expected in the zone (at discretion of Council)</li> </ul>
<b>Submissions</b>	No opportunity is provided for public submission on these types of development applications.
<b>Engagement</b>	These will not be notified or advertised due to their negligible impacts.
<b>Advertising period</b>	None

## Moderate applications

### Development applications with the potential for minor adverse impacts to limited properties

These are proposals that may be permissible but may not be typically what is expected in an area. Moderate development applications have the potential for minor to moderate impacts on surrounding land-uses. Such impacts might

include overshadowing, lack of privacy, acoustic impacts or view-sharing conflicts.

DAs involving variations to the Lismore Local Environmental Plan or Development Control Plan are usually treated as moderate development applications.

Table 4 - Engagement requirements for moderate development applications

Expected development application category	Detail
Types of development that typically sit in this category	<ul style="list-style-type: none"> <li>• Proposals involving LEP Variations</li> <li>• Intensive agriculture (e.g. commercial-scale poultry farms, piggeries, feedlotting, etc.).</li> <li>• Aquaculture</li> <li>• Higher impact rural industries (such as Saw-Mills, Stock Sales Yards, Abattoirs, etc).</li> <li>• Multiple dwellings</li> <li>• Rural subdivisions</li> <li>• Urban subdivisions</li> <li>• Caravan parks and manufactured home estates</li> <li>• Tourist and visitor accommodation (&gt;5 units)</li> <li>• Childcare centres (in residential areas)</li> <li>• Place of public worship / assembly (in residential areas)</li> <li>• Community centres (in residential areas)</li> <li>• Higher impact commercial / industrial uses (e.g. Panel-Beaters, Steel Fabrication, Asphalt/Bitumen Batching, etc.)</li> <li>• Higher impact public administration, education, and health services uses (e.g. Police Station, Hospital, School, etc.)</li> <li>• Mortuaries, cemeteries, and crematoriums</li> <li>• Extractive industries / quarries (&lt;30,000 tonne p/annum, no blasting)</li> <li>• Other uses that are higher impact and may not be expected in the zone (at discretion of Council)</li> </ul>
Submissions	Anyone may make a submission on this type of development application during the advertising period.
Engagement	<ul style="list-style-type: none"> <li>• Potentially affected parties are notified in writing about these development applications.</li> <li>• The application is advertised via Council’s Development Application tracker</li> </ul>
Advertising period	The advertising period is 14 days

## Significant applications

These are proposals that are of such significance that they may impact on the wider community.

Significant development applications are larger-scale applications which are expected to attract broader community interest.

These applications may be of interest to the broader community due to the potential impacts on a wider population (for example on traffic, biodiversity, scenic character, or noise). The nature of the development or the location of the development is usually a significant factor.

Table 5 - Engagement requirements for significant development applications

Expected development application category	Detail
Types of development that typically sit in this category	<ul style="list-style-type: none"> <li>• Large residential subdivision (&gt;100 lots)</li> <li>• Residential flat buildings (&gt;50 units)</li> <li>• Caravan parks and manufactured home estates (&gt;100 sites)</li> <li>• Recreational facilities (Major) (e.g. sport stadiums)</li> <li>• Pubs and clubs</li> <li>• Brothels</li> <li>• Correctional centres</li> <li>• Extractive industries / quarries (&gt;30,000 tonne p/annum and/or blasting)</li> <li>• Mines and petroleum producing industries</li> <li>• Other hazardous and/or offensive industries</li> <li>• Very-high impact infrastructure uses (e.g. airports, sewerage treatment plants, waste management centres, etc.)</li> <li>• Other uses that are very-high impact and would likely impact the wider community (at discretion of Council)</li> </ul>
Submissions	Anyone may make a submission on this type of development application during the advertising period.
Engagement	<ul style="list-style-type: none"> <li>• Residents within a project-specific range of the development will be notified (e.g. every resident within 100m or 1km)</li> <li>• The application is advertised via Council’s Development Application tracker</li> </ul>
Advertising period	<p>The advertising period is 14 days.</p> <p>Intensification and/or additions to existing premises may not be the same level of advertising and will be assessed on the level of additional/new impact at Council discretion.</p>

## Engagement requirements for additional development categories

The engagement for some DAs is specified in legislation. They are still assessed by Council but have mandatory community participation and advertising periods, as set out below.

### Designated development

Designated developments are high-impact developments (for example, those likely to generate pollution) or those located in or near an environmentally sensitive area such as a wetland.

There are two ways a development can be categorised as designated development:

- the class of development can be listed in Schedule 3 of the Environmental Planning and Assessment Regulation 2021 as being designated development, or
- a Local Environmental Plan or State Environmental Planning Policy can declare certain types of development to be designated development.

Designated developments require a more detailed impact assessment, known as an Environmental Impact Statement (EIS), to be prepared.

**Table 6 – Engagement requirements for designated development applications**

Engagement requirement	Detail
Submissions	Anyone may make a submission on this type of development application during the advertising period.
Engagement	<ul style="list-style-type: none"> <li>• Notification to adjoining owners is mandated</li> <li>• These developments also require notice to be given to specific public authorities.</li> </ul>
Advertising period	The advertising period is 28 days

### Nominated integrated developments

Nominated integrated development means integrated development (not being threatened species development or Class 1 aquaculture development) that requires an approval (within the meaning of section 4.45 of the Environmental Planning and Assessment Act 1979) under:

- a provision of the Heritage Act 1977, specified in section 4.46 (1) of the Environmental Planning and Assessment Act 1979, or
- a provision of the Water Management Act 2000, specified in section 4.46 (1) of the Environmental Planning and Assessment Act 1979, or
- a provision of the Protection of the Environment Operations Act 1997, specified in section 4.46 (1) of the Environmental Planning and Assessment Act 1979.

**Table 7 – Engagement requirements for nominated development applications**

Engagement requirement	Detail
Submissions	Anyone may make a submission on this type of development application during the advertising period.
Engagement	<ul style="list-style-type: none"> <li>• Notification to adjoining owners is mandated</li> <li>• These developments also require notice to be given to specific public authorities.</li> </ul>
Advertising period	The advertising period is 28 days

**Threatened species developments**

Threatened species development is development that significantly impacts on terrestrial or aquatic species or their habitats

This development is defined in section 7.7 (2) of the Biodiversity Conservation Act 2016 or section 221ZW of the Fisheries Management Act 1994.

Development which requires a Biodiversity Development Assessment Report (BDAR) or Species Impact Statement (SIS) is considered threatened species development.

*Table 8 - Engagement requirements for threatened species development applications*

Engagement requirement	Detail
Submissions	Anyone may make a submission on this type of development application during the advertising period.
Engagement	<ul style="list-style-type: none"> <li>• Notification to adjoining owners is mandated</li> <li>• These developments also require notice to be given to specific public authorities.</li> </ul>
Advertising period	The advertising period is 28 days



# Other planning functions

The following outlines other planning functions that fall outside strategic planning and development assessment. These can include, but are not limited to, the functions detailed in Table 9 below.

There are engagement and notification requirements for these planning functions set out in legislation.

*Table 9 - Other planning functions mandatory exhibition timeframes*

Type of plan	Description	Mandatory minimum exhibition period
<b>Reclassification of Public Land</b>	Reclassification of public land occurs through an amendment to the Lismore LEP when the classification needs to be changed from community to operational or operational to community.	<p>28 days unless a different timeframe is specified in the Gateway Determination (same requirements as for Planning Proposals in Schedule 1 of EP&amp;A Act)</p> <p><b>Public hearing</b></p> <ul style="list-style-type: none"> <li>A public hearing is required under section 29 of the Local Government Act 1993. Council is required to publish the report on the public hearing on its website no later than 4 days of its receipt under section 47G of the Local Government Act.</li> </ul> <p><b>Advertising</b></p> <ul style="list-style-type: none"> <li>Notice is distributed to area affected by the Reclassification of Public Land.</li> <li>Letter sent to landowners adjoining the subject land.</li> <li>Documentation is available on Council's website under 'Your Say Lismore' and at Council's Corporate Centre at 43 Oliver Avenue, Goonellabah.</li> </ul> <p><b>Submissions</b></p> <ul style="list-style-type: none"> <li>Submissions can be made online via Your Say Lismore, or addressed to the General Manager, Lismore City Council, PO Box 23A, Lismore or emailed to council@lismore.nsw.gov.au If you make a submission (either objecting or supporting), you are required to disclose any reportable political donations or gifts made to a Councillor or Council employee within the period commencing two (2) years before the application was made.</li> </ul>

Type of plan	Description	Mandatory minimum exhibition period
<p><b>Draft contributions plans</b></p>	<p>The aim of a contributions plan is to gain financial contributions from new development towards the cost of new and upgraded public amenities and/ or services required to accommodate the new development</p>	<p>28 days (as per Clause 26 (4) of EP&amp;A regulation 2000)</p> <p><b>Advertising</b></p> <ul style="list-style-type: none"> <li>Documentation is available on Council’s website under ‘Your Say Lismore’ and at Council’s Corporate Centre at 43 Oliver Avenue, Goonellabah.</li> </ul> <p><b>Submissions</b></p> <ul style="list-style-type: none"> <li>Submissions can be made online via Your Say Lismore, or addressed to the General Manager, Lismore City Council, PO Box 23A, Lismore or emailed to council@lismore.nsw.gov.au.</li> <li>If you make a submission (either objecting or supporting), you are required to disclose any reportable political donations or gifts made to a Councillor or Council employee within the period commencing two (2) years before the application was made.</li> </ul> <p><b>Notification of Council decision</b></p> <ul style="list-style-type: none"> <li>Council must give notice of its decision in a local newspaper within 28 days after the decision is made under Clause 31 of the EP&amp;A Regulation 2000.</li> </ul>



# General engagement requirements

## Notification

A notification letter advising notice of an application will be sent to:

(xxii) all persons who, according to Council's property records, own or occupy land immediately adjoining that part of the application site affected by the proposed development;

(xxiii) owners and occupiers of any neighbouring land which, in the opinion of Council, may be adversely affected by the application.

For the purpose of this section:

- if land is owned or occupied by more than one person, a written notice to one owner or one occupier is taken to be a written notice to all the owners and occupiers of that land.
- Council may also direct that:
  - an application be advertised or notified to any person or group of persons whom it considers may have an interest in the matter;
  - the application be available for inspection and submissions for such additional periods as it considers appropriate.

The extent of notification may be increased where the Council is of the opinion that additional notification is required taking into consideration the potential impact of the proposal.

Over Christmas and New Year, the period between 20 December and 10 January (inclusive) is excluded from the calculation of a period of public exhibition.

## Notification letter / advertisement / site sign

All advertisements, notification letters and site notices will include:

(xxiv) The application reference number;

(xxv) the address (or property description if no street address is allocated) on which the development is proposed to be carried out;

(xxvi) the name of the applicant;

(xxvii) a brief description of the proposed development;

(xxviii) a statement that the application and the documents accompanying that application may be inspected at the consent authority's principal office for a period specified in the notice during the consent authority's business hours or online via Council's website;

(xxix) a statement that any person during the period specified may make a written submission in relation to the development application to the consent authority;

(xxx) a statement outlining the privacy rights of any person making a submission to the Council.

Where the application involves erecting a building the notification letter will include an A4 size plan showing the height and external configuration and façade of the building in relation to the site. Floor plans will not provided due to privacy legislation, but can be viewed at Council's office as detailed in the notification letter.



## Submissions

Council publishes all submissions online via the Council website. A fact sheet is available on Council's website containing information about making submissions and what is published by Council. On request, applicants will be supplied with hard copies of all submissions.

Council will consider all submissions on their merits. Submissions will be summarised in the assessment report supplied for consideration and determination of the application. The report will include names of those who made the submissions.

Council is not bound by any submission and its assessment of an application will involve considering the merits of the application together with all submissions.

### Who can inspect plans and make a submission

Applications may be inspected during business hours or online at any time, and submissions made during the notification period are to be in accordance with the requirements set out in this CPP. Council will not decide on the application before the notification period has expired. Late submissions may be received by the Council up to a decision on the application.

### Notification of submitters when a strategic planning matter or Development Application is to be determined by Council

In accordance with Council's policy Determination of Development Applications under delegated authority, some development applications are submitted to a Council meeting for consideration and determination. In this situation, all individuals who have made a submission to the DA will be notified of the meeting date and opportunities available to address the Council through Public Access. This process allows community members to speak for up to four minutes on any agenda item included in the business paper.

Similarly, if a submission is made regarding a strategic planning matter that is scheduled to be determined by Council, each individual who has made a submission will be notified of the relevant Council meeting date when the matter will be determined by Council and the opportunity available to address Council through the Public Access process.

### Amendments prior to Determination

An applicant may amend an application at any time before Council has made its decision with the prior agreement of Council employees. If, in Council's opinion, the amendments are considered likely to have a greater adverse effect on or a different adverse effect on adjoining or neighbouring land, then Council will renotify:

- Those persons who made submissions on the original application;
- Any other persons who own adjoining or neighbouring land and in the Council's opinion may be adversely affected by the amended application.

Where the amendments in the Council's opinion do not increase or lessen the adverse effect on adjoining or neighbouring land, or only provides additional information, Council may choose not to notify or advertise the amendments.

Where the amendments arise from a Council-sponsored mediation, and it is considered that the amendments reflect the outcome of the mediation and do not otherwise increase the application's environmental impact, the amendments will not be notified or advertised.

Amendments to applications to remove a tree or to lop, top, or prune a tree, will not be notified or advertised, where the application is required only by Chapter 14 of this DCP and no other development is involved.

**Modifications (including consents granted by a meeting of Council, the Court or a Joint Regional Planning Panel)**

All applications to modify a development consent will be advertised/notified unless:

(xxxix) the modification does not change the height or external shape or facade of the proposal as shown on the original application; or

(xl) Council is satisfied that the modification or amendment has none or only a minimal impact on the environment; or

(xli) Council is satisfied that the modification or amendment does not substantially change the original application; or

(xxv) Council is satisfied that no disadvantage will be caused to any person who owns adjoining or neighbouring land or who has made a submission relating to the application.

(xxvi) In determining who is to be notified of the proposed modification, if Council is satisfied that the modification is of a minor nature, or of minimal environmental impact, the requirement for newspaper advertisement/site notice may be waived.







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**Lismore**  
City Council

# Online Submission - Community Engagement Strategy 2025

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## SURVEY RESPONSE REPORT

13 May 2025 - 10 June 2025

### PROJECT NAME:

Community Engagement Strategy 2025



Online Submission - Community Engagement Strategy 2025 : Survey Report for 13 May 2025 to 10 June 2025

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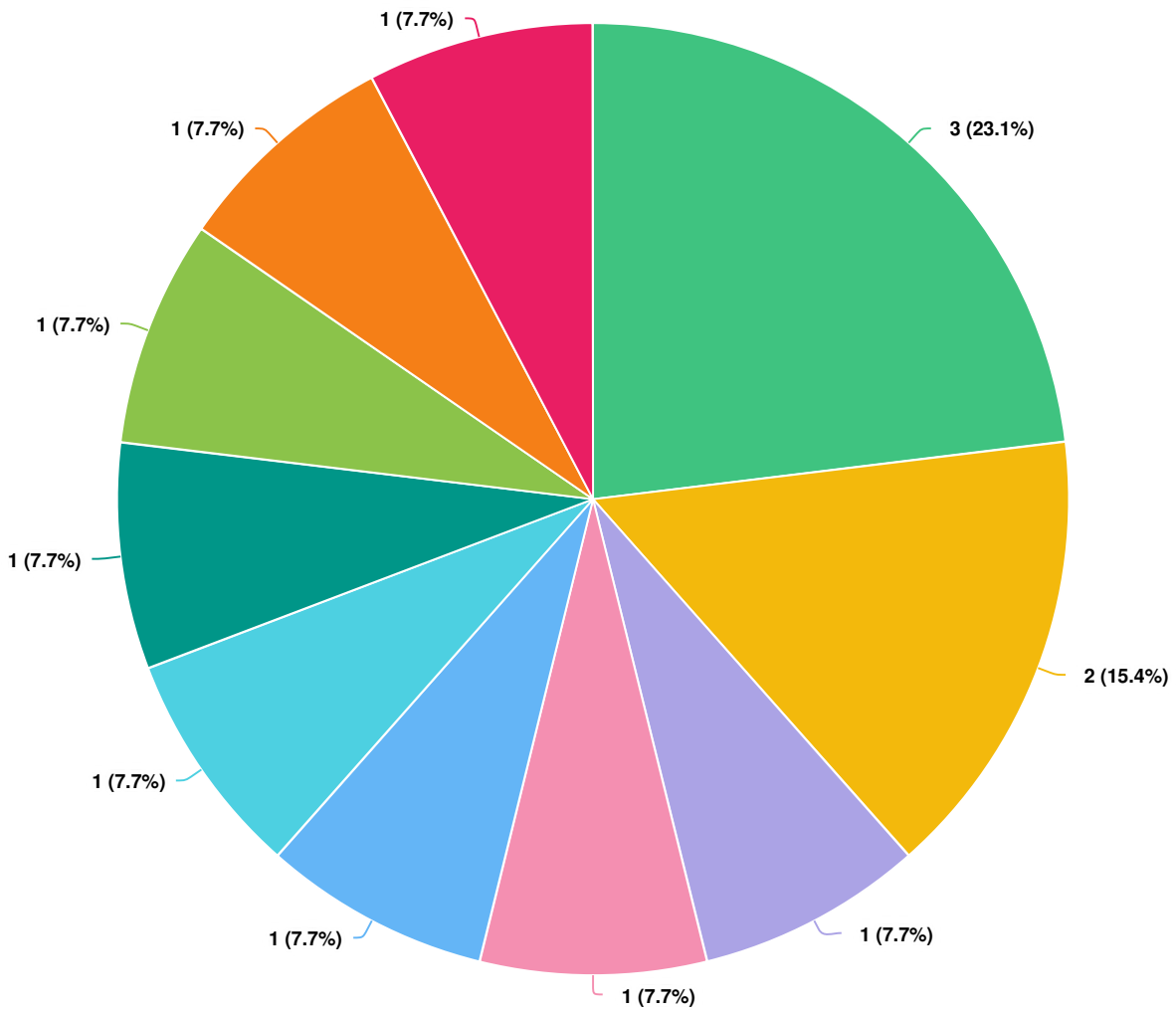
# SURVEY QUESTIONS

## Online Submission - Community Engagement Strategy 2025 : Survey Report for 13 May 2025 to 10 June 2025

Q1	Name
Anonymous 5/26/2025 05:20 PM	emma Beckett
Anonymous 6/01/2025 06:53 PM	Dane Hodkinson
Anonymous 6/01/2025 07:02 PM	Neil Moran
Anonymous 6/01/2025 07:02 PM	Julie Mcilwrath
Anonymous 6/01/2025 08:24 PM	Kate Christianson
Anonymous 6/01/2025 11:01 PM	John BRENNAND
Anonymous 6/02/2025 12:34 PM	Natalie Clarke
Anonymous 6/02/2025 03:58 PM	Wendy Ninness
Anonymous 6/02/2025 07:19 PM	Andrew George
Anonymous 6/03/2025 12:55 PM	Andrew Nicholson
Anonymous 6/04/2025 12:05 PM	Pieter Verasdonck
Anonymous 6/08/2025 12:24 PM	Greg and Judith Wirth
Anonymous 6/09/2025 06:00 PM	Trevor Thomas

Online Submission - Community Engagement Strategy 2025 : Survey Report for 13 May 2025 to 10 June 2025

Q3 Suburb



Question options

- GOONELLABAH, NSW    ● EAST LISMORE, NSW    ● BALLINA, NSW    ● BROOKLET, NSW    ● ELTHAM, NSW
- LISMORE, NSW    ● ROSEBANK, NSW    ● NORTH LISMORE, NSW    ● LARNOOK, NSW    ● CLUNES, NSW

Mandatory Question (13 response(s))  
Question type: Region Question



## Online Submission - Community Engagement Strategy 2025 : Survey Report for 13 May 2025 to 10 June 2025

## Q4 Submission

Anonymous

5/26/2025 05:20 PM

COUNCIL SHOULD ENGAGE WITH THE COMMUNITY BY SAVING THE TREES AND SPREADING THE WYRD!!!!?! REMOVE DARK RIGHTS AND MATTERS.

Anonymous

6/01/2025 06:53 PM

You require more communication with your Clunes community inhabitants, you cannot simply bully them into your unrealistic investment schemes funded by wealthy outsiders that have not assimilated with the community. It just won't work.

Anonymous

6/01/2025 07:02 PM

That looks great, we need to make it easier to get rural subdivisions and secondary dwellings approved, to get people out of the low lying areas of Lismore. Too much land that could be used sympathetically - rainwater, septic systems and solar etc - is being shut off from owners wanting to use it.

Anonymous

6/01/2025 07:02 PM

I want to have a say

Anonymous

6/01/2025 08:24 PM

Regarding Table 3 - engagement requirements for expected development applications. Public engagement, consultation, feedback/submissions needs to remain part of this process. DAs need to be advertised to the community. The community needs an opportunity to feedback into this process.

Anonymous

6/01/2025 11:01 PM

Wtf

Anonymous

6/02/2025 12:34 PM

I object to the proposal outlined on page 36, that will remove the ability for community to be informed of various proposed developments and the opportunity to object or communicate any potential issues. I am disappointed and disgusted that council are proposing this.

Anonymous

6/02/2025 03:58 PM

I am strongly opposed to issues regarding engagement requirements for expected development applications. The fact that you have included a cause that there would be no opportunity provided for public engagement on the development applications for multiple dwellings of more than 5 units and urban subdivisions where there are no new public roads is totally putting the existing residents of that

## Online Submission - Community Engagement Strategy 2025 : Survey Report for 13 May 2025 to 10 June 2025

area at a great disadvantage. The existing residents are subjected to the large number of additional vehicles etc whilst these dwellings are being built. To say that you are not prepared to listen to your ratepayers is, in my opinion, showing a total lack of any type of empathy and is inconsiderate to say the least.

Anonymous

6/02/2025 07:19 PM

Firstly I want to say that councillors have demonstrated complete disregard to community sentiments and are not following their own communication strategy. They are not respecting the community or listening to valid viewpoints and concerns. I speak particularly regarding the recent decisions to take down the proudly csg and nuclear free signs and also the decision to evict the historical society without providing and support or alternative premises. What engagement has happened there? Whose voices have been listened to?? Furthermore I note that your Communications approaches don't include sortition and deliberative democracy based approaches like citizen juries. Instead, generally council - when it does engage - focuses on listening to the "squeaky wheel", when a random and representative cohort of the community could come to more robust decisions for the community- to all of our benefit. You have representative surveys as a tool but this is only going to get you representative opinion, not representative Judgement. When there is such diversity in the community, and conflicting interests, we need the community to actually listen to each other, listen to experts, build connection and trust in order to come to consensus (or close) on the tough decisions we face. I note that there was going to be a citizens jury for imagining the future of Lismore at the start of 2024, a process that was shut down by big rob and other councillors. I see this move as a fear of reality, a fear of robustness, transparency, and democracy - and mostly a fear of the community. Instead there was meant to be an advisory group, which has since been disbanded, and now a pathetic process with the councillors having final say for determining the strategy and vision for Lismore. A process with community feedback sessions and online surveys. This is not good enough for a town that faces an existential threat of future flooding and present threat of economic collapse due to unaffordable housing, insurance and growing inequality. I encourage you to consider the principles of deliberative democracy - eg a citizens assembly or jury - as new democracy foundation describe it, and how important these are for the big issues Lismore faces, such as THE FUTURE. newDemocracy applies 5 clear principles to all of our work Random Selection: Governments inevitably hear from the noisiest voices who insist on being heard. In contrast, society trusts 12 randomly-selected people on a criminal jury to assess evidence, discuss their views and reach a consensus recommendation because random selection generates people like us. Our process gets beyond the enraged and the articulate because the public would perceive them as having a

## Online Submission - Community Engagement Strategy 2025 : Survey Report for 13 May 2025 to 10 June 2025

bias. Time: Most policy problems which warrant the investment in a jury will be complex topics, so we need to allow people the time to educate and immerse themselves in the topic. We generally take around six months to deliver the process from beginning to end – as a guide, citizens need at least 40 hours in person, meeting five to six times to meaningfully deliberate and find common ground without feeling pushed toward a pre-ordained outcome. Information: Neutrality of information is a core principle, and we are careful to alert all juries that all writers have their own bias and perspective and they need to critically analyse this. To counter the view that you can find an expert to say anything we focus the start of a process on asking “what do you need to know... and who would you trust to inform you – and use this as a way of selecting the speakers and input for subsequent jury meetings. Clear remit: A plain English question, phrased neutrally is essential. This is the most time consuming aspect in finding agreement with a sponsoring government body. Everyday people (not impassioned activists) need to instantly understand the problem to care enough to get involved. Upfront authority: To get everyday people in the room making a considerable time commitment, they need to know that the recommendations they reach mean something and won't be consumed within the bureaucracy. Reference <https://www.newdemocracy.com.au/principles/>

Anonymous

6/03/2025 12:55 PM

To: Lismore City Council PO Box 23A Lismore NSW 2480 attn: The General Manager Dear Sir Thank you for the opportunity to comment on Lismore s DRAFT COMMUNITY ENGAGEMENT STRATEGY 2025. I note that this plan has been developed as a requirement for Council to satisfy both the Environmental Planning & Assessment Act 1979 and the Local Government Act 1993. From my reading of the document provided on-line it appears to be a comprehensive and appropriate guide for Council and its stakeholders. In particular, I note that the document purports to:

- Promote best-practice community engagement within the whole organisation;
- Provide a commitment to our community about how, what and when we inform and/or engage with them about Council business; and that it defines
- A stakeholder as anyone with an interest in or who is impacted by a project. I therefore find it perplexing and troubling that at the APPENDIX - COMMUNITY PARTICIPATION PLAN, where at Table 3, Engagement Requirements for Expected Development Applications (page 36), where, at the discretion of Council, developments with perceived negligible adverse impacts,
- NO OPPORTUNITY IS PROVIDED FOR PUBLIC SUBMISSIONS, and
- NO NOTIFICATION OR ADVERTISEMENT WILL BE PROVIDED. This is contrary to the principles of this Plan, namely:
- Section a) The community has a right to be informed about planning matters that affect it (and also Sections b) to h) inclusive that follow). Every listed type of

## Online Submission - Community Engagement Strategy 2025 : Survey Report for 13 May 2025 to 10 June 2025

development that typically sit in this category could impact a neighbour, the adjoining landholder or local neighbourhood, and/or rural or urban community. All the above stakeholders have a right to know what is proposed (through advertisement or notification) and a right to make appropriate submissions, no matter what the perceived negligible adverse impacts" might be. The fact that these would be determined at the "discretion of Council leaves it completely subjective, non-transparent, and open to abuse of power. I urge Council to reconsider categorising Development Applications in this manner and reinstate the Community's ability to properly and fully engage with the Development Application process through notification procedures and an allowance to make submissions. Thank you for considering my concerns on this matter. Yours sincerely, Andrew Nicholson [REDACTED]

Anonymous

6/04/2025 12:05 PM

Recognise market trends, Net Zero, environmental restoration and farming income growth better, and plan on future capacity, E.g., see: <https://gfi.org/resource/alternative-proteins-for-farmers-and-agriculture/>

Anonymous

6/08/2025 12:24 PM

People need to be informed of government proposals of development regardless of what size scale it maybe. Eg. 1 or 4 units. As there is impact to your property such as drainage, lighting, unstablisising of foundation soil and construction noise.

Anonymous

6/09/2025 06:00 PM

I object to the proposal details in Table 3, page 36 of the new strategy. Donald Trump would come up with this in America. I'm ashamed to see this happening from the council. Any counsellor voting for these undemocratic new rules should be dismissed for voting for this. I object to this that no one is going to be informed or be able to comment on council plans for subdivision. This could go ahead without the public knowing about it.

**Mandatory Question** (13 response(s))**Question type:** Essay Question



# LISMORE CITY COUNCIL

## STRATEGIC ASSET MANAGEMENT PLAN (SAMP)

JUNE 2025

[www.lismore.nsw.gov.au](http://www.lismore.nsw.gov.au)

Oliver Avenue, Goonellabah NSW 2480 • PO Box 23A, Lismore NSW 2480 • T: 6625 0500 • E: council@lismore.nsw.gov.au • ABN: 60080932837  
Lismore City Council acknowledges the people of the Bundjalung Nation, traditional custodians of the land on which we work.



### 1.1.1 Acknowledgement to Country

We acknowledge the Widjabal/Wyabal people of the Bundjalung nation, Traditional Owners of the lands and waters on which we operate our business. We honour their unique cultural and spiritual relationship to the land and waters and their continuing and rich contribution to Lismore City Council and the community. We pay our respects to them and their culture, their Elders and community leaders both past and present.

Additionally, we acknowledge the vibrant contribution that young Aboriginal people make as emerging leaders of the community.

#### ***Document credit***

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#### **Document status**

<b>Job #</b>	<b>Version</b>	<b>Approving Director</b>	<b>Date</b>
7784	1 – Draft	G. Smith	April 2024
7784	2 – Draft – Post-exhibition	NA	June 2024
	3-Update – 2025-2026 Financial Year		June 2025

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## 1 Executive summary

This Strategic Asset Management Plan (SAMP) states the approach to implementing the principles and the objectives set out in the Asset Management Policy. It includes specific requirements to outline the processes, resources, structures, roles and responsibilities necessary to establish and maintain the asset management system. The asset groups covered by this SAMP are Buildings and Structures Assets, Transport Infrastructure Assets, Urban Stormwater Assets.

Water Supply and Wastewater Network Assets have been refreshed with current financial data.

The SAMP highlights major issues which need to be addressed for each of the asset classes over the next ten years. The SAMP also highlights the necessary actions for Lismore City Council (Council) to help close the gap between current asset management practice and move towards a 'good practice' position in the future.

Both the SAMP and the Asset Management Plans (AMPs) have been prepared in accordance with the International Infrastructure Management Manual (IIMM) and the Institute of Public Works Engineering Australasia (IPWEA) National Asset Management Strategy (NAMS) guidelines. Development of an asset management strategy and plans for council infrastructure assets is a mandatory requirement for NSW local government. The key findings for each asset class are included in the asset management plans (Appendices) and are covered in a concise but detailed manner.

The SAMP has been prepared based on best information available to Council at the time of development. The financial analysis is based on Council's current and most recent Financial Statements. The SAMP improvement plan identifies asset improvement strategies to improve the organisation's capability and to provide more confidence in the reliability of the asset data that informs our decisions, including the need to incorporate resilience into Council's infrastructure risk management approach, particularly in disaster sensitive areas and to undertake inspections to collect reliable asset condition data.

The financial modelling in this SAMP incorporates the preliminary estimates of damage and infrastructure reconstruction (\$650m from multiple sources of Disaster Recovery Funding (DRF) for asset replacement only – emergency repair and costs incurred to 'make safe' have been excluded) in response to the recent flood events. However, the current iteration does not account for the possibility of relocation of people and assets within the Local Government Area (LGA). The asset financial model will continue to be updated in future SAMPs as further detailed costings and clarity of direction for the new infrastructure become available. The financial impacts including depreciation, maintenance, and operational costs will be updated in future annual updates of Council's SAMP, AMPs and Long-Term Financial Plan (LTFP).

It is important to note that all disaster recovery funding amounts referenced in this plan are high level estimates prepared by Council and are subject to change as each project completes the design, application and assessment process.

This strategy includes Council's Asset Management Policy. The policy provides a framework for managing infrastructure assets to support the delivery needs of the community.

## 1.1 Asset values

Council has an infrastructure and asset portfolio with a current replacement cost of approximately \$2.5 billion. The asset values are estimates of the value of assets, as at 30 June 2024, based on Council's audited annual financial statements. These values should be updated on an annual basis, in line with the annual financial statements, once completed.

Table 1 Asset Summary

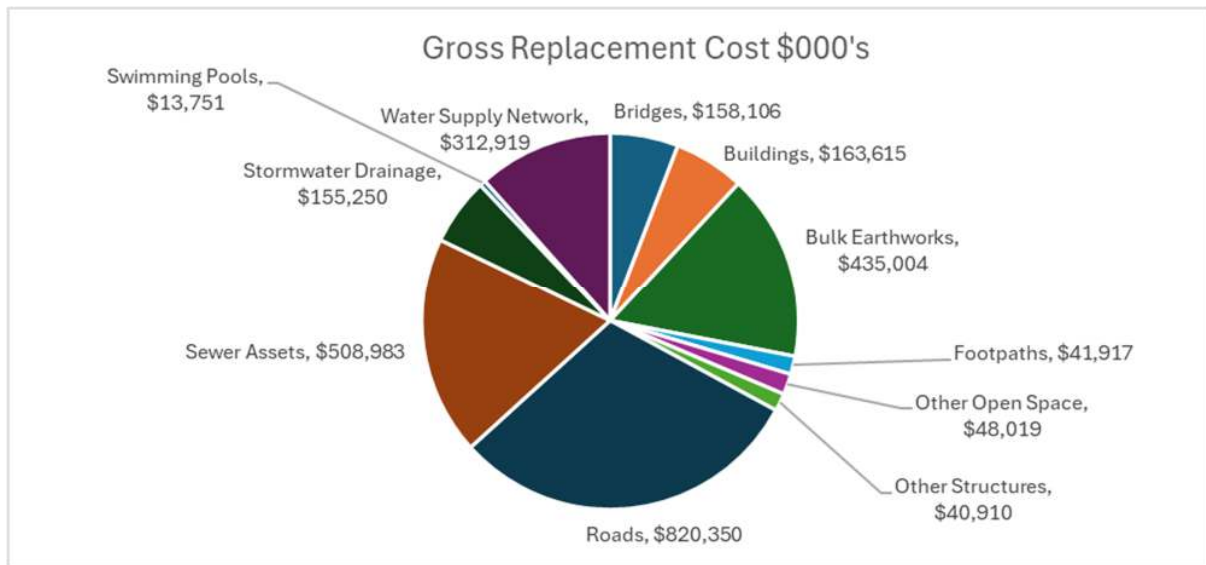
Category	Asset	Gross Carrying Amount
Open Space, Other Structures, Land Improvements and Pools	110 Parks 24 Sports fields 33 Playgrounds 4 Skate Parks 14 Basketball/Netball 50 Monuments 8 Artwork	\$105m
Stormwater	152 km pipe 5,871 pits 46 Treatment devices	\$155m
Transport	800 km Roads 142 Bridges 29 km Cycleways 16 Carparks 76 km Footpaths	\$1,455m
Buildings - (total 206)	83 Council Offices/depot 3 Libraries/Art 19 Water and Sewer 60 Public Toilets 5 Saleyards 3 Emergency facilities 33 Council facilities	\$164m
Water Supply	354km Water Mains 7 Pumping stations 18 Reservoirs 1 Dam 1 Weir 2 Water Treatment Plants	\$313m
Wastewater	376km Sewer Mains 84 Pumping stations 3 Wastewater treatment plants	\$509m



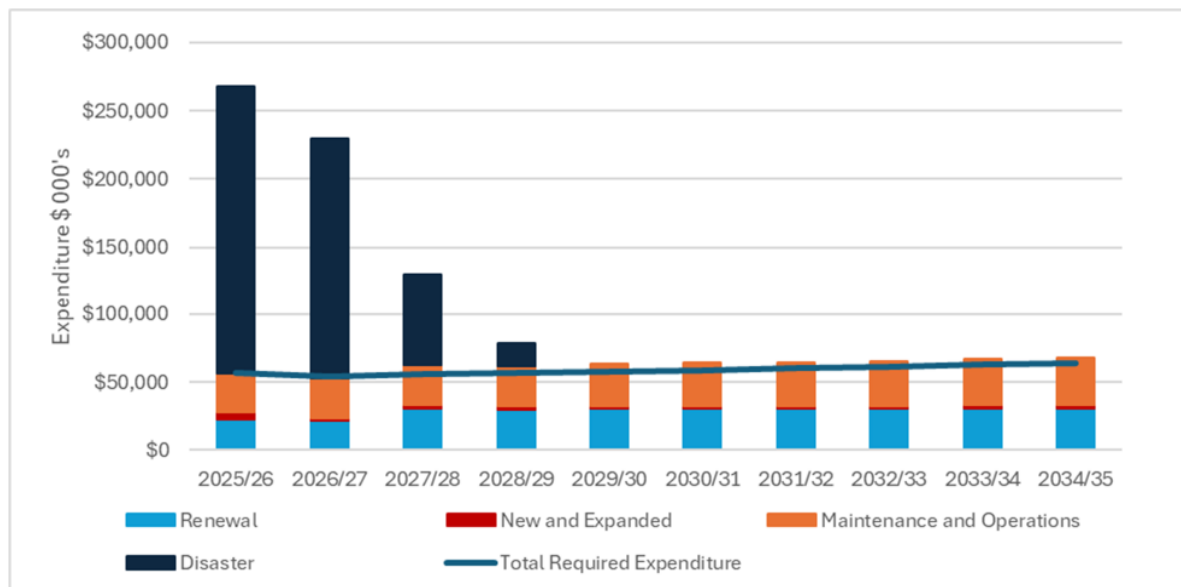
Table 2: Asset classes and values

Asset Class	Gross Replacement Cost (CRC) \$ (000's)	Written Down Value (WDV) \$ (000's)	Annual Depreciation Expense \$ (000's)	Asset Management Plan
Buildings	\$163,615	\$105,733	-\$1,338	Buildings, Other Structures and Land Improvements
Other Structures	\$40,587	\$23,273	-\$1,215	Buildings, Other Structures and Land Improvements
Roads	\$820,427	\$453,911	-\$13,995	Transport Assets
Bridges	\$158,106	\$89,101	-\$1,552	Transport Assets
Footpaths	\$41,917	\$29,446	-\$588	Transport Assets
Bulk Earthworks	\$435,004	\$435,004	\$0	Transport Assets
Stormwater	\$155,250	\$118,131	-\$758	Stormwater Assets
Water supply network	\$312,921	\$175,492	-\$3,088	Water Assets
Wastewater network	\$509,245	\$313,706	-\$5,239	Wastewater Assets
Swimming pools	\$13,751	\$5,174	-\$158	Buildings, Other Structures and Land Improvements
Open Space and Recreation (inc. Land Improvements)	\$50,505	\$17,808	-\$1,017	Buildings, Other Structures and Land Improvements
<b>Total</b>	<b>\$2,701,328</b>	<b>\$1,766,779</b>	<b>-\$28,947</b>	

Figure 1: Council Asset Portfolio



Infrastructure Ratios	Budget 2025/26	Estimated 2035/36	Funding Gap \$ 000's 2025/26	
Infrastructure Renewals ratio Benchmark 100% (Includes disaster funding).	696.09%	77.37%	Yr 1	\$200,399
			Yr 5 Average	\$86,837
			Yr 10 Average	\$39,508
Infrastructure Maintenance Ratio Benchmark 100%	159.77%	159.32%	Yr 1	\$10,619
			Yr 5 Average	\$10,884
			Yr 10 Average	\$11,601
Total Funding Gap			Yr 1	\$211,018
			Yr 5 Average	\$97,722
			Yr 10 Average	\$51,109



## 1.2 Asset backlog

In 2022/23, Council had a combined asset backlog of \$201 million, with this being the estimated cost to bring assets to a satisfactory standard. The satisfactory standard is currently taken as condition 3. The breakdown of backlog per asset class as of 30 June 2023 is shown in the following table.

Table 3: Asset backlog summary

Estimated cost to satisfactory	Backlog \$ (000's)	Backlog ratio % (Backlog / WDV)
Buildings	23,527	35.5%
Other Structures	281	1.5%
Roads	50,499	12.0%
Bridges	7,028	8.3%
Footpaths	299	1.1%
Bulk Earthworks	0	0.0%
Stormwater	1,758	2.2%
Water Assets	25,687	15.3%
Wastewater Assets	88,849	27.5%
Open Space and Recreation (inc. Land Improvements)	96	15.0%
Swimming Pools	2,856	57.2%
<b>Total</b>	<b>200,880</b>	<b>12.4%</b>

In 2022/23, only Council's Other Structures and Footpath assets met the OLG benchmark of 2%. The other asset classes exceeded this level with an overall Backlog Ratio of Council sitting just above 12%. It is worth noting that in the past 4 years Council has undergone three significant natural disaster events which have had a detrimental impact on the condition of its asset portfolio. As such Council has reduced confidence in its roads condition data to "acceptable" and is currently in the process of recapturing this, which may result in a change in the condition profile of the network. These findings will be incorporated as part of the annual review process of the Transport Asset Management Plan as well as the Strategic Asset Management Plan.

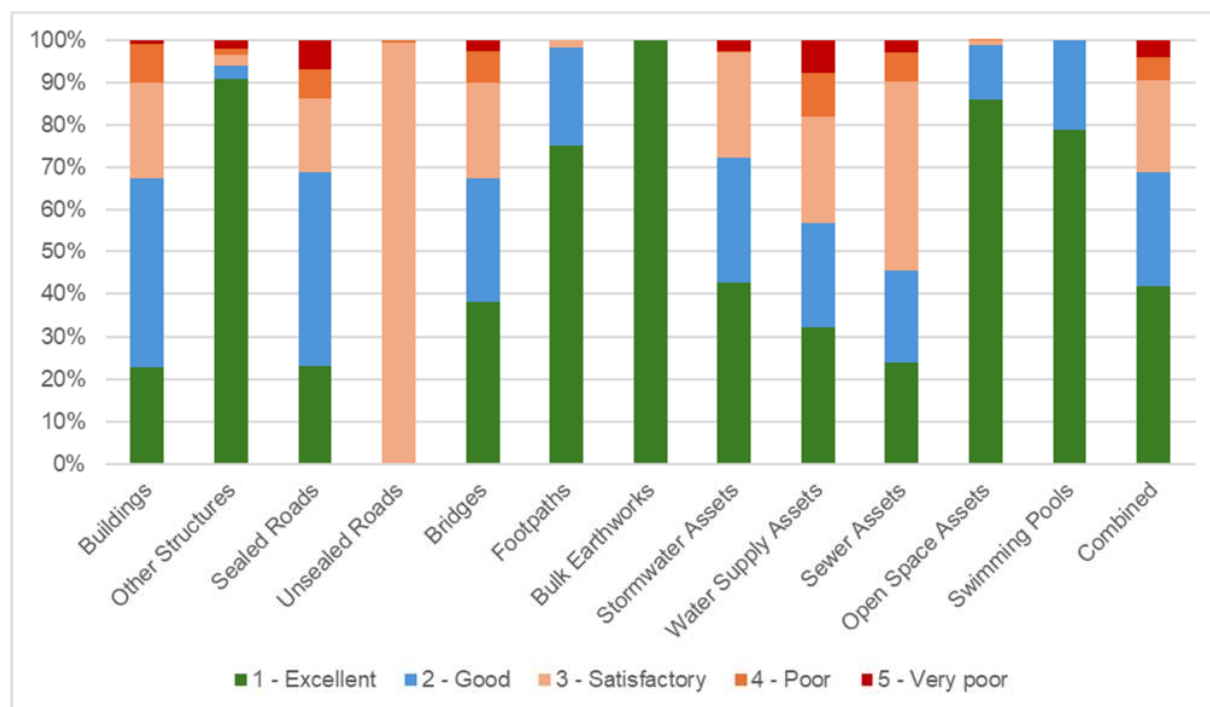
### 1.3 Asset condition

Reviewing the asset condition data shows that there is a notable portion of Council’s Transport, Buildings, Water, Wastewater and Swimming Pool assets in unsatisfactory condition (Table 4; Figure 2). The condition is represented as a percentage of the replacement cost of Council’s assets. Condition is a measure of an asset’s physical condition relative to its condition when first constructed. When rating asset condition, Council uses a scale of 1 - 5, where 1 = new and 5 = totally failed. Overall, the quality of Council’s condition data is rated as acceptable. It should be noted that there was a significant impairment of Council’s assets due to the 2022 flood event which has resulted in a large proportion of assets in a state of very poor condition. As Council continues through the disaster recovery process, a significant improvement is expected in the condition of the portfolio in future iterations of this SAMP.

Table 4: Asset condition

Asset class	Asset condition (% of CRC)				
	1 - Excellent	2 - Good	3 - Satisfactory	4 - Poor	5 - Very poor
Buildings	22.9%	44.6%	22.5%	9.1%	1.0%
Other Structures	91.0%	2.9%	2.6%	1.6%	1.9%
Sealed Roads	23.1%	45.7%	17.5%	6.7%	6.9%
Unsealed Roads	0.2%	0.1%	99.3%	0.5%	0.0%
Bridges	38.0%	29.4%	22.5%	7.4%	2.7%
Footpaths	75.2%	22.9%	1.8%	0.0%	0.0%
Bulk Earthworks	100.0%	0.0%	0.0%	0.0%	0.0%
Stormwater Assets	42.7%	29.8%	24.7%	0.1%	2.7%
Water Supply Assets	32.3%	24.7%	25.1%	10.2%	7.7%
Sewer Assets	24.0%	21.4%	44.7%	6.9%	2.9%
Open Space Assets	86.1%	12.9%	0.9%	0.1%	0.0%
Swimming Pools	79.0%	21.0%	0.0%	0.0%	0.0%
<b>Combined</b>	<b>41.8%</b>	<b>27.2%</b>	<b>21.7%</b>	<b>5.5%</b>	<b>3.9%</b>

Figure 2: Asset condition summary



## 1.4 Expenditure and reporting

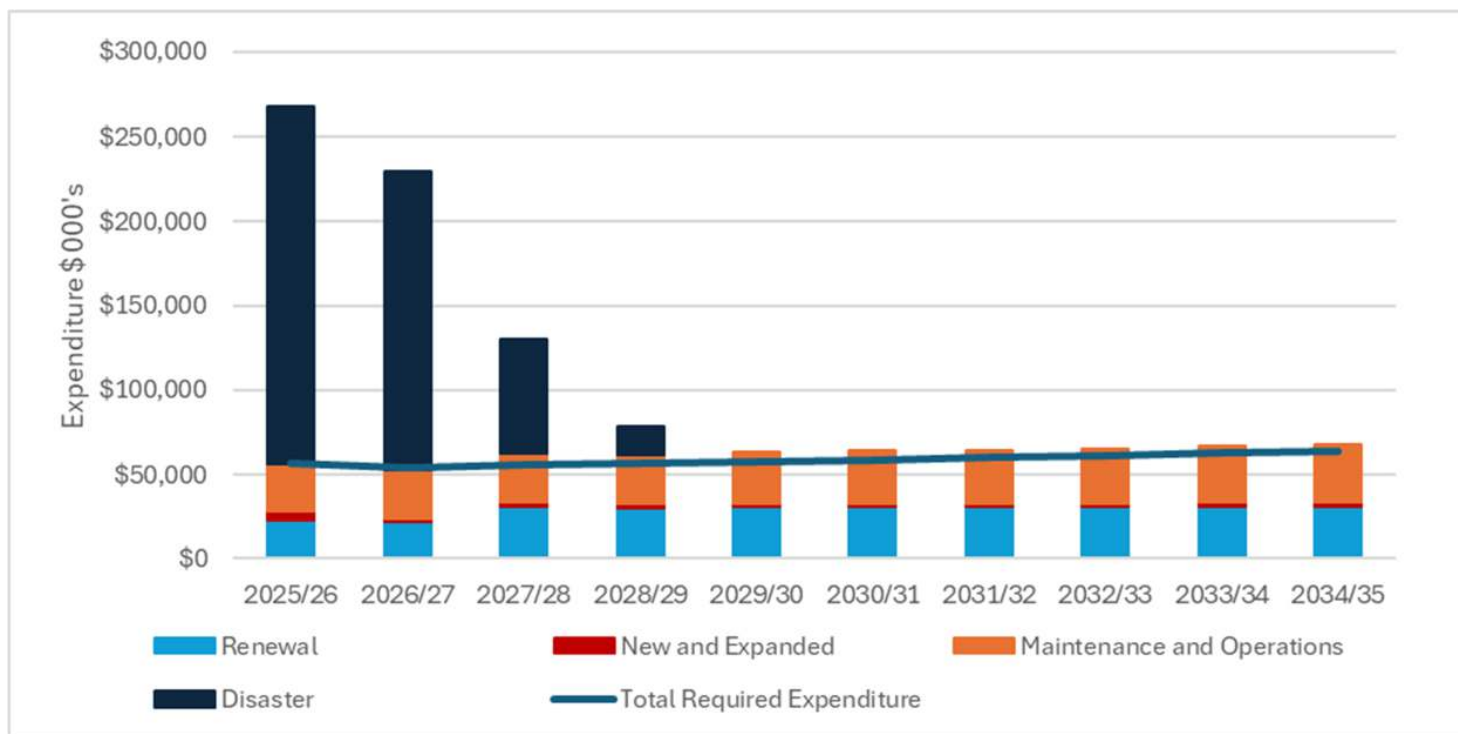
Table 5: Combined asset expenditure projections – base case

Expenditure projections (\$,000s)		2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
– combined assets											
Actual	Renewal	\$22,842	\$21,825	\$30,602	\$29,763	\$30,272	\$30,158	\$30,188	\$30,254	\$30,673	\$30,757
	Disaster Funding	\$211,176	\$177,122	\$67,419	\$16,840	\$0	\$0	\$0	\$0	\$0	\$0
	New and expanded assets	\$5,514	\$1,975	\$2,556	\$2,213	\$2,193	\$2,209	\$2,224	\$2,240	\$2,257	\$2,267
	Maintenance and operational	\$28,386	\$29,061	\$29,241	\$29,989	\$30,755	\$31,543	\$32,353	\$33,186	\$34,041	\$34,920
	<b>Total expenditure</b>	<b>\$267,919</b>	<b>\$229,982</b>	<b>\$129,817</b>	<b>\$78,804</b>	<b>\$63,220</b>	<b>\$63,910</b>	<b>\$64,765</b>	<b>\$65,680</b>	<b>\$66,970</b>	<b>\$67,943</b>
Required	Required renewal (depreciation)	\$33,619	\$34,111	\$34,620	\$35,310	\$36,014	\$36,732	\$37,465	\$38,212	\$38,973	\$39,751
	New and expanded assets	\$5,514	\$1,975	\$2,556	\$2,213	\$2,193	\$2,209	\$2,224	\$2,240	\$2,257	\$2,267
	Required maintenance and operational	\$17,767	\$18,178	\$18,596	\$19,018	\$19,451	\$19,898	\$20,378	\$20,873	\$21,389	\$21,918
	<b>Total</b>	<b>\$56,900</b>	<b>\$54,264</b>	<b>\$55,772</b>	<b>\$56,541</b>	<b>\$57,658</b>	<b>\$58,839</b>	<b>\$60,067</b>	<b>\$61,325</b>	<b>\$62,619</b>	<b>\$63,935</b>
Maintenance and Operational gap		\$10,619	\$10,883	\$10,645	\$10,971	\$11,304	\$11,645	\$11,975	\$12,313	\$12,652	\$13,002
Renewals gap		\$200,399	\$164,836	\$63,401	\$11,293	-\$5,742	-\$6,574	-\$7,277	-\$7,958	-\$8,301	-\$8,994
<b>Overall gap</b>		<b>\$211,018</b>	<b>\$175,718</b>	<b>\$74,046</b>	<b>\$22,263</b>	<b>\$5,562</b>	<b>\$5,071</b>	<b>\$4,698</b>	<b>\$4,355</b>	<b>\$4,351</b>	<b>\$4,008</b>
Overall gap (Excluding Disaster Funding)		-\$158	-\$1,404	\$6,627	\$5,424	\$5,562	\$5,071	\$4,698	\$4,355	\$4,351	\$4,008

\* All disaster recovery funding amounts referenced in this plan are high level estimates prepared by Council and are subject to change as each project completes the design, application and assessment process.



Figure 3: Council Expenditure Overview



The projections indicate that the significant injection of disaster recovery funding (DRF) results in a substantial average annual surplus in CAPEX (\$55.3m) and a small surplus in OPEX (\$7.9m) relative to the funding required to maintain the status quo for Council over the 10-year period. There is a significant reduction in Council’s backlog (\$48.2m) over this time, reducing the overall backlog percentage from 10.4% down to 5.0%. Council will face significant challenges in delivering the volume of capital work and it is critical that financial and condition data is reviewed regularly to track the impact of the works. Further, it should be noted that Council’s transport infrastructure makes up a significant portion of the backlog and Council is currently in the process of collecting ‘high confidence’ condition data as part of the next revaluation of its transport portfolio, which may provide clarity on the extent of the works required.

## 1.5 Levels of Service

The objective of asset management is to enable assets to be managed in the most cost-effective way, based on an understanding of customer needs, expectations, preferences and their willingness to pay for any increase in the level of service.

A level of service is a measurable description of what Council delivers (or intends to deliver) in an activity which relates to something that can be controlled. Council has prepared specific community and technical levels of service which cover the accessibility, quality, responsiveness, affordability, customer satisfaction, sustainability, health and safety and financial performance regarding the delivery of their infrastructure assets.

These have been developed for all asset classes and are detailed in the respective AMPs and address the adopted lifecycle management of assets. The overarching SAMP establishes a basic framework to measure service level outcomes. Council is currently in the process of developing Service Levels and will undertake community consultation by 30/06/25.

## 1.6 Strategic Actions

Council has developed 10 Strategic actions to improve our asset management system. These will be reported on through the Annual Reporting process.

Table 6: High level strategic actions

No	Strategy	Desired outcome
1	Continue the move from annual budgeting to long-term financial planning for all asset classes.	The long-term implications of Council services are considered in annual budget deliberations.
2	Further develop and review the Long-Term Financial Plan covering ten years incorporating asset management plan expenditure projections with a sustainable funding position outcome.	Sustainable funding model to provide Council services.
3	Review and update asset management plan financial projections and long-term financial plans after adoption of annual budgets. Communicate any consequence of funding decisions on service levels and service risks.	Council and the community are aware of changes to service levels and costs arising from budget decisions.
4	Continue to report Council's financial position at fair value in accordance with Australian accounting standards, financial sustainability and performance against strategic objectives in annual reports, ensuring that asset remaining lives are assessed on an annual basis.	Financial sustainability information is available for Council and the community.
5	Ensure Council's decisions are made from accurate and current information in asset registers, on service level performance and costs and 'whole of life' costs.	Improved decision making and greater value for money.
6	Report on Council's resources and operational capability to deliver the services needed by the community in the Annual Report.	Services delivery is matched to available resources and operational capabilities.
7	Ensure responsibilities for asset management are identified and incorporated into staff position descriptions. Assess whether current resourcing is sufficient to cover all asset management functions for all asset classes.	Responsibility for asset management is defined.

No	Strategy	Desired outcome
8	Implement an improvement plan to initially realise 'core/good' maturity for the financial and asset management competencies, then progress to 'advanced/better' maturity.	Improved financial and asset management capacity within Council.
9	Report annually to Council on development and implementation of asset management strategy and plan and long-term financial plans.	Oversight of resource allocation and performance.
10	Incorporate resilience planning into Council's infrastructure management to be resilient against future disaster events.	Improved ability for Council to build and maintain infrastructure, that would otherwise be vulnerable to natural disasters.

## 2 Introduction

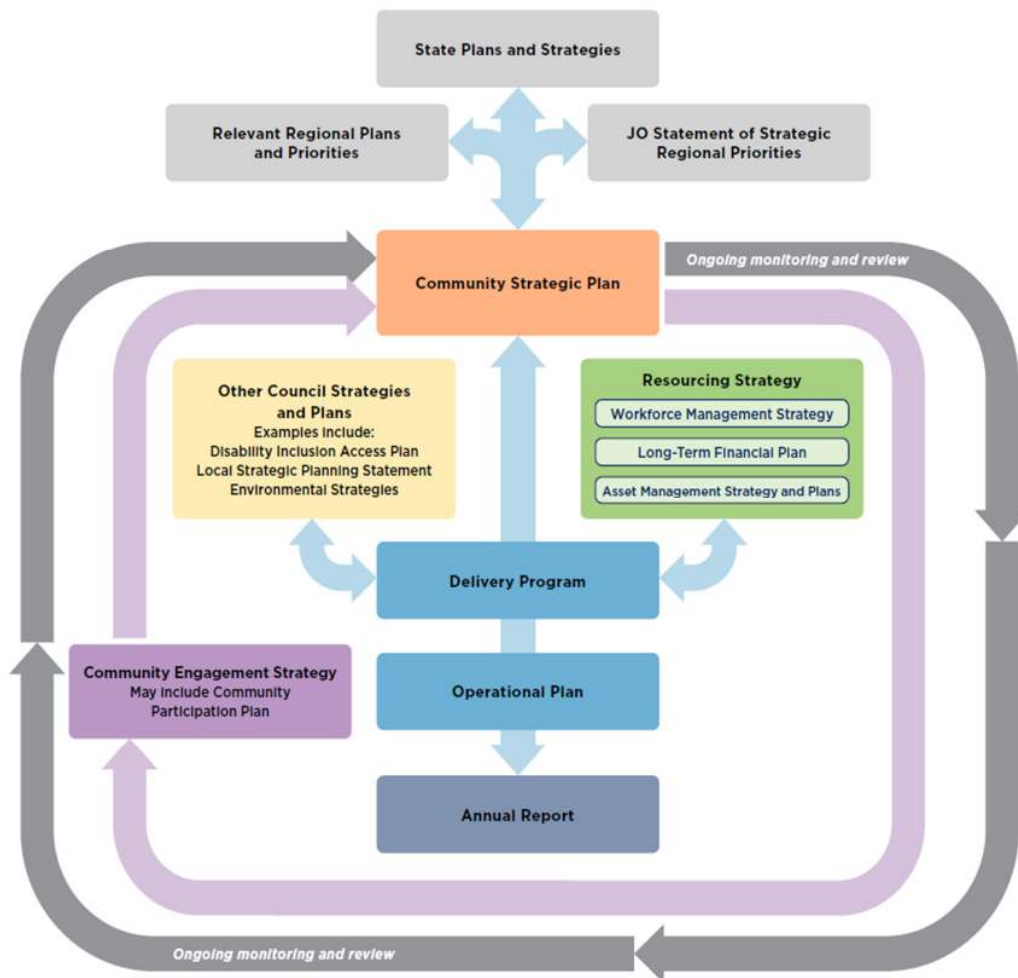
### 2.1 Asset Planning

Development of AMPs for Council’s infrastructure is a mandatory requirement for NSW councils, as per the *NSW Local Government Act 1993* and its subsequent amendments. As such, Council has developed the following SAMP to cover the period 2023/24 – 2033/34. The key findings for each asset class are included in the individual Asset Management Plans.

Providing infrastructure is one of the most important roles of Council, as assets support services that deliver on Council’s long-term objectives. A formal approach to asset management is essential to ensure that services are provided in the most cost-effective and value-driven manner. Asset management needs to be fully aligned and integrated with Council’s Community Strategic Plan, LTFP and Workforce Strategy. This ensures that community needs, and expectations are well understood, and that funding requirements and consequences are understood and available.

Council’s current planning framework is based on the NSW Office of Local Government Integrated Planning and Reporting Framework.

Figure 4: Integrated Planning and Reporting Framework (OLG)



Council has adopted a ‘whole of council’ approach, beyond just a ‘lifecycle’ approach, and is committed to delivering value for money to the current and future generations of the community.

Figure 5: Relationship between Council’s plans and resourcing strategies

Document	Purpose
Community Strategic Plan	Sets the community’s vision for the next 10 years and strategies to achieve the vision.
Community Engagement Strategy	Guides how Council engages with the community in all aspects of the IP&R Framework and sets actions to be included in the Delivery Program.
Delivery Program	Outlines the actions Council will undertake to meet the CSP goals over four years.
Resourcing Strategy	Companion documents to the Delivery Program, outlines how Council will resource the actions (addressing Council’s finances, assets, and workforce).
Operational Plan and Budget	Maps what programs, projects and activities Council will undertake each financial year to fulfil the actions in the Delivery Program and to achieve the goals in the CSP.
Strategic documents	Informs the actions in the Delivery Program and Operational Plan e.g. Economic Development Strategy.
Quarterly reports, Annual Report and State of the Council Report	Reports Council’s progress in achieving the community’s vision.

This SAMP establishes a framework to enable the prioritisation of asset groups through planning, construction, maintenance, and operation of infrastructure necessary to achieve the goals and objectives as set out in:

- Imagine Lismore Community Strategic Plan 2022-2032
- Lismore City Council Resourcing Strategy:
  - Long-Term Financial Plan
  - Workforce Management Plan
- NSW State Plan and Premier Priorities
- Northern Rivers Joint Organisation Strategic Regional Priorities
- North Coast Regional Plan 2041
- Strategic Business Plan for Water Supply and Wastewater
- Reconciliation Action Plan 2022-2024
- Lismore Growth and Realignment strategy.



## 2.2 Scope of this Strategic Asset Management Plan

This SAMP has been developed to provide the framework to ensure that Council's new and existing infrastructure assets are operated, maintained, renewed and upgraded to ensure that the levels of service are achieved in the most cost effective and sustainable way. It meets Council's commitments under the IP&R Framework in that all Council's infrastructure assets are fully accounted for. Details on each asset class, including the inventory, condition, predicted and required expenditure are included in the AMPs.

The audience for this SAMP is Council staff, the Council executive management team, elected representatives (Councillors), interest groups, stakeholders and other interested members of the general community.

The specific objectives of this strategy are:

- To ensure a sustainable service offering to the community by evolving and embedding a culture of asset management
- To ensure decision-making reflects community value for this generation and the next
- To develop clearly defined and agreed service levels, to inform asset investment, to support the community's quality of life
- To drive quality service outcomes by taking a risk-based approach to the way assets are managed
- To ensure availability of resources to maintain assets over the longer term.

The strategy identifies the future funding requirements and service delivery in the context of:

- Current Asset Condition and Performance
- Levels of Service
- Forecasted Demand for infrastructure and services
- Funding constraints
- Flood related funding.

This strategy supports Council's aim to have 'best value' asset management strategies and practices. This is achieved by continually developing and improving the whole of Council's knowledge, systems, processes and strategies. This will ensure that Council is providing the level of asset management necessary to competently, responsibly and sustainably manage the community assets for current and future generations.

This SAMP has been prepared using a 'top down' approach whereby analysis is applied at the 'system' or 'network' level. The focus is on current levels of service and current practices. It includes expenditure forecasts for asset maintenance, renewal and replacement based on local knowledge of Council's assets and options for meeting current levels of service.

Future revisions of this SAMP will use a 'bottom up' approach for gathering information for individual assets to support the optimisation of activities and programs to meet the levels of service. The focus of future plans developed in this manner will include risk and performance optimisation, risk-based strategies, use of predictive methods and optimised decision-making techniques.

The format of this SAMP is outlined in the following table.

Table 7: Asset Management Strategy structure

Sections	Guidelines
1. Executive summary	Provides a high-level summary of the combined asset management plans and highlights the main issues for consideration.
2. Introduction	Outlines the purpose and scope of the plan and how the plan relates to other key policies and strategies.
3. Asset Management Policy	Excerpt from Council's adopted Asset Management Policy outlining the principles guiding Council's asset management practices.
4. Asset management practices	Provision of a comprehensive strategic asset management gap analysis process for asset management.
5. Levels of service	Outline of levels of service and asset performance standards and customer/community expectations and feedback regarding levels of service.
6. Future demand	Identification of demand trends, factors which may influence demand, forecast changes in demand, impacts and implications of future demand and effects on future planning.
7. Risk management plan	Provision of an asset-based risk management plan.
8. Overarching Strategic Asset Management Plan	Provision of a summary of Council's overall Asset Strategy including Asset Management Policy and identification of critical assets.

### 2.3 Council's assets

Council uses infrastructure assets to provide services to the community. An outline of the range of infrastructure assets and the services provided from the assets is shown below:

Table 8: Range of infrastructure assets and services

Asset Plan	Description
Buildings, Other Structures and Land Improvements (Open Space)	<p>This Asset Management Plan includes all of Council's Buildings and Facilities, Other Structures, Recreational Areas, and Land Improvement Assets.</p> <p>Council's Buildings include the administration centre, depots, halls, library, museum, GSAC, Laurie Allen Centre as well Council's recreational amenity buildings and toilets. The structures for Council's water and wastewater treatment and pumping facilities are also included in this plan.</p> <p>The Open Space areas include all of Council's parks, playgrounds, sporting fields and equipment miscellaneous items such as benches, seats etc. As well as the roads, bridges, footpaths, and drainage assets within these reserves.</p>
Transport Assets	This Asset Management Plan includes all of Council's 'Transport' assets within its roads, corridors, including its; sealed and unsealed roads, kerb and guttering, bridges, pathways, traffic calming devices as well as other ancillary transport assets.
Stormwater Assets	This Asset Management Plan includes all of Council's stormwater and drainage assets such as its pipes, channels, pits, and water quality devices.
Water Network	This Asset Management Plan includes Council's water pipelines, pumping stations, treatment plants and storage.
Wastewater Network	This Asset Management Plan includes Council's wastewater pipelines, pumping stations and treatment plants.

Full details of Council's assets are covered in the individual asset management plans found in the appendices.

## 2.4 About Lismore City Council

Lismore City Council is located in the heart of the Northern Rivers region of NSW and is located 730km north of Sydney and 200km south of Brisbane covering an area of around 1,290 square kilometres. The area is encompassed by rich farmland and boasts the culture and convenience of a major regional centre and all of the lifestyle advantages of an extraordinarily beautiful natural environment. The region had an estimated 2023 population of 44,907 people and is known as the rainbow region for its diverse population which celebrates and embraces its different communities and groups.

Recently, the region has been devastated by a series of natural disasters with bushfires in 2019 and major flooding events in 2022 which breached the levy banks and destroyed homes, businesses and caused major infrastructure damage estimated at \$650 million (excluding immediate repair and make safe works). This contextual understanding is critical when reading this iteration of the strategic asset management plan as Council is in the early stages of recovery and rebuilding the LGA as well as awaiting guidance from the State with respect to current discussions on relocating homes and infrastructure.

Figure 6: Lismore City Council LGA

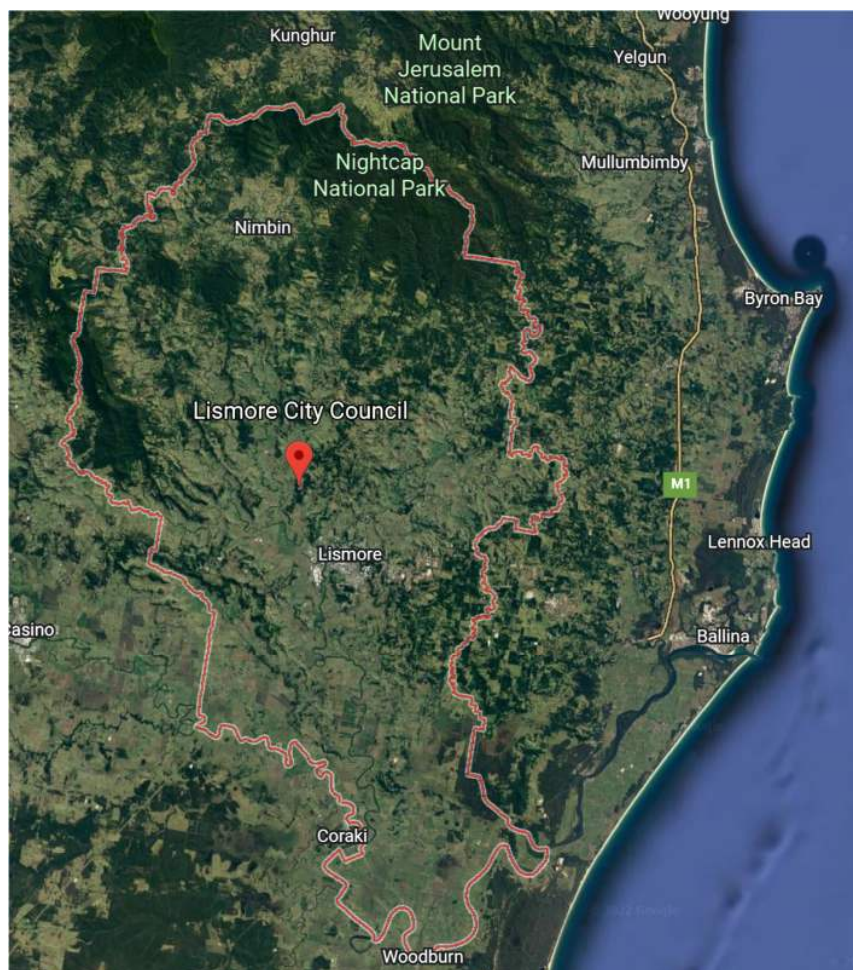
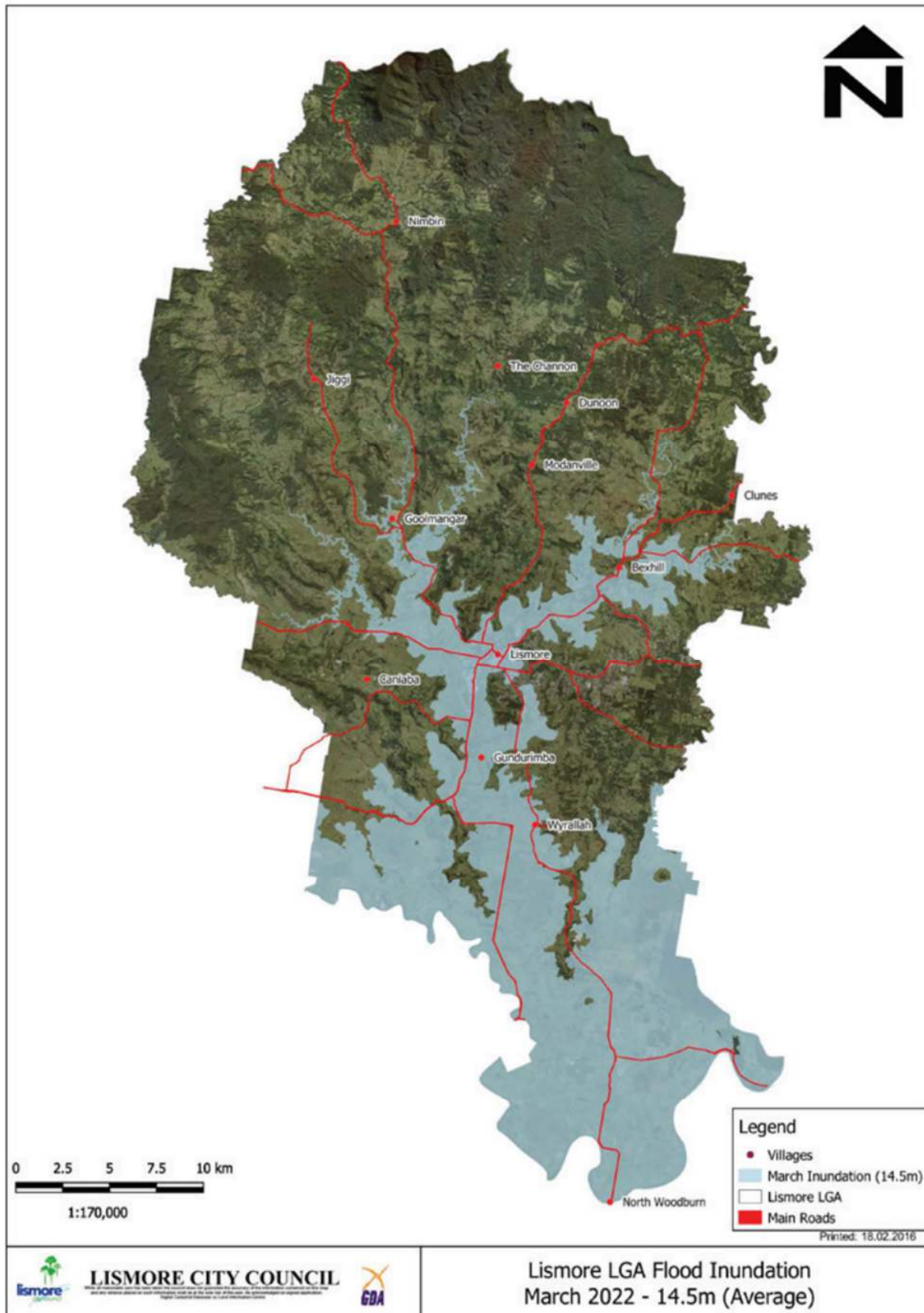


Figure 7: Inundation due to March 22 Flood Event





## 2.5 Links to Council Plans and Strategies

The Strategic Asset Management Plan and Asset Management Plans have been prepared in line with the strategic objectives outlined in the Imagine Lismore Community Strategic Plan 2022-2032 (CSP).

Infrastructure assets will play both a direct and indirect role in achieving the strategic objectives of the CSP. The following table indicates how Council's assets play a role in the delivery of the key strategies outlined in the CSP.

Table 9: Linkages to the Corporate Strategic Plan

Strategy	Buildings, Facilities and Open Space Areas	Transport	Stormwater	Water	Wastewater
<b>An inclusive and healthy community</b>					
<b>A1 Our community is safe, happy and healthy.</b>	x				
A1.1 Support community members to participate in healthy eating and active living.					
A1.2 Provide responsive emergency management and emergency prevention services.	x	x	x	x	x
A1.3 Maintain public health, safety and amenity					
<b>A2 We recognise our Aboriginal and Torres Strait Islander community and cultures.</b>					
A2.1 Provide opportunities for Aboriginal and Torres Strait Islander people to participate in community events and programs.	x				
A2.2 Support and promote Aboriginal and Bundjalung art and artists.	x				
A2.3 Implement actions in the Reconciliation Action Plan.					
A2.4 Conserve items, areas and places of Aboriginal cultural heritage significance	x				
A2.5 Ensure workforce planning strategies, human resource practices and all stages of the employment lifecycle reflect Reconciliation Action Plan commitments and responsibilities.					
<b>A3 Our sporting facilities and recreational spaces encourage active and passive community participation.</b>					
A3.1 Provide a major parkland that caters for the local and regional community while providing economic benefits to the CBD.	x				
A3.2 Provide high-quality open spaces, parks and reserves.	x				
A3.3 Provide high-quality sporting facilities to meet the diverse needs of the community.	x				
A3.4 Continued improvement of Lismore's sport and recreation facilities.					
<b>A4 Our community is a desirable place to live, an easy place to work and a welcoming place to visit.</b>					
A4.1 Promote positive attitudes and behaviours toward people with disability.					
A4.2 Create liveable communities for all.	x	x			
A4.3 Support access to meaningful employment to cater for community diversity.					
A4.4 Improve systems and processes to ensure accessibility for all.					
<b>A5 Our community has access to essential services.</b>					



Strategy	Buildings, Facilities and Open Space Areas	Transport	Stormwater	Water	Wastewater
A5.1 Provide suitable and well-planned cemeteries, chapel and crematorium services.	x				
A5.2 Assist in improving regional health facilities and services in Lismore.	x				
<b>A prosperous and vibrant city</b>					
<b>B1 Our community has diverse business and industry, as well as opportunities for investment and growth.</b>					
B1.1 Support and encourage a diverse and competitive mix of business and industry.					
B1.2 Promote Lismore city centre through the Lismore Business Promotion Program.					
<b>B2 Our city, villages and riverbank precincts are vibrant and provide diverse activity that strengthens our social connections.</b>					
B2.1 Facilitate ongoing growth opportunities and improvements within the Lismore CBD					
B2.2 Use placemaking to enhance, activate and manage the CBD, Quadrangle and riverbank precincts.	x	x			
B2.3 Facilitate unique events that celebrate our diversity.					
B2.4 Provide socially inclusive, vital and welcoming services that support the education, social and recreational needs of the community.					
<b>B3 Our community has a diverse and thriving arts and cultural life.</b>					
B3.1 Develop a diverse gallery program resonating with wide audiences	x				
B3.2 Support the careers of Aboriginal and Bundjalung artists.	x				
B3.3 Provide a framework for ongoing public art and cultural growth.	x				
B3.4 Support cultural partnerships and collaborations.					
<b>B4 Our community is connected and convenient.</b>					
B4.1 Maintain regular passenger transport to Lismore and the region.		x			
B4.2 Maintain and develop airport and aviation services.	x	x			
B4.3 Advocate for regional integrated transport services.		x			
B4.4 Provide footpaths, cycle ways and pedestrian access that is safe and serviceable.		x			
<b>Our Natural Environment</b>					
<b>C1 Our waterways and catchments are healthy.</b>					
C1.1 Enhance riparian vegetation and manage off-stream impacts to improve water quality.			x		
C1.2 Provide a safe and serviceable stormwater drainage system.			x		
<b>C2 We are committed to resource recovery, waste management and recycling innovation.</b>					
C2.1 Provide effective and efficient waste collection and disposal services.	x				
C2.2 Maximise resource recovery and minimise waste to landfill.	x				
C2.3 Provide community education about resource recovery, waste management and recycling.					
<b>C3 We are committed to environmental sustainability.</b>					

Strategy	Buildings, Facilities and Open Space Areas	Transport	Stormwater	Water	Wastewater
C3.1 Make Council self-sufficient in electricity from renewable sources.	x	x	x	x	x
C3.2 Ensure sustainability principles are understood and applied in Council's business operations.	x	x	x	x	x
C3.3 Build corporate and community sustainability through active partnerships.					
<b>C4 Our diverse natural environment is protected and enhanced.</b>					
C4.1 Protect and improve biodiversity on public and private land in Lismore's urban and rural landscapes.	x		x		
C4.2 Protect and improve Lismore's koala population.	x				
C4.3 Report on the condition of our environment.	x				
<b>Our Built Environment</b>					
<b>D1 Our city and village services are well managed and maintained.</b>					
D1.1 Provide a road network that is safe and serviceable.		x			
D1.2 Plan for infrastructure that meets the needs of the community.	x	x	x	x	x
D1.3 Provide Council buildings that are safe and fit for purpose.	x				
D1.4 Provide a safe water supply and associated services.				x	
D1.5 Provide wastewater supply and associated services.					x
D1.6 Provide quality road materials and asphalt production.		x			
<b>D2 Our built environment is managed and enhanced to meet the needs of our growing community.</b>					
D2.1 Ensure new development enhances the area in which it is located.					
D2.2 Provide development assessments in a timely, customer friendly and sustainable manner.					
D2.3 Ensure new buildings and infrastructure meets relevant standards.	x				
<b>D3 Our land-use planning caters for all sectors of the community.</b>					
D3.1 Ensure land is available and serviced to meet population growth in locations that are accessible, close to services and employment, and suitable for development.					
D3.2 Ensure a diverse range of land use and development opportunities are available.					
D3.3 Protect resources, including prime agricultural land and extractive industries, for future use by the community.					
D3.4 Provide opportunities for community engagement in the preparation of land-use strategies and zone reviews.					
D3.5 Contribute to state and federal government planning and related policy and legislation reviews.					
<b>D4 Our community has a diversity of affordable housing options.</b>					
D4.1 Plan for a mix of housing needs and facilitate increased supply of affordable housing.					
<b>Leadership and Participation</b>					
<b>E1 We communicate and engage with our community.</b>					
E1.1 Provide effective communication and information delivery, marketing and promotions.					
E1.2 Coordinate and initiate community engagement in Council activities and decision-making.					

Strategy	Buildings, Facilities and Open Space Areas	Transport	Stormwater	Water	Wastewater
E1.3 Engage with rural communities to encourage community involvement, connectedness and cohesion.					
<b>E2 We collaborate with other agencies to achieve great outcomes.</b>					
E2.1 Embrace a partnership approach to achieve community outcomes.					
E2.2 Build capacity of and provide support to community organisations and groups.	x				
E2.3 Facilitate programs and activities that celebrate young people, older people and multiculturalism.	x				
E2.4 Develop working relationships with government, non-government, private sector and community-based agencies.					
E2.5 Participate in cultural relationships.					
E2.6 Manage regional services with other councils.					
<b>E3 Our decisions and actions are open, transparent, effective and in the interests of all.</b>					
E3.1 Manage Council meetings and provide support to Councillors in fulfilling their role					
<b>E4 We provide effective management and responsible governance.</b>					
E4.1 Ensure the efficient and effective operation of Council.	x	x	x	x	x
E4.2 Provide a central point of contact for the community to interact with Council and access services.					
E4.3 Provide a safe working environment to ensure the health and wellbeing of all Council staff and volunteers.	x	x	x	x	x
E4.4 Improve gender equality in Council's workforce.					
E4.5 Ensure well-managed buildings, land and property assets.	x				
E4.6 Ensure sound risk management practices.	x	x	x	x	x
E4.7 Ensure well-managed procurement, tendering and contracting services.	x	x	x	x	x
E4.8 Ensure Council's fleet and workshop is well-maintained, managed and fit for purpose.					
E4.9 Ensure the efficient operation of Richmond Tweed Regional Library.	x				
<b>E5 We continue to grow our reputation and capacity as a regional city.</b>					
E5.1 Attract new visitors and provide tourists with information and services to explore the Rainbow Region.					
E5.2 Ensure diverse events catering for a wide audience that deliver social and economic benefits to the community.					
E5.3 Attract private investment and public funding to the city.					
E5.4 Facilitate the ongoing development of the Central Growth Corridor Project.					
E5.5 Support initiatives that grow Lismore City as a regional centre					

## 3 Asset Management Policy

*Adopted: 08/06/2021*

### 3.1 Purpose

The purpose of this policy is to set guidelines for implementing consistent asset management processes throughout the Lismore City Council area.

### 3.2 Scope

This policy applies to all Lismore City Council departments, officers, employees, and contractors.

### 3.3 Objectives

To ensure adequate provision is made for the long-term replacement of major assets by:

1. Ensuring that services and infrastructure are provided in a financially sustainable manner, with the appropriate levels of service to customers and the environment.
2. Safeguarding infrastructure assets including physical assets and employees by implementing appropriate asset management strategies and appropriate financial resources for those assets.
3. Creating an environment where all employees take an integral part in overall management of infrastructure assets by creating and sustaining an asset management awareness throughout the organisation by training and development.
4. Meeting legislative requirements for asset management.
5. Ensuring resources and operational capabilities are identified and responsibility for asset management is allocated.
6. Demonstrating transparent and responsible asset management processes that align with demonstrated best practice.

### 3.4 Policy Background

Asset management practices impact directly on the core business of the Lismore City Council and appropriate asset management is required to achieve our strategic service delivery objectives.

Adopting asset management principles will assist in achieving Strategic Long-Term Plan and Long-Term Financial objectives.

Sustainable Service Delivery ensures that services are delivered in a socially, economically, and environmentally responsible manner in such a way that does not compromise the ability of future generations to make their own choices.

Sound Asset Management practices enable sustainable service delivery by integrating customer values, priorities, and an informed understanding of the trade-offs between risks, costs, and service performance.

### 3.5 Principles

Lismore City Council's sustainable service delivery needs will be met by ensuring adequate provision is made for the long-term planning, financing, operation, maintenance, renewal, upgrade, and disposal of capital assets by:

1. Ensuring that Lismore City Council capital assets are provided in a manner that respects financial, cultural, economic and environmental sustainability.
2. Meeting all relevant legislative and regulatory requirements.
3. Demonstrating transparent and responsible Asset Management processes that align with demonstrable best-practices; and
4. Implementing sound Asset Management plans and strategies and providing sufficient financial resources to accomplish them by:
  - a. Asset Management Plans will be completed for all major asset / service areas including site-specific associated plans for large or complex developments - as required.
  - b. Expenditure projections from Asset Management Plans will be incorporated into Lismore City Council's Long-Term Financial Plan.
  - c. Regular and systematic reviews will be applied to all asset plans to ensure that assets are managed, valued, and depreciated in accordance with appropriate best practice.
  - d. Regular inspections will be used as part of the asset management process to ensure agreed service levels are maintained and to identify asset renewal priorities.
  - e. Asset renewals required to meet agreed service levels and identified in adopted Asset Management Plans, and when applicable, long-term financial plans will form the basis of annual budget estimates with the service and risk consequences of variations in defined asset renewals and budget resources documented.
  - f. Future life cycle costs will be reported and considered in all decisions relating to new services and assets and upgrading of existing services and assets.
  - g. Future service levels with associated delivery costs will be determined in consultation with the community.



- h. Ensuring necessary capacity and other operational capabilities are provided and Asset Management responsibilities are effectively allocated.
- i. Creating a corporate culture where all employees play a part in overall care for Lismore City Council assets by providing necessary awareness, training, and professional development.
- j. Providing those we serve with services and levels of service for which they are willing and able to pay.

### 3.6 Related Documents

- Strategic Asset Management Plan
- Asset Management Plans
- Community Strategic Plan
- Long-Term Financial Plan.

### 3.7 Responsibility

Councillors are responsible for adopting the policy, allocating resources, and providing high level oversight of the delivery of the Lismore City Council Asset Management Strategy and Plans. The council is also responsible for ensuring that Lismore City Council resources are appropriately allocated to ensure sustainable service delivery. The General Manager has overall responsibility for developing an asset management strategy, plans and procedures and reporting on the status and effectiveness of asset management within the Lismore City Council.

### 3.8 Review Date

The Policy has a life of 4 years or less at the discretion of the current Council. This policy is scheduled for review in October 2025.

## 4 Asset Management Practices

### 4.1 Asset Management Information Systems

Council's asset knowledge, information and data are corporate assets and are managed as part of the asset management framework. The current applications used by Council include:

- Asset/Financial Register – Civica Authority
- Maintenance Management (Roads) – Reflect
- Spatial – Intramaps
- Maintenance Management (Water and Wastewater Facilities) – MEX.

### 4.2 Data collection and validation

In the preparation of this Strategic Asset Management Plan, Council has used the most current and up to date information available to Council.

As part of Council's asset management improvement plan, Council aims to foster a culture of continuous improvement in service delivery to ensure best value in service provision for the community. This will be supported by the Asset Management Plans, including ongoing monitoring, audit and improvement practices, which are to be used to optimise Council's operational and renewal expenditure.

### 4.3 Monitoring and review procedures

Council reports quarterly and annually on activities and outcomes to track the achievement of the CSP and Delivery Program. The asset management service levels and improvement plan actions will be reported to the community through this process.

### 4.4 Confidence in data

The confidence in the asset data used as a basis for the financial forecasts has been assessed using the following grading system, as outlined in the following table below.

Table 10: Asset data confidence scale

Confidence grade	General meaning
Highly reliable	Data based on sound records, procedure, investigations and analysis that is properly documented and recognised as the best method of assessment.
Reliable	Data based on sound records, procedures, investigations and analysis which is properly documented but has minor shortcomings; for example, the data is old, some documentation is missing, and reliance is placed on unconfirmed reports or some extrapolation.
Acceptable	Data based on sound records, procedures, investigations and analysis with some shortcomings and inconsistencies.
Uncertain	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported or extrapolation from a limited sample.
Very uncertain	Data based on unconfirmed verbal reports and/or cursory inspection and analysis.

A summary of the confidence in asset data for all asset classes is detailed in the table below.

Table 11: Asset data confidence rating

Asset class	Inventory	Condition	Age	Overall
Buildings	Acceptable	Acceptable	Reliable	Acceptable
Other Structures, Recreation and Land Improvements	Acceptable	Acceptable	Acceptable	Acceptable
Transport (Roads, Bridges, Footpaths)	Reliable	Acceptable	Reliable	Reliable
Stormwater	Reliable	Uncertain	Acceptable	Acceptable
Water	Reliable	Acceptable	Reliable	Reliable
Wastewater	Reliable	Acceptable	Reliable	Reliable

#### 4.5 Funding strategy

Council's funding strategy aims to align Council's Long-Term Financial Plan, Asset Management Plans and annual budget to accommodate the lifecycle requirements of its assets. By having a unified process, all decision-making numbers can be traced back to the AMPs, thereby informing the annual budgets, Delivery Program and forward programs providing a degree of certainty for delivery timeframes and resourcing requirements.

In order to ensure value, Council will plan capital upgrade and new projects to meet level of service objectives by:

- planning and scheduling capital upgrade and new projects to deliver the defined level of service in the most efficient manner
- undertaking project scoping for all capital upgrade/new projects to identify:
  - the service delivery 'deficiency', present risk and required timeline for delivery of the upgrade/new asset

- the project objectives to rectify the deficiency including value management for major projects
- the range of options, estimated capital and lifecycle costs for each option that could address the service deficiency
- the management of risks associated with alternative options
- and evaluate the options against evaluation criteria adopted by Council
- the best option to be included in capital upgrade/new programs.
- reviewing current and required skills base and implement training and development to meet required construction and project management needs
- reviewing the current resources and capacity of the organisation to deliver the Capital Works Program on an annual basis
- reviewing management of capital project management activities to ensure Council is obtaining best value for resources used.

Standards and specifications for new assets and for upgrade/expansion of existing assets are the same as those for renewal, as shown in the appendices.

Council will seek to maximise funding through available grants to replace infrastructure damaged by natural disasters.

#### **4.6 Asset management roles and functions**

Council is currently facing resourcing challenges, particularly with respect to positions which ensure strategic planning functions of asset management are undertaken. Council is currently in the process of mapping out its asset management roles and responsibilities to ensure that there is clarity throughout the organisation and that all asset management functions are identified, allocated and being completed.

In the context of asset management, it is essential that the executive show leadership in this regard and support and show their commitment to asset management. This includes cultivating an organisational culture around asset management; ensuring that all personnel involved are aware of the need of asset management to balance value, risk, opportunities, and cost throughout the asset lifecycle. There needs to be a unified vision and intention from the Executive which aligns with the organisation's values.

Asset management governance will be managed by Council's Executive who will be reported to bi-annually and monitor and report on the progress of asset improvement plan actions.

The efficient and effective management of Council's assets is essential to the wellbeing of the community through service delivery functions of Council. There must be a clear definition of the roles and responsibilities for all aspects of the management of assets.

Clearly, for asset management to be effective, there should be a whole of organisational approach and, as such, the traditional engineering fit for asset management is not always the best fit for all organisations and as such should be reviewed at Lismore. As with most council functions at a high level, there is an activity continuum, as shown in the following figure.

Figure 8: Asset management roles



Within these areas, asset management generally has a number of key functions, each with core activity responsibilities, as set out below. While these roles and functions can be combined, better results are typically achieved where there are distinct boundaries within functional areas.

Roles are defined as:

<b>Asset owner</b>	This position takes ownership responsibility for the management of assets and is usually responsible for policy and overall asset strategy.
<b>Asset custodian</b>	This role is normally the technical expert and has responsibility for collecting and maintaining asset data, determining works programs and maintenance strategies etc.
<b>Asset delivery</b>	This role is responsible for the day-to-day maintenance of assets.

A summary of current Asset Management Roles and Responsibilities will be provided as part of each asset plan.



## 5 Levels of service

### 5.1 Defining levels of service

There are a variety of ways to describe levels of service (also known as service level). The concept adopted in this plan is that 'levels of service are output descriptions supported by quantifiable performance measures.'

A level of service is a measurable description of what Council delivers (or intends to deliver) in an activity which relates to something that can be controlled. Service levels may relate to:

- the reliability of an asset
- the quality of an asset
- having the right quantity of assets
- the safety/risk/security of the assets.

The objective of asset management is to enable assets to be managed in the most cost-effective way based on an understanding of customer needs, expectations, preferences and their willingness to pay for any increase in the levels of service.

### 5.2 Performance measures

The level of service statement is supported by performance measure(s), also referred to as performance indicator(s), that indicate how the organisation is performing in relation to that level of service. The performance measure includes targets that are made up of community and technical measures. The customer measure relates to how the community receives the service, whereas technical measures support customer measures to ensure all aspects of organisational performance are being monitored, even those that may not be understood by customers.

In this plan, the level of service is prepared so that they are clearly and directly linked with the performance measures. For some performance measures in this plan, Council will have full control over the outcome, for example 'respond to service requests within seven days. However, it is important to recognise that some performance measures may be influenced by external factors. For example, the number of fatalities can be influenced by road management, but driver behaviours, police enforcement and a number of other factors also strongly contribute to the overall outcome.

### 5.3 Service level outcomes

The levels of service in this plan have been developed with a customer focus and are grouped into core customer value areas that are referred to as 'service level outcomes'. These service level outcomes (sometimes referred to as service criteria) encompass:

- condition
  - accessibility and/or availability
  - quality/condition

- functionality
  - reliability/responsiveness
  - sustainability
  - customer satisfaction
- capacity
  - affordability
  - health and safety.

### 5.3.1 Condition

#### **Accessibility**

To ensure the asset base performs as required, it is essential that the asset, no matter which type of asset, is generally available to the community as required. As a service outcome, Council's customers will require assets that are accessible and can be relied upon to deliver the services that are not only expected, but the services that are required.

#### **Quality/condition**

Asset quality is also very important. Council should determine the quality of the assets required. Quality will have more to do with manner and type of the asset rather than its condition. An asset may be poor in quality yet have a condition which is described as good.

Condition is a measure of an asset's physical condition relative to its condition when first constructed. When rating asset condition, Council uses a scale of 1 - 5, where 1 = new and 5 = totally failed. A copy of a typical condition rating matrix is detailed below.

Table 12: Asset condition rating matrix

Condition rating	Condition	Descriptor	Guide	Residual life as a % of total life	Mean percentage residual life
1	Excellent	An asset in excellent overall condition, however, is not new and providing its intended level of service.	Normal maintenance required	>86	95
2	Good	An asset in good overall condition with some possible early stages of slight deterioration evident, minor in nature and causing no serviceability issues. No indicators of any future obsolescence and providing a good level of service.	Normal maintenance plus minor repairs required (to 5% or less of the asset)	65 to 85	80

Condition rating	Condition	Descriptor	Guide	Residual life as a % of total life	Mean percentage residual life
3	Satisfactory	An asset in fair overall condition with some deterioration evident, which may be slight or minor in nature and causing some serviceability issues. Providing an adequate level of service with no signs of immediate or short-term obsolescence.	Significant maintenance and/or repairs required (to 10 - 20% of the asset)	41 to 64	55
4	Poor	An asset in poor overall condition, moderate to high deterioration evident. Substantial maintenance required to keep the asset serviceable. Will need to be renewed, upgraded or disposed of in near future. Is reflected via inclusion in the ten-year Capital Works Plan.	Significant renewal required (to 20 - 40% of the asset)	10 to 40	35
5	Very poor	An asset in extremely poor condition or obsolete. The asset no longer provides an adequate level of service and/or immediate remedial action required to keep the asset in service in the near future.	Over 50% of the asset requires renewal	<10	5

### 5.3.2 Function

#### ***Responsiveness***

Council will maintain assets in a diligent manner and be responsive to the needs of the community now and into the future. Whilst this may be difficult in some instances, Council places a high emphasis on customer service and its responsiveness to customer enquiries. Strategies will be implemented to ensure that Council maintains a high level of customer support.

#### ***Customer satisfaction***

Council will continue to provide services to the community in a manner that is efficient and effective. Council will continue to monitor community satisfaction with its current services and strive to improve community satisfaction where possible.

#### ***Sustainability***

Council will ensure that its assets are maintained in a manner that will ensure the long-term financial sustainability for current and future generations. This will be achieved by ensuring efficient and effective service delivery and ensuring appropriate funds are allocated to maintain and renew infrastructure assets.

**5.3.3 Capacity**

**Affordability**

Council will maintain its infrastructure assets in a cost-effective, affordable manner in accordance with responsible economic and financial management. In order for Council’s assets to assist in meeting the strategic goals and in attaining optimum asset expenditure, Council will need to continually review its current operational strategies and adopt new and proven techniques to ensure that assets are maintained in their current condition.

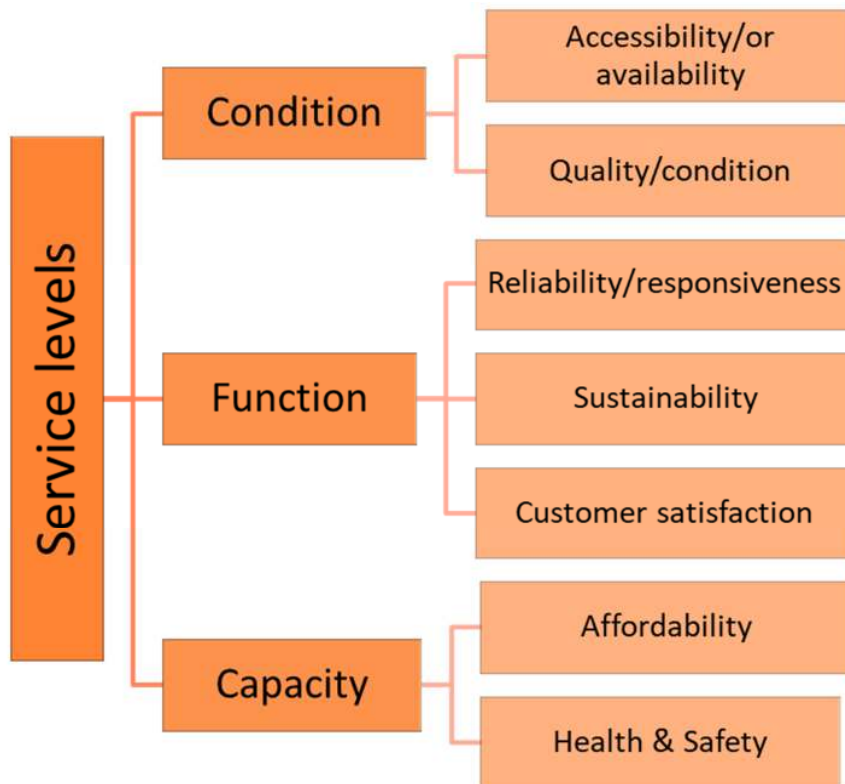
**Health and safety**

Council will endeavour to identify and mitigate all key health and safety risks created by the provision of services. Examples of level of service based on safety might include the following:

- services do not cause a hazard to people
- water is safe for swimming.

Each of the service level outcomes is related directly to the Council’s Community Strategic Plan by the way each asset class helps deliver the services required by the community. These service level outcomes are essential to ensure the asset portfolio is not only maintained to a satisfactory level but also caters for the future demands of the community whilst balancing the potential risks to the community and the Council.

Figure 9: Service level framework



## 5.4 Financial based service levels

The premise of asset management is that asset requirements and asset management strategies should be driven by defined and acceptable service levels and performance standards. This section defines the various factors that are considered relevant in determining the levels of service for Council's assets that have been used to provide the basis for the lifecycle management strategies and works programme identified within this Strategic Asset Management Plan.

### 5.4.1 Asset backlog ratio

This ratio shows what proportion the infrastructure backlog is against the total value of a Council's infrastructure. The benchmark is less than 2%. The ratio is determined by dividing the estimated cost to bring assets to a satisfactory condition by the net carrying value of infrastructure, building, other structures and depreciable land improvement assets (averaged over three years).

### 5.4.2 Asset consumption ratio

The average proportion of 'as new' condition remaining for assets. This ratio shows the written down current value of the local government's depreciable assets relative to their 'as new' value. It highlights the aged condition of a local government's stock of physical assets and the potential magnitude of capital outlays required in the future to preserve their service potential. It is also a measure of Council's past commitment to renewal of the asset class. A consumption ratio of less than 50% would suggest that past renewal funding has been inadequate or that the asset could expect to decay more rapidly.

### 5.4.3 Asset sustainability ratio

Are assets being replaced at the rate they are wearing out? This ratio indicates whether Council is renewing or replacing existing non-financial assets at the same rate that its overall stock of assets is wearing out. It is calculated by measuring capital expenditure on renewal or replacement of assets relative to the rate of depreciation of assets for the same period. Council would need to understand and be measuring renewal expenditure to be able to determine this ratio.

### 5.4.4 Asset renewal and renewals funding ratio

Is there sufficient future funding for renewal and replacement of assets? This ratio indicates whether Council is allocating sufficient funds in its Long-Term Financial Plan to adequately fund asset renewals. The benchmark is 100% (averaged over three years).

### 5.4.5 Asset maintenance ratio

This ratio compares actual versus required annual asset maintenance for each asset class. A ratio of above 100% indicates that Council is investing enough funds that year to halt the infrastructure backlog from growing. The benchmark is greater than 100% (averaged over three years).



Table 13: Service levels

Key performance indicator	Level of service	Performance measurement process	Performance target
Accessibility	Provision of quality of assets to meet community needs	Condition of assets are measured and reported annually	No net decrease in condition across all asset classes
	Community has confidence in Council to manage assets	Community satisfaction survey and Community engagement strategy	Increased level of confidence from previous survey
Quality/condition	Assets are maintained in a satisfactory condition	Backlog ratio (estimated cost to bring asset to a satisfactory condition / written down value of the assets)	OLG benchmark <2%
Reliability/ responsiveness	Provision of sufficient assets to meet community needs	Number of requests for additional/increased level of service	Number of requests for additional/ increased level of service less than rolling previous three-year average
Customer satisfaction	Be responsive to the needs of customers using asset	No. of customer requests received	85% of requests are completed within Council's service charter
	Opportunity for community involvement in decision making are provided	Asset management plan	All asset management plans are available on the website and for circulation to the public
Sustainability	Assets are managed with respect for future generations	Lifecycle approach to managing assets	Prepare a ten-year asset condition and age-based renewals plan - ensure the plan is approved by Council and updated annually
	Continuous improvement in asset knowledge, systems and processes.	Asset Management Working Group meets regularly to report on performance of strategic asset improvement program	100% of the strategic asset improvement actions completed annually
	Assets are being renewed in a sustainable manner	Asset renewal ratio (asset renewal expenditure / annual depreciation expense)	OLG benchmark >100%
Affordability	Council maintains its assets	Asset maintenance ratio, measured by (actual maintenance expenditure and required maintenance expenditure)	OLG benchmark 100%
Health and safety	Ensure all assets are safe and do not cause a hazard to people	Safety audits	The three-year rolling average of total claims decreases

## 6 Future Demand

### 6.1 Demand forecast

The future infrastructure demand for community infrastructure and facilities is driven by changes and trends in:

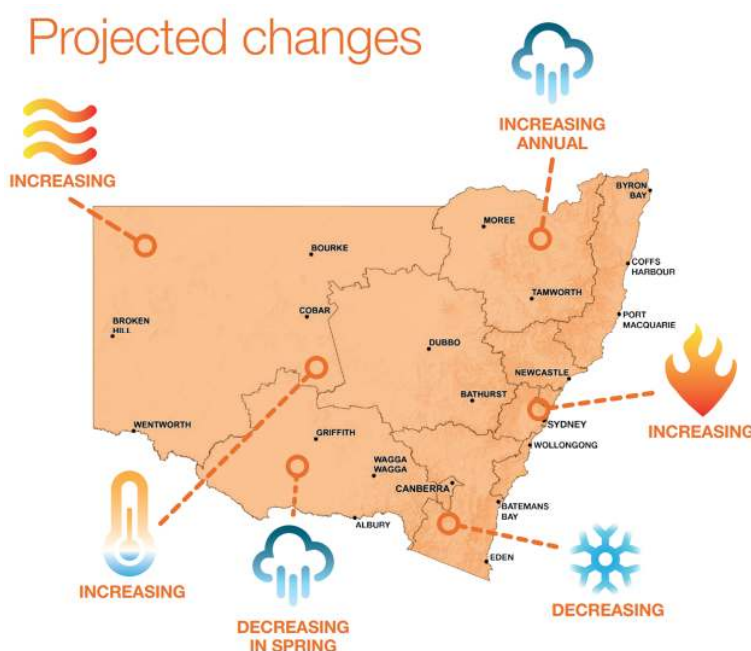
- population growth
- changes in the demography of the community
- urban planning
- residential occupancy levels
- commercial/industrial demand
- technological changes which impact the asset
- the economic situation
- government policy
- the environment.

In light of the recent flood events Council prepared the 'Lismore Growth and Realignment Strategy' which highlighted the significant uncertainty around the future population and growth within the LGA. Population estimates derived from forecasting models undertaken by 'Informed Decisions – ID.' (13.6% over 20 years) and NSW Department of Planning and Environment (-9% over 20 years) produced vastly different results due to assumptions around net migration and both were undertaken prior to the flood events which caused significant residential and business damage. Further there is still uncertainty around the way forward with respect to rebuilding and redeveloping following the floods, whether, when and how Council will pursue its preferred option of a 'planned retreat' and what support will be provided by both the State and Federal government. As such, the following demand drivers will be reviewed in future iterations of this strategic asset management plan as Council receives clarity over the way forward.

Table 14: Future demand impacts

Demand drivers	Present position	Projection	Impact on services
Population growth and residential development	Current estimated population is 44,926 (Id.)	Significant variability in growth projections ranging between (-9% to 13.6%) over 20 years.	If population continues to grow, new flood resistant developments will be required and will require new supporting infrastructure. Further should council proceed with the 'planned retreat' existing infrastructure may need to be decommission.
Industry and Critical Infrastructure	Stakeholder feedback that current allocations for industrial land insufficient as well as desire to relocate existing businesses to less flood prone areas	Transition of businesses away from East Lismore and into less flood affected areas.	Council will need ancillary infrastructure to support industry in rezoned areas. Further current provision of infrastructure to be reviewed should businesses move from existing areas.
Environment	The NSW and ACT Regional Climate Modelling (NARClIM) Project has undertaken climate modelling of the region for 2020-2039 and 2060-2079	Expected climatic changes can be found in Figure 10. This includes: <ul style="list-style-type: none"> <li>• overall increased temperatures</li> <li>• increased risk and intensity of natural disaster (fire) events</li> <li>• increased annual rainfall.</li> </ul>	Anticipation of greater rainfall in the region as well as greater likelihood of severe weather events will strain existing infrastructure and may cause damage as recently experienced by Council.

Figure 10: NARClim Modelling and Expectations



## 6.2 Demand Management Strategies

Demand management strategies have been developed to effectively manage the change in Lismore City. These strategies will need to be monitored to ensure that they capture and are responsive to changing community expectations and demographic profile as the region changes.

Table 15: Demand management strategies

Demand factor	Impact on services
Population	While it is unclear as to whether the region expects growth or decline in the short term, it is likely that there will be a transition and movement of the population to less flood prone areas and Council will need to ensure that ancillary infrastructure is appropriate to accommodate change.
Demographics	An increasing and older population will place an increased demand on some assets and increased accessibility requirements for footpaths, aged care facilities, community centres and recreation assets.
Increasing costs	Requirement to continue to maximise service delivery within the funding limitations.
Environment and climate	Assets may be impacted by changes such as increased severity of natural disasters and weather events.
Technology	May require improved environmental/economical management of assets.

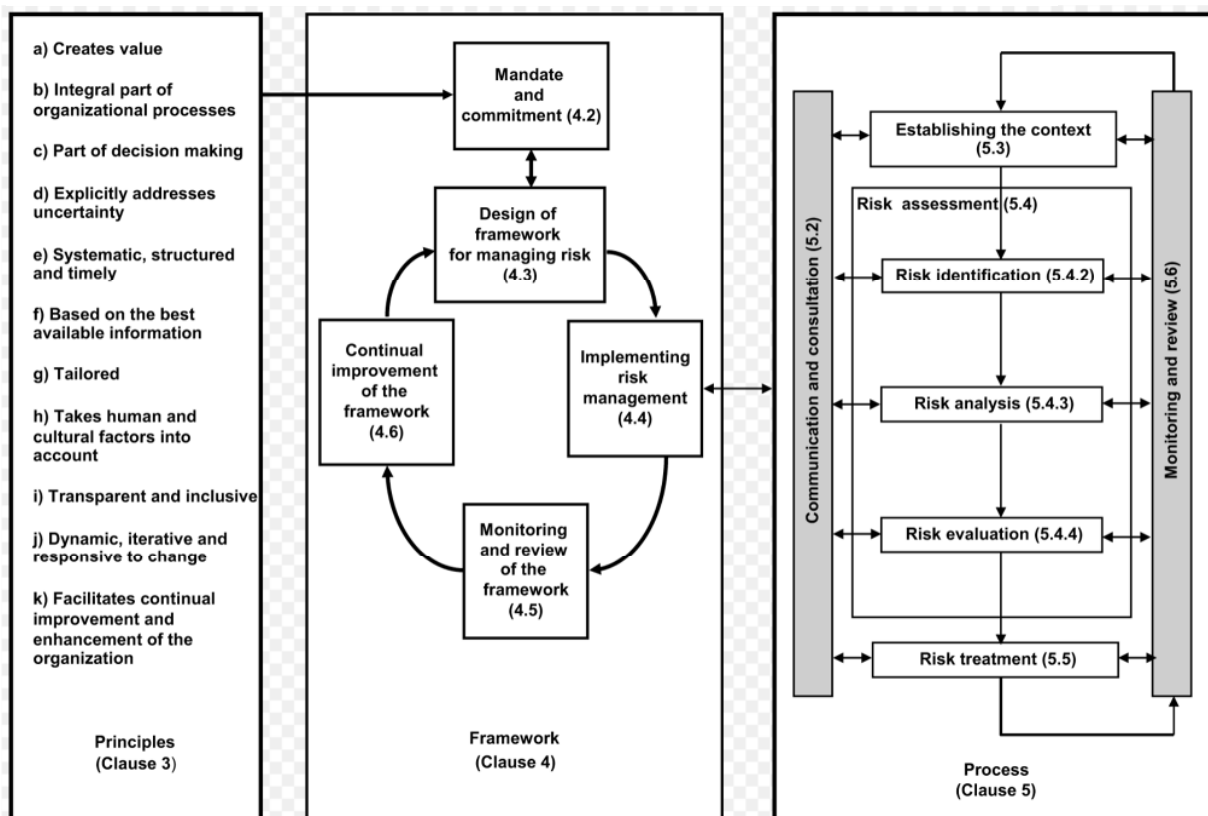
## 7 Risk Management

Risk management is defined in 'AS/NZS 4360:2004' as: "the culture, processes and structures that are directed towards realising potential opportunities whilst managing adverse effects".

Council is committed to a structured and systematic approach to the management of risk with Council's enterprise risk management framework aligned with AS ISO 31000:2018. This aims to embed the principles of risk management in all aspects of Council's operations, which ultimately:

- increases the likelihood of Council achieving its objectives
- creates an environment where all employees have a key role in managing risk
- encourages proactive management
- improves the identification of opportunities and threats
- improves stakeholder confidence and trust
- improves financial stability and minimise losses
- improves organisational performance.

Figure 11: ISO 31000 Framework





This is a structured, best-practice and proven approach that is to be applied Council-wide to support the management of strategic, operational, financial, regulatory, and other risk. Under this approach, there are five key stages to the risk management process:

- **communicate and consult** - with internal and external stakeholders
- **establish context** - the boundaries
- **risk assessment** - identify, analyse and evaluate risks
- **treat risks** - implement and assess controls to address risk
- **monitoring and review** - risks reviews and audit.

### 7.1 Infrastructure risk management framework

Council has undertaken an analysis of the key infrastructure risks for each of its asset classes in its operational risk register. The risk analysis (likelihood and consequence) and treatment criteria specific to each asset class have been identified and in general, risks are evaluated in the following way:

- risk identification
- risk analysis
- risk treatment
- risk treatment plan.

### 7.2 Strategic infrastructure risks

Council is currently in the process of identifying its high-level infrastructure-based risks that are associated with the management of its assets in accordance with its corporate infrastructure risk management framework. A summary of the identified high-level risks can be found in the following table.

Table 16: Strategic risks

Risk Summary	Category	Inherent Risk	Mitigation Strategy	Residual Risk
Contaminated and/or ceased water supply from Nimbin Water Supply and Treatment System caused by lack of, or inadequate review of Drought Management Plan, strategic planning and forecasting to consider water quality and/or establish plan for alternate water sources results in no water supply for the community and reputational damage.	Civic Services - Water	High	<p>Council has identified the following:</p> <ul style="list-style-type: none"> <li>- Review Yield Study Report (TBD)</li> <li>- Review Drought Management Plan to consider water quality</li> <li>- Establish plan for alternate water sources</li> <li>- Installation of filtration treatment plant at DE Williams Dam will reduce water consumption and improve security of supply. (Being undertaken as part of disaster recovery process)</li> </ul>	High
Failure of completed construction / maintenance works / roads / bridges / footpath networks caused by inadequate construction research, forecasting & design, inadequate and/or contaminated construction supplies, workforce capability skillset, quality management systems resulting in Council subjected to regulatory violations and fines; reputational damage; property damage, litigation, grants and financial loss, public harm, injury and/or death.	Civic Services - Roads	Extreme	<p>Guiding Principles for interaction and communication between program areas within Infrastructure Services</p> <ul style="list-style-type: none"> <li>- Quality management systems for construction activities (Lot Register, Inspection Test Plans, Non-conformance Reporting etc.)</li> <li>- Staff training (Road Construction Workshop) and formal qualification in Civil Construction required for specific staff (Leading Hands, Team Leader, Coordinators)</li> <li>- Review of Environmental Factors, including site investigations and testing prior to disturbance.</li> <li>- On site testing and inspection of supplied quarry material.</li> <li>- Testing and design process that includes external preparation of REF's, consultation with internal and external stakeholders including construction staff and quality assurance through checking of processes and designs by more senior staff before being issued for construction.</li> <li>- 6 monthly and yearly Level 1 &amp; Level 2 Bridge condition inspections carried out and works programmed accordingly to rectify defects. A panel of project managers has been appointed to provide additional resources as required and staff have received training in contract management e.g. GC21.</li> </ul>	High

Risk Summary	Category	Inherent Risk	Mitigation Strategy	Residual Risk
Flood inundation of the CBD and adjoining areas occurs caused by failure of the flood levee system resulting in property damage, litigation, financial loss, public harm, injury and/or death.	Assets	Extreme	<p>Council has a quarterly inspection and maintenance program to ensure all aspects of the levee system function as intended.</p> <ul style="list-style-type: none"> <li>- Alarms via telemetry</li> <li>- Routine maintenance of all electrical and mechanical equipment</li> <li>- Equipment redundancy (Browns Creek and Gasworks creek)</li> </ul> <p>Proposed</p> <ul style="list-style-type: none"> <li>- Installation of backup generators at pump stations</li> <li>- Installation of screens to prevent blockages of pumps</li> <li>- Investigate the feasibility of duplication of the Lower Hollingworth pump to provide redundancy for the protection of South Lismore.</li> </ul>	High
Inadequate maintenance and repair of Parks & Open Spaces equipment & facilities resulting in serious injury to a member of the public.	Civic Services - Parks	High	<p>Undertake scheduled condition inspections of parks equipment/ facilities and playgrounds.</p> <p>Asset condition inspections undertaken by suitably qualified staff.</p> <p>Installation of appropriate advisory / warning signage.</p>	Low
Inadequate operational resources (staff and plant) available for reactive maintenance of the Lismore Drinking Water Reticulation Network results in compromised structural integrity of reservoirs, fire hydrant inaccessibility, supply continuity issues and water supply loss for residents, and reputational damage.	Civic Services - Water	High	<p>Ensure adequate operational resources (staff and plant) are available for reactive maintenance --&gt; decrease duration residents are without water supply following a break (decreasing the consequence).</p> <p>Increase extent of capital renewals.</p>	Medium

Risk Summary	Category	Inherent Risk	Mitigation Strategy	Residual Risk
The water team are currently using an unsupported Access Database to manage their Job Execution Report cards. This system known as JobEx V3 is known to stop working and currently there is no internal knowledge of how it works.	Technology Services	High	There has been projects planned for the migration from JobEx to Reflect.	Medium
Uncontrolled discharge of Liquid Trade Waste into Council's waste water reticulation network resulting in receiving harmful septic waste at Waste Water Treatment Plants that is detrimental to the environment.	Civic Services - Water	High	Reviewing trade waste policy to ensure compliance with Water NSW best practice guidelines Undertake routine facility inspections and ensure compliance with policy and procedures	Medium
Waste and Recovery Services rendered inoperable caused by an unforeseen incident (e.g., fire, flood, terrorism, legislative change, other event or circumstance) results in service disruption to the community, public health harm, reputational damage, and financial loss.	Commercial Services - Waste	Extreme	Review alternate waste collection and disposal options with neighbouring LGAs and Waste Facilities	Extreme

Risk Summary	Category	Inherent Risk	Mitigation Strategy	Residual Risk
<p>Wastewater Treatment Plants, pump station and manhole overflows with uncontrolled wastewater discharge caused by inadequate inspections of all electrical and mechanical equipment, pipework for blockage identification results in public health harm and reputational damage.</p>	<p>Civic Services - Water</p>	<p>High</p>	<ul style="list-style-type: none"> <li>- Undertake a program of investigations (smoke testing) to identify areas of inflow and remove illegal connections</li> <li>- Utilise CCTV camera equipment and undertake a program of proactive inspections of pipework for early identify blockages</li> <li>- Undertake capital upgrades to catchments with known capacity constraints</li> <li>- Undertake capitals upgrades to catchments with known capacity constraints (as required)</li> <li>- Back-up power supply on sites.</li> <li>- Alarms on telemetry</li> <li>- Routine maintenance of all electrical and mechanical equipment</li> <li>- Equipment redundancy</li> <li>- Stock of essential spares</li> <li>- Staff must have Cert III in Water Operations or appropriate trade qualifications</li> </ul>	<p>Medium</p>



### 7.3 Critical Assets

Critical assets are those assets that are likely to result in a more significant financial, environmental and social cost in terms of impact on organisational objectives. By identifying critical assets and critical failure modes, organisations can target and refine investigative activities, maintenance plans and capital expenditure plans at critical areas.

ISO 55001 Cl 6.2.1.2b requires organisations to 'review the importance of assets related to their intended outcomes, objectives and product or service requirements.' ISO 55002 Cl 6.2.2.1 suggests that 'a key aspect of planning is the identification of events in which the functionality of assets is compromised, including potentially catastrophic events in which function is completely lost'. Council determines the criticality of assets based upon the following criteria:

- complexity
- impact of loss of service
- environmental impact
- health and safety impact
- cost of failure.

Council is currently in the process of identifying its critical assets which will be listed in their respective asset management plans.

## 8 Expenditure projections

### 8.1 Asset values

Council has an infrastructure and asset portfolio with a current replacement cost of approximately \$2.5 billion. The asset values are estimates of the value of assets, as at 30 June 2023, based on Council's audited annual financial statements. These values should be updated on an annual basis, in line with the annual financial statements, once completed.

Table 17: Asset classes and values

Asset Class	Gross Replacement Cost (CRC) \$ (000's)	Written Down Value (WDV) \$ (000's)	Annual Depreciation Expense \$ (000's)	Asset Management Plan
Buildings	\$163,615	\$105,733	-\$1,338	Buildings, Other Structures and Land Improvements
Other Structures	\$40,587	\$23,273	-\$1,215	Buildings, Other Structures and Land Improvements
Roads	\$820,427	\$453,911	-\$13,995	Transport Assets
Bridges	\$158,106	\$89,101	-\$1,552	Transport Assets
Footpaths	\$41,917	\$29,446	-\$588	Transport Assets
Bulk Earthworks	\$435,004	\$435,004	\$0	Transport Assets
Stormwater	\$155,250	\$118,131	-\$758	Stormwater Assets
Water supply network	\$312,921	\$175,492	-\$3,088	Water Assets
Wastewater network	\$509,245	\$313,706	-\$5,239	Wastewater Assets
Swimming pools	\$13,751	\$5,174	-\$158	Buildings, Other Structures and Land Improvements
Open Space and Recreation (inc. Land Improvements)	\$50,505	\$17,808	-\$1,017	Buildings, Other Structures and Land Improvements
<b>Total</b>	<b>\$2,701,328</b>	<b>\$1,766,779</b>	<b>-\$28,947</b>	

## 8.2 Asset backlog

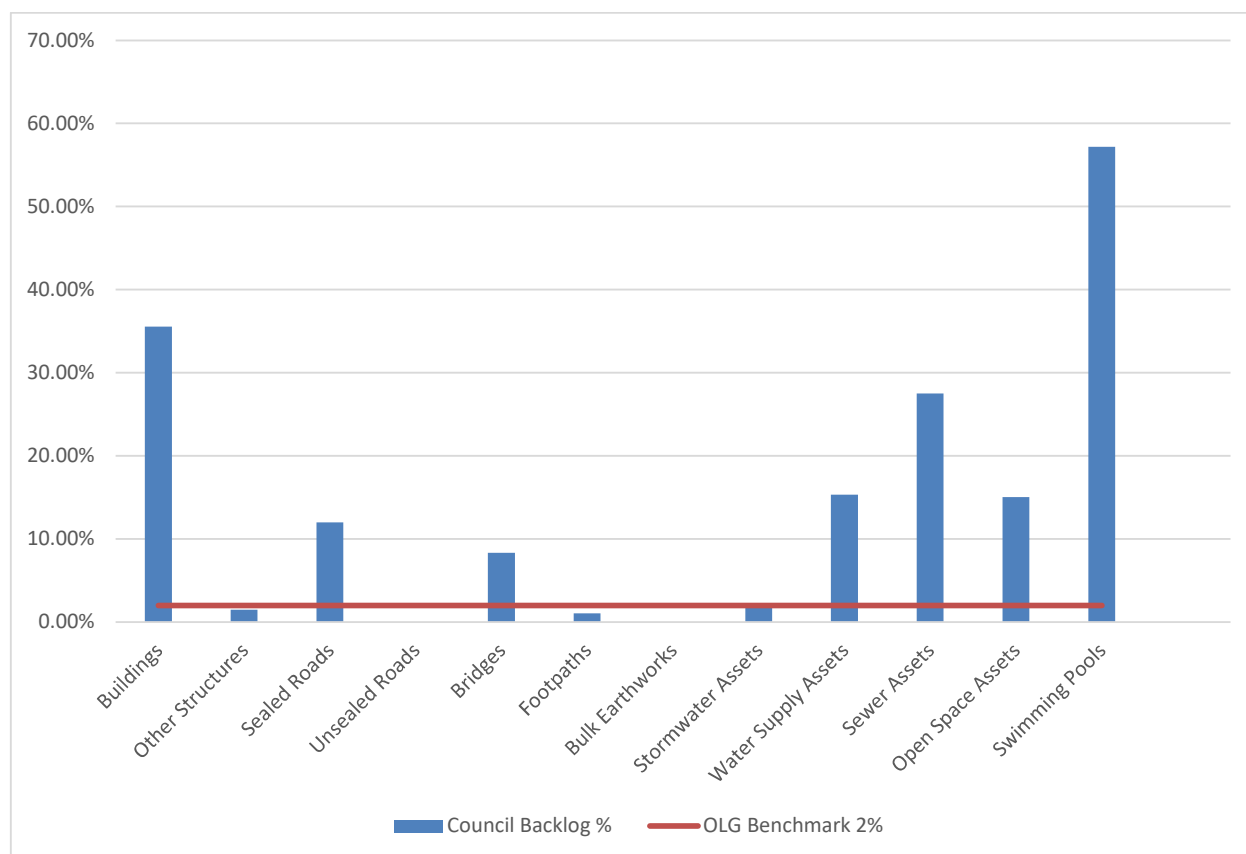
In 2022/23, Council had a combined asset backlog of \$201 million, with this being the estimated cost to bring assets to a satisfactory standard. The satisfactory standard is currently taken as condition 3. The breakdown of backlog per asset class as of 30 June 2023 is shown in the following table.

Table 18: Asset backlog summary

Estimated cost to satisfactory	Backlog \$ (000's)	Backlog ratio % (Backlog / WDV)
Buildings	23,527	35.5%
Other Structures	281	1.5%
Roads	50,499	12.0%
Bridges	7,028	8.3%
Footpaths	299	1.1%
Bulk Earthworks	0	0.0%
Stormwater	1,758	2.2%
Water Assets	25,687	15.3%
Wastewater Assets	88,849	27.5%
Swimming Pools	96	15.0%
Recreation Assets (Inc. Land Improvements)	2,856	57.2%
<b>Total</b>	<b>200,880</b>	<b>12.4%</b>

In 2022/23, only Council’s Other Structures and Footpath assets met the OLG benchmark of 2%. The other asset classes exceeded this level with an overall Backlog Ratio of council sitting just above 12%. It is worth noting that in the past 4 years Council has undergone 3 significant natural disaster events which have had a detrimental impact on the condition of its asset portfolio. As such Council has reduced confidence in its roads condition data to acceptable and is currently in the process of recapturing this, which may result in a change in the condition profile of the network. These findings will be incorporated as part of the annual review process of the Transport Asset Management Plan as well as the Strategic Asset Management Plan.

Figure 12 Council Backlog Summary



### 8.3 Asset condition

Reviewing the asset condition data shows that there is a notable portion of Council's Transport, Buildings, Water and Swimming Pool assets in unsatisfactory condition (Table 3; Figure 3). The condition is represented as a percentage of the replacement cost of Council's assets. Condition is a measure of an asset's physical condition relative to its condition when first constructed. When rating asset condition, Council uses a scale of 1 - 5, where 1 = new and 5 = totally failed. Overall, the quality of Council's condition data is rated as acceptable, however it should be noted that the effects of the floods may not be represented in the data currently captured.

Table 19: Confidence in condition data

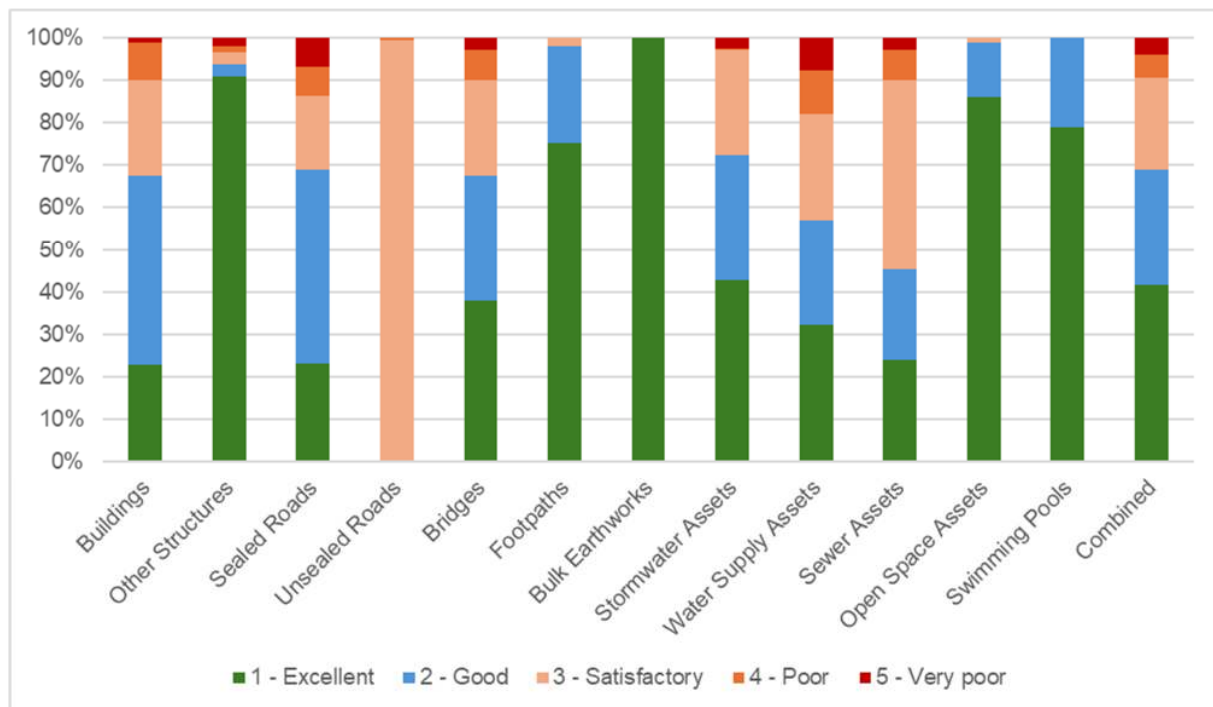
Asset class	Condition
Buildings	Acceptable
Other Structures, Recreation and Land Improvements	Acceptable
Transport (Roads, Bridges, Footpaths)	Acceptable
Stormwater	Uncertain
Water	Acceptable
Wastewater	Acceptable

Details of Council's current asset condition are shown in the table below. The condition is represented as a percentage of the replacement cost of Council's assets. Of particular concern is the significant portion of assets in Poor and Very Poor condition for Council's sealed roads with 14% of the portfolio being unsatisfactory. Further, Council's Bridges, Buildings, Sewer, Water Supply and Swimming Pool assets also have high proportions of unsatisfactory assets.

Table 20: Asset Condition Data

Asset class	Asset condition (% of CRC)				
	1 - Excellent	2 - Good	3 - Satisfactory	4 - Poor	5 - Very poor
Buildings	22.9%	44.6%	22.5%	9.1%	1.0%
Other Structures	91.0%	2.9%	2.6%	1.6%	1.9%
Sealed Roads	23.1%	45.7%	17.5%	6.7%	6.9%
Unsealed Roads	0.2%	0.1%	99.3%	0.5%	0.0%
Bridges	38.0%	29.4%	22.5%	7.4%	2.7%
Footpaths	75.2%	22.9%	1.8%	0.0%	0.0%
Bulk Earthworks	100.0%	0.0%	0.0%	0.0%	0.0%
Stormwater Assets	42.7%	29.8%	24.7%	0.1%	2.7%
Water Supply Assets	32.3%	24.7%	25.1%	10.2%	7.7%
Sewer Assets	24.0%	21.4%	44.7%	6.9%	2.9%
Open Space Assets	86.1%	12.9%	0.9%	0.1%	0.0%
Swimming Pools	79.0%	21.0%	0.0%	0.0%	0.0%
<b>Combined</b>	<b>41.8%</b>	<b>27.2%</b>	<b>21.7%</b>	<b>5.5%</b>	<b>3.9%</b>

Figure 13: Condition summary



### 8.4 Expenditure and reporting

The average capital and maintenance expenditure on Council assets over the ten-year forecast period is approximately \$122.7 million per year. This compares to the expenditure which is required to maintain, operate, and renew the asset network as required being \$59.5 million per year.

The projections indicate that due to the disaster recovery funding, Council has adequate funds to maintain and improve its portfolio of assets. There is an average annual surplus in CAPEX (\$55.3m) and a surplus in OPEX (\$7.9m) and this will result in an improvement in the condition of Council’s assets portfolio.

It should be noted that is currently in the process of collecting ‘high confidence’ condition data of its transport infrastructure and will undertake a revaluation of its transport portfolio in the coming year which may provide clarity on the extent of Council’s backlog. Further, this iteration of the SAMP incorporates the preliminary estimates of the estimated disaster funding for the replacement of damaged infrastructure, it does not include Emergency repair and temporary make safe work costs incurred by council.

A summary of the projected expenditure requirements can be found in the following tables.



Table 21: Combined asset expenditure projections

Expenditure projections (\$,000s) – combined assets		2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Actual	Renewal	\$22,842	\$21,825	\$30,602	\$29,763	\$30,272	\$30,158	\$30,188	\$30,254	\$30,673	\$30,757
	Disaster Funding	\$211,176	\$177,122	\$67,419	\$16,840	\$0	\$0	\$0	\$0	\$0	\$0
	New and expanded assets	\$5,514	\$1,975	\$2,556	\$2,213	\$2,193	\$2,209	\$2,224	\$2,240	\$2,257	\$2,267
	Maintenance and operational	\$28,386	\$29,061	\$29,241	\$29,989	\$30,755	\$31,543	\$32,353	\$33,186	\$34,041	\$34,920
	<b>Total expenditure</b>	<b>\$267,919</b>	<b>\$229,982</b>	<b>\$129,817</b>	<b>\$78,804</b>	<b>\$63,220</b>	<b>\$63,910</b>	<b>\$64,765</b>	<b>\$65,680</b>	<b>\$66,970</b>	<b>\$67,943</b>
Required	Required renewal (depreciation)	\$33,619	\$34,111	\$34,620	\$35,310	\$36,014	\$36,732	\$37,465	\$38,212	\$38,973	\$39,751
	New and expanded assets	\$5,514	\$1,975	\$2,556	\$2,213	\$2,193	\$2,209	\$2,224	\$2,240	\$2,257	\$2,267
	Required maintenance and operational	\$17,767	\$18,178	\$18,596	\$19,018	\$19,451	\$19,898	\$20,378	\$20,873	\$21,389	\$21,918
	<b>Total</b>	<b>\$56,900</b>	<b>\$54,264</b>	<b>\$55,772</b>	<b>\$56,541</b>	<b>\$57,658</b>	<b>\$58,839</b>	<b>\$60,067</b>	<b>\$61,325</b>	<b>\$62,619</b>	<b>\$63,935</b>
Maintenance and Operational gap		\$10,619	\$10,883	\$10,645	\$10,971	\$11,304	\$11,645	\$11,975	\$12,313	\$12,652	\$13,002
Renewals gap		\$200,399	\$164,836	\$63,401	\$11,293	-\$5,742	-\$6,574	-\$7,277	-\$7,958	-\$8,301	-\$8,994
<b>Overall gap</b>		<b>\$211,018</b>	<b>\$175,718</b>	<b>\$74,046</b>	<b>\$22,263</b>	<b>\$5,562</b>	<b>\$5,071</b>	<b>\$4,698</b>	<b>\$4,355</b>	<b>\$4,351</b>	<b>\$4,008</b>
Overall gap (Excluding Disaster Funding)		-\$158	-\$1,404	\$6,627	\$5,424	\$5,562	\$5,071	\$4,698	\$4,355	\$4,351	\$4,008

\* All disaster recovery funding amounts referenced in this plan are high level estimates prepared by Council and are subject to change as each project completes the design, application and assessment process.

Figure 14: Consolidated Fund asset expenditure projections

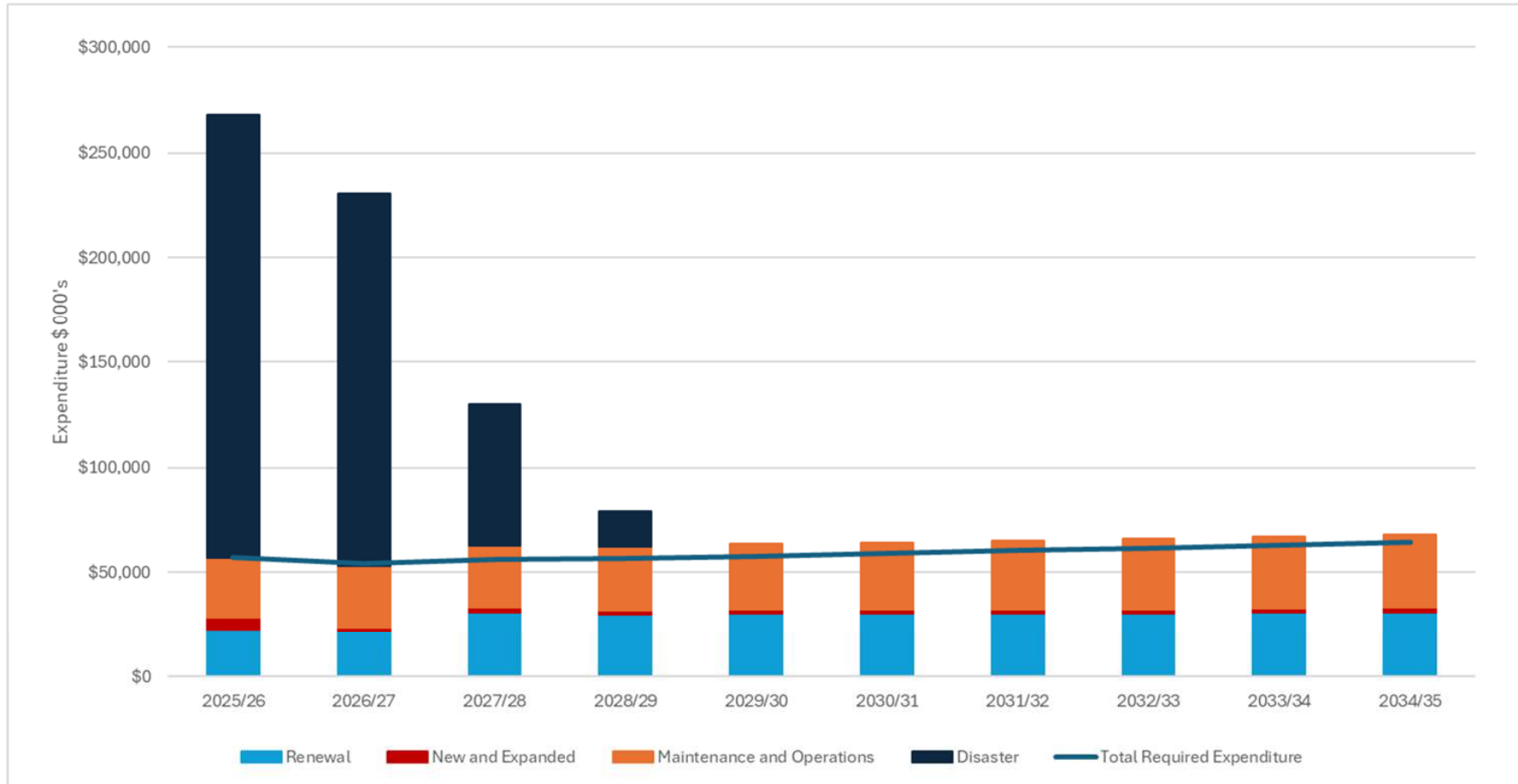


Table 22: General Fund expenditure projections

Expenditure projections (\$,000s)		2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
<b>– General Fund</b>											
Actual	Renewal	\$14,815	\$11,308	\$19,999	\$19,003	\$19,722	\$19,597	\$19,545	\$19,075	\$19,702	\$19,589
	Disaster Funding	\$188,377	\$136,702	\$59,298	\$16,840	\$0	\$0	\$0	\$0	\$0	\$0
	New and expanded assets	\$2,514	\$1,975	\$2,556	\$2,213	\$2,193	\$2,209	\$2,224	\$2,240	\$2,257	\$2,267
	Maintenance and operational	\$19,165	\$19,568	\$19,604	\$20,102	\$20,613	\$21,138	\$21,678	\$22,233	\$22,802	\$23,386
	<b>Total expenditure</b>	<b>\$224,872</b>	<b>\$169,553</b>	<b>\$101,456</b>	<b>\$58,158</b>	<b>\$42,528</b>	<b>\$42,944</b>	<b>\$43,447</b>	<b>\$43,549</b>	<b>\$44,760</b>	<b>\$45,241</b>
Required	Required renewal (depreciation)	\$24,344	\$24,697	\$25,064	\$25,564	\$26,073	\$26,592	\$27,122	\$27,662	\$28,213	\$28,774
	New and expanded assets	\$2,514	\$1,975	\$2,556	\$2,213	\$2,193	\$2,209	\$2,224	\$2,240	\$2,257	\$2,267
	Required maintenance and operational	\$11,310	\$11,579	\$11,852	\$12,125	\$12,406	\$12,698	\$13,019	\$13,352	\$13,702	\$14,061
	<b>Total</b>	<b>\$38,168</b>	<b>\$38,251</b>	<b>\$39,472</b>	<b>\$39,901</b>	<b>\$40,672</b>	<b>\$41,499</b>	<b>\$42,365</b>	<b>\$43,254</b>	<b>\$44,171</b>	<b>\$45,103</b>
Maintenance and Operational gap		\$7,855	\$7,989	\$7,752	\$7,977	\$8,207	\$8,440	\$8,659	\$8,881	\$9,100	\$9,324
Renewals gap		\$178,849	\$123,313	\$54,232	\$10,279	-\$6,351	-\$6,995	-\$7,577	-\$8,586	-\$8,511	-\$9,186
<b>Overall gap</b>		<b>\$186,703</b>	<b>\$131,302</b>	<b>\$61,984</b>	<b>\$18,256</b>	<b>\$1,856</b>	<b>\$1,446</b>	<b>\$1,083</b>	<b>\$295</b>	<b>\$589</b>	<b>\$139</b>
Overall gap (Excluding Disaster Funding)		-\$1,674	-\$5,401	\$2,686	\$1,416	\$1,856	\$1,446	\$1,083	\$295	\$589	\$139

\* All disaster recovery funding amounts referenced in this plan are high level estimates prepared by Council and are subject to change as each project completes the design, application and assessment process.

Figure 15: General Fund asset expenditure projections

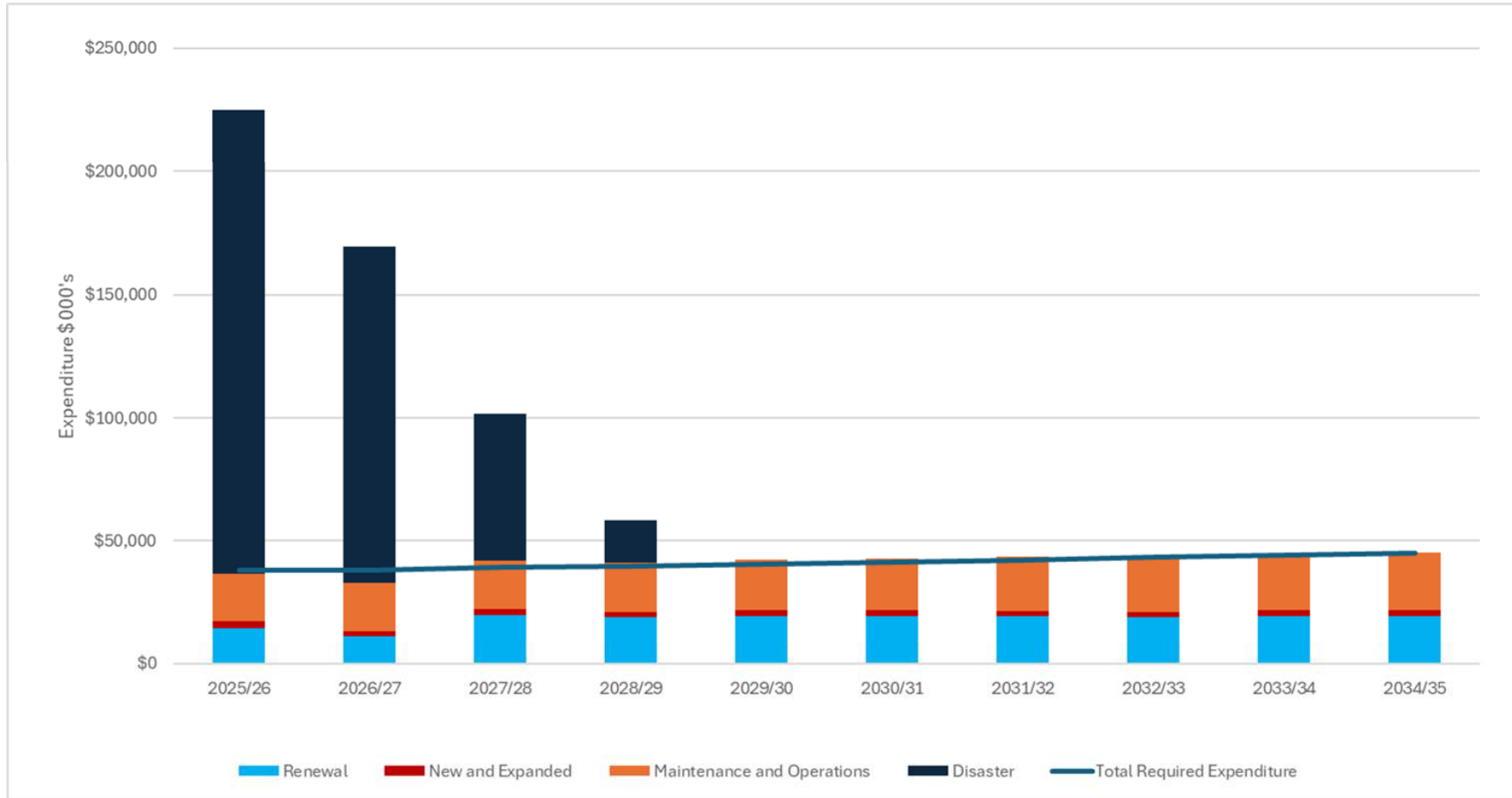


Table 23: Water Fund expenditure projections

Budget Gap by Asset Group (\$,000s)		2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
<b>Water Supply</b>	<b>Actual</b>										
	Renewal	\$4,656	\$4,459	\$4,486	\$4,556	\$4,257	\$4,179	\$4,171	\$4,616	\$4,304	\$4,395
	Disaster Funding*	\$744	\$1,408	\$201	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	New and Expanded Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Maintenance and Operations	\$2,930	\$3,052	\$3,044	\$3,117	\$3,192	\$3,268	\$3,347	\$3,427	\$3,510	\$3,595
	<b>Total Expenditure</b>	<b>\$8,330</b>	<b>\$8,919</b>	<b>\$7,732</b>	<b>\$7,673</b>	<b>\$7,449</b>	<b>\$7,447</b>	<b>\$7,518</b>	<b>\$8,043</b>	<b>\$7,814</b>	<b>\$7,990</b>
	<b>Required</b>										
	Required Renewal (Depreciation)	\$3,448	\$3,500	\$3,552	\$3,623	\$3,696	\$3,770	\$3,845	\$3,922	\$4,000	\$4,080
	New and Expanded Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Required O&M	\$1,862	\$1,903	\$1,945	\$1,988	\$2,032	\$2,077	\$2,123	\$2,170	\$2,218	\$2,267
	<b>Total</b>	<b>\$5,310</b>	<b>\$5,403</b>	<b>\$5,497</b>	<b>\$5,611</b>	<b>\$5,728</b>	<b>\$5,847</b>	<b>\$5,968</b>	<b>\$6,092</b>	<b>\$6,218</b>	<b>\$6,347</b>
	OPEX Balance (GAP)	\$1,068	\$1,149	\$1,099	\$1,129	\$1,160	\$1,191	\$1,224	\$1,257	\$1,292	\$1,327
	RENEWAL Balance (GAP)	\$1,952	\$2,367	\$1,135	\$933	\$561	\$409	\$326	\$694	\$304	\$315
	<b>Overall (GAP)</b>	<b>\$3,020</b>	<b>\$3,516</b>	<b>\$2,235</b>	<b>\$2,062</b>	<b>\$1,721</b>	<b>\$1,600</b>	<b>\$1,550</b>	<b>\$1,951</b>	<b>\$1,596</b>	<b>\$1,642</b>
	Overall (GAP) <i>excluding Disaster Funding</i>	\$2,276	\$2,108	\$2,033	\$2,062	\$1,721	\$1,600	\$1,550	\$1,951	\$1,596	\$1,642

\* All disaster recovery funding amounts referenced in this plan are high level estimates prepared by Council and are subject to change as each project completes the design, application and assessment process.



Figure 16: Water Fund asset expenditure projections

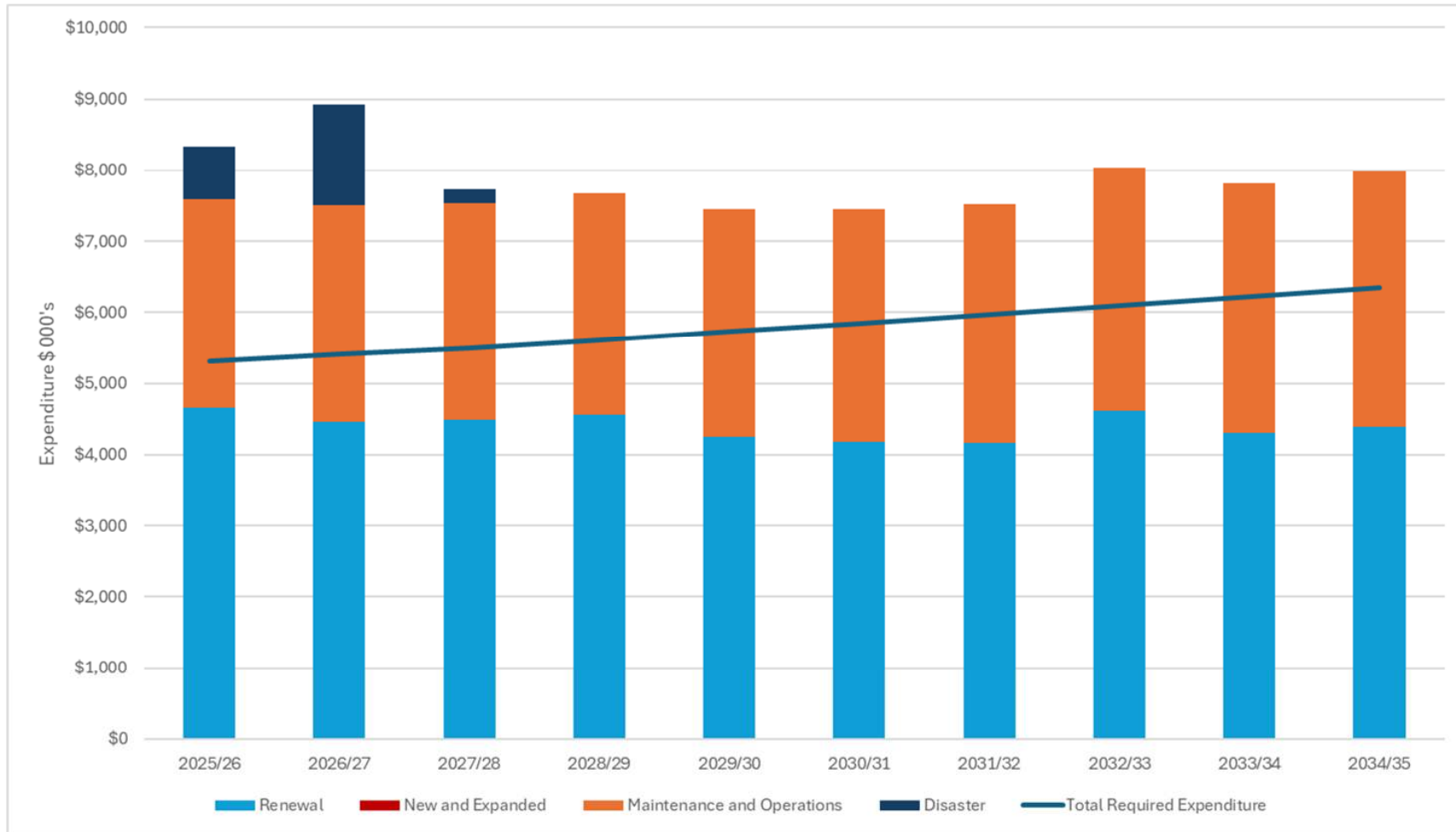
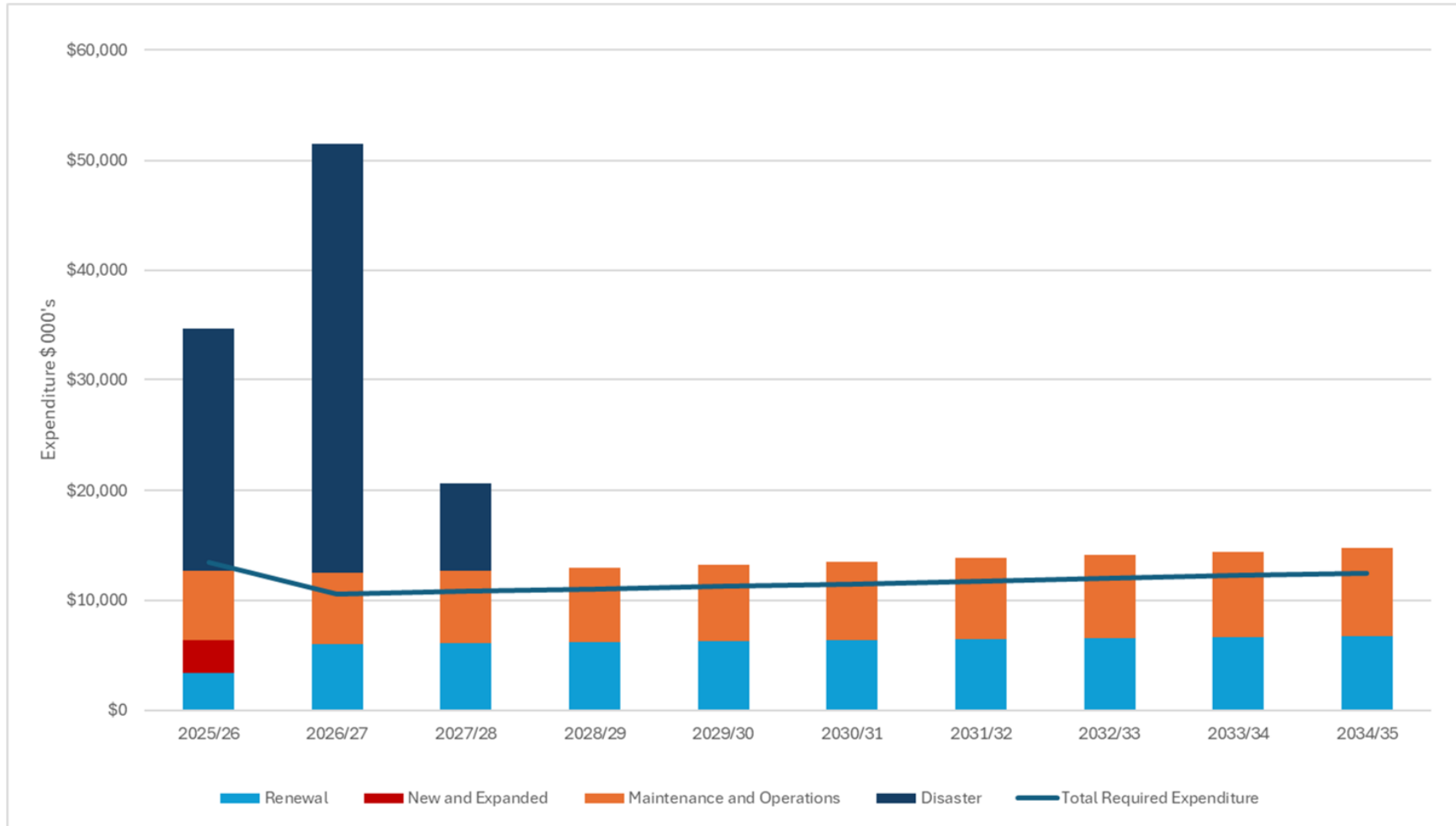


Table 24: Wastewater Fund expenditure projections

Budget Gap by Asset Group (\$,000s)			2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
<b>Wastewater</b>	<b>Actual</b>											
		Renewal	\$3,370	\$6,059	\$6,116	\$6,204	\$6,293	\$6,382	\$6,472	\$6,562	\$6,667	\$6,773
		Disaster Funding*	\$22,055	\$39,011	\$7,920	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		New and Expanded Assets	\$3,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		Maintenance and Operations	\$6,292	\$6,441	\$6,593	\$6,769	\$6,951	\$7,137	\$7,328	\$7,525	\$7,729	\$7,939
		<b>Total Expenditure</b>	<b>\$34,718</b>	<b>\$51,510</b>	<b>\$20,630</b>	<b>\$12,974</b>	<b>\$13,244</b>	<b>\$13,519</b>	<b>\$13,800</b>	<b>\$14,088</b>	<b>\$14,396</b>	<b>\$14,712</b>
	<b>Required</b>											
		Required Renewal (Depreciation)	\$5,827	\$5,915	\$6,003	\$6,123	\$6,246	\$6,371	\$6,498	\$6,628	\$6,761	\$6,896
		New and Expanded Assets	\$3,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		Required O&M	\$4,595	\$4,696	\$4,799	\$4,905	\$5,013	\$5,123	\$5,236	\$5,351	\$5,469	\$5,590
		<b>Total</b>	<b>\$13,422</b>	<b>\$10,611</b>	<b>\$10,802</b>	<b>\$11,028</b>	<b>\$11,259</b>	<b>\$11,494</b>	<b>\$11,734</b>	<b>\$11,979</b>	<b>\$12,230</b>	<b>\$12,486</b>
		OPEX Balance (GAP)	\$1,697	\$1,745	\$1,794	\$1,864	\$1,938	\$2,014	\$2,092	\$2,174	\$2,260	\$2,350
		RENEWAL Balance (GAP)	\$19,598	\$39,155	\$8,033	\$81	\$47	\$12	-\$26	-\$66	-\$94	-\$123
		<b>Overall (GAP)</b>	<b>\$21,295</b>	<b>\$40,900</b>	<b>\$9,827</b>	<b>\$1,945</b>	<b>\$1,985</b>	<b>\$2,025</b>	<b>\$2,066</b>	<b>\$2,109</b>	<b>\$2,166</b>	<b>\$2,226</b>
		Overall (GAP) excluding Disaster Funding	-\$760	\$1,889	\$1,908	\$1,945	\$1,985	\$2,025	\$2,066	\$2,109	\$2,166	\$2,226

\* All disaster recovery funding amounts referenced in this plan are high level estimates prepared by Council and are subject to change as each project completes the design, application and assessment process.

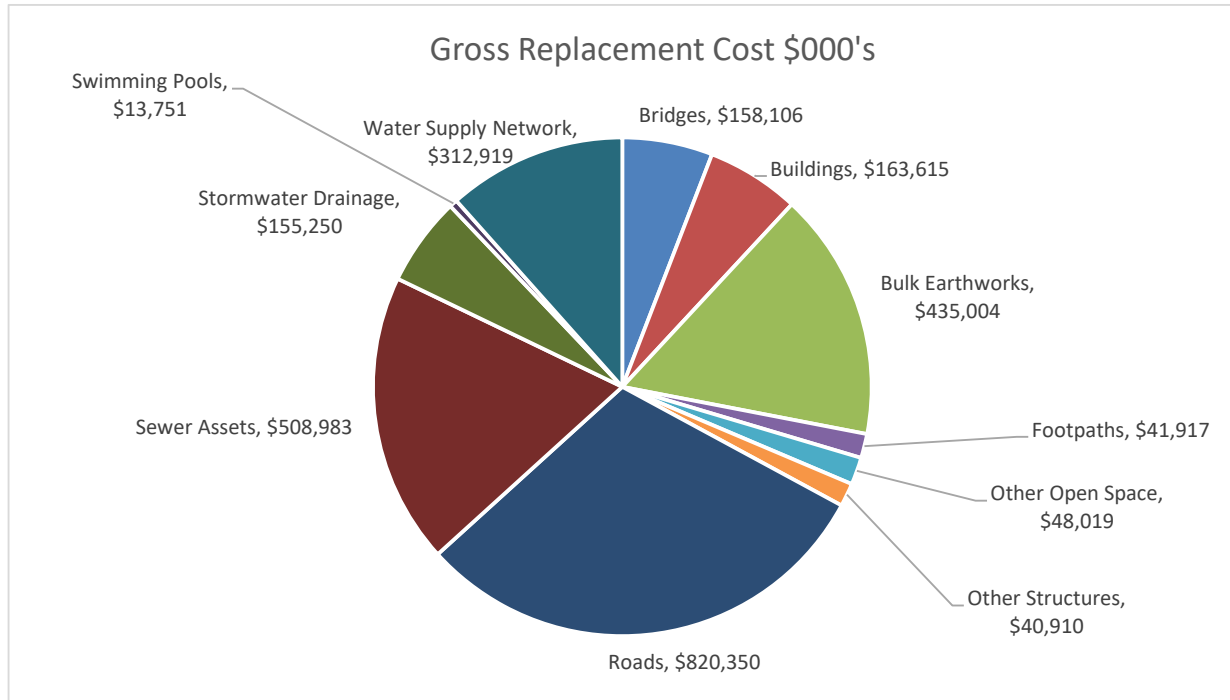
Figure 17: Wastewater Fund asset expenditure projections



### 8.5 Financial performance

The Office of Local Government has established financial benchmarks for councils to strive towards and adhere to. The charts below showcase Council’s current financial service levels and the impacts of Council’s projected expenditure upon these service levels.

Figure 18: Consolidated Portfolio



Infrastructure Ratios	Budget 2025/26	Estimated 2035/36	Funding Gap \$ 000's 2025/26	
Infrastructure Renewals ratio Benchmark 100% (Includes disaster funding).	696.09%	77.37%	Yr 1	\$200,399
			Yr 5 Average	\$86,837
			Yr 10 Average	\$39,508
Infrastructure Maintenance Ratio Benchmark 100%	159.77%	159.32%	Yr 1	\$10,619
			Yr 5 Average	\$10,884
			Yr 10 Average	\$11,601
Total Funding Gap			Yr 1	\$211,018
			Yr 5 Average	\$97,722
			Yr 10 Average	\$51,109

Figure 19: Consolidated OLG asset expenditure ratios

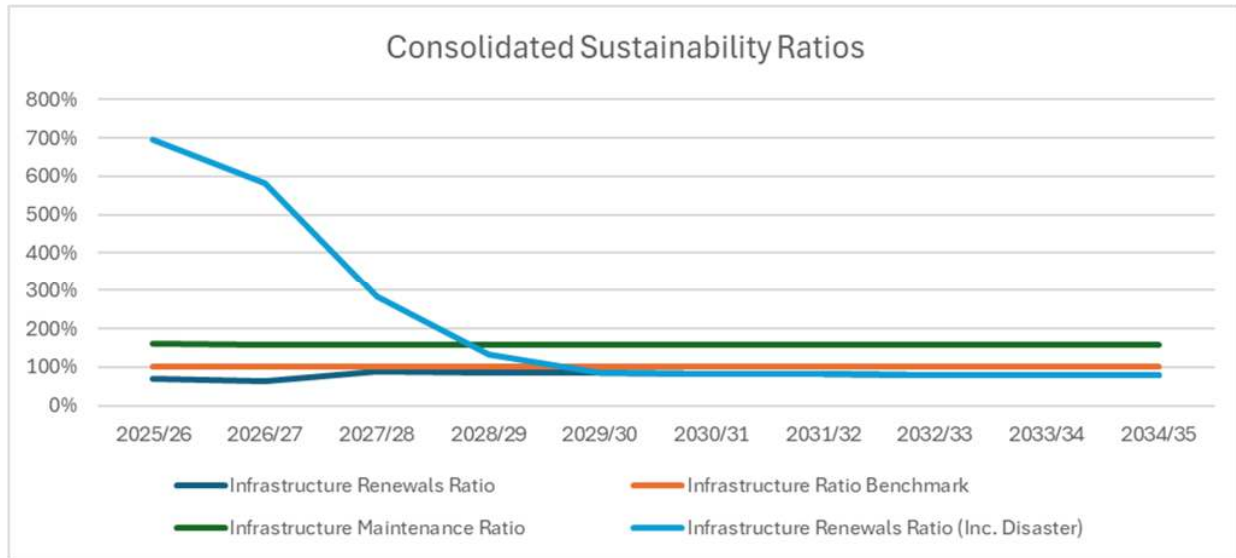
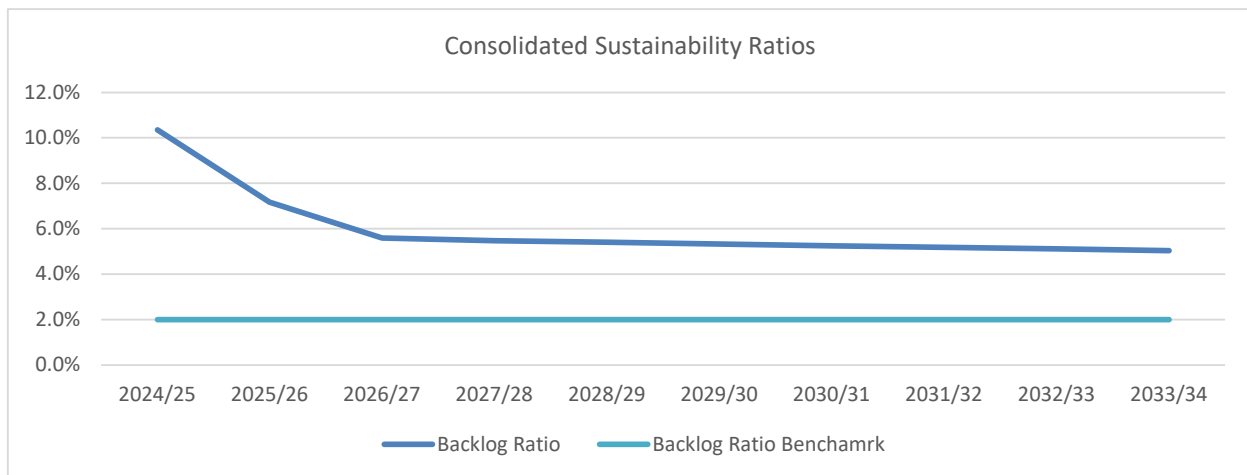


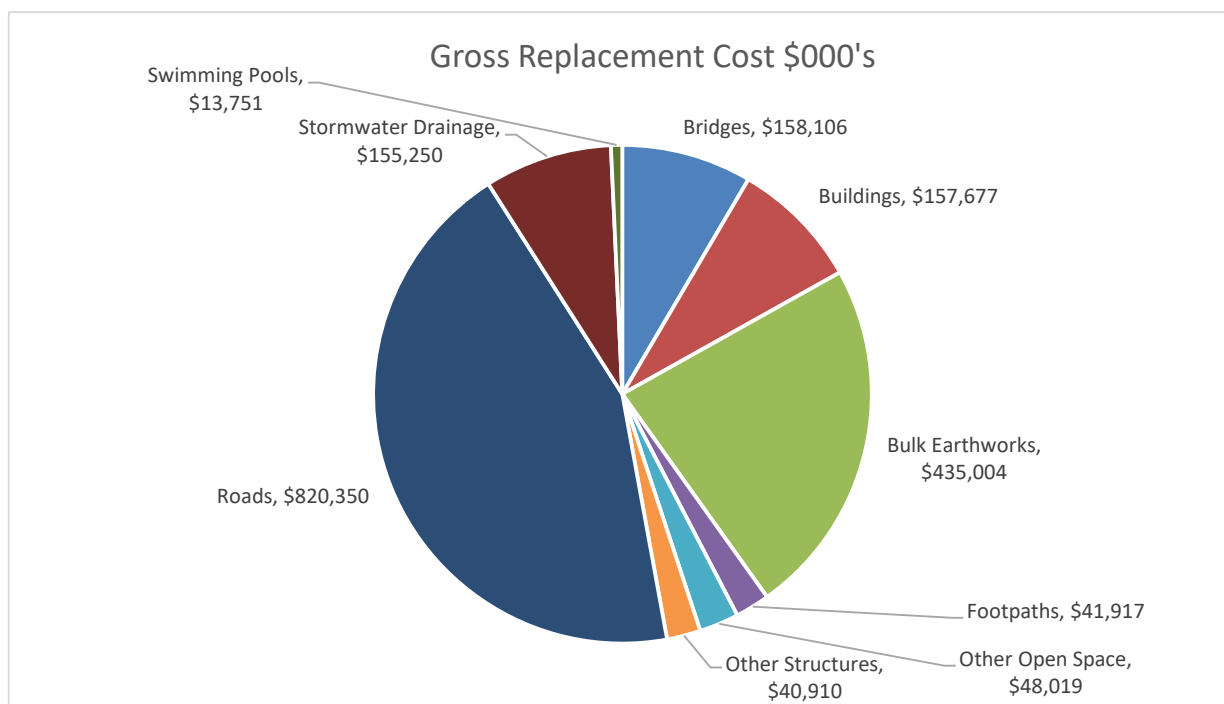
Figure 20: Consolidated OLG backlog ratio



The injection of DRF funding significantly exceeds the OLG benchmark expenditure for renewal funding however this falls to just under 80% towards the end of the forecasting period. As a result, there is a significant improvement in Council’s backlog ratio falling 5% over the forecasting. However, despite the additional funding it remains well above the 2% threshold hovering around 5.6%.



Figure 20: General Fund Portfolio



Infrastructure Ratios	Budget 2025/26	Estimated 2035/36	Funding Gap \$ 000's 2025/26	
Infrastructure Renewals ratio	834.68%	68.08%	Yr 1	\$178,849
Benchmark 100%			Yr 5 Average	\$72,064
(Includes disaster funding).			Yr 10 Average	\$31,947
Infrastructure Maintenance Ratio	60.86%	68.08%	Yr 1	-\$9,186
Benchmark 100%			Yr 5 Average	-\$6,421
			Yr 10 Average	-\$6,465
Total Funding Gap			Yr 1	\$169,663
			Yr 5 Average	\$65,644
			Yr 10 Average	\$25,482

Figure 21: General Fund OLG asset expenditure ratios

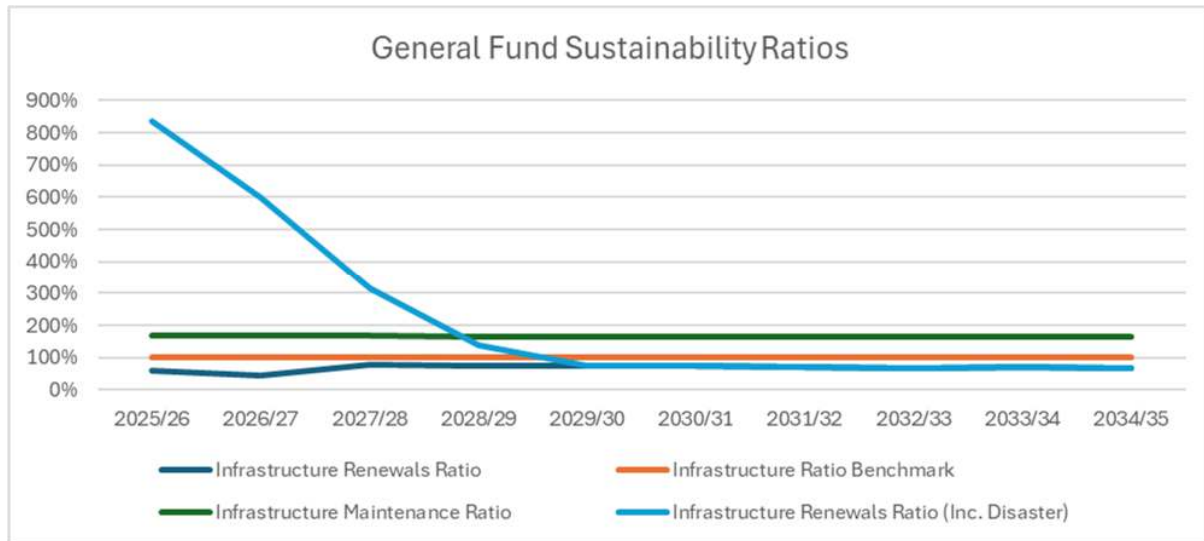
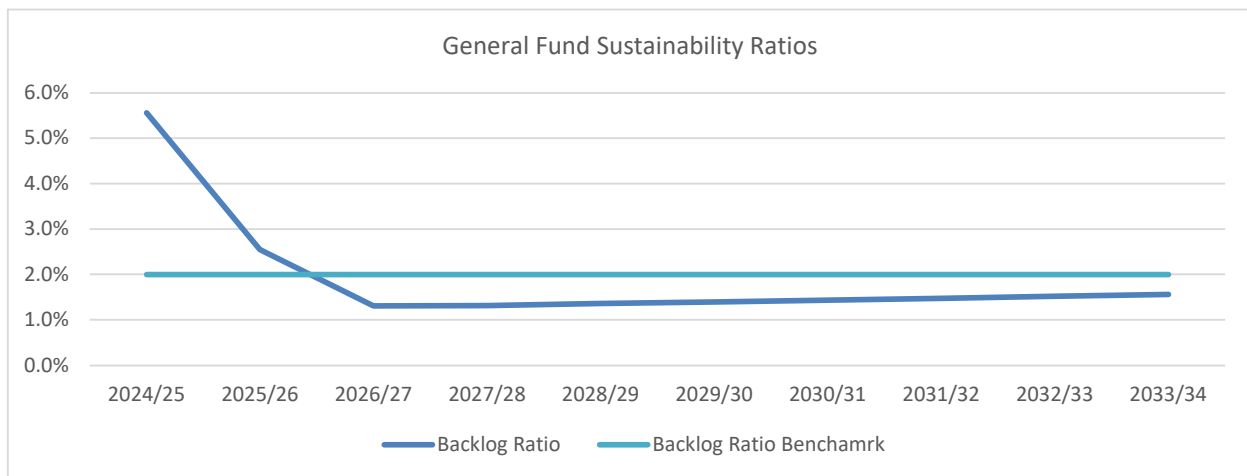
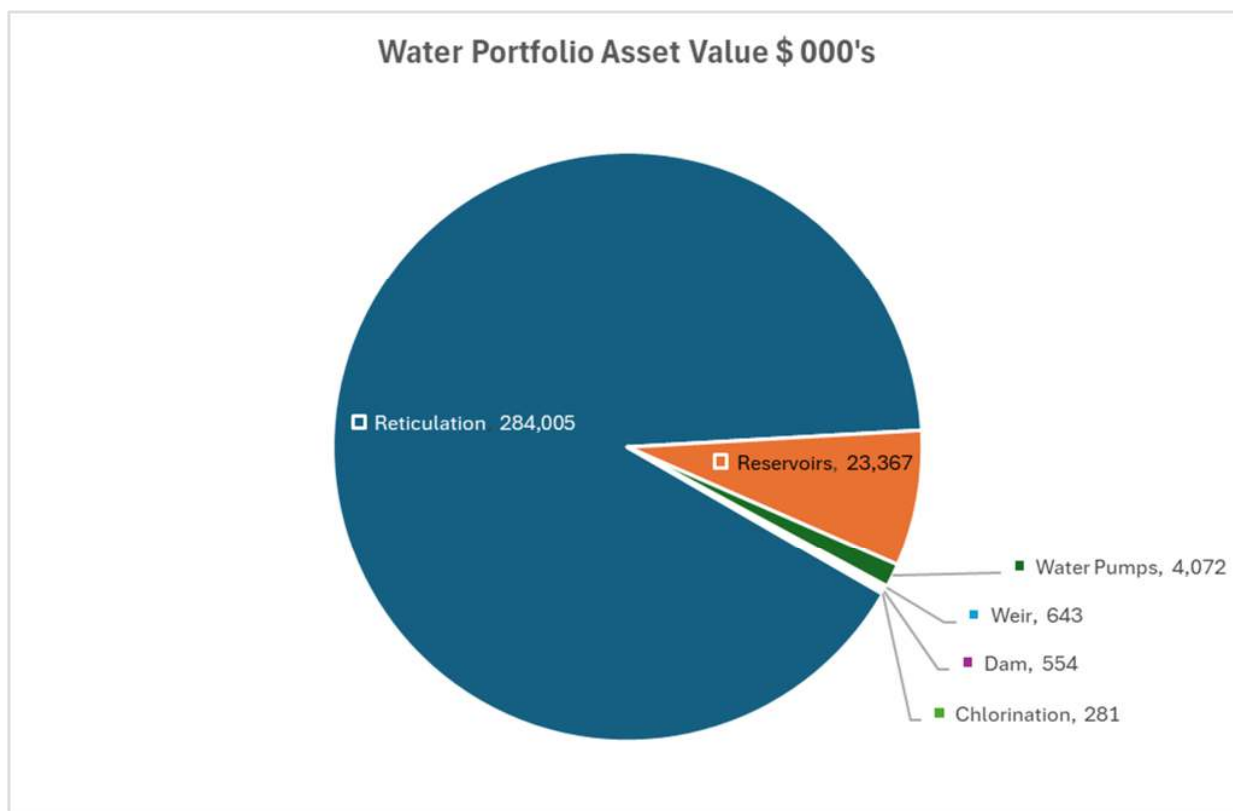


Figure 22: General Fund OLG backlog ratio



Early in the forecasting period, Council falls short of the OLG Benchmark for the backlog however there is a significant improvement due to the injection of DRF funding, and level of backlog in Council's assets falls to beneath 2% in 26/27. Council's maintenance ratio currently well exceeds (150%) the OLG benchmark of 100% and Council's renewal ratio falls to 69% over the forecast.

Figure 23: Water Fund Portfolio



Infrastructure Ratios	Budget 2025/26	Estimated 2035/36	Funding Gap \$ 000's 2025/26	
Infrastructure Renewals ratio	156.62%	107.72%	Yr 1	\$1,952
Benchmark 100%			Yr 5 Average	\$1,390
(Includes disaster funding).			Yr 10 Average	\$900
Infrastructure Maintenance Ratio	157.34%	158.55%	Yr 1	\$1,068
Benchmark 100%			Yr 5 Average	\$1,121
			Yr 10 Average	\$1,190
Total Funding Gap			Yr 1	\$3,020
			Yr 5 Average	\$2,511
			Yr 10 Average	\$2,089

Figure 24: Water Fund OLG asset expenditure ratios

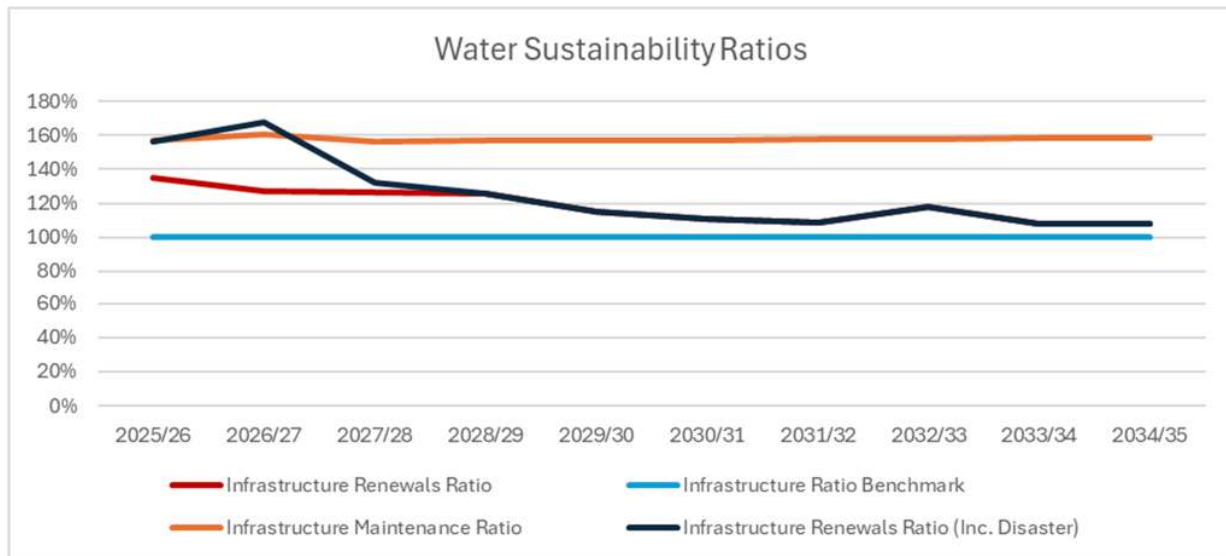


Figure 25: Water Fund OLG backlog ratio

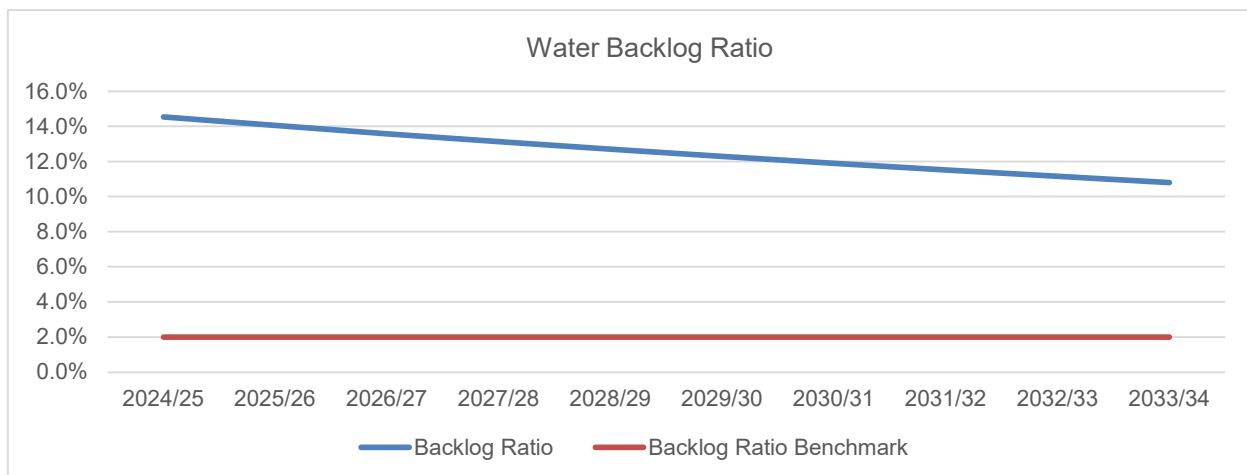
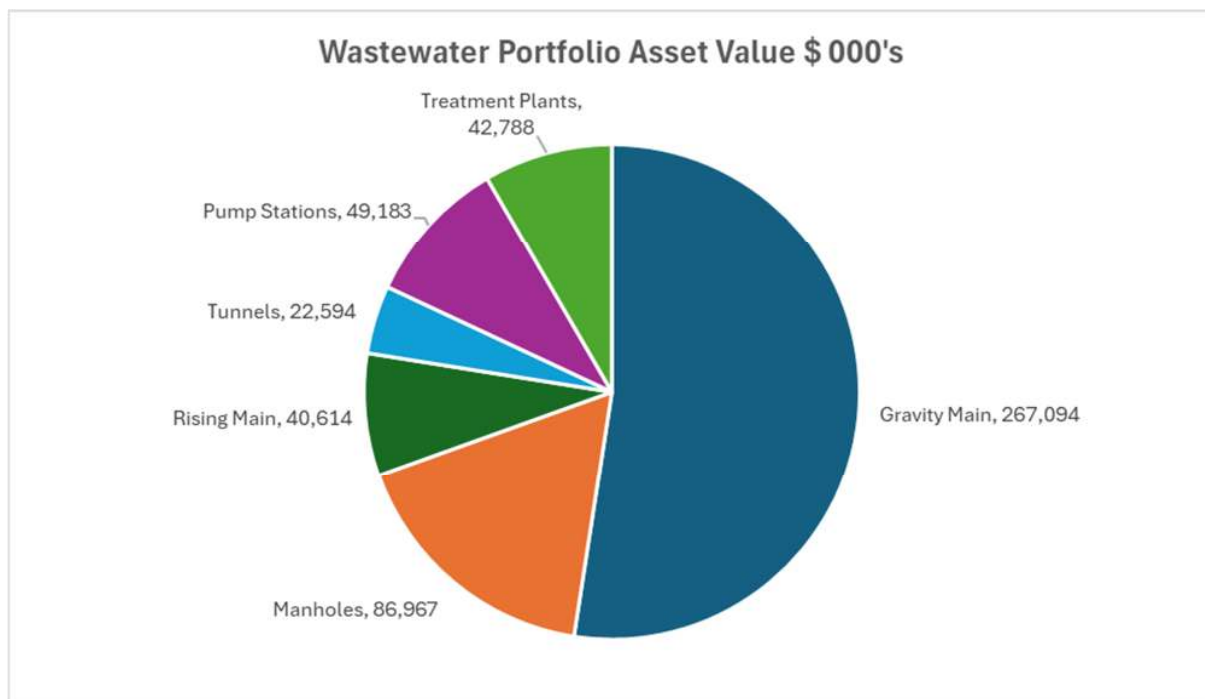


Figure 26: Wastewater Fund Portfolio



Infrastructure Ratios	Budget 2025/26	Estimated 2035/36	Funding Gap \$ 000's 2025/26	
Infrastructure Renewals ratio	436.33%	98.21%	Yr 1	\$19,598
Benchmark 100%			Yr 5 Average	\$13,383
(Includes disaster funding).			Yr 10 Average	\$6,662
Infrastructure Maintenance Ratio	136.93%	142.04%	Yr 1	\$1,068
Benchmark 100%			Yr 5 Average	\$1,121
			Yr 10 Average	\$1,190
Total Funding Gap			Yr 1	\$20,666
			Yr 5 Average	\$14,504
			Yr 10 Average	\$7,851



Figure 27: Wastewater Fund OLG asset expenditure ratios

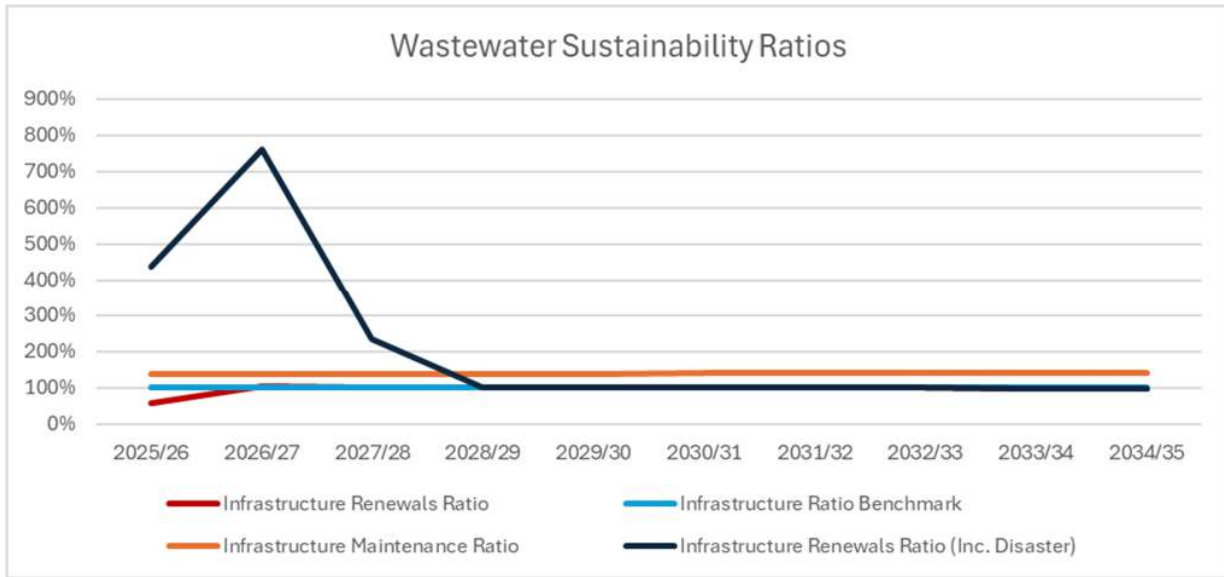
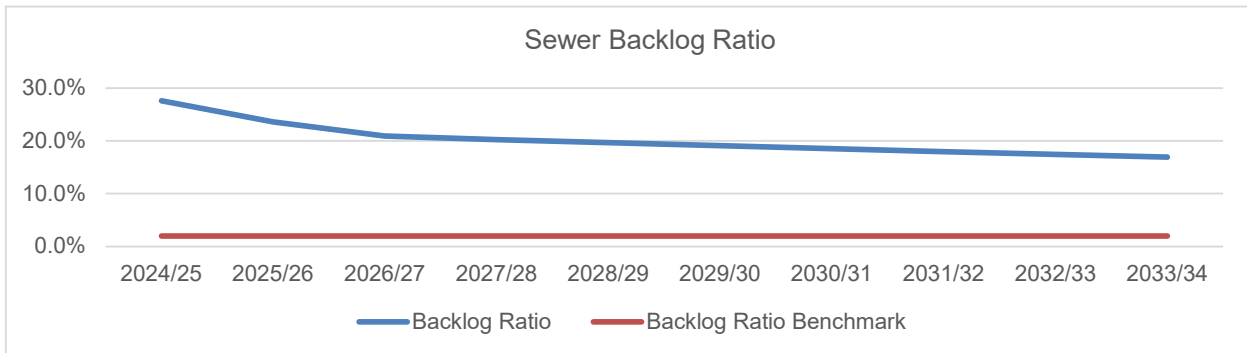


Figure 28: Wastewater Fund OLG backlog ratio



Capital needs have been identified in Council’s 30-year water and wastewater business plan. While these requirements have been incorporated into Council’s annual budgeting process, there is still a significant shortfall in wastewater renewal funding over the life of this plan when considering the level of backlog. The injection of DRF funding results in a significant improvement of the condition of the network however there is insufficient funding to bring the portfolio within the OLG benchmark levels of backlog.

## 8.6 Disaster Recovery Funding

Currently it is estimated that over a 3-year period, Council will undertake over \$650 million worth of asset renewal/betterment works as a result of the damage sustained in the 2022 Flood events. While the full extent of the funding and program of works has not yet been fully understood, current estimates will significantly strain Council's ability to deliver on existing capital programs within the timelines of the DRF guidelines. As details of secured funding and confirmed works are realised by Council, these are to be incorporated into Council's Long-Term Financial Plan which will then feed into the next iteration of this SAMP and subsequent asset management plans. Further it should be noted that all disaster recovery funding amounts referenced in this plan are high level estimates prepared by council and are subject to change as each project completes the design, application and assessment process.

## 9 Overarching Improvement Plan

The Strategic Asset Management Plan is to enable Council to:

- demonstrate how its asset portfolio will meet the service delivery needs of its community into the future
- ensure the integration of Council's asset management with its Community Strategic Plan.

The Strategic Asset Management Plan proposes the following strategies to enable the objectives of the Community Strategic Plan to be achieved.

Table 25: Asset management strategic actions

No	Strategy	Desired outcome
1	Continue the move from annual budgeting to long-term financial planning for all asset classes.	The long-term implications of Council services are considered in annual budget deliberations.
2	Further develop and review the Long-Term Financial Plan covering ten years incorporating asset management plan expenditure projections with a sustainable funding position outcome.	Sustainable funding model to provide Council services.
3	Review and update asset management plan financial projections and long-term financial plans after adoption of annual budgets. Communicate any consequence of funding decisions on service levels and service risks.	Council and the community are aware of changes to service levels and costs arising from budget decisions.
4	Continue to report Council's financial position at fair value in accordance with Australian accounting standards, financial sustainability and performance against strategic objectives in annual reports, ensuring that asset remaining lives are assessed on an annual basis.	Financial sustainability information is available for Council and the community.
5	Ensure Council's decisions are made from accurate and current information in asset registers, on service level performance and costs and 'whole of life' costs.	Improved decision making and greater value for money.
6	Report on Council's resources and operational capability to deliver the services needed by the community in the Annual Report.	Services delivery is matched to available resources and operational capabilities.
7	Ensure responsibilities for asset management are identified and incorporated into staff position descriptions. Assess whether current resourcing is sufficient to cover all asset management functions for all asset classes.	Responsibility for asset management is defined.
8	Implement an improvement plan to initially realise 'core/good' maturity for the financial and asset management competencies, then progress to 'advanced/better' maturity.	Improved financial and asset management capacity within Council.
9	Report annually to Council on development and implementation of asset management strategy and plan and long-term financial plans.	Oversight of resource allocation and performance.
10	Incorporate resilience into Council's infrastructure risk management approach, particularly in disaster sensitive areas.	Improved ability for Council to build and maintain infrastructure vulnerable to natural disasters.

Table 26: Improvement plan

Overarching Improvement Plan and Schedule 2024 (note – dates to be reviewed)	Priority	Responsible Person /Unit	Target Date
<b>Asset knowledge and data</b>			
Council to develop processes for extracting and reporting on lifecycle data which is to be fed back into asset management planning.	High	ASE	30/09/2023
Council to develop guidelines and adopt a consistent approach for condition assessment for all asset classes to ensure consistency with historical data.	Medium	ASE	02/05/2024
Council to review asset hierarchy on all systems and undertake asset data reconciliation to ensure alignment between systems and identify gaps in asset data.	Medium	ASE	30/01/2024
<b>Asset knowledge processes</b>			
Council to document process and develop guidelines for asset valuation, including clear documentation of responsibilities and data validation and auditing processes and procedures.	Medium	Finance	30/09/2023
<b>Strategic asset planning processes</b>			
Council to establish processes for annual review of asset management policy, strategy and plans.	High	ASE/IP&R	30/03/2024
Council to review long-term (ten-year) lifecycle costing requirements including CAPEX and OPEX for each asset class.	High	Finance	30/09/2023
Council to develop comprehensive strategy for the management of its assets as well as asset management plans for each asset class.	High	ASE/M	30/09/2023
Council to review current service levels and SLAs and develop outcome-based service levels which align with IP&R Framework.	High	ASE/O	30/09/2024
Council to develop Long-Term Financial Plan.	High	Finance	30/09/2023
Council to undertake risk and criticality assessment of its asset portfolios. In particular assets likely to be impacted by natural disasters and develop a suite of potential intervention/treatment options to increase asset resilience.	High	ASE	30/09/2023
Council to engage community on developed service levels.	Medium	ASE/IP&R	30/09/2025
<b>Operations and maintenance work practices</b>			
Council is to implement a maintenance management system that records maintenance activity outputs against defined assets.	Medium	ASE	30/09/2025

Overarching Improvement Plan and Schedule 2024 (note – dates to be reviewed)	Priority	Responsible Person /Unit	Target Date
Following criticality assessment, Council to develop management strategies for critical infrastructure.	Medium	ASE	30/09/2025
<b>Information systems</b>			
Council to review IT system framework including the use of and linkage to ancillary systems.	Medium	ASE	30/09/2024
Council to document spatial mapping templates, guidelines and procedures.	Medium	ASE/Finance	30/09/2024
Council to develop spatial mapping templates, guidelines and procedures for Strategic Modelling.	Medium	ASE	30/09/2024
<b>Organisational context</b>			
Council is to establish an asset management steering committee for reporting on asset management progress and improvement plan status and create a process for bi-annual reporting to senior management.	High	ASE	30/09/2023
Council to undertake an in-depth workforce review of asset management roles and responsibilities and ensuring that all functions of asset management are covered and are attached to position descriptions and such that Council has an understanding of current gaps in capacity and capability.	High	COO	30/09/2023

**[Back Cover]**



# Transport (Roads and Bridges) Asset Management Plan

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## 1.1 PURPOSE OF THIS PLAN

The purpose of this Asset Management Plan is to provide a structured approach for managing Lismore City Council's (Council) Transport assets. This plan ensures that assets are managed efficiently to support safe, reliable, functional, and cost-effective Transport infrastructure for the community.

Specifically, the plan aims to guide decision-making for the management of Transport assets by:

- Outlining the current and projected state of the Transport asset portfolio, including quantities, values, condition, and investment needs.
- Defining clear responsibilities for asset management and service delivery.
- Defining levels of service for the Transport asset portfolio.
- Providing asset management plans and objectives that align with the Strategic Asset Management Plan (SAMP).
- Identifying future demands, risks, and resource requirements.
- Supporting long-term financial planning by projecting capital expenditure needs.
- Promoting continuous improvement in asset management practices.

By implementing this plan, Council seeks to enhance the resilience, safety, and performance of the Transport portfolio while optimising planned asset lifecycle costs.

## 1.2 SCOPE

This plan defines the scope of Council's Transport asset portfolio and outlines the framework for managing these assets effectively.

Council is the Roads Authority for an extensive network of roads, rural drainage, and transport-related assets. However, some Transport assets, which can provide access to properties, are owned and maintained by other organisations or private entities, rather than Council.

This plan details how the Transport assets are managed to ensure the ongoing safety, functionality, and sustainability of the Council's Transport Infrastructure, within the constraints of available funding and resources.

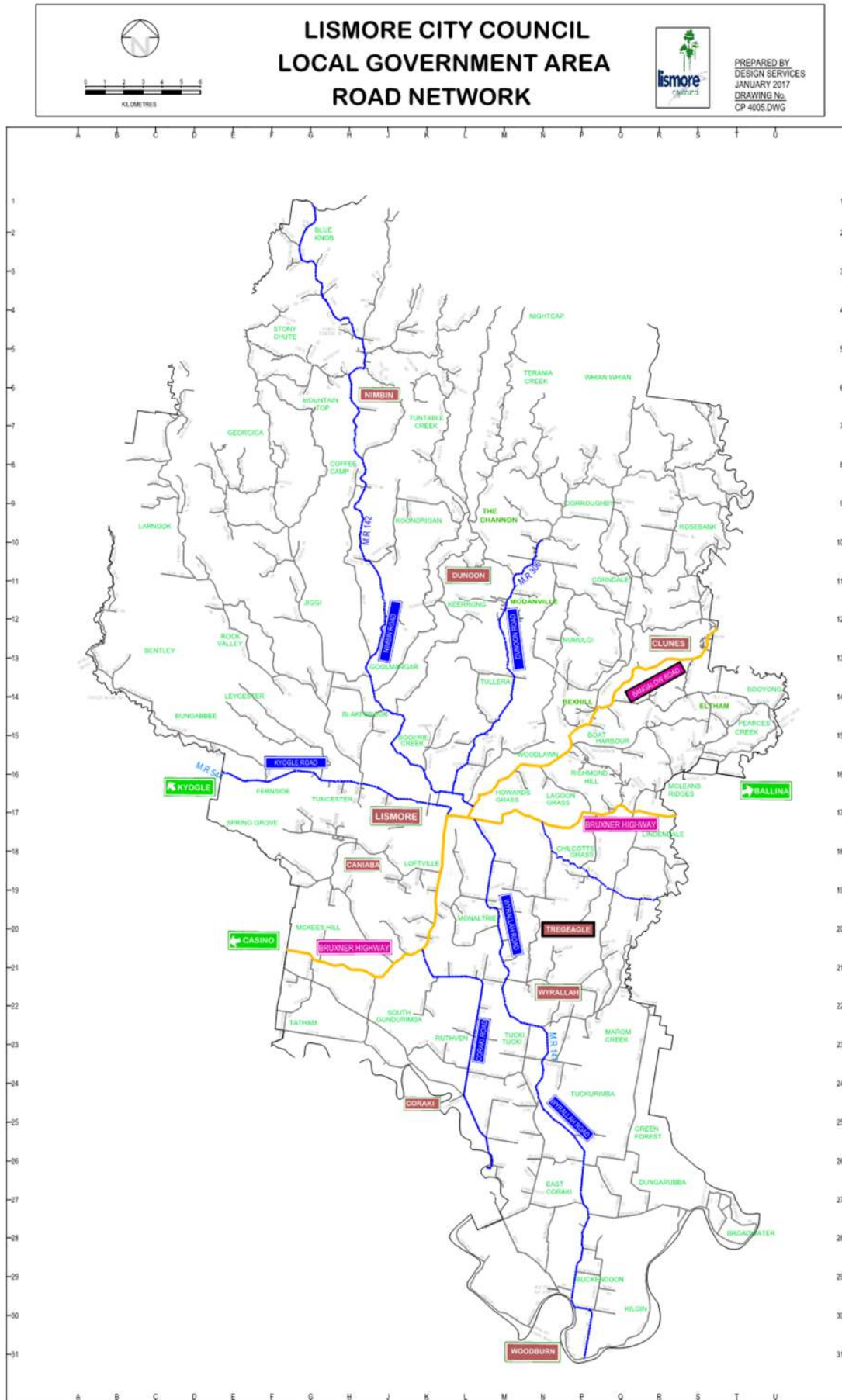
It is important to understand that Council operates with limited resources. The standards outlined in this plan represent the desired outcomes for Transport assets, and do not necessarily reflect the existing state. This plan will help establish consistent standards and ensure the continued safety and serviceability of the road network.

The future modelling and projections outlined in this plan are dependent on the quality of underlying asset data, which is detailed in the Confidence Levels section.

### SERVICE REGION

Council's service region covers an extensive network of Transport assets across the local government area (LGA), as shown in the LGA road network map. The Transport infrastructure supports both urban and rural communities, with geographic challenges such as flood-prone zones and steep terrain significantly influencing maintenance and management needs. These local conditions are important context when assessing asset condition and planning future asset management activities.

Figure 1 - Council LGA Road Network Map



**KEY STAKEHOLDERS OF THIS PLAN**

*Table 1 - AMP Stakeholders*

<b>Stakeholder Group</b>
Councillors
General Manager
Head of Roads & Quarry Asset Management Staff
Roads & Quarry Staff
Community
Commonwealth & State Government

**PLANNING HORIZON**

This plan adopts a ten-year planning horizon. The plan will be reviewed annually to reflect changes in asset conditions, community needs, and financial considerations.

# 1.3 PORTFOLIO OVERVIEW

## Quantity

- 804 km Sealed Roads
- 411 km Unsealed Roads
- 322 km Kerb & Gutter
- 79 km Footpaths
- 29 km Cycleways
- 18 Carparks (road reserve)
- 201 Traffic Management Devices
- 134 Road Furniture
- 107 Guardrails
- 19 Retaining Walls
- 118 Bridges
- 21 Major Culverts
- 257 Minor Culverts

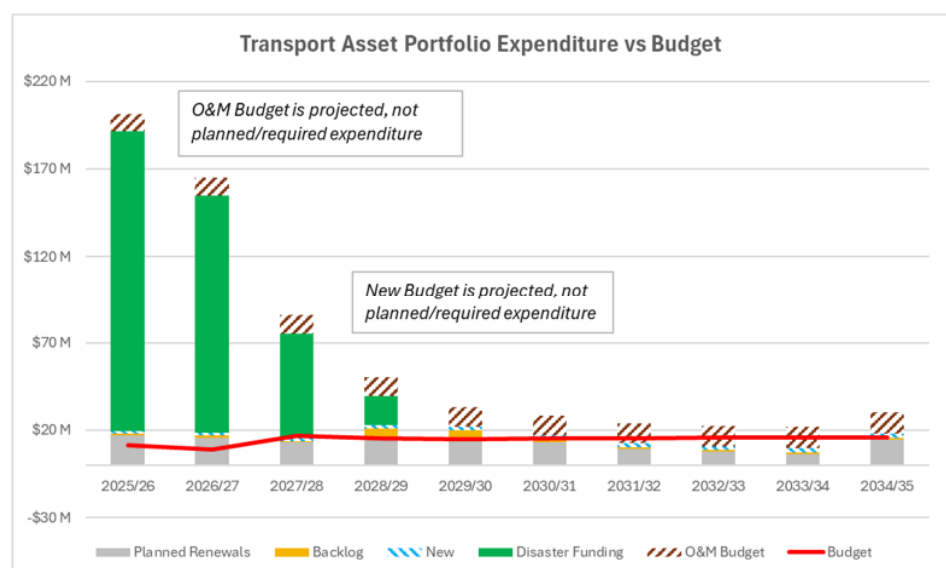
## Portfolio Values

Asset	Gross Replacement Cost	% of Total Portfolio
Sealed Roads	\$692 M	47.6%
Formation	\$432 M	29.7%
Footpaths	\$304 M	20.9%
Bridges	\$154 M	10.6%
Kerb & Gutter	\$71 M	4.9%
Unsealed Roads	\$27 M	1.8%
Guardrails	\$25 M	1.7%
Retaining Walls	\$13 M	0.9%
Cycleways	\$11 M	0.8%
Car Parks (Road Reserve)	\$8 M	0.5%
Road Furniture	\$3 M	0.2%
Minor Culverts	\$4 M	0.3%
Major Culverts	\$4 M	0.3%
Traffic Management Devices	\$2 M	0.1%

## Asset Type

## Average Condition (1-5)

Retaining Walls	1.00
Guardrails	1.12
Road Minor Culverts	1.17
Road K&G	1.18
Road Major Culverts	1.19
Road Footpaths & Cycleways	1.28
Road Furniture	1.72
Traffic Management Devices	1.80
Bridges	2.32
Sealed Roads	2.79
Unsealed Roads	2.98
Carparks	3.61





# 1.4 STATE OF THE ASSETS

Transport assets represent Council’s highest-valued asset portfolio. This section provides an overview of the current inventory, asset values, and overall condition.

## WHAT WE HAVE

### Asset Groups

Council manages a diverse and extensive Transport assets portfolio. As custodians, we are responsible for the acquisition, construction, operation, maintenance, renewal, and upgrade of these assets, in alignment with this Asset Management Plan (AMP).

To support effective management, Transport assets are categorised into defined groups where appropriate. This structure enables more targeted management approaches and provides a clearer understanding of each asset type’s specific requirements.

The assets managed under this plan are summarised below. This table provides an extract from Council’s Asset Register, detailing the type and quantity of assets currently recorded. Inventory data is a key resource for understanding the asset portfolio and managing resources accordingly.

Table 2 - Asset Inventory

Asset Type	Measurement Unit	Quantity
Sealed Road	KM	804
Unsealed Road	KM	411
Kerb & Gutter	KM	322
Footpaths	KM	79
Cycleways	KM	29
Traffic Management Devices	No.	201
Road Furniture	No.	134
Major Culverts	No.	21
Minor Culverts	No.	257
Carparks (Road Reserve)	No.	18
Steel/Concrete Bridges	No.	99
Timber Bridges	No.	19
Retaining Walls	No.	19
Guardrails	No.	107

### Administrative Road Hierarchy (ARH)

To effectively identify and map the road network, an Administrative Road Hierarchy (ARH) has been adopted. Asset hierarchies help distinguish between assets that provide different levels of service and support targeted management strategies to address service delivery needs and priorities.

The Lismore LGA classifies its sealed road network into six ARH categories:

Table 3 - Administrative Road Hierarchy Categories

Road Hierarchy	Example Road	Function
State Road	Bruxner Highway	Major routes for regional and intercity transport in NSW
Arterial	Nimbin Road	Key routes for efficient movement between regions and major destinations
Sub-Arterial	Corndale Road	Secondary links connecting primary collectors to arterial roads
Primary Collector	Boatharbour Road	Key roads that collect traffic from secondary collectors to Sub-Arterials
Secondary Collector	Magellan Street	Distributes traffic between Local Roads and Primary Collectors
Local Access	Bounty Street	Provides direct access to properties and local destinations

The following table outlines the sealed road network length by ARH category. It is noted that the asset register has not yet been updated to reflect the new road hierarchy, which may result in discrepancies between asset register data and the current ARH category.

Table 4 - Administrative Road Hierarchy Details

ARH Category	Unit of Measure	Units
Arterial	KM	145
Primary Collector	KM	135
Local Collector	KM	212
Local Access	KM	312

## WHY WE HAVE THEM

### Service Delivery

These assets enable the efficient movement of people, goods, and services across the LGA. The roads, footpaths, cycleways, bridges, and other assets enable daily travel, commerce, and social interaction.

## WHAT ARE THEY WORTH

Table 2 Asset Portfolio Valuation

Asset	Gross Replacement Cost \$	Written Down Value \$	Annual Depreciation \$
Sealed Roads	\$692,161,360	\$376,611,195	-\$12,881,865
Formation	\$431,700,510	\$431,700,510	\$0
Footpaths	\$304,430,549	\$21,320,057	-\$455,893
Bridges	\$154,239,564	\$86,250,055	-\$1,501,404
Kerb & Gutter	\$71,285,396	\$49,391,875	-\$694,810.99
Unsealed Roads	\$26,628,311	\$7,135,494	-\$375,475
Guardrails	\$25,193,665	\$2,136,527	-\$63,918
Retaining Walls	\$12,761,498	\$12,276,636	-\$288,606
Cycleways	\$11,398,117	\$8,038,899	-\$164,567
Car Parks (Road Reserve)	\$7,916,763	\$4,295,448	-\$91,872
Road Furniture	\$2,623,309	\$2,174,264	-\$103,867
Minor Culverts	\$4,209,142	\$3,165,648	-\$67,603
Major Culverts	\$3,880,496	\$2,864,861	-\$38,057
Traffic Management Devices	\$1,816,004	\$1,723,044	-\$23,926

### Gross Replacement Cost

Gross Replacement Cost (GRC) is determined by multiplying the measured extent of an asset by the current unit replacement rate. Unit rates include asset removal and reconstruction costs and are derived from project rates, industry benchmarks, and first-principles calculations. GRC values are reviewed every four years through valuation audits to ensure accuracy. The next valuation is due in the 2025/26 financial year.

### Depreciation and Written Down Value

Assets depreciate over time from their initial replacement value to zero over their useful life. Annual depreciation represents the decrease in value each year. The Written Down Value (WDV) reflects the remaining financial value of the asset. Network condition audits are essential to validate the theoretical useful lives and ensure that assets are renewed at the appropriate time, optimising funding use.

### Useful Life

Useful life represents the expected service period of an asset delivering agreed community service levels. This value is estimated based on available data and will be validated through regular condition audits. Adjustments may be made where audit results indicate a difference between expected and actual performance, improving the accuracy of renewal forecasting. It is important to note that the full useful life of an asset is only achievable when appropriate maintenance is undertaken, inadequate maintenance can significantly reduce service life and accelerate renewal needs.

**WHAT CONDITION ARE THEY IN**

**Condition Audits**

Condition audits are conducted across all Transport assets, they seek to provide a defined score of an assets condition at the time of audit. Condition is scored on a scale of 1 to 5, as detailed below:

Table 5 - Condition Scale

Condition Rating	Condition	Description of Condition
1	Very Good	Free of defects
2	Good	Minor defects
3	Satisfactory	Defects requiring significant maintenance
4	Poor	Significant defects, higher order cost intervention likely
5	Very Poor	Major defects, required renewal or rehabilitation

**Importance of Routine Condition Audits.**

Routine audits provide insight into asset condition and allow data driven decision making. Regularly updated condition data ensures that lifecycle modelling, renewal programming, and funding allocations are based on real-world asset performance.

These audits are mandated under the Local Government Act and are aligned with relevant industry standards. Where physical inspections are unavailable, desktop assessments based on theoretical useful life curves are used.

**Sealed Road Network Condition**

The sealed Road Network condition is reviewed every four years. The condition review accounts for changes in Seal Condition Index (SCI) and Pavement Condition Index (PCI). The most recent technical audit, conducted by NTRO in late 2022, informs the current sealed road network condition ratings.

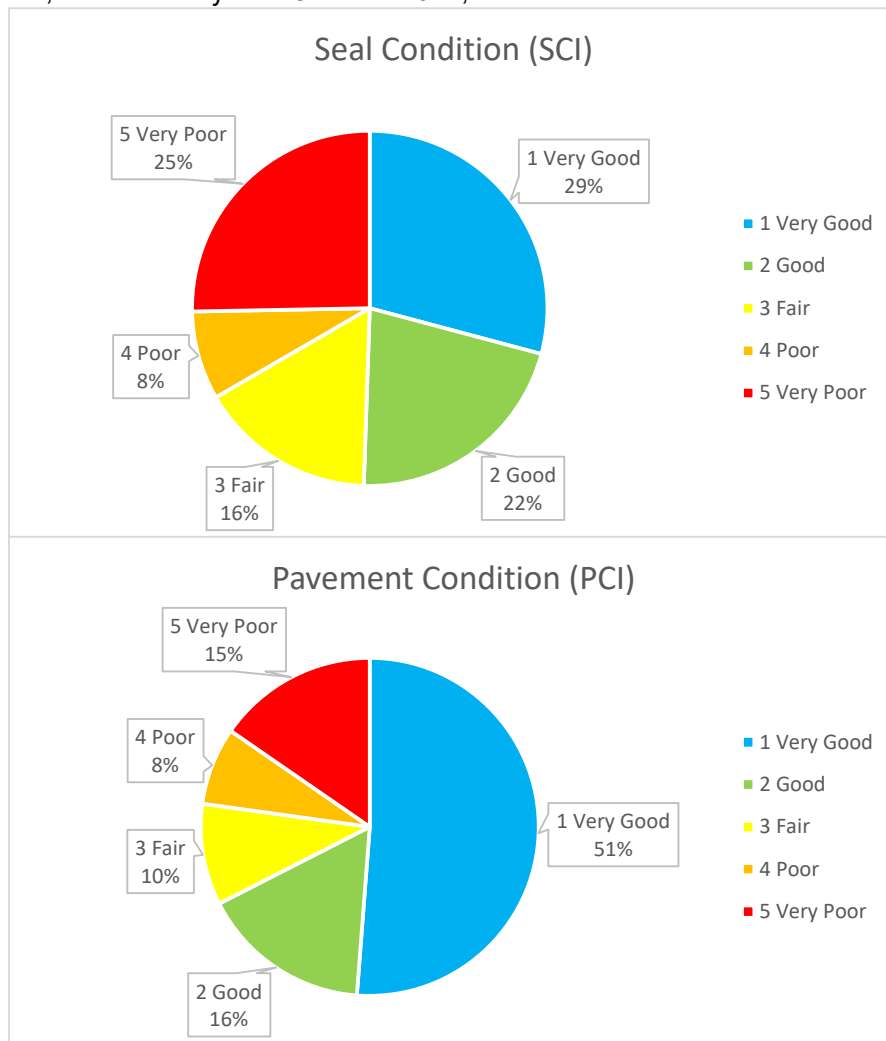


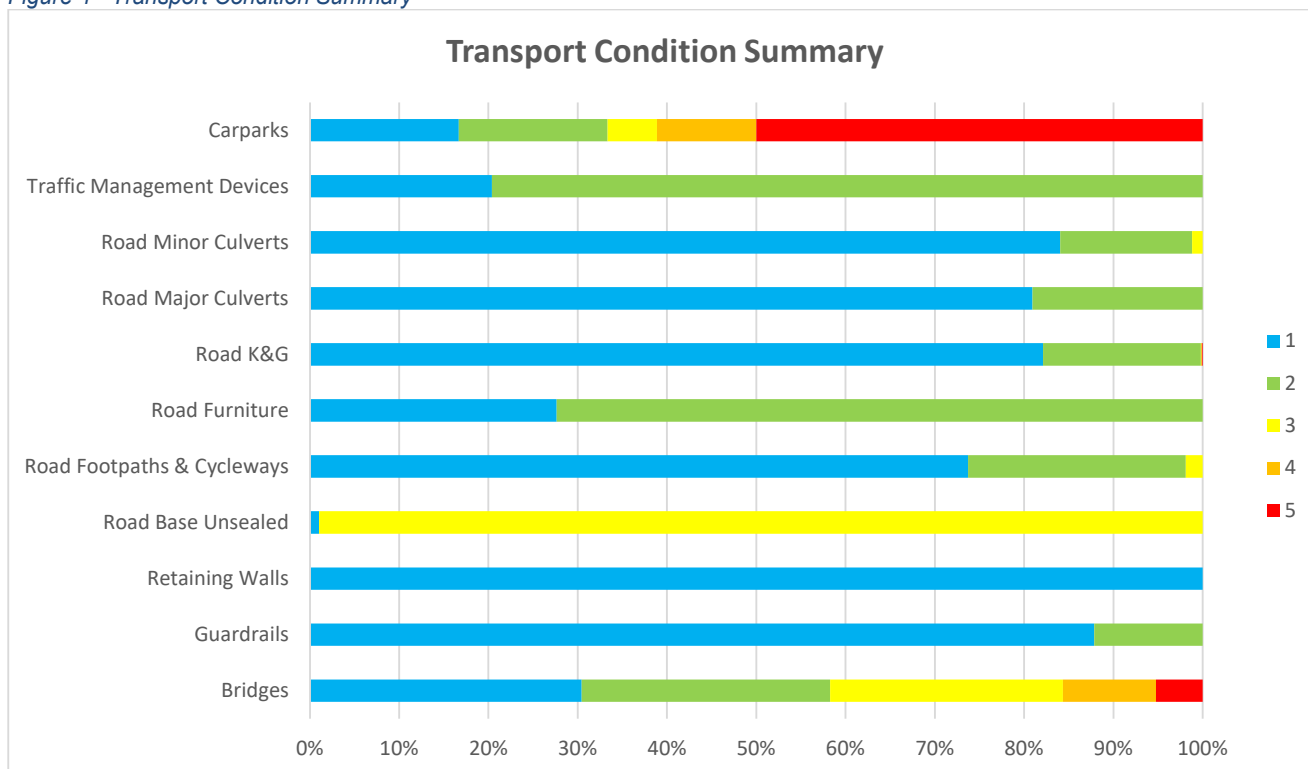
Figure 2 - Sealed Road SCI Condition

Figure 3 - Sealed Road PCI Condition

**Other Assets Condition**

The condition of other Transport assets, based on Asset Register data, is summarised below:

Figure 4 - Transport Condition Summary



**KEY CHALLENGES**

Managing Transport assets in Lismore is particularly challenging due to high rainfall and frequent wet conditions. The condition of road assets is heavily influenced by water, as prolonged exposure to moisture from rain or flooding weakens road seals and underlying pavement, leading to cracking, erosion, and accelerated condition deterioration. Even with well-designed roads and drainage, heavy water runoff can cause flooding and damage to both road and stormwater infrastructure.

These conditions place ongoing pressure on Council’s resources, requiring frequent maintenance and capital works just to restore required functionality. The region’s exposure to intense weather events can cause rapid asset degradation, making long-term planning challenging and unpredictable.

The 2022 flood event highlighted these challenges, with widespread damage disrupting Forward Works Programs. However, flood-funded works present an opportunity for Council to leverage additional resources to address gaps in recovery projects and, where possible, achieve improvements and betterment of Transport infrastructure.

Another major challenge is limited funding. The funding gap between required and available budget can delay essential maintenance programs and long-term works. Dependence on grant funding adds further uncertainty, as projects are subject to external approvals and shifting priorities, making consistent service delivery and planning difficult.

A further difficulty lies in the existence of legacy assets not recorded in the asset register. Many culverts and other structures were installed historically without being documented in the asset register, making it harder to plan accurate renewals and assess future investment needs. These gaps undermine the reliability of asset planning and increase the risk of asset failure.

Condition records are based on current asset register data, condition data reliability is outlined in the Confidence Levels section.

# 1.5 ROLES AND RESPONSIBILITIES

Council has adopted the following roles and responsibilities matrix for its Transport assets:

Figure 5 - Roles & Responsibilities Matrix

Position	Role	Responsibilities	Functions
Head of Roads & Quarry	Asset Owner	Responsible for the effective operation, funding, and strategic oversight of the Transport portfolio.	Oversee Planning, Engineering, and Delivery functions Liaise with Executive Leadership Establish long term policy and strategy for asset delivery Promote continuous improvement
Manager – Roads Planning	Asset Planning	Leads asset planning for capital works and maintenance activities.	Establish Program Management processes for Transport assets Develop Capital Works and Reseal Programs Develop and communicate maintenance plans Monitor asset condition and demand Maintain accurate asset accounting
Manager – Roads Engineering	Asset Engineering	Responsible for engineering and coordinating the execution of forward works, reseals program, and maintenance activities.	Provide engineering advice during project planning management for Transport assets Manage Project Execution and Reporting Oversee Capital Delivery Process Oversee Maintenance Delivery Process Handover asset data to the Asset Management Team Maintain accurate asset accounting
Manager – Roads Delivery	Asset Delivery	This position takes ownership for the delivery of capital works, operations, and maintenance programs.	Establish Delivery Management for Transport assets Manage and monitor resource allocation across capital and operational activities Maintain accurate asset accounting
Asset Management Team	Asset Resource	This team is responsible for developing policy, plans, and asset management strategy, setting the long-term direction for sustainable and effective asset management practices.	Ensure integration of asset management into Council’s community, delivery, operational, and resourcing plans and strategy. Ensure integration of Forward Works Plans across asset portfolios Establish, maintain, and develop asset systems and reporting tools Receive and process asset data into the Asset Register Develop and update the ten year Forward Works Plan Lead asset based continuous improvement activities across the Transport portfolio

# 1.4 LEVELS OF SERVICE

Levels of Service (LoS) outline the expected standards for how Transport assets, such as roads and bridges, should perform. They help ensure that Transport assets meet the needs of the community, guiding decisions on maintenance, repairs, and improvements while balancing the available resources and budget. Service levels are defined in two categories: Community Levels of Service and Technical Levels of Service.

## COMMUNITY RESEARCH AND EXPECTATIONS

As part of the development of Council’s Community Strategic Plan 2025-2035, Council commissioned a MARKYT Community Scorecard to assess overall perceptions of the Lismore region as a place to live, work and visit, determine community aspirations and priorities, assess performance levels and service gaps, and benchmark performance against other councils. The ‘scorecard’ survey was completed by 1,678 community members.

This community feedback helps guide the setting of LoS, ensuring that the performance and maintenance of Transport assets align with the needs and desires of the community. As Transport assets are primarily for the benefit of the community, their input is essential in shaping the service standards to ensure the infrastructure effectively supports the community’s daily needs and long-term growth.

The survey revealed that the community values the improvement of local roads (including bridges) above all other areas, making it the highest priority item for Council. In contrast, local roads (including bridges) were the poorest performing item for all areas surveyed. These gaps in expectation verses performance will, in part, be addressed through levels of service targets and actions.

## STRATEGIC AND CORPORATE GOALS

The Community Strategic Plan sets high-level, organisation wide goals and objectives for Council. The following table illustrates how effective management of the Transport asset portfolio contributes to these goals, though it is not an exhaustive list of all the goals impacted.

*Table 6 - Strategic and Corporate Goals Alignment*

Goal/Objective		How Transport Assets Fulfil the Goal
<b>A5</b>	Our community has access to essential services	Transport assets ensure access to healthcare, education, and other vital services.
<b>B4</b>	Our community is connected and convenient	Well-connected roads and pathways improve mobility and convenience.
<b>C1</b>	Our waterways and catchments are healthy	Environmentally responsible road construction practices, such as erosion control and sustainable drainage, protect waterways and catchments.
<b>C3</b>	We are committed to environmental sustainability	Sustainable Transport infrastructure that supports cycling, walking, and public transit, reducing emissions and promoting eco-friendly infrastructure.
<b>D1.1</b>	Provide a road network that is safe and serviceable	Well-maintained roads enable safer transport that is reliable and provides value to the community.
<b>D1.2</b>	Plan for infrastructure that meets the needs of the community	Strategic transport planning ensures the road and pathway network is designed and maintained to meet current demands and anticipated future needs
<b>E2</b>	We collaborate with other agencies to achieve great outcomes	Collaboration with local and regional agencies ensures effective and coordinated transport planning and funding.



**COMMUNITY LEVELS OF SERVICE**

Community LoS measure how the service is delivered to the community and whether it provides value to them. Community key performance areas used in this plan are condition, function, capacity, and responsiveness.

Condition	<i>How well is the service maintained... what is the current state or condition of the asset?</i>
Function	<i>Is the service meeting its objectives... does it serve its intended purpose effectively?</i>
Capacity	<i>Is the service being used optimally... do we have the right amount of assets to meet demand?</i>
Responsiveness	<i>How quickly does the service adapt to changes... how efficiently does it respond to issues or requests?</i>

Table 7 - Community Levels of Service

Community Levels of Service					
Performance Area	Service Objective	Key Performance Indicator	Performance Measure Process	Performance Target	
<b>Condition</b>	Transport assets in good condition	Community satisfaction with the condition of sealed roads	Annual community scorecard survey	Gap between priority and performance decreases	
		Community satisfaction with the condition of unsealed roads			
		Community satisfaction with the condition of bridges			
		Community satisfaction with the condition of footpaths and cycleways			
<b>Function</b>	Reliable and accessible Transport assets that meet the needs of all users	Community satisfaction with the resilience and accessibility of the road network assets	Annual community scorecard survey	Gap between priority and performance decreases	
		Community satisfaction with the availability of footpaths & cycleways			
	Transport assets are safe for all users, minimising risks and promoting safe travel	Community satisfaction with the safety of the road network			Achieve a positive trend in community satisfaction
		Community perception of road safety improvements			
<b>Capacity</b>	Transport assets provide adequate capacity to handle current and future demand	Community satisfaction with the capacity of Transport assets to accommodate traffic flow and prevent congestion (excepting State Roads)	Annual community scorecard survey	Achieve a positive trend in community satisfaction	
	Timely and efficient maintenance and defect repairs to minimise disruptions and maintain infrastructure performance	Community satisfaction with the speed and efficiency of maintenance and defect repairs	Annual community scorecard survey	Achieve a positive trend in community satisfaction	
<b>Responsiveness</b>	Council is responsive to the needs of its residents and asset users	Customer Request Management (CRM) response times	Biannual review of CRM response times	100% of CRM's adequately responded to within customer charter	

**TECHNICAL LEVELS OF SERVICE**

Technical LoS complement customer LoS, technical performance measures focus on the allocation of resources to service tasks that help achieve community outcomes and demonstrate operational effectiveness. These technical measures are tied to specific activities and annual budgets, which include:

- Operations *How effectively are routine services provided... are the regular activities being carried out to support overall service delivery?*
- Maintenance *How well are assets being kept in good condition... are maintenance activities effectively preserving assets?*
- Renewal *How are assets being renewed... are renewal activities successfully bringing assets back to their original service capability?*
- Upgrade/New *How is the service being improved or expanded... are upgrades or new assets effectively enhancing levels of service?*

Table 8 - Technical Levels of Service

Technical Levels of Service				
Performance Area	Service Objective	Key Performance Indicator	Performance Measure Process	Performance Target
Operation	Defects are known	Road Network Inspections	Inspections completed in accordance with council Levels of Service	Conformance
		Bridge Inspections		
		Footpath Inspections		
Maintenance	Roads are safe and maintained	Percentage of defects actioned within council levels of service	Regular review of CRMs	Conformance
		Road seal condition (SCI)	Sealed Road Network Condition Assessment, completed every 4 years	Maintain a positive ratio of roads in SCI 1-3 to roads in SCI 4-5, minimising proportion of roads in SCI 4-5
		Road seal condition (PCI)	Sealed Road Network Condition Assessment, completed every 4 years	Achieve a positive trend of percentage of the road network in PCI 1-3
		Number of reported safety incidents resulting from road condition as a factor	Regular review of accident data	Reduction in the proportion of safety incidents attributable to road condition
	Roads are efficiently maintained	Budgeted verses Actual expenditure	Regular review of budget vs actuals	Meet budget expenditure with 100% planned maintenance completed
	Bridges are safe and maintained	Percentage of defects actioned within council levels of service	Regular review of CRMs	Conformance
	Bridges are efficiently maintained	Budgeted verses Actual expenditure	Regular review of budget vs actuals	Meet budget expenditure with 100% planned maintenance completed
	Footpaths & Cycleways are safe and maintained	Percentage of defects actioned within council levels of service	Regular review of CRMs	Conformance
Footpaths & Cycleways are efficiently maintained	Budgeted verses Actual expenditure	Regular review of budget vs actuals	Meet budget expenditure with 100% planned maintenance completed	
Renewal	Roads are in good condition	Pavement Condition Index (PCI) of sealed road network	Sealed Road Network Condition Assessment, completed every 4 years	Achieve a positive trend of percentage of the road network in PCI 1-3
	Bridges are in good condition	Percentage of bridges capable of supporting General Mass Limit (GML) vehicles	Design standards and Level 2 bridge inspections	100% of bridges capable
	Works Program is completed efficiently	Budgeted verses Actual expenditure	Regular review of budget vs actuals	Meet budget expenditure with 100% planned projects completed
Upgrade/New	Safety is continuously improved	Percentage of renewal, upgrade & new projects on forward works plan with completed safety reviews	Regular review of projects	100% of renewal, upgrade, & new projects receive a safety review prior to works commencement
		Percentage of renewal, upgrade & new projects completed that resolve or mitigate identified safety issues		
	Resilience is continuously improved	Number of reported safety incidents resulting from road design as a factor	Regular review of accident data and identification of areas eligible for upgrade based on safety concerns.	Reduction in the proportion of safety incidents attributable to road design
	Resilience is continuously improved	Percentage of renewal, upgrade & new projects on forward works plan with completed resilience reviews	Confirm resilience has been considered during the planning and design stages of projects through project management documentation.	100% of renewal, upgrade & new projects receive documented resilience considerations

# 1.5 MAINTENANCE STRATEGY

## INTRO

Maintenance refers to ongoing activities that preserve the life of assets, ensuring they remain safe, functional, and aligned with service level expectations. These works are essential for slowing asset deterioration, addressing defects, and maintaining serviceability over time. While maintenance does not increase an asset's design capacity, it plays a critical role in sustaining performance and delaying the need for renewal. Works that enhance or expand an asset's function beyond its original design are considered upgrades or new works.

Maintenance may not always eliminate the root cause of defects, as factors like underlying pavement failures or poor drainage can cause recurring issues. Wherever possible, root causes will be identified and rectified to prevent defects from reappearing. If the required repairs exceed maintenance scope, the issues will be elevated to forward works planning.

## STRATEGY STATEMENT

Council will deliver timely maintenance that preserves asset condition, mitigates the risk of early failure, and ensures assets meet their intended function throughout their life. Maintenance activities will be planned and executed to optimise whole-of-life value, maintain service levels, and align with broader asset management objectives. All works will be guided by principles of risk management, sustainability, and lifecycle cost optimisation.

## MAINTENANCE IDENTIFICATION

Maintenance needs are identified through regular asset inspections and community reports received via Council's CRM system. These inputs inform both planned and unplanned maintenance activities.

Council delivers two primary types of maintenance to keep assets safe, functional, and future-proofed:

- **Planned Maintenance** involves proactive, scheduled works, both routine and periodic, intended to prevent further deterioration and preserve asset condition. These works support ongoing road functionality and safety.
- **Unplanned Maintenance** involves corrective responses to defects classified as hazards or urgent issues. This includes urgent "make-safe" works that address risks prior to the next scheduled intervention.

Asset inspection regimes, maintenance practices, and frequencies are currently under review and will be detailed in the Roads Operational Management Plan currently in development.

### MAINTENANCE EXPENDITURE

Effective maintenance planning enables Council to prioritise scheduled works that reduce the frequency and cost of corrective maintenance. Proactive planned maintenance is more efficient, supports better resource allocation, and allows for clearer communication with the community regarding upcoming works and defect resolution timeframes.

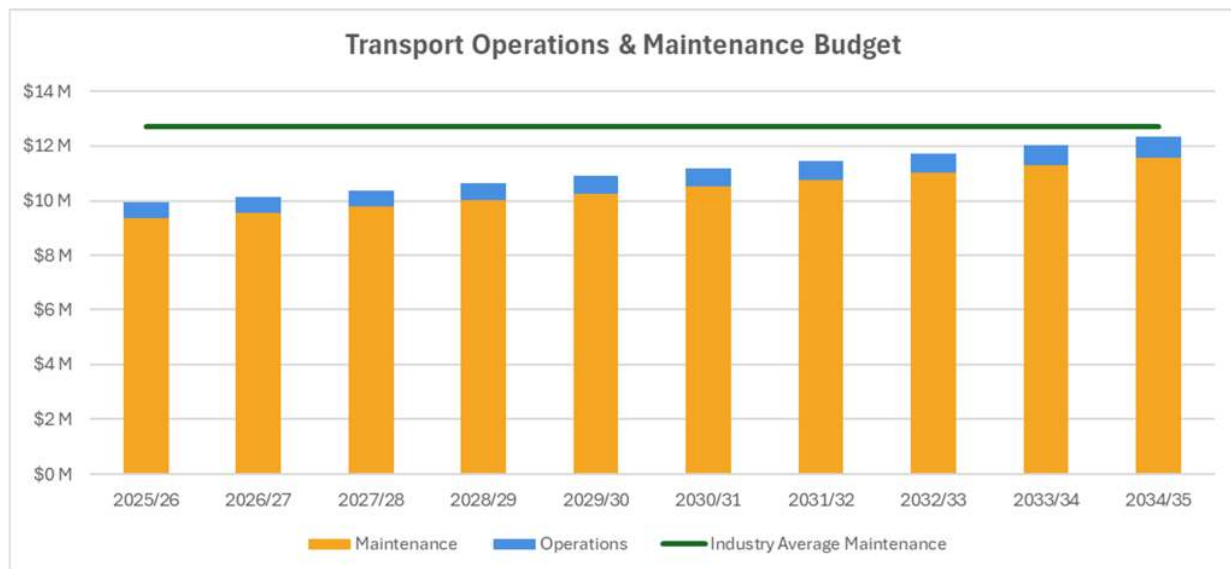
Well executed maintenance also helps delay the need for asset renewal by preserving asset condition, ultimately reducing long-term capital expenditure and delivering better value for money.

Council is working to improve its ability to track and report on planned versus unplanned maintenance expenditure. This will provide valuable insights into maintenance efficiency and support more informed decision-making in the future.

In some cases, it may be appropriate to temporarily reduce the maintenance level of service for certain assets, particularly where renewal is imminent. This approach ensures maintenance resources are directed where they provide the greatest value.

Council aims to increase the proportion of proactive maintenance, where cost-effective, as this approach is consistent with asset management best practices and supports service continuity, safety, and long-term cost savings.

Figure 6 - Transport Operations & Maintenance Budget



### WHAT THIS MEANS

The chart above presents the projected Operations and Maintenance.

The total budget grows steadily over the period of this plan, reflecting the need to sustain asset condition and functionality as the portfolio ages and expands.

In 2022–23 FY, New South Wales local councils collectively spent approximately \$1 billion maintaining road assets valued at around \$102 billion, equating to an average maintenance expenditure of just under 1% of replacement value (Audit Office of New South Wales, 2024). While this provides a useful point of reference, the Audit Office also highlighted that overall maintenance spending across local government was estimated to be approximately 25% below the level needed to maintain assets in a sustainable condition.

The projected maintenance expenditure for Council's Transport portfolio represents between approximately 0.64% and 0.80% of the total portfolio value across the forecast period. This indicates that Council's planned maintenance funding is below the 1% industry reference point, and consistent with broader observations that maintenance across local government is generally underfunded.

This level of investment may require future review to ensure that service levels and asset conditions can be sustained without incurring increased long-term renewal costs.

## 1.6 RENEWAL / REPLACEMENT STRATEGY

### INTRO

Renewal and replacement is major work which does not increase an asset's design capacity but restores, rehabilitates, replaces or renews an existing asset to its original or required service function. Works over and above restoring an asset to original service function is upgrade/improvements or new works.

This plan sets out the high-level approach to generate the renewal Forward Works Plan, Council will:

1. Identify assets in need of renewal
2. Select the appropriate treatment
3. Prioritise renewal projects
4. Seek to fund renewal projects
5. Seek to resource renewal projects
6. Monitor & improve the forward works plan

### STRATEGY STATEMENT

Council will use renewal methods that support assets in achieving their intended design life, focusing on timely interventions that restore functionality and maintain target service levels. Where practical, sustainable construction practices are incorporated to enhance environmental outcomes and promote long-term resilience.

When renewing assets, Council will adopt construction practices that support the asset in reaching or exceeding its design life. This will be guided by principles of sustainability and value for money, ensuring that investments deliver enduring service outcomes while making best use of available funding.

### RENEWAL IDENTIFICATION

The point at which Council intervenes to renew ageing assets is intrinsically linked to available funding and the agreed desired level of service we provide to our community.

For Transport infrastructure, Council utilises a renewal forecasting approach based on both asset age and condition. Rather than relying solely on the expected useful life of an asset, renewals are to be forecast using actual and predicted asset condition, allowing for more accurate and timely identification of renewal requirements, particularly within four-year forward works plans.

Using condition data to inform renewal forecasting ensures the program remains responsive to the actual state of assets, rather than projected useful lives alone. To efficiently make use of such technical condition data Council currently uses various methods for viewing and leveraging this data, however this is an area for improvement as Council continues to research Pavement Management System solutions.

### RENEWAL TREATMENT SELECTION

Once an asset is identified for renewal, the appropriate treatment option must be selected based on inputs such as technical condition data, visual assessments, expert opinion, and on-site investigations. These inputs help ensure treatments align with asset condition and service requirements. Council is also exploring the use of Pavement Management Systems to better leverage condition data, enabling earlier and more efficient planning before more resource-intensive inputs are required.

Council will consider environmentally sustainable treatments where feasible, including the reuse and recycling of existing materials to reduce waste and environmental impact. Treatment options must also be financially prudent, aligning with the asset's intended design life to achieve long-term performance and value for money.

Effective treatment selection is key to optimising whole-of-life asset costs. Timely, well-matched interventions can reduce ongoing maintenance needs, extend asset life, improve infrastructure resilience, and avoid premature future renewals, ensuring investment is directed where it delivers the most value.



## RENEWAL PRIORITISATION

Given funding and resource constraints, Council cannot deliver all identified renewal projects within a single financial year. It is therefore essential that projects are prioritised based on agreed principles to ensure available resources are directed toward works that deliver the greatest community benefit.

To support this, a Prioritised Road Hierarchy (PRH) system is in development. This system will assign each road segment a priority level (ranging from 1 to 5) based on its Road Segment Priority Score (RsPS), ranging from 0 to 20. The RsPS will be determined using a comprehensive set of evaluation criteria, which identifies the most critical road segments. This score will be used to prioritise projects within Forward Works Planning and ensure resources are directed to where they are most needed.

The five core prioritised road hierarchy principles are to:

- Prioritise safety
- Prioritise high usage
- Prioritise accessibility
- Prioritise economic productivity
- Prioritise social significance
- Prioritise emergency management

Bridges and footpath renewals are prioritised based on the level of risk posed to users, aiming to maintain safety and minimise reactive maintenance.

For the next few years, renewal works that adjoin or align with flood recovery projects will also be prioritised. This ensures efficient delivery and value for money by utilising existing funded project mobilisation costs and reducing the need for future rework.

This structured approach enables Council to balance community expectations, service level targets, and available funding in a transparent and accountable manner.

## RENEWAL FUNDING

Once renewal works have been identified, treatment options selected, and the forward works program has been prioritised, the program must be appropriately funded to proceed.

Renewal works are funded through Council's Capital works budget, with substantial additional support from state and federal grant programs where applicable. Securing external funding is essential to supplement Council budget and accelerate the delivery of renewal projects across the network. By having a prioritised list of renewal projects ready for selection, this assists the process of submitting project proposals that may be candidates for grant funding.

Maintaining a prioritised list of renewal projects supports the timely preparation and submission of grant applications, ensuring eligible projects can be proposed as funding opportunities arise. Where possible, it is beneficial for renewal projects on the forward works list to have concept or preliminary designs completed. This improves the likelihood of successful grant submissions and enables Council to quickly substitute ready-to-go projects if others are delayed.

## RENEWAL RESOURCING

Effective delivery of the renewal program depends on adequate workforce resourcing, both internal and external. While internal teams manage all stages of renewal projects, external contractors may be engaged where additional capacity, specialised expertise, or equipment is required. This blended delivery model provides flexibility, supports timely project completion, and enables Council to respond effectively to peak workloads and renewal needs.

To ensure successful delivery of the Forward Works Plan, workforce planning must be considered as part of the forward works program, aligning project timelines with available skills, capacity, and resources.

### FORWARD WORKS PLAN MONITORING & IMPROVEMENT

Forward works planning is an iterative process as the funding, resources, methodology, technology, priorities, and quality of data available is refined. This plan is a critical starting point as it identifies the difference in required renewal funding versus current budget forecasts.

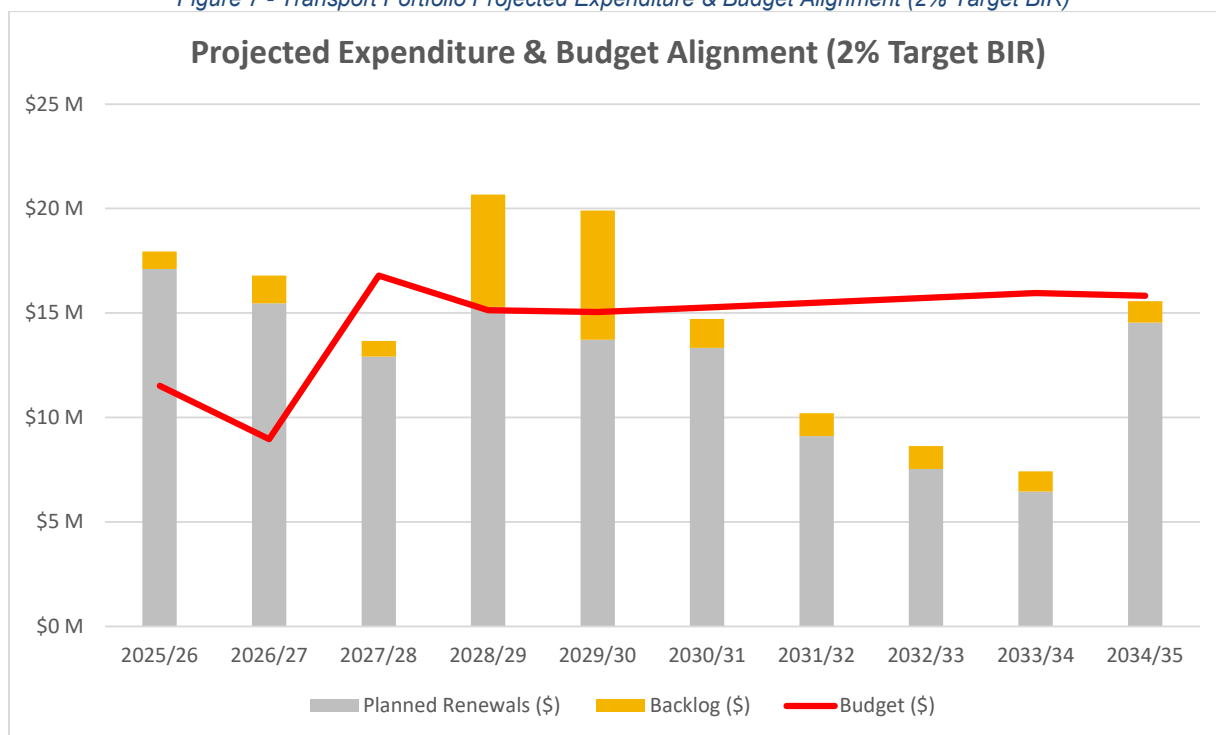
Once assets have been identified for renewal and the suitable treatment option selected, a holistic approach must be taken to assess the surrounding streetscapes for combining renewal of adjacent assets. This process limits construction disturbance for residents and allows Council to achieve better value for money through economies of scale but causes the forward works plan to be more subject to change.

### RENEWAL AND REPLACEMENT EXPENDITURE

Council is committed to maintaining agreed service levels by addressing existing renewal backlogs and minimising the number of assets falling below their desired levels of service due to age and condition.

It is important to note that specific future flood recovery works are not yet appropriately accounted for in the projections. As these are factored in the future, the renewal expenditure profile may become more consistent, potentially smoothing out peaks in the forecast as potential works that were scheduled for renewal may be covered in the flood program.

Figure 7 - Transport Portfolio Projected Expenditure & Budget Alignment (2% Target BIR)



### WHAT THIS MEANS

Figure 6 ‘Transport Portfolio Projected Expenditure & Budget Alignment (2% Target)’ presents the forecasted planned renewals, target backlog renewals, and available renewal budget.

Renewal needs have been projected from the asset register based on construction dates, useful lives, and projected renewal years. Adjustments are made to ensure all assets currently rated in Condition 4 and 5 are scheduled for renewal within the next ten years.

Backlog renewals, defined as works with projected renewal dates due prior to 2025, have been planned with the objective of achieving a 2% Backlog Infrastructure Ratio (BIR) by the end of the forecast period, consistent with NSW Government benchmarks (Office of Local Government NSW, 2025).

A 2% BIR target means the value of backlog renewals should not exceed 2% of the portfolio's asset replacement value. The total portfolio replacement value is \$1,454,581,393, the 2% BIR target equates to \$29,091,628. Currently, as at 2025/2025 FY, the backlog sits at 3.36% (\$48,863,025), meaning \$19,771,397 worth of backlog renewals would be required to achieve a BIR of 2%.

However, the analysis highlights that renewal needs significantly exceed the available budget in the early years, particularly in 2025/26 and 2026/27. While the funding gap narrows from 2029/30 onward, budget shortfalls across the forecast period mean that, without additional funding, funding timing changes, or levels of service reductions, achieving the 2% BIR target will not be possible.

This presents an ongoing risk to asset condition and service levels, reinforcing the need to prioritise critical renewals to minimise service disruption and asset degradation.

### PROJECTED TRANSPORT BACKLOG RATIO

Figure 8 ‘Transport Portfolio Projected BIR’ shows the projected BIR for the Transport portfolio. A BIR of 2% or less indicates sustainable renewal levels, while higher values reflect increasing renewal liability.

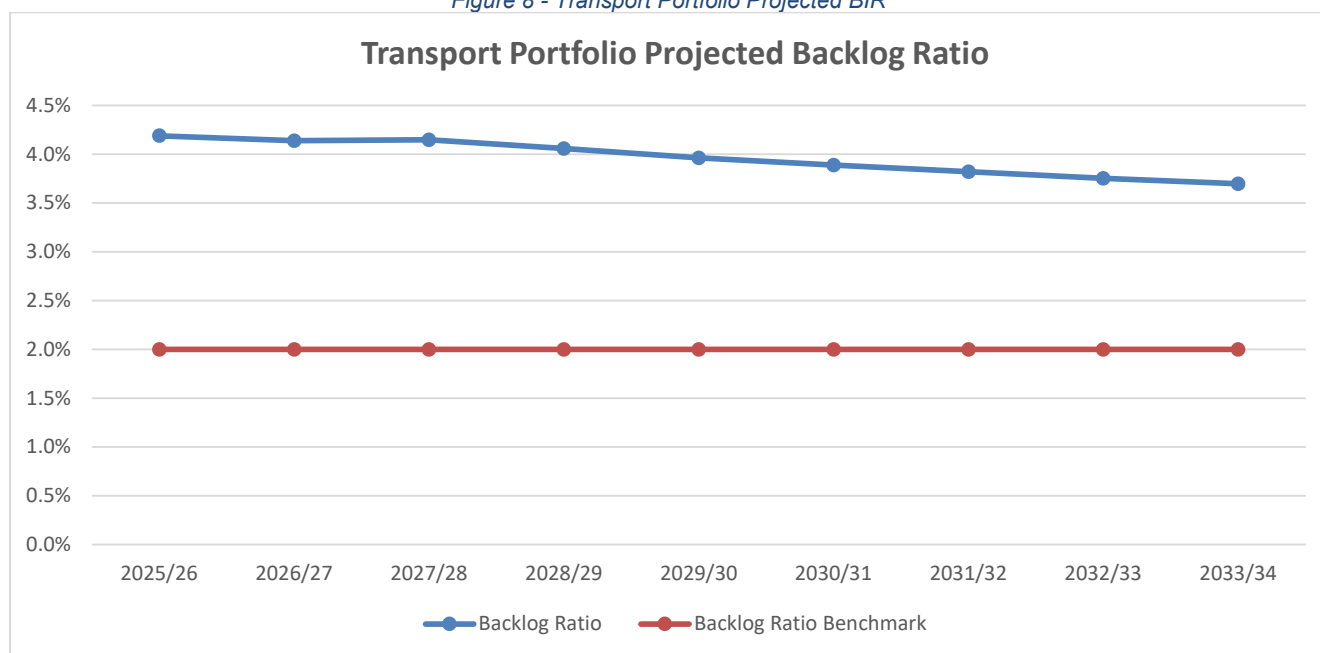
Disaster relief funding has not been included, as renewals are currently modelled based on asset-centric needs. Asset-specific flood recovery works are in development, therefore, a reliable projection of the BIR inclusive of disaster funding is not yet available.

To reduce backlog, planned renewals are prioritised first, followed by scheduled backlog works. Despite this optimised approach, early year funding shortfalls result in unmet planned renewals accumulating as new backlog. By 2035, backlog is projected to reach \$53.79 million, yielding a BIR of 3.7%, exceeding the 2% benchmark. This highlights the need for additional capital investment, budget shifts, or targeted service level reductions.

While the total forecast budget (\$145.71 million, excluding disaster relief) matches the combined cost of planned renewals (\$125.48 million) and targeted backlog (\$19.72 million), timing is a critical constraint. Early renewal needs exceed available budgets, and as planned works are deferred to backlog until funded, delays compound. As a result, backlog grows despite ‘adequate’ overall funding. This underscores the importance of *when* funding is available, not just how much, and the value of front-loaded or flexible funding to reduce infrastructure risk.

Projections are based on current asset register data and backlog treatment practices, with their reliability intrinsically linked to the accuracy and completeness of underlying asset information such as condition and useful life, as outlined in the Confidence Levels section. Further adjustments will be required once disaster-related asset data is integrated, this will cause the BIR to reduce.

Figure 8 - Transport Portfolio Projected BIR



# 1.7 NEW / ACQUISITION / UPGRADE STRATEGY

## INTRO

New or acquisition works is when new assets that did not previously exist are constructed or acquired, whether through purchase or gifted assets. Upgrade is when an existing asset is improved by upgrading its level of service.

This plan sets out the high-level approach taken towards new/acquired and upgrade works, Council will:

1. Identify planned new constructions/acquisitions
2. Identify planned upgrades
3. Prioritise works
4. Seek to fund works
5. Seek to resource works
6. Monitor & improve the forward works plan

## STRATEGY STATEMENT

Council will deliver new and upgraded assets that are fit-for-purpose, aligned with current standards and community needs, and designed to achieve their service levels throughout their intended design life. Resilience will be a core consideration in the design and delivery of these assets, ensuring they are robust, adaptable, and capable of withstanding future challenges. Sustainable construction practices will also be prioritised to minimise environmental impact, while enhancing asset longevity and performance.

All new, acquired, and upgraded assets will be planned and delivered in a financially responsible manner, considering future maintenance needs, lifecycle costs, and alignment with broader asset management objectives.

## NEW/ACQUISITION WORKS IDENTIFICATION

The identification of new or acquisition works is intrinsically linked to community needs, growth trends, and available funding for both the construction and ongoing maintenance of new assets. For Transport infrastructure, Council uses the Lismore Strategic Road Network Review process, which considers traffic modelling, planned developments, and future demand to identify potential new works.

Gifted assets, such as roads and Transport infrastructure constructed by developers as part of subdivision works, are handed over to Council for acceptance after ensuring they meet design specifications and quality requirements. Once accepted, these assets are integrated into the Transport portfolio.

By considering both planned new works and gifted assets, Council seeks to ensure that the Transport network evolves in line with community needs and is well-maintained for future use.

## UPGRADE WORKS IDENTIFICATION

Upgrade works are identified through various sources, including safety audits, accident data, internal reports, and the Community Strategic Plan. These inputs help identify areas needing improvement for safety, resilience, and service levels.

Upgrades focus on enhancing infrastructure resilience, safety, and capacity, such as raising a road or adding a dedicated turning lane. By regularly reviewing asset performance verses required function and community needs, Council ensures upgrades align with both safety priorities and long-term service goals.

## WORKS PRIORITISATION

To support decision making in delivering new road infrastructure the Lismore Strategic Road Network Review provides recommended timelines (Short, Medium, & Long Term). Identified short term works will be placed in the four-year forward works program where feasible, and medium to long term projects are

considered in long term financial planning.

Once works are included in the forward works list, they will be prioritised and integrated according to renewal prioritisation practices.

### NEW/UPGRADE FUNDING

New and upgrade works are funded in the same manner to renewal works, with the key distinction being the potential for funding through section 7.11 developer contributions.

### NEW/UPGRADE RESOURCING

New or upgrade works are resourced in the same manner as renewal works.

### FORWARD WORKS PLAN MONITORING & IMPROVEMENT

New and upgrade projects are integrated into the Forward Works Plan alongside renewal projects and are subject to the same ongoing monitoring and improvement processes.

## 1.8 DISPOSAL STRATEGY

Council recognises the importance of responsible and cost-effective disposal practices as part of the asset lifecycle. Disposal typically occurs during road reconstruction or major renewal projects, where excavated materials are removed from site.

Wherever practicable, materials will be reused, recycled for construction purposes, or made available to the community for appropriate reuse. This approach supports Council's sustainability objectives and reduces project costs associated with material procurement and waste handling.

However, some materials may be unsuitable for reuse due to contamination or degradation. In such cases, materials must be tested for contamination prior to disposal. Identifying contaminated materials early in the planning phase is essential, as disposal of such material can represent a significant cost impact. These costs must be appropriately factored into project budgets and risk assessments.

Council will continue to:

- Encourage reuse and recycling of suitable materials
- Test and classify excavated materials in line with environmental regulations
- Integrate disposal planning and associated costs into early project scoping
- Explore opportunities to minimise disposal through improved design or material reuse

This strategy supports Council's goals of environmental responsibility, cost efficiency, and alignment with waste management regulations and industry best practice.



## 1.8 FUTURE DEMAND

Demand for Transport assets is influenced by population growth, urban development, climate and environmental pressures (notably flood resilience), and evolving community expectations. Other drivers include economic activity such as freight and tourism, government policy, funding availability, and land use planning. Social trends, including an ageing population and a shift toward active and sustainable travel, also shape demand. Additionally, the increasing weight and frequency of heavy vehicles adds pressure to road infrastructure, accelerating wear and maintenance needs.

As the community grows and shifts, so too does the demand for Transport infrastructure. Growth in both established and new areas may require expanded road networks, upgraded intersections, footpaths, cycleways, and public transport connections.

Climate change presents a growing challenge, with more frequent and severe weather events, especially flooding, placing additional strain on the network. The 2022 disaster exposed vulnerabilities in the road network and reinforced the need for flood-resilient infrastructure and strategic investment. Future planning must consider resilience, redundancy, and accessibility during extreme weather.

Expectations around accessibility, safety, and sustainability are evolving. There is growing demand for walkable neighbourhoods, safe cycling infrastructure, and accessible design that supports mobility for all users.

To manage demand, Council adopts a balanced approach, optimising and upgrading existing assets, delivering new infrastructure where required, and applying demand management strategies to delay or reduce the need for expansion. Non-asset solutions also play a key role, including adjusting service levels, reducing demand, and engaging with the community to support realistic asset expectations.

The Lismore Growth and Realignment Strategy (LGRS) was adopted by Council in 2022. Despite uncertainty around the long-term implications of the 2022 natural disaster, it sets a clear mandate for Council to plan for the high-growth scenario and to ensure there is sufficient flood free residential and employment lands to facilitate relocation and allow growth over time. The high growth scenario is 51,023 people across the LGA by 2041, which is a net increase of 13.6% over 20 years. It is anticipated that 3105 new dwellings are required to meet the growth in population.

There is also a strategic goal for the NSW Reconstruction Authority to commence a planned retreat from the highest flood risk areas. This may require thousands of residents and businesses to be relocated to higher ground over the coming years and decades.

The table below outlines the key factors driving future demand for Transport assets and details the anticipated impacts on Council. Understanding these influences supports informed planning, prioritisation, and investment decisions to ensure the network remains functional, resilient, and aligned with community needs.

Table 5: Future demand

Demand factor	Impact on assets
Population growth & development	Increased demand for transport infrastructure such as roads, intersections, footpaths, cycleways, and public transport. Council will need to ensure the network has sufficient capacity and connectivity to service both new and existing population. Council will also need to ensure developer gifted assets are compliant with Council standards and held accountable to defect liability periods.
Climate and environmental pressures	More frequent and severe events will increase risk to existing infrastructure. Planning must prioritise flood-resilient, redundant, and accessible networks, including potential upgrades beyond 'like for like' replacement.
Changing community expectations	Higher expectations for accessibility, safety, sustainability, and active transport require investment in accessible design, and infrastructure that supports walking, cycling, and public transport.
Land Use Planning	Strategic relocation from flood-prone areas and high-growth scenarios under the LGRS will shift asset demand to new locations, requiring forward planning and potential reductions for level of service of existing assets in flood-prone areas.
Increasing costs	Rising construction costs will impact Council's ability to deliver new assets or upgrade existing assets. This reinforces the importance of value-for-money approaches, staged delivery, and leveraging grant funding effectively.

## 1.9 CRITICAL ASSETS

Critical assets are those that, if damaged or failed, would result in significant financial, environmental, or social impacts, affecting Council's ability to meet its Organisational objectives. Identifying critical assets allows Council to conduct targeted investigations, optimise maintenance strategies, and prioritise capital expenditure to mitigate key risks.

To support the efficient management of Council's road network, a Prioritised Road Hierarchy (PRH) system is in development. This system assigns each road segment a priority level (ranging from 1 to 5) based on its Road Segment Priority Score (RsPS). The RsPS is determined using a comprehensive set of evaluation criteria, which identifies the most critical road segments. This score is used to prioritise projects within Forward Works Planning and ensure resources are directed to where they are most needed.

The PRH enables Council to apply varying levels of service based on an asset's priority or criticality, ensuring that critical assets receive appropriate management. The Roads Operational Management Plan (ROMP), when implemented, will update and detail inspection frequencies, periodic maintenance activities, and defect response times according to the PRH level assigned to each road.

Council is assessing and documenting the criticality of its Transport portfolio and its links to critical assets in other portfolios, recognising that road access and connectivity are essential to the resilience and function of broader infrastructure. A high-level summary of the critical assets is included below:

Table 9 - Critical Assets

Critical Assets Category	Criticality			Failure Mode	Cause	Impact
	High	Medium	Low			
Administrative Road Hierarchy	Arterial & Sub-Arterial	Primary Collector & Secondary Collector	Local Access	Cracking, rutting, shoving, potholes, edge break, pavement defects, water ponding, landslip	Traffic loading factors, water infiltration, deformation of underlying pavement, construction defects, poor drainage, poor maintenance	Reduced network reliability, increased safety risks, higher maintenance costs, travel disruptions, undesirable user experience, failure to meet LoS, reputational risk
Bridges / Major Culverts / Retaining Structures	All bridges & major culverts			Bridge defects, bridge collapse, landslide	Poor design, ageing infrastructure, poor maintenance, poor drainage, traffic loading beyond design, flooding, fire	Increased safety risk, uncomfortable to use, road network cut off, community & emergency services cut off, reputational risk, failure to meet LoS
Emergency Services	Roads with Hospital	Roads with NSW Police, RFS, FRNSW, SES	Roads with Airport, Council Depot(s)	Inadequate traffic management resources, road defects, poor signage	Road closures due to weather / council works / flooding, inadequate resource planning, poor asset inspection & maintenance	Delayed emergency response times, reduced public safety, loss of critical access routes, inefficient disaster recovery, reputational risk
Schools	School Zones			Signage defects, crossing marking defects, road defects	Traffic loading factors, poor drainage, poor maintenance, strong winds	Increased safety risks, reputational risk
Bus Routes	School routes	All other routes		Bus stop or shelter defects, shelter collapse, road defects, water ponding	Poor asset inspection & maintenance, high rainfall & flooding	Increased safety risks, poor user experience, reputational risk
Isolated Communities	Only one ingress & egress road			Road closure, road defects, flooding	Road closure due to weather / council works / flooding, poor asset inspection & maintenance, poor drainage	Community and emergency services cut off, increased safety risks, reputational risk
Commercial & Industrial	Roads to Energy Facilities	Roads to council supply & treatment facilities	Roads to Essential Services (Admin)	Road defects, road closure, road not accessible	Road closures due to weather / council works / flooding, poor maintenance, road design not suitable for traffic loading demand	Community cut off from essential services, reduced public safety, reputational risk, failure to meet LoS
Waterway Area	Roads near or parallel to waterway	Road crosses waterway	Road near retention/treatment system	Pollution of waterway, landslide	Poor construction practices, poor maintenance, poor drainage design	Pollution of waterways, road inaccessible, reputational risk

# 1.10 RISK MANAGEMENT

## INTRO

Risk refers to the likelihood and consequence of failure or underperformance of assets, which can lead to significant economic, environmental, and social impacts. The goal of risk management is to identify, assess, and mitigate potential risks before they result in harm, system failures, or service disruptions.

Effective risk management is essential for maintaining the resilience and functionality of Council’s assets, particularly in the face of natural disasters such as floods and fires. The following approach contributes to Council’s broader efforts in identifying and mitigating the impacts of such events on Transport assets, while also supporting Council’s overall capability to respond to and recover from events effectively.

## LEGISLATION

There are many legislative requirements relating to the management of assets. Adherence to these requirements helps mitigate organisational risk. The following are some of the legislative requirements that apply to Council.

Table 10 - Legislation

Legislation	Requirement
Local Government Act 1993	Sets out role, purpose, responsibilities and powers of local governments including the preparation of a long-term financial plan supported by asset management plans for sustainable service delivery.
Work Health & Safety Act 2011	Sets out role, purpose, and responsibilities of local government in providing safe work practices and worksites.
Roads Act 1993	Provides the legal framework for the management and regulation of roads in NSW, including road classification, public access, roadworks, and the authority of councils and Transport for NSW to manage road infrastructure.
Environmental Planning and Assessment Act 1979	An Act to institute a system of environmental planning and assessment for the State of New South Wales. Among other requirements the Act outlines the requirement for the preparation of Local Environmental Plans (LEP), Development Control Plans (DCP), Environmental Impact Assessments (EIA) and Environmental Impact Statements.
Environmental Protection Act 1997	This act sets out requirements in respect to environmental protection.
Australian Standards and AUSPEC	Various Standards which give the necessary guidelines and specifications.
Australian Accounting Standard AASB116	Sets out responsibilities of local government for maintaining accounting standards.

## IDENTIFICATION OF AT-RISK ASSETS

Transport assets, particularly roads and bridges in flood-prone areas and access routes to fire trails, are vulnerable during extreme weather events. To mitigate these risks, Council is committed to, and in process of, mapping flood-prone assets and developing preparation and response strategies for better management. Flood prone assets and strategies will be detailed in the Roads Operational Management Plan currently in development.

## INSPECTIONS AND CONDITION REPORTING

To effectively manage risks associated with these assets, Council completes regular inspections of assets, particularly those most vulnerable to disaster events. Inspection will increase the likelihood for early detection of defects, allowing for proactive maintenance to better prepare assets for disaster events. Council will explore opportunities to leverage technology such as video footage, artificial intelligence, and remote monitoring systems to minimise resource requirements, meet levels of service, and ensure comprehensive asset knowledge. Council will investigate methods for completing these inspections in the most efficient manner.

## TECHNOLOGY AND MONITORING

To support proactive risk management, Council will continue to employ the use of flood cameras and live traffic updates to provide near real-time information on the functionality of roads, particularly during and after heavy rainfall or flooding. These tools will help monitor road functionality and safety, inform the public, and enable quick responses to emerging issues.

## STAFF TRAINING AND PREPAREDNESS

Appropriate staff will be trained to ensure that personnel are prepared to handle disaster situations effectively. This includes training on disaster response, safe operation during emergencies, and asset recovery, ensuring a rapid and coordinated response.

## DRAINAGE MAINTENANCE AND FIRE TRAIL ACCESS

Regular maintenance of drainage systems is critical to reduce the risk of stormwater flooding and road damage. Maintaining drains and ensuring effective water management will help prevent road erosion and damage during heavy rainfall. On going integration of Council's design systems will enable Stormwater Portfolio and the Transport Portfolio to consider aligned management of these interrelated assets.

Additionally, roads providing access to fire trails must be regularly inspected and maintained to ensure they remain passable during emergencies as much as possible.

## CORPORATE RISK FRAMEWORK

Council is progressing toward alignment with the AS ISO 31000:2018 Risk Management Framework. The following approach is currently being applied to identify and mitigate strategic risks affecting the asset portfolio.

A summary of current risks relating to Council's Transport assets is provided in Table 3 'Risk Matrix' on the following page.

Table 11 - Risk Matrix

Risk	Likelihood	Consequence	Risk Rating	Mitigation Methods
Failure of completed construction works due to inadequate construction	Possible (3)	Major (4)	High	Improved & robust Quality management systems, projects planned early staff training, on-site testing of supplied quarry materials, increased site and environmental testing, planning and investigation undertaken early to inform project risks, appropriate risk mitigation through design, and project budgets for the achievement of specified design life, consultation with internal and external stakeholders including construction staff and quality assurance through checking of processes and designs
Injury or death resulting from road or pathway design as a factor	Unlikely (2)	Catastrophic (5)	High	Suitably qualified and experienced designers, design to current engineering standards and in compliance with Austroads Guide to Road Design/ Safety in Design Report/NRLG Design Manual, Aus-Spec, AS1742, AGRD01, safety considered throughout all project stages, design review process, safety and design workshops at 100% design, dangerous assets receive upgrades to improve safety
Reduced asset life due to inadequate maintenance	Likely (4)	Major (4)	Extreme	Improved construction methodologies, design phase considers whole of life activities and costs, regular asset inspections lead proactive and corrective maintenance, defined and approved levels of service
Asset failure or underperformance due to insufficient budget	Likely (4)	Major (4)	Extreme	Provide appropriate capital and maintenance budget, regular condition audits, actively seek external funding opportunities
Inability to meet agreed service levels due to insufficient budget	Likely (4)	Major (4)	Extreme	Ensure adequate budget is allocated. Service levels reviewed to ensure they are appropriate to the approved budget, trialing of ROMP service levels to inform required budgets
Deficient planning and decision-making ability due to lack of data and appropriate expertise	Possible (3)	Major (4)	High	Establish decision-making framework, complete condition audits, audit useful life data, utilise predictive modelling.
Increased capital costs due to limited proactive maintenance	Likely (4)	Major (4)	Extreme	Develop improved proactive maintenance practices, improved financial visibility over proactive vs corrective maintenance

# 1.11 FINANCIAL SUMMARY

For expenditure projections, refer to Long Term Financial Plan.

## TRANSPORT FINANCIAL SUSTAINABILITY RATIOS

The Transport Sustainability Ratios provide a quantitative assessment of Council’s capacity to fund ongoing maintenance and renewal requirements. These ratios are key indicators of long-term financial sustainability, helping to evaluate whether current funding levels are sufficient to maintain service levels and prevent asset deterioration.

Three ratios are monitored:

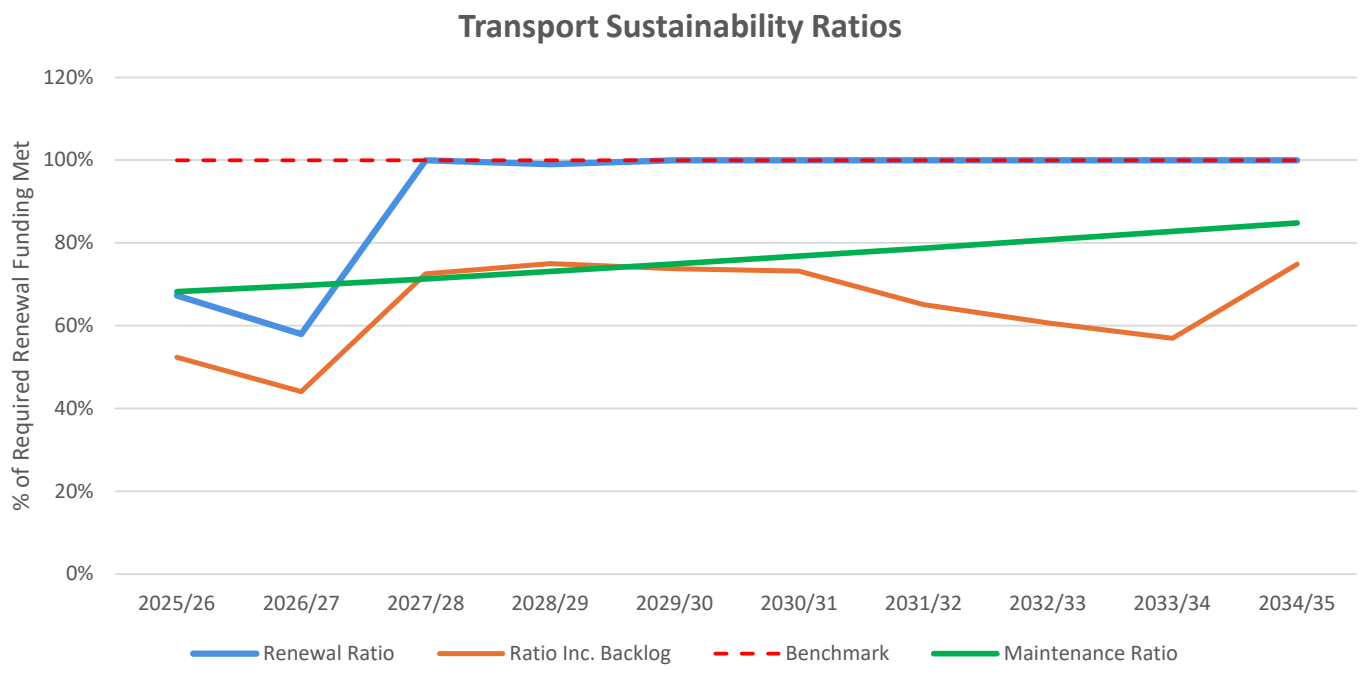
- Renewal Ratio – measures how much of the required capital renewal work is being funded.
- Backlog-Inclusive Renewal Ratio – includes overdue assets and assets in condition 4 and 5 as part of renewal needs.
- Maintenance Ratio – indicates whether we are investing enough in maintenance to avoid future problems.

The renewal benchmark is 100%, meaning we should aim to fund 100% of the renewals needed to maintain levels of service over time. This benchmark is recommended by the NSW Office of Local Government (OLG) and is also consistent with national asset management standards.

Together, these ratios can help Council make informed decisions about how much funding is needed to keep the Transport portfolio in a safe and sustainable condition.

Projections are based on current asset register data, with their reliability intrinsically linked to the accuracy and completeness of underlying asset information such as condition and useful life, as outlined in the Confidence Levels section. Further adjustments will be required once asset specific disaster works data is integrated.

Figure 9 - Transport Sustainability Ratios

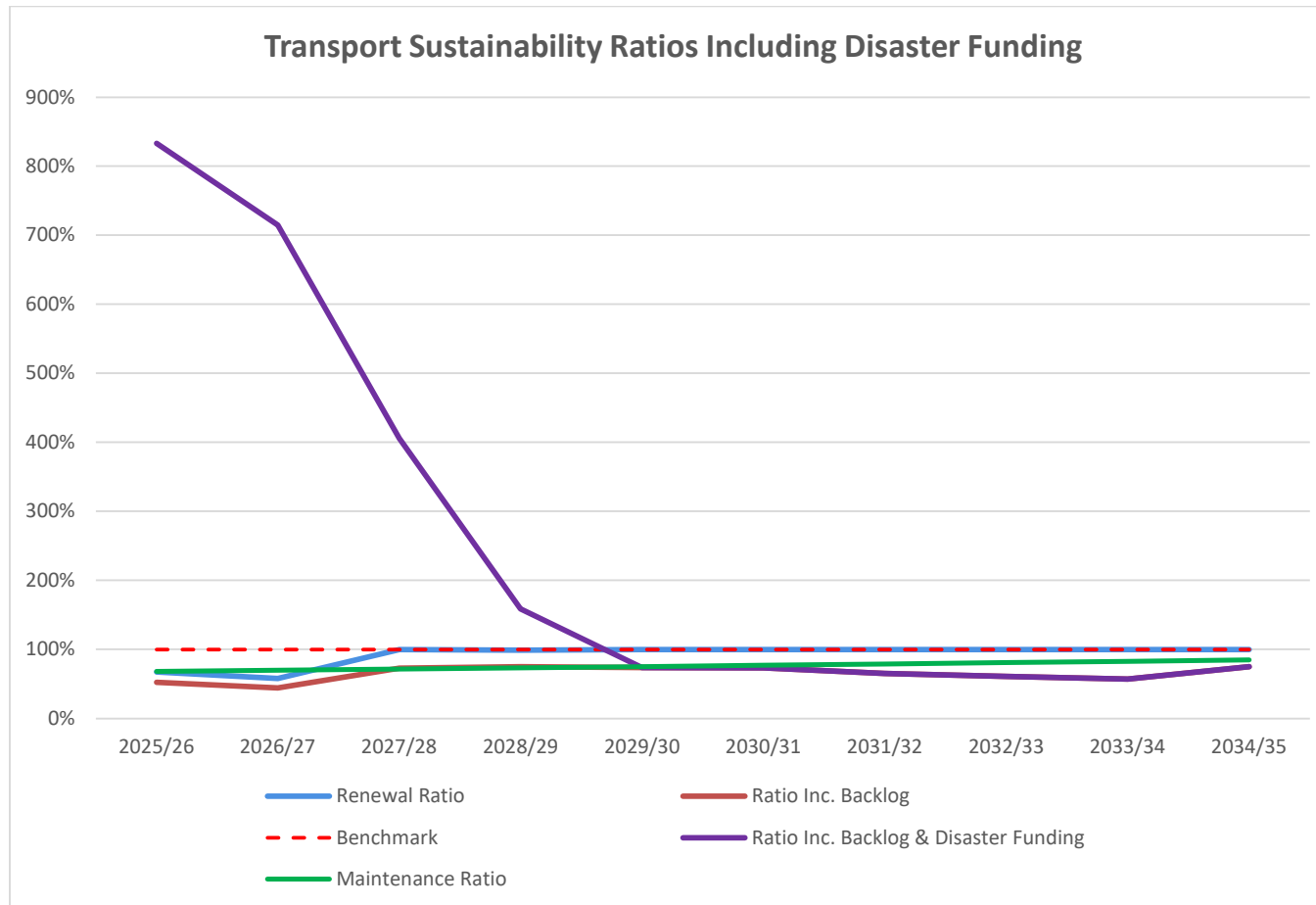




The following chart includes a line showing the Renewal Ratio adjusted for budgeted disaster recovery funding allocations. While this ratio highlights the significant injection of funding during the early years of the plan, it is important to note that this disaster funding has not yet been integrated into the detailed renewal and backlog forecasting models. As such, the line is indicative only and serves to demonstrate that substantial works are being delivered outside of the scheduled capital renewal program.

The ongoing integration of disaster recovery works with our long-term renewal plans will ensure long term visibility and to utilise the opportunity to target gaps in the flood works that require renewal.

Figure 10 - Transport Sustainability Ratios Including Disaster Funding



## 1.12 CONFIDENCE LEVELS

This section outlines the key assumptions, limitations, and data reliability underlying the Transport Asset Management Plan. It highlights the level of confidence in the forecasts and identifies areas for future improvement.

### Key Plan Assumptions

*(Critical assumptions underpinning financial and asset forecasts.*

- Funding availability - Assumes budget does not change.
- Resource availability – Assumes Council can complete all budgeted works each year.
- Valuation data - Assumes values are correct, revaluation due FY 2025/26.
- Data Reliability - Assumes current asset data, such as condition, is correct.
- Asset lifespan - Assumes adopted useful lives are accurate, to be reviewed.
- Growth & Demand – Assumes adopted council population growth data correct.

### Key Plan Limitations

*(Known exclusions and uncertainties that may affect plan outcomes)*

- Flood works - Individual projects from recent events not yet capitalised and works in planning not yet incorporated or offset against renewal and backlog estimates.
- Data gaps - Some assets lack construction year and condition data, and/or unreliable data.
- Unpredictable events - Impacts of potential disasters and similar events are not factored.
- Funding constraints – Impacts ability to complete programmed maintenance and capital works.
- Emerging technologies - Potential impacts of new technologies are not factored.

The confidence in asset data underpinning this plan is assessed using the following scale:

*Table 12 - Asset Data Confidence Scale*

Confidence grade	General meaning
<b>Highly reliable</b>	Data based on sound records, procedure, investigations and analysis that is properly documented and recognised as the best method of assessment.
<b>Reliable</b>	Data based on sound records, procedures, investigations and analysis which is properly documented but has minor shortcomings; for example, the data is old, some documentation is missing, and reliance is placed on unconfirmed reports or some extrapolation.
<b>Acceptable</b>	Data based on sound records, procedures, investigations and analysis with some shortcomings and inconsistencies.
<b>Uncertain</b>	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported or extrapolation from a limited sample.
<b>Very uncertain</b>	Data based on unconfirmed verbal reports and/or cursory inspection and analysis.

Asset data quality forms a critical foundation of this plan. The overall confidence level is assessed as **Acceptable**. Continuous improvement of asset data, especially condition, is required as a priority.

*Table 13 - Asset Data Confidence Rating*

Asset Portfolio	Inventory	Condition	Age	Overall
Transport	Reliable	Uncertain	Reliable	Acceptable

The overall confidence level of the plan is considered to be **‘Acceptable’**. Asset data improvements should be a priority.

# 1.13 IMPROVEMENT PLAN

This Improvement Plan outlines targeted actions to strengthen the maturity, effectiveness, and sustainability of Council’s Transport Asset Management practices. It identifies key areas where enhancements are needed across asset data, strategic planning, work practices, and asset systems, to support informed decision-making and long-term service delivery.

The improvement actions have been developed based on current gaps, legislative requirements, audit findings, and industry best practice. They are intended to guide continuous improvement and ensure that asset management activities remain aligned with Council’s strategic objectives and community expectations.

Table 14 - Improvement Plan

Improvement Action	Priority	Responsible	Timing
<b>Asset Knowledge and Data</b>			
Integrate NTRO sealed roads technical condition data into the Asset Register to support accurate condition profiling, lifecycle modelling, and renewal forecasting.	H	Assets	July 2025
Develop and document guidelines and adopt a consistent approach for condition and defect assessment of all Transport asset types.	H	Roads & Quarry, Assets	August 2025
Develop and document or systemise a technical condition assessment program for all Transport asset types that incorporates data into Asset Register to increase confidence levels in asset condition.	H	Assets, Roads & Quarry	September 2025
Identify and systemise ownership and maintenance delegations for all Transport related assets, including assets within other portfolios.	M	Assets, Roads & Quarry	September 2025
Audit and update Asset Register condition, and construction date.	H	Assets	November 2025
Audit and update asset useful lives in the Asset Register to improve the quality of Forward Works Modelling.	M	Assets	February 2026
Improve handover process, data, documentation, and inspection processes for assets donated to Council from developers.	M	Assets, Roads & Quarry	March 2026
<b>Strategic Asset Planning Processes</b>			
Ensure flood recovery works are systematically incorporated into renewal forecasts to improve the accuracy of funding needs, backlog reporting, and long-term asset planning.	H	Assets, Roads & Quarry	July 2025
Refine, align, and implement the Prioritised Road Hierarchy (PRH) in Asset Systems and apply steps to Maintenance and Forward Works Prioritisation.	H	Assets	August 2025
Coordinate Forward Works Plans with flood recovery programs to ensure efficient investment, fill renewal and service gaps, and avoid duplication of effort.	H	Roads & Quarry, Assets	August 2025
Undertake a detailed review of current capital (CAPEX) and operational (OPEX) lifecycle costing practices, and document the processes used to model ten-year expenditure forecasts to ensure consistency, transparency, and alignment with asset management best practice.	H	Assets	December 2025
Assess the risk and criticality of Transport assets, with a focus on assets vulnerable to natural disasters. Develop a suite of intervention and treatment options to improve asset resilience and inform future planning and investment decisions.	H	Roads & Quarry, Assets	April 2026
Undertake a review of current road renewal treatment types used in the capital program to ensure alignment with lifecycle modelling, performance expectations, and whole-of-life cost effectiveness.	M	Roads & Quarry, Assets	May 2026
Undertake a review of Project Management Framework process to determine areas for improvement	H	Roads & Quarry, Assets	May 2026
Continue to refine comprehensive maintenance and renewal strategy for the management assets.	M	Assets, Roads & Quarry	June 2026

Implement risk-based defect reporting and response frameworks that reflect industry best practice, ensuring timely, consistent, and prioritised corrective interventions based on defect type, severity, and safety risk.	H	Roads & Quarry, Assets	July 2025
Implement a maintenance management system that records maintenance activity outputs against defined assets.	M	Assets	June 2026
Following criticality assessment, develop management strategies for critical infrastructure.	M	Roads & Quarry, Assets	June 2026
<b>Asset Management Systems</b>			
Integrate risk-based defect reporting and response framework into Maintenance Management System for automation of response times.	H	Assets, Roads & Quarry	October 2025
Implement a system for recording road network condition with time and location stamped photographic evidence.	H	Assets, Roads & Quarry	October 2025
Trial the use of artificial intelligence enabled camera systems for automated defect detection and reporting. Evaluate performance, cost-effectiveness, and integration potential to determine feasibility and inform next steps.	M	Assets, Roads & Quarry	October 2025
Implement a Pavement Management System (PMS) to support more reliable forward works planning for sealed roads, using technical condition data and optimised treatment selection to improve accuracy and efficiency of the Forward Works Planning process.	H	Assets, Roads & Quarry	November 2025
Integrate risk-based defect reporting and response framework into Customer Request Management system for streamlined CRM response prioritisation.	H	Assets, Roads & Quarry	June 2026

## 1.14 CAPITAL WORKS PROGRAM

Refer to 2025/26 Adopted Budget by program.

## 1.15 REFERENCES

Audit Office of New South Wales 2024, *Road Asset Management in Local Government*, Audit Office of New South Wales, viewed 28 April 2025, <https://www.audit.nsw.gov.au/our-work/reports/road-asset-management-in-local-government>.

Office of Local Government NSW 2025, *Your Council NSW – Infrastructure Backlog Ratio*, Office of Local Government, viewed 28 April 2025, <https://www.yourcouncil.nsw.gov.au/nsw-overview/assets/>.

# Urban Stormwater Asset Management Plan

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## 1.1 INTRODUCTION

This Asset Management plan is an update to the previously adopted Asset Management Plan for Stormwater (Appendix C of the Strategic Asset Management Plan). For this update, we have separated Urban Stormwater assets from the wider stormwater environment in response to changes in asset ownership and management responsibilities within Council.

It is acknowledged that this plan does not yet capture the full extent of the stormwater network. Future Asset Management Plans will integrate modelling data from within the Flood Recovery Program and engineering analysis providing more comprehensive coverage, including rural drainage, village systems, and other drainage assets across the network.

## 1.2 PURPOSE OF THIS PLAN

The purpose of this Asset Management Plan is to provide a structured approach for the management of Lismore City Council's (LCC) urban stormwater assets.

This plan aims to guide decision-making for the financially sustainable management of urban stormwater assets by:

- Outlining the current and predicted state of urban stormwater assets, including quantities, values, condition and performance
- Providing clear responsibilities for Asset Management and service delivery
- Providing Asset Management plans and objectives that support the delivery of the Strategic Asset Management Plan (SAMP)
- Establishing Levels of Service
- Identifying future demands, risks, and resource requirements
- Supporting long-term financial planning by projecting operations, maintenance, renewal, and capital expenditure
- Facilitating continuous improvement of Asset Management practices

## 1.3 SCOPE

Council's Water & Waste department is responsible for the public stormwater infrastructure within the urban stormwater area as outlined in the Urban Stormwater Management Plan (USMP). This plan applies only to Council's urban stormwater assets in this area and includes both drainage infrastructure and stormwater quality treatment infrastructure.

Refer to Figure 1 and Figure 2 below for the extents.

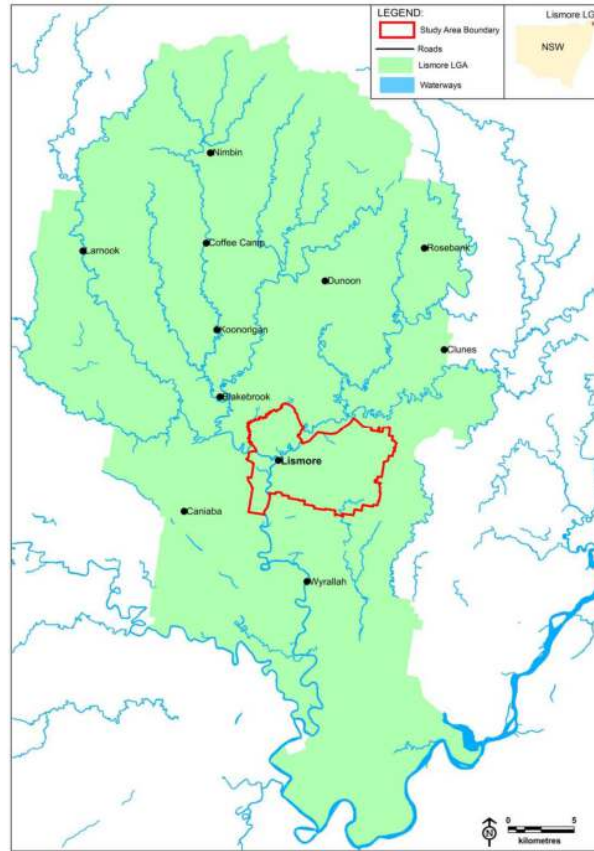


Figure 1 - Urban Stormwater Catchment

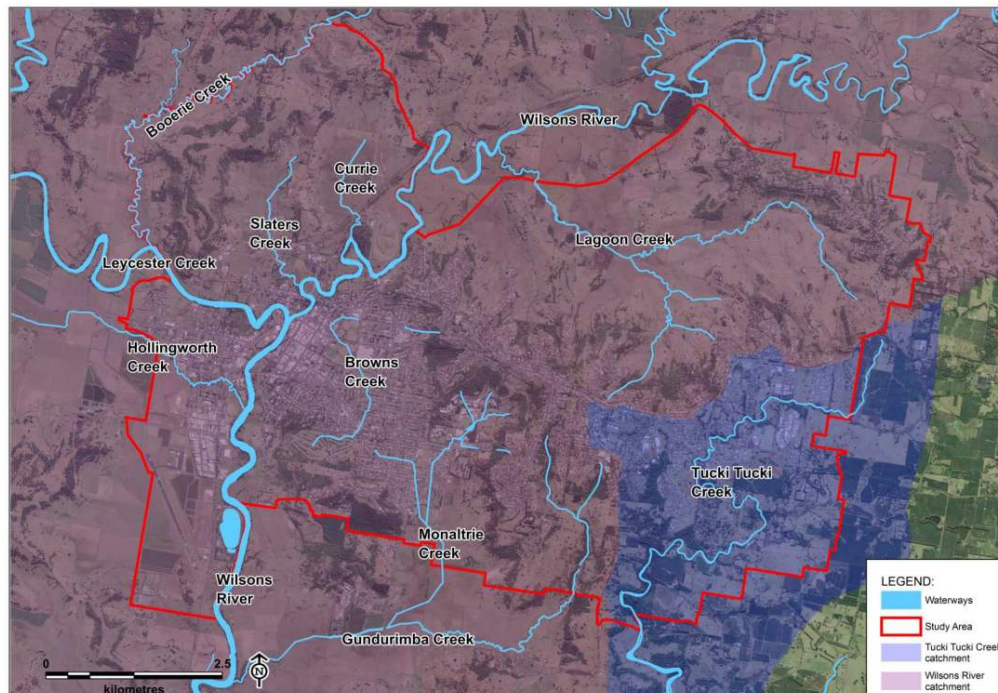


Figure 2 - USMP Study Area

**ASSET TYPES INCLUDED IN THIS PLAN INCLUDE:**

- Stormwater pipes
- Stormwater pits
- Headwalls and end structures
- Lined channels
- Unlined channels (limited)
- Culverts
- Treatment devices such as Gross Pollutant Traps, detention basins, constructed wetlands

**THIS PLAN CURRENTLY EXCLUDES:**

- Curb and gutter, culverts and rural roadside drainage which are included in the Transport Asset Management Plan.
- Stormwater drainage assets within Council owned parks and building properties.
- Private inter-allotment drainage
- Natural waterways such as ephemeral streams and creeks (unless specifically included)
- Flood levee infrastructure; or
- Stormwater assets outside the Lismore USMP study area boundary, including villages.

Historically, Council has not included many of its unlined channels and swales—such as grassed or earthen drains in its Asset Management systems and practices. These assets represent a significant portion of the stormwater network, particularly in areas such as East Lismore, South Lismore, North Lismore, Lismore Heights, and the Lismore basin. Recognising their role in overall drainage function and service delivery, future Asset Management plans will aim to identify, assess, and incorporate these assets into the Asset Register. This will support more accurate lifecycle planning and ensure a more complete and integrated understanding of the urban stormwater network.

## 1.4 PORTFOLIO OVERVIEW

Lismore City Council owns and manages an urban stormwater network to ensure stormwater generated from developed catchments causes minimal nuisance, danger and damage to people, property and the environment. This consists of approx. 143km of stormwater drainage pits, pipes and channels across the urban areas covered in this plan.

Council's Water & Waste department are responsible for the public stormwater infrastructure within the Urban Stormwater study area outlined in the Urban Stormwater Management Plan (USMP).

**CONTEXT**

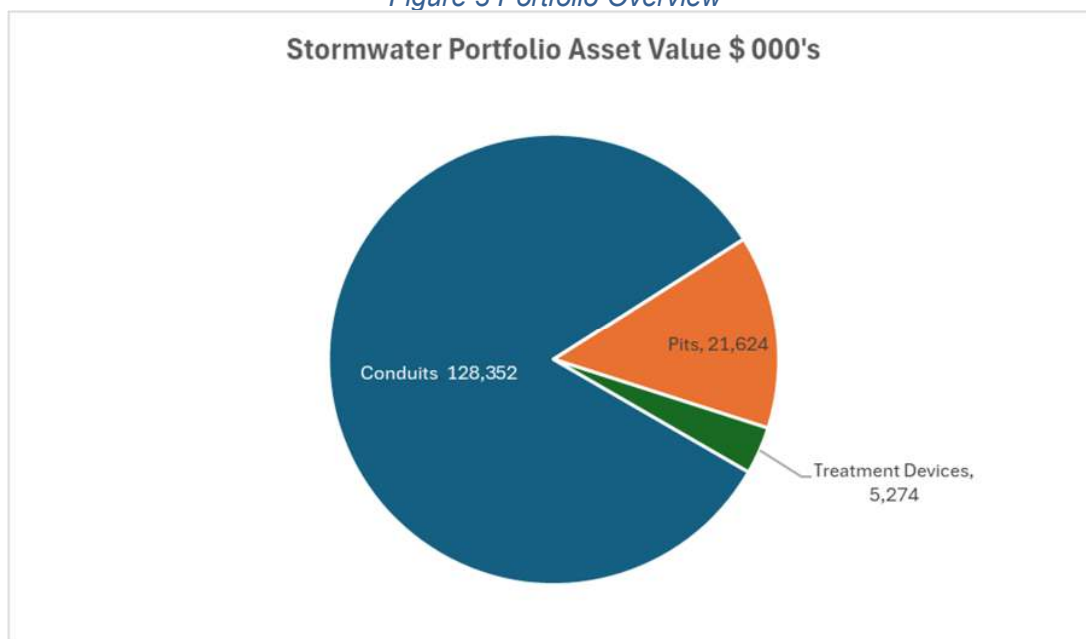
As a regional city known for its subtropical climate Lismore City Council has a susceptibility to heavy rainfall and flooding. Central Lismore, including the CBD, is located on the Wilsons River floodplain. Lismore experiences relatively frequent riverine flooding, as well as localised overland flooding caused by high intensity rain events.

The topography of the LGA varies considerably from the steep, elevated lands at Goonellabah, Lismore Heights, to the floodplain areas of Lismore CBD, North and South Lismore which have very low gradients.

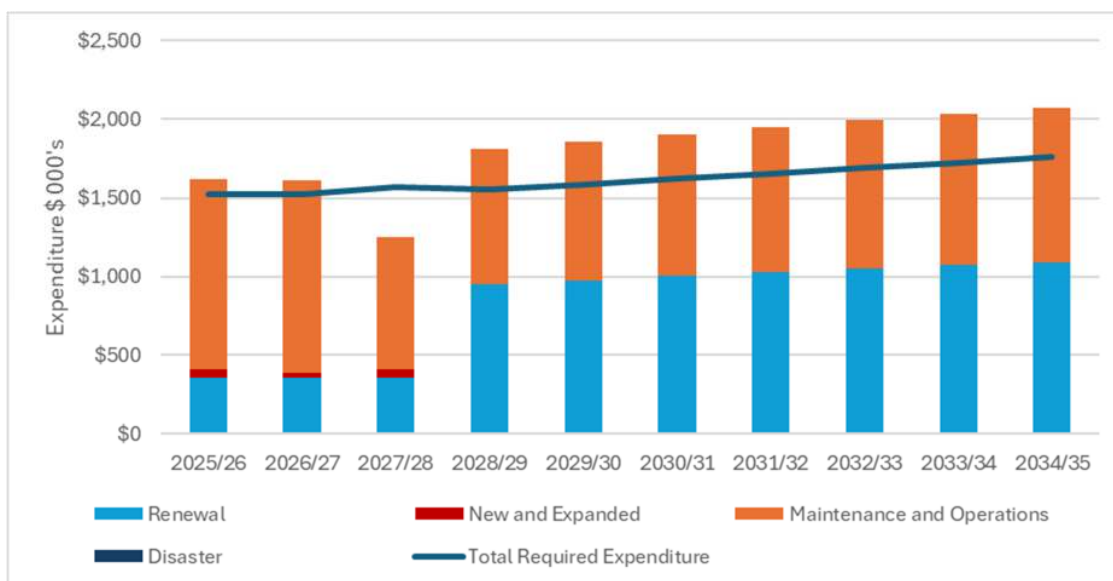
The underlying geology along the floodplain of the Wilsons River and Leycester Creek is comprised of floodplain alluvium, gravel, sand, silt and clay. Poorly draining soils and high groundwater levels result in ponding and poor conveyance.

Like many councils in New South Wales, Lismore faces a growing infrastructure backlog due to aging assets and limited financial resources. With minimal revenue growth, Council continues to experience operating deficits and constraints on renewal spending, resulting in a funding gap between current and required capital expenditure.

Figure 3 Portfolio Overview



Infrastructure Ratios	Budget 2025/26	Estimated 2035/36	Funding Gap \$ 000's 2025/26
Infrastructure Renewals ratio	37.47%	97.47%	Yr 1 <b>-\$591</b>
Benchmark 100%			Yr 5 Average <b>-\$376</b>
(Includes disaster funding).			Yr 10 Average <b>-\$201</b>
Infrastructure Maintenance Ratio	232.97%	152.47%	Yr 1 \$693
Benchmark 100%			Yr 5 Average \$455
			Yr 10 Average \$390
Total Funding Gap			Yr 1 \$102
			Yr 5 Average \$79
			Yr 10 Average \$189



## 1.5 STATE OF THE ASSETS

### WHAT ASSETS DO WE HAVE

- Stormwater pipes
- Stormwater pits
- Headwalls and end structures
- Lined channels (concrete, rock)
- Unlined channels (earth, grass)
- Box culverts
- Fabricated Treatment devices such as Gross Pollutant Traps (GPTs), litter baskets and litter cages
- Landscaped treatment devices, such as detention basins, swales and constructed wetlands

### ASSET INVENTORY (QUANTITIES & VALUES)

Table 1 - Asset Inventory

Asset Class	Asset	Unit of Measure	Units
Stormwater	Pipes	KM	152
Stormwater	Box Culverts	KM	1.5
Stormwater	Channels	KM	7
Stormwater	Conduits	M	212
Stormwater	Pits	No.	5,885
Stormwater	Treatment Devices	No.	45

Table 2 Stormwater Portfolio Valuation

Asset	Gross Replacement Cost \$000's	Written Down Value \$000's	Annual Depreciation \$000's	Excellent	Good	Satisfactory	Poor	Very Poor
Stormwater	\$155,250	\$118,131	\$758	42.68%	29.79%	24.72%	0.14%	2.66%

This does not include the significant number of unlined or rock channels and swales which are not currently captured in the Asset Register.



### ASSET CONDITION

Condition is measured using a typical 1 – 5 grading system as detailed in Table 3. This grading system is used consistently across all Council’s asset classes.

Figure 4 Stormwater Condition Summary

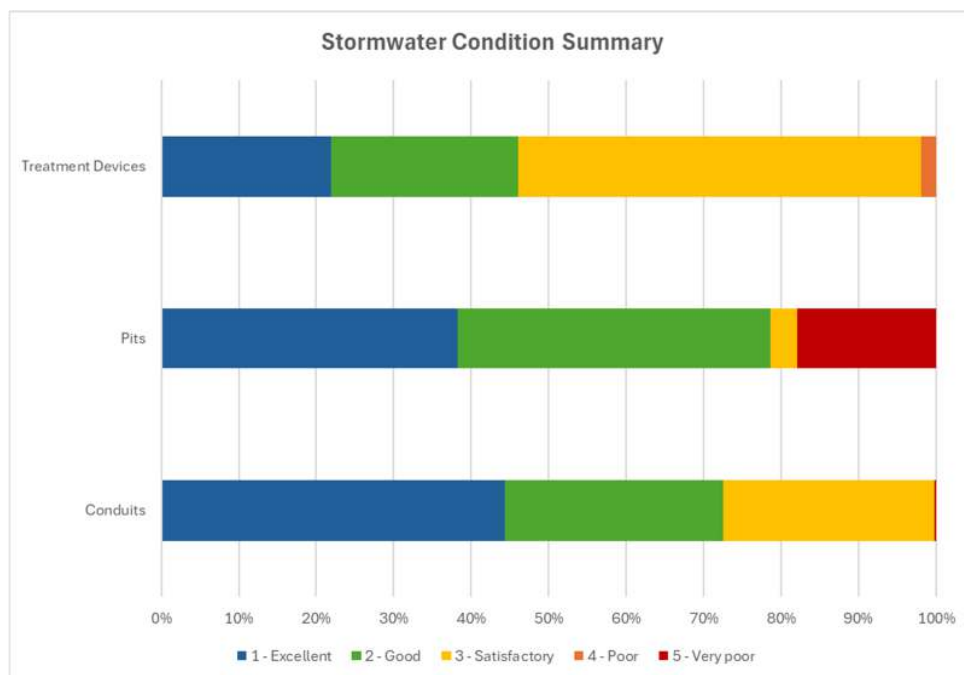


Table 3 - Condition Rating

Condition Rating	Description of Condition
1	Very Good: free of defects
2	Good: minor defects
3	Fair or moderate: defects requiring significant maintenance
4	Poor: significant defects, higher order cost intervention likely
5	Very Poor: Clean

### DATA SOURCES

Asset condition is currently recorded in Council’s Financial Asset Register. Condition ratings are based on a combination of visual inspections (including CCTV) and desktop assessments based on age and useful life. A significant proportion of the current condition data is based on desktop assessments and not inspection data, resulting in low confidence levels in the condition data. Council is in the process of undertaking CCTV inspections on a significant quantity of stormwater pits and pipes to improve the quality of the condition data. Detailed technical inspections are planned within the 2025-26 financial year and accordingly, an improvement in confidence in the Asset data will be achieved.

## 1.6 ROLES AND RESPONSIBILITIES

Council continues to review and enhance its staffing and resourcing structure which will impact roles and responsibilities for urban stormwater assets. At present, the following high-level roles and responsibilities have been adopted for its Urban Stormwater assets for the period of this plan.

Table 3 Stormwater Roles and Responsibilities

Position	Role	Asset Class	Responsibilities	Functions
Head-Water and Waste	Asset Owner	Urban Stormwater	Responsible for the funding of operations, maintenance and capital expenditure.	Oversees Delivery Liaison with Executive Leadership
Manager-Water and Wastewater	Asset Capital Delivery  Asset Maintenance  Data custodian	Urban Stormwater	Responsible for the maintenance, operations and services delivered by assets as well as the delivery of capital works.  Custodian of asset and geospatial data	Controls budgets Controls asset use Deliver planned and responsive maintenance Deliver and / or manage capital works Manage all operations and service delivery functions Manage inspections and condition assessments Ensures provision of accurate data for the Asset Management Information system Deliver adopted levels of service Management of the USMP and associated funding
Coordinator-Asset Management	Asset Management Governance Systems and Asset Management Information Systems	Urban Stormwater	This position is responsible for Policy, Asset Framework and overall Asset Management Strategy and to set long-term direction for sustainable Asset Management practices	Provision of the Asset Management Information System Establish long term policy and strategy Review policy and strategy for Asset Management processes Ensure integration of Asset Management into Council's community, delivery and operational plans & resourcing Strategy Maintain and develop asset systems and reporting Oversee asset capitalisation Liaison with the organisation as a whole on asset matters
Strategic Asset Engineer	Asset Management	Urban Stormwater	Coordinate long-term Asset Management planning Oversee the entire lifecycle of assets, providing guidance on optimising performance and identifying value. Investigation of new technologies	Coordinate Asset Management plans Coordinate forward works plans and delivery programs Coordinate future demand for assets (type and standard) Monitor Asset condition rating Monitor Risk management Recommend community asset service level Recommendation of technology applications
Planning and Works Engineer (separately funded for 24 months from the USMP)	Planning and Engineering Support	Urban Stormwater	Engineering Planning Prioritisation Engineering Design Prioritisation	Forward Works Plan (FWP) detailing Forward Works Plan (FWP) prioritisation Accelerated Urban Stormwater Funding Impacts and Future Demand Planning

## 1.7 LEVELS OF SERVICE

Levels of Service (LoS) establish the expected standards for what assets will be provided and how they should perform. They guide how the system is maintained and when assets are to be rehabilitated, replaced or upgraded.

The service levels for urban stormwater are based on:

- Customer Research and Expectations
- Strategic and Corporate Levels of Service
- Legislative Requirements
- Technical Levels of Service
- Customer Levels of Service

### CUSTOMER RESEARCH AND EXPECTATIONS

As part of the development of Council's Community Strategic Plan 2025-2035, Council commissioned a MARKYT Community Scorecard to assess overall perceptions of Lismore City Council as a place to live, work and visit, determine community aspirations and priorities, assess performance levels and service gaps and benchmark performance against other council. The 'scorecard' survey was completed by 1,678 community members.

The results showed that stormwater management and drainage scored very poorly for performance and was the second highest priority for participants. Over 220 comments were received relating specifically to stormwater and drainage, demonstrating a need for improved stormwater drainage infrastructure and better maintenance.

Trends from this feedback have been used in the development of Customer Levels of Service.

### LEGISLATIVE REQUIREMENTS

There are many legislative requirements relating to the management of assets. These include the following:

Legislation	Requirement
Local Government Act 1993	Sets out role, purpose, responsibilities and powers of local governments including the preparation of a long-term financial plan supported by Asset Management plans for sustainable service delivery.
Work Health & Safety Act 2011	Sets out role, purpose, responsibilities of local government in providing safe work practices and worksites, and Duty of Care in managing Plant and Equipment.
Environmental Planning and Assessment Act 1979	An Act to institute a system of environmental planning and assessment for the State of New South Wales. Among other requirements the Act outlines the requirement for the preparation of Local Environmental Plans (LEP), Development Control Plans (DCP), Environmental Impact Assessments (EIA) and Environmental Impact Statements.
Environmental Protection Act 1997	This act sets out requirements in respect to environmental protection
Australian Standards and AUSPEC	Various Standards which give the necessary guidelines and specification for stormwater Drainage.
Water Management Act 2000	Provide for the sustainable and integrated management of the water sources of the State for the benefit of both present and future generations
Australian Accounting Standard AASB116	Sets out responsibilities of local government for maintaining accounting standards

### TECHNICAL LEVELS OF SERVICE

Performance Area	Level of Service	Performance Measurement Process	Target Performance
<b>Operations</b>	Asset inspection and CCTV program are undertaken	Asset inspection and CCTV program	Inspection and CCTV program in place
<b>Maintenance</b>	Respond to CRMs in timely manner	CRM response time	80% CRMs resolved within customer service charter timeframe
	Stormwater network is clear and functional	Planned maintenance program	Planned maintenance program in place
	GPT inspection and cleaning	Inspection and cleaning program	GPT maintenance program in place
<b>Renewal</b>	Renewal undertaken on assets in poor condition	Capital Works Program	Provision of annual Capital Works Program Capital Works Plan in place being implemented annually
<b>Upgrade / New</b>	New / upgraded assets are provided to meet demand	Capital Works Program	Provision of annual Capital Works Program New assets being provided in accordance with Capital Works

			Program
	Ensure adequate stormwater infrastructure is available and correctly sized	Determine reliability during normally expected rain-based weather periods	To be determined during this Plan period
	Construct new assets as per Lismore City Council Stormwater Drainage Design requirements	Design Requirements to be clearly detailed in Scope of Works	Successful acceptance of project deliverables

**CUSTOMER LEVELS OF SERVICE**

Performance Area	Service Level Indicator	Performance measure	Target performance
<b>Condition</b>	Assets are structurally sound and functional	Condition Assessments	<b>Standard class Assets</b> - 80% of network Condition 3 or higher.  <b>Critical class Assets</b> 100% of network Condition 3 or higher
<b>Function</b>	Drainage infrastructure will be working and achieving the intended purpose	Condition Assessments  CRMs relating to stormwater	Reduction in CRMs  Improved customer satisfaction
	Rain/storm events cause minimal damage and disruption to community	CRMs relating to stormwater  Customer satisfaction survey	As per Council's Customer charter
<b>Capacity</b>	System has the capacity to manage stormwater runoff from 1 in 5-year ARI storm event.	CRMs relating to stormwater  Network Modelling	Reduction in localised flooding impact to residents and businesses as measured by CRM
<b>Reliability / Responsiveness</b>	Adequate information and education available to customer to explain responsibilities	Website and factsheets	Accessible information available to the community via Website and factsheets.
	Appropriate response to Customer Requests undertaken.	CRMs relating to stormwater	Increased community satisfaction in relation to stormwater drainage.
	Capital Works (renewal and upgrade) program in place	Customer satisfaction survey	
<b>Environmental</b>	Limit impact to receiving waterways	Condition assessment and maintenance of treatment devices	90% of treatment devices to be functioning



## 1.8 FUTURE DEMAND

Drivers affecting demand for stormwater assets include population change, urban development, environmental and climate factors.

The Lismore Growth and Realignment Strategy (LGRS) was adopted by Council in 2022. Despite uncertainty around the long-term implications of the 2022 natural disaster, it sets a clear mandate for Lismore City Council to plan for the high-growth scenario and to ensure there is sufficient flood free residential and employment lands to facilitate relocation and allow growth over time. The high growth scenario is 51,023 people across the LGA by 2041, which is a net increase of 13.6% over 20 years. It is anticipated that 3105 new dwellings are required to meet the growth in population.

There is also a strategic goal for the NSW Reconstruction Authority to commence a planned retreat from the highest flood risk areas. This may require thousands of residents and businesses to be relocated to higher ground over the coming years and decades.

The future demand factors are summarised in the table below.

*Table 3 - Future Demand*

Demand factor	Impact on assets
Population growth (including planned retreat / migration)	Planned population growth will increase demand for stormwater infrastructure, particular in areas of growth  Levels of service will be monitored and reviewed in areas where populations have decreased due to planned retreat.
Urban Development	New stormwater assets are being created as a result of new land development. These assets are donated to Council by developers, however, require ongoing maintenance and management by Council. The budget needs to be reviewed considering increased maintenance demand.  Development in existing urban areas results in increased stormwater flows and may result in the need to upgrade the existing stormwater drainage system.
Environment and climate	The impact of increased urban development and weather events, Council will need to plan its infrastructure accordingly. This may mean increasing capacity of existing stormwater assets, as well as providing new infrastructure.  Increased extreme weather events may also cause accelerated degradation of existing assets.

## 1.9 MAINTENANCE STRATEGY

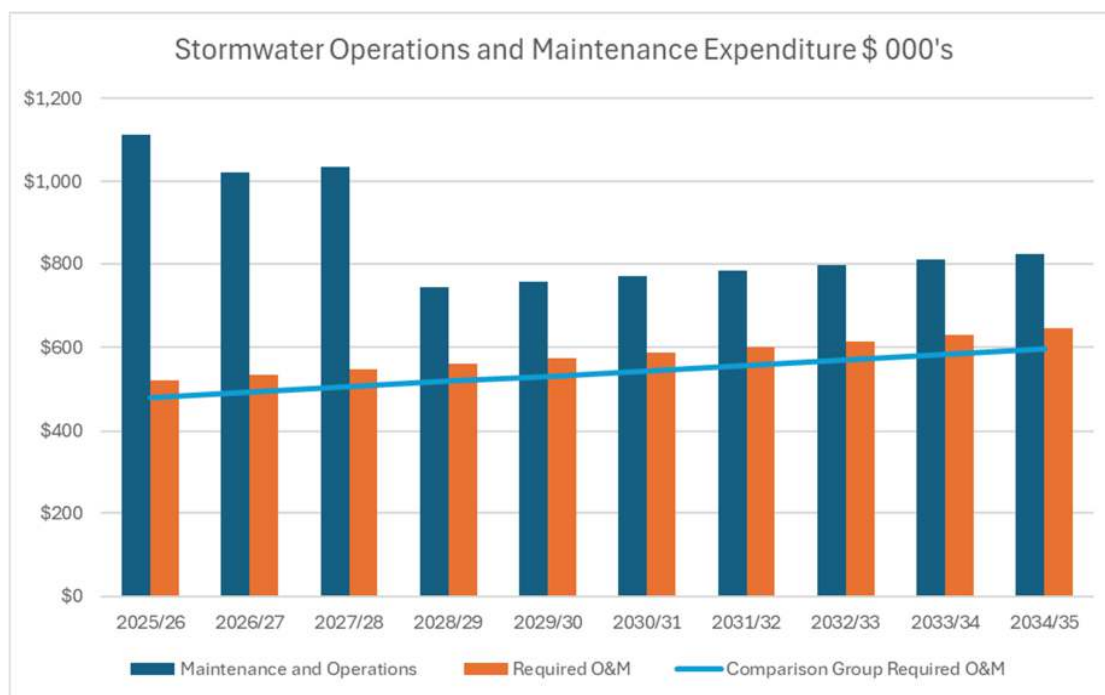
Maintenance includes all actions necessary for retaining an asset as near as practicable to an appropriate service condition, including regular ongoing day-to-day work necessary to keep assets functioning, but excluding rehabilitation or renewal. It is the operating expenditure required to ensure that the asset reaches its expected useful life. Typically, this can be categorised as:

- **Responsive Maintenance** – unplanned repair work carried out in response to breakdowns, failure and/or damaged assets that are not operating or are about to fail, on an ad hoc basis.
- **Planned Maintenance** – regular, on-going activities necessary to keep assets operating and retaining as near as practicable to an appropriate service condition.

Council is currently implementing an enhanced Works Management Planning system including Maintenance planning to transition from primarily reactive maintenance to a predominantly planned approach. This plan will incorporate condition-based maintenance activities to improve asset reliability and longevity.

Additionally, Council is integrating the Works Management Plan into a Computerised Maintenance Management System (CMMS) to streamline operations and improve maintenance tracking.

Figure 5 OPEX Projections



## 1.10 RENEWAL/REPLACEMENT STRATEGY

Renewal and replacement expenditure is major work which does not increase the asset's design capacity but restores, rehabilitates, replaces or renews an existing asset to its original or lesser required service potential. Work over and above restoring an asset to original service potential is upgrade/expansion or new works expenditure.

Assets requiring renewal are identified from one of two approaches in the Lifecycle Model.

- The first method uses Asset Register data to project the renewal costs and renewal timing (acquisition year plus updated useful life to determine the renewal year), or
- The second method uses an alternative approach to estimate the timing and cost of forecast renewal work (i.e. condition modelling system, staff judgement, Customer Request Management (CRM) data, average network renewals, or other). This approach will also include "Consequence of Failure" and the "Cost of Failure".

Currently, renewal and replacement planning is based primarily on the second method and the available budget.

The implementation of the Computerised Maintenance Management System (CMMS) will enhance the accuracy of condition data, enabling a more balanced and data-driven approach to renewal and replacement decision-making.

### DESIGN LIFE

Council will continue to integrate approaches to strengthening Design Life in order to build cost effective reliable assets for the community.

### USEFUL LIVES (TYPICAL)

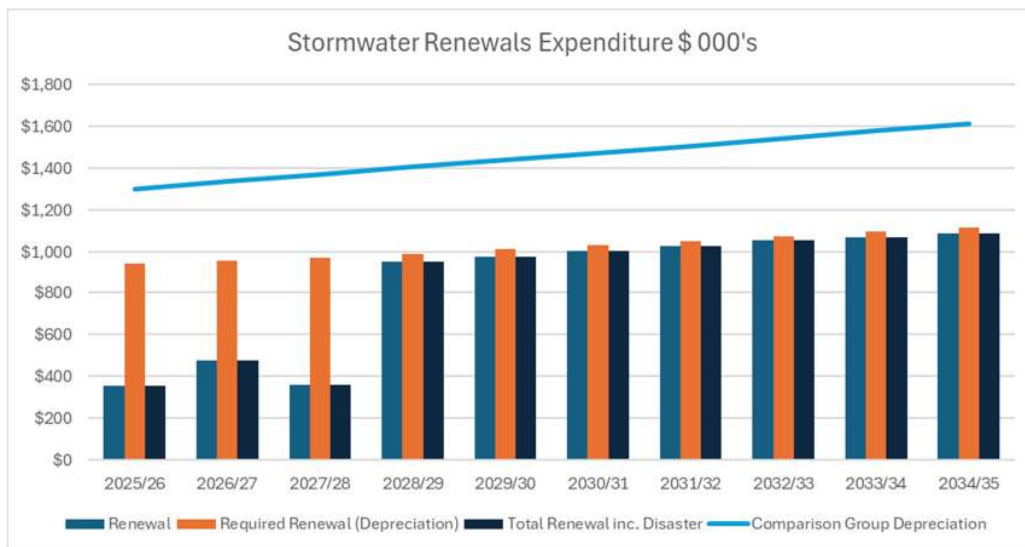
Under review within the 2025-26 financial year is reviewing the definition of "useful lives" of assets used for depreciation purposes. This will assist in projecting accurate asset renewal forecasts are shown in Table 4 - Asset Useful Lives below.

*Table 4 - Asset Useful Lives*

Asset (Sub)Category	Useful life (Years)
Stormwater Pipes and Conduits	100
Relined Stormwater Pipes	185
Stormwater Pits	100
Lined Channels	120
GPTs	30
Earth Structures (unlined channels, retention basins)	Non depreciable asset
End Structures (Headwalls)	100

When the review is finalised, Council's Asset Register will be updated as part of the next comprehensive stormwater asset revaluation. This process will ensure alignment with widely adopted IPWEA guidelines and consistency across Council's asset classes.

Figure 6 CAPEX Projections



## 1.11 NEW / ACQUISITION / UPGRADE

New and upgraded assets refer to works that create a new asset that did not previously exist or works which upgrade or improve an existing asset beyond its existing capacity. They may result from growth, social or environmental needs. Stormwater assets are also acquired at no cost to Council from land development such as subdivisions. These are referred to as “donated assets”.

### SELECTION CRITERIA

New assets and upgrade of existing assets are identified from various sources such as councillor or community requests, proposals identified by strategic plans or partnerships with other organisations. They may also come from the Urban Stormwater Management Plan (USMP) or drainage studies.

Proposals are reviewed to verify the need based on current and projected service demands. This will include the assessment of verified asset condition data and functional capacity data to ensure the existing system’s ability to meet required performance standards. Where assets are found to be underperforming or at capacity, upgrades will be prioritised. Verified proposals are then ranked according to strategic priority, risk, and available funding, and are scheduled into future capital works programs.

In the future, Council intends to further integrate and expand the use of stormwater modelling to support decision-making around asset upgrades and new works. By enhancing the application of modelling tools, Council will be able to more accurately predict system performance, identify potential capacity issues, and optimise the allocation of resources for stormwater management projects.

## DONATED ASSETS

Donated assets refer to infrastructure as constructed by developers in part of subdivision works and subsequently transferred to Council ownership. These typically include key public infrastructure such as stormwater drainage systems, roads, footpaths, parks, and other utilities. Once the subdivision is complete and prior to acceptance, Council undertakes inspections and reviews "as constructed" documentation to ensure compliance with design specifications and asset quality requirements. After acceptance, Council assumes responsibility for their ongoing maintenance, repair and eventual replacement. In some cases, the handover of new assets may be delayed due to ongoing management requirements by developers, or defect rectification work.

Council is actively working to improve the handover and asset acceptance process for donated assets to improve visibility, asset quality, and data capture. This aims at ensuring accurate integration into the Asset Register and GIS, supporting more effective Asset Management practices.

## CAPITAL FUNDING STRATEGIES

The delivery of new, upgraded, and replacement stormwater infrastructure is supported through a range of capital funding sources. Key funding sources currently include:

- **General Fund** – funding allocated through Council's annual budget to support capital works and asset renewal programs.
- **Developer Contributions (Section 7.11)** – contributions collected from developers to fund infrastructure required as a result of new development and urban growth.
- **Stormwater Management Service (SMS) Charge** – a charge levied on eligible properties, used specifically for stormwater management activities that improve drainage and water quality in urban areas.
- **Grants** – external funding from state or federal government programs

## 1.12 DISPOSAL PLAN

Disposal includes any activity associated with the disposal of a decommissioned asset including sale, demolition or relocation. Any asset deemed for disposal will be undertaken in accordance with recognised financial processes.

It is not expected that there will be a significant number of disposals for stormwater pits and pipes, however a number of treatment devices were recommended for decommissioning or repurposing in the USMP Review undertaken by Australian Wetland Consultants (AWC).

# 1.13 EXPENDITURE PROJECTIONS

Table 6 Stormwater Expenditure Projections

Budget Gap by Asset Group (\$,000s)		2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
<b>Stormwater</b>	<b>Actual</b>										
	Renewal	\$354	\$476	\$359	\$954	\$978	\$1,003	\$1,029	\$1,055	\$1,072	\$1,090
	New and Expanded Assets	\$690	\$635	\$434	\$50	\$50	\$50	\$50	\$50	\$50	\$50
	Maintenance and Operations	\$1,113	\$1,022	\$1,034	\$745	\$757	\$770	\$783	\$797	\$811	\$825
	<b>Total Expenditure</b>	<b>\$2,158</b>	<b>\$2,133</b>	<b>\$1,827</b>	<b>\$1,748</b>	<b>\$1,785</b>	<b>\$1,823</b>	<b>\$1,862</b>	<b>\$1,901</b>	<b>\$1,933</b>	<b>\$1,965</b>
	<b>Required</b>										
	Required Renewal (Depreciation)	\$945	\$959	\$973	\$993	\$1,013	\$1,033	\$1,054	\$1,075	\$1,096	\$1,118
	New and Expanded Assets	\$690	\$635	\$434	\$50	\$50	\$50	\$50	\$50	\$50	\$50
	Required O&M	\$521	\$535	\$548	\$561	\$574	\$588	\$601	\$615	\$630	\$645
	<b>Total</b>	<b>\$2,156</b>	<b>\$2,129</b>	<b>\$1,955</b>	<b>\$1,604</b>	<b>\$1,637</b>	<b>\$1,671</b>	<b>\$1,705</b>	<b>\$1,740</b>	<b>\$1,776</b>	<b>\$1,814</b>
	<b>Overall (GAP)</b>	<b>\$2</b>	<b>\$4</b>	<b>-\$128</b>	<b>\$144</b>	<b>\$149</b>	<b>\$152</b>	<b>\$157</b>	<b>\$161</b>	<b>\$156</b>	<b>\$151</b>
	Comparison Group – Depreciation	\$1,301	\$1,336	\$1,372	\$1,406	\$1,439	\$1,473	\$1,507	\$1,543	\$1,578	\$1,614
	Comparison Group - Total	\$2,467	\$2,460	\$2,307	\$2,121	\$2,167	\$2,214	\$2,261	\$2,310	\$2,360	\$2,411
	<b>Comparison Overall (GAP)</b>	<b>-\$309</b>	<b>-\$327</b>	<b>-\$480</b>	<b>-\$373</b>	<b>-\$382</b>	<b>-\$391</b>	<b>-\$399</b>	<b>-\$409</b>	<b>-\$427</b>	<b>-\$446</b>



Figure 7 Stormwater Sustainability Ratios

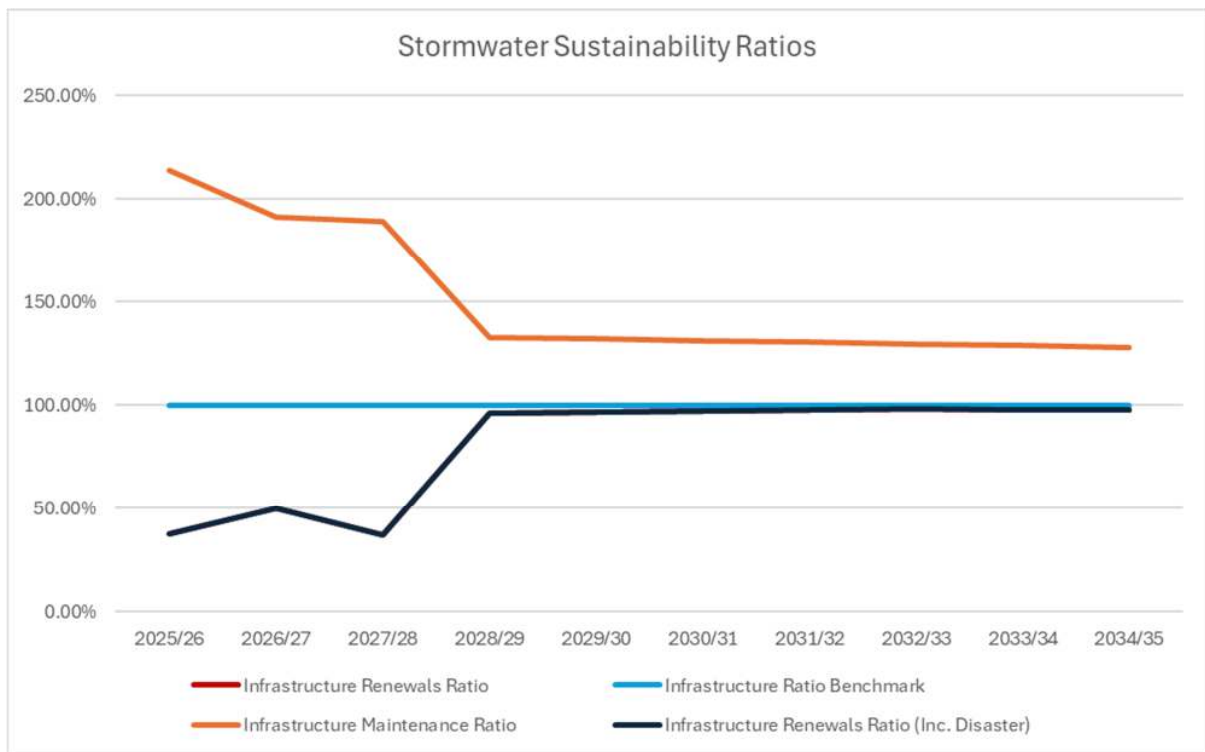
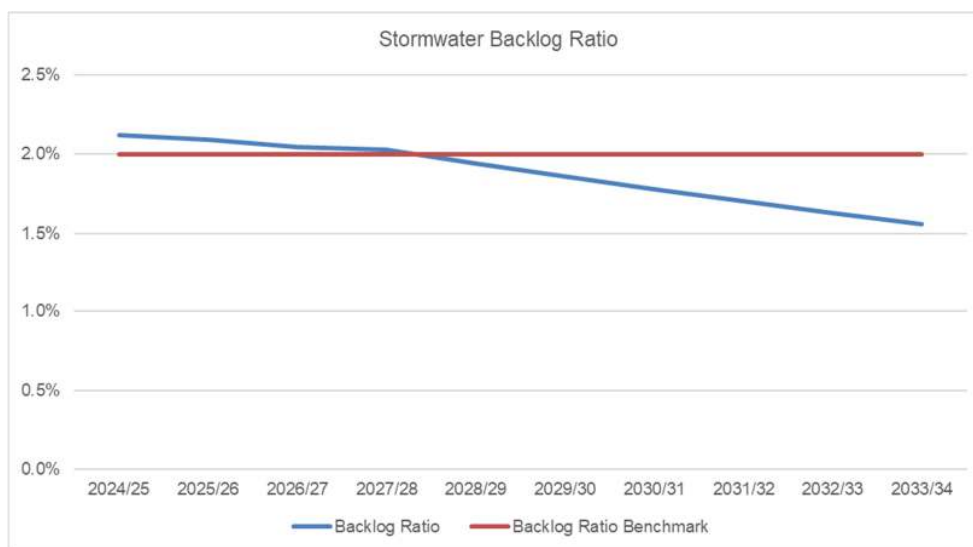


Figure 8 Stormwater Backlog Ratio



## 1.15 CRITICAL ASSETS

Critical assets are defined as those which have a high consequence of failure, causing significant loss or reduction of service. Identifying and understanding the potential failure modes and impacts of critical stormwater assets enables the prioritisation of investigation, maintenance, renewal, and risk management efforts.

Council is currently in the process of assessing and documenting the criticality of its Stormwater portfolio, however a high level summary of the critical assets for urban stormwater has been included below:

Table 5 - Critical Asset

Critical Assets	Failure Mode	Cause	Impact
Major stormwater channels	Collapse Blockage	Poor maintenance, overgrown vegetation, poor bank stability Incomplete or outdated condition data	Localised flooding, property damage, road closures, environmental degradation, high repair costs
Major outlets (including discharge points to river)	Blockage, Collapse, Missing or damaged outlet flaps (levee)	Poor maintenance, damage from floating debris, ageing infrastructure Incomplete or outdated condition data	Local flooding, property damage, road closures, water ingress from river into CBD, high repair costs
Major stormwater pipes (>600dia)	Blockage / Collapse	Poor maintenance, overgrown vegetation, ageing infrastructure, poor bank stability Incomplete or outdated condition data	Local flooding, property damage, road closures, water ingress from river into CBD

## 1.16 RISK MANAGEMENT

Risk refers to the likelihood and consequence of failure or underperformance of assets, which can lead to significant economic, environmental, and social impacts. The goal of risk management is to identify, assess, and mitigate potential risks before they result in system failures or service disruptions.

Council is working towards a corporate risk framework which aligns with AS ISO 31000 framework.

This framework will be adopted for Council's stormwater assets and highlights the strategic risks which impact Council's asset portfolio.

Council currently faces several risks relating to its urban stormwater assets which are outlined in Table 6 - Risk Matrix below.

Table 6 - Risk Matrix

Risk	Likelihood	Consequence	Risk Rating	Mitigation Method
Asset failure or underperformance due to incomplete or outdated asset data and condition data	Likely	Major	High	Implement regular condition assessments Improve methods for data collection and storage.
Asset failure or underperformance due to insufficient budget	Likely	Major	High	Provide appropriate capital and maintenance budget. Use risk-based approach to prioritisation to allocate budget.
Inability to meet desired service level due to insufficient budget	Almost Certain	Moderate	Moderate	Ensure adequate budget is allocated. Review service levels to ensure they are achievable
Deficient planning and decision-making ability due to lack of data and appropriate expertise	Likely	Major	High	Establish decision-making framework Source appropriate resources. Utilise predictive modelling.
Increased capital costs due to limited preventative maintenance	Likely	Major	High	Develop improved preventative maintenance planning
Reduced Asset life due to inadequate maintenance	Likely	Moderate	High	Implement improved preventative maintenance

## 1.17 CONFIDENCE LEVELS

The confidence in the asset data used as a basis for the financial forecasts has been assessed using the following grading system, as outlined in the following below.

*Table 9: Asset data confidence scale*

Confidence grade	General meaning
<b>Highly reliable</b>	Data based on sound records, procedure, investigations and analysis that is properly documented and recognised as the best method of assessment.
<b>Reliable</b>	Data based on sound records, procedures, investigations and analysis which is properly documented but has minor shortcomings; for example, the data is old, some documentation is missing, and reliance is placed on unconfirmed reports or some extrapolation.
<b>Acceptable</b>	Data based on sound records, procedures, investigations and analysis with some shortcomings and inconsistencies.
<b>Uncertain</b>	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported or extrapolation from a limited sample.
<b>Very uncertain</b>	Data based on unconfirmed verbal reports and/or cursory inspection and analysis.

Summary of confidence in asset data for all asset classes is detailed in the table below.

*Table 10: Asset data confidence rating*

Asset class	Inventory	Condition	Age	Overall
Stormwater	Uncertain	Very Uncertain	Acceptable	Uncertain

The overall confidence level of the plan is considered to be '**Uncertain**'.

## 1.18 IMPROVEMENT PLAN

Future iterations of this Asset Management plan will focus on a more strategic approach to managing the Stormwater portfolios. The improvement plan below sets out the pathway to achieve this in the 2025/26 Financial year.

Table 7 - Improvement Plan

Action	Priority	Responsible	Timing
<b>Asset knowledge and data</b>			
Council to develop and document guidelines to adopt a consistent approach for condition and defect assessment and integration with Maintenance Management System.	M	Water & Wastewater Asset Management team	30/12/25
Council to implement condition inspection program and incorporate into Asset Register for its stormwater portfolio to increase confidence levels in asset data.	H	Water & Wastewater Asset Management team	30/09/25
Improve handover process, data, documentation and inspection processes for assets donated to Council from developers.	H	Water & Wastewater Asset Management team Council Planning Dept	30/09/25
Capture data for significant unlined channels in the Asset Register and GIS. Additional resources required.	M	Water & Wastewater Asset Management team	30/12/26
Undertake overland flow modelling to determine stormwater infrastructure needs and develop capital works program accordingly.	M	Water & Wastewater	30/06/26
<b>Strategic asset planning processes</b>			
Following the improvement of asset data, Council to review long-term (ten-year) lifecycle costing requirements including CAPEX and OPEX as well as the depreciation and maintenance requirements of Stormwater portfolio.	M	Asset Management team Finance	30/06/26
Review current service levels and develop outcomes which align with Community Strategic Plan.	H	Water & Wastewater	30/06/26
Provide improved information to customers and community on stormwater (e.g. factsheets and website information)	M	Water & Wastewater	30/12/25
Council to undertake risk and criticality assessment of its stormwater assets.	H	Water & Wastewater Asset Management team	30/06/26

<b>Operations and maintenance work practices</b>			
Council is to implement a maintenance and inspection management system that records maintenance activity outputs against defined assets.	H	Water & Wastewater Asset Management team	30/09/25
Following criticality assessment, Council to develop management strategies for critical infrastructure.	H	Water & Wastewater Asset Management team	30/06/26
<b>Information systems</b>			
Investigate the use of technology (such as IoT, AI and data analytics) to improve asset data and efficiencies in responding to issues early.	M	Asset Management team	Watching Brief
Investigate enhancements to the GIS system, including improved linkages to Asset Register	M	Asset Management team	Watching Brief
<b>Organisational context</b>			
Council to undertake an in-depth workforce review including Asset Management roles and responsibilities and ensuring that all functions of Asset Management are covered and are being carried out.	H	Executive	30/09/25
Establish Service Level Agreements (SLAs) together with other asset owner portfolios to ensure that cross-functional assets are identified and adequately managed.	H	Asset Management team	30/06/26



## 1.19 CAPITAL WORKS PROGRAM

Refer to 2025/26 Adopted Budget by program.

# Buildings and Structures Asset Management Plan

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## BUILDINGS AND STRUCTURES – ASSET MANAGEMENT PLAN

### 1.1 PURPOSE OF THIS PLAN

The 2023 Strategic Asset Management Plan required all of Councils' buildings to be controlled by a single coordinating entity. This Asset Management Plan demonstrates the commencement of integrating Council's built environment into the new Buildings Management Team. In recognition of Council's Building Assets being identified for its importance to delivering Services to the Community, the naming of this Portfolio becomes Facilities, Fleet and Open Spaces. Accordingly, the Portfolio is organised across the focused delivery functions in a Facilities Management service delivery model.

- **Built Environment** – Facilities/Sites, Buildings and Structures according to the Building Code of Australia
- **Spatial** – including Sporting, Cultural and Recreational spaces and Natural Space including Tracks and Trails.
- **Fleet and Plant Services** - including Plant and Vehicle Management and Workshop Services

The Built Environment Asset Plan outlines actions and resources necessary to integrate this Asset Class under a single management structure. Service levels will be established in line with user and occupant groups through detailed Service Level Agreements with the relevant stakeholders. The outcomes will deliver compliant and cost-effective buildings and structures.

This plan includes the following scope of management:

- **Asset inventory, values and condition** - Establish "systems" level asset verification & finalising the integration of flood restored buildings
- **Asset-based Levels of Service** - Development of service level agreements with occupant groups
- **Demand and Service Management** - Ensuring service level agreements integrate with user needs, council strategies, budget and resource constraints.
- **Risk Management** – recognising risk comes in various forms, implementing Works Management Plans, integration of Work Health & Safety inspections and compliance with identified statutory requirements is a key Service Level to this Plan
- **Long-term Financial Plan (LTFP)**. Together with Council's Property Strategy, a revised forecasting and budgeting process will identify Capital, Operational and Maintenance inputs to support the Levels of Service the Community expects.
- **Business and Service Delivery Model**. This plan identifies the Service Delivery model for the new Unit as part of the overall revised Business Model for the Portfolio
- **Maintenance Management**. Establishment of Works Management Plans for incorporation to the Maintenance Management System
- **Forward Works Planning**. Determination of required Capital Works based on Lifecycle, Functional and Risk Management criteria including Consequence and Cost of Asset failure.
- **Procurement Management**. Specific Asset types require Test, Inspect, Certify and Registration under Statutory compliance. Clear determination of designated competency-based qualifications and Engineering qualifications will determine Contracts to be maintained in accordance with compliance regimes.
- **Project Coordination**. Major and Minor Projects will be coordinated together with Shared Services Delivery & Survey, and Project Management teams

## SERVICE LEVEL AGREEMENTS

An essential element to this Asset Management Plan is the development and enactment of robust Service Level Agreements (SLA) with all user /occupant groups. These key agreements will recognise in detail, Council's responsibility for several functions including:

- Roles and Responsibilities
- Statutory Compliance being achieved through Maintenance, Inspections and Contract management
- Renewal and Refurbishment, upgrades and improvements
- Disposal of assets.
- Operational Readiness and Availability
- Reporting and Communication
- Remedies and Consequences
- Review and Escalation Procedures

## INDICATIVE SERVICES COVERED BY THE SLA

- Statutory and Regulatory activities/requirements
- Cleaning /Soft Services Performance Management
- Planned and Responsive maintenance activities
- Security - Access Control, Locksmithing, CCTV, Duress management
- Grounds and Gardens and more.
- Fire and Life Safety
- Air Conditioning/Ventilation
- Contractor and Contracts Management
- Space Management
- Minor Projects
- Major Projects
- Budget and Actuals detailed and reported to Occupant Lead
- Acquiring / Disposal of Assets

## 1.2 PORTFOLIO OVERVIEW

(Includes some Open Spaces data due to current budget structure)

Figure 1 Buildings, Other Structures and Open Spaces AMP Portfolio Overview

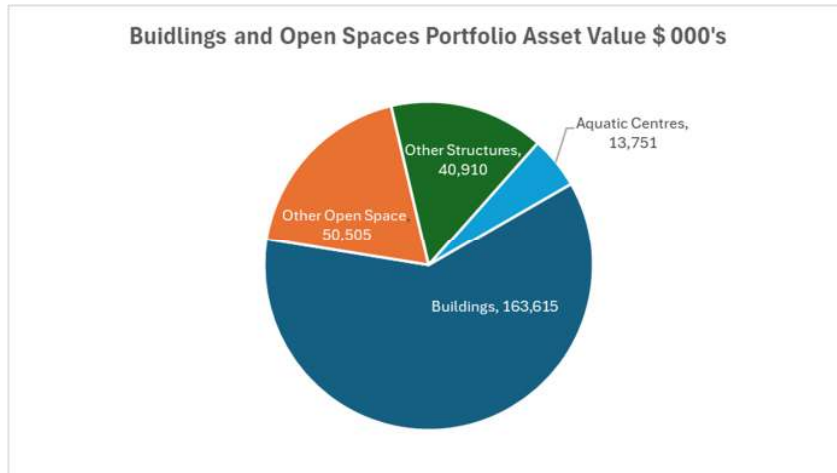
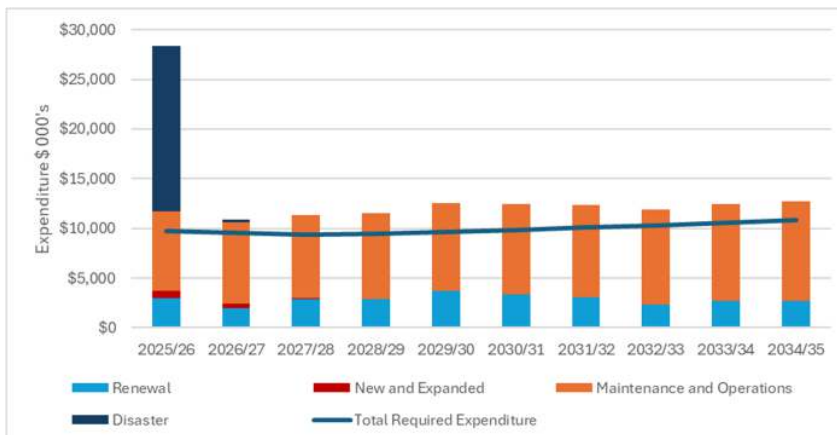


Figure 2 Buildings Portfolio Overview

Infrastructure Ratios	Budget 2025/26	Estimated 2035/36	Funding Gap \$ 000's 2025/26	
Infrastructure Renewals ratio Benchmark 100% (Includes disaster funding).	350.43%	40.64%	Yr 1	\$13,996
			Yr 5 Average	\$488
			Yr 10 Average	-\$1,521
Infrastructure Backlog Ratio Benchmark 2%	TBA	TBA	Yr 1	
			Yr 5 Average	
			Yr 10 Average	
Infrastructure Maintenance Ratio Benchmark 100%	240.11%	236.93%	Yr 1	\$4,681
			Yr 5 Average	\$4,914
			Yr 10 Average	\$5,242
Total Funding Gap			Yr 1	\$18,677
			Yr 5 Average	\$5,402
			Yr 10 Average	\$3,721

Figure 3 Other Structures and Open Space and Land Improvements Portfolio Overview





## 1.3 ASSET CLASS SUMMARY

This plan for Buildings and Structures sets the pathway for reactivating Council's buildings from post-flood restoration. With a strategic and integrative approach in managing of Council's assets, an improvement in confidence and transparency in asset data will enable sound decision making for the community.

Council has engaged independent consultants to research and prepare recommendations which will inform Council's proposed Property Strategy. These Consultants were engaged in 2024 and asked to consider all aspects of threats and impacts of natural disasters, community needs, economic development and whether the current composition of Council's adequately fits the strategic needs.

### CONTEXT

Lismore is a regional city known for its subtropical climate and is susceptible to heavy rainfall and flooding. Central Lismore, including the CBD, is located on the Wilsons River floodplain. Lismore experiences relatively frequent riverine flooding, as well as localised overland flooding caused by high intensity rain events.

The topography of the LGA varies considerably from the steep, elevated lands at Goonellabah, Lismore Heights, to the floodplain areas of Lismore CBD, North and South Lismore which have very low gradients. The underlying geology along the floodplain of the Wilsons River and Leicester Creek is comprised of floodplain alluvium, gravel, sand, silt and clay. Poorly draining soils and high groundwater levels result in ponding and poor conveyance slowing recovery of the Open spaces surrounding Council's buildings and structures.

Like many councils in New South Wales, Lismore faces a growing infrastructure backlog due to aging assets and limited financial resources. With minimal revenue growth, Council continues to experience operating deficits and constraints on renewal spending, resulting in a funding gap between current and required capital expenditure. Buildings restored under the Flood Recovery program generally required replacement to Fixtures, Fittings, Electrical and Plumbed systems, Plant and Equipment. Whilst structure of the buildings was generally confined to technical assessment and minor treatment such as re-painting, ongoing Condition will be monitored through Inspections.

### DATA SOURCES

Asset condition is currently recorded in Council's Asset Register. Condition ratings are based on a combination of visual inspections and desktop assessments based on age and useful life.

A significant proportion of the current condition data is based on desktop assessments and not inspection data, resulting in low confidence levels in the condition data. Council is in the process of undertaking capturing relevant data from Flood Recovery works and other inspections. The quality of the condition data is expected to improve underpinned by Service Level Agreement analysis,

In reviewing the financial position of this AMP, there is a shortfall in overall budgeted spending relative to the expected Capital and Operational expenditure requirements for Council's Buildings, Other Structures and Land Improvement assets. Of note however is that a significant portion of these funds are tied to operations expenditure and do not adequately provide for the renewal of infrastructure. Without additional funding Council's portfolio of assets will gradually deteriorate and the backlog will increase. Accordingly, a focus on the delivering statutory and safety compliance is planned through implementing a Works Management Plan.

## 1.4 ASSET INVENTORY, VALUES AND CONDITION

The assets covered by this Asset Management Plan are shown below:

*Table 1 Buildings, Other Structures and Land Improvements Inventory.*

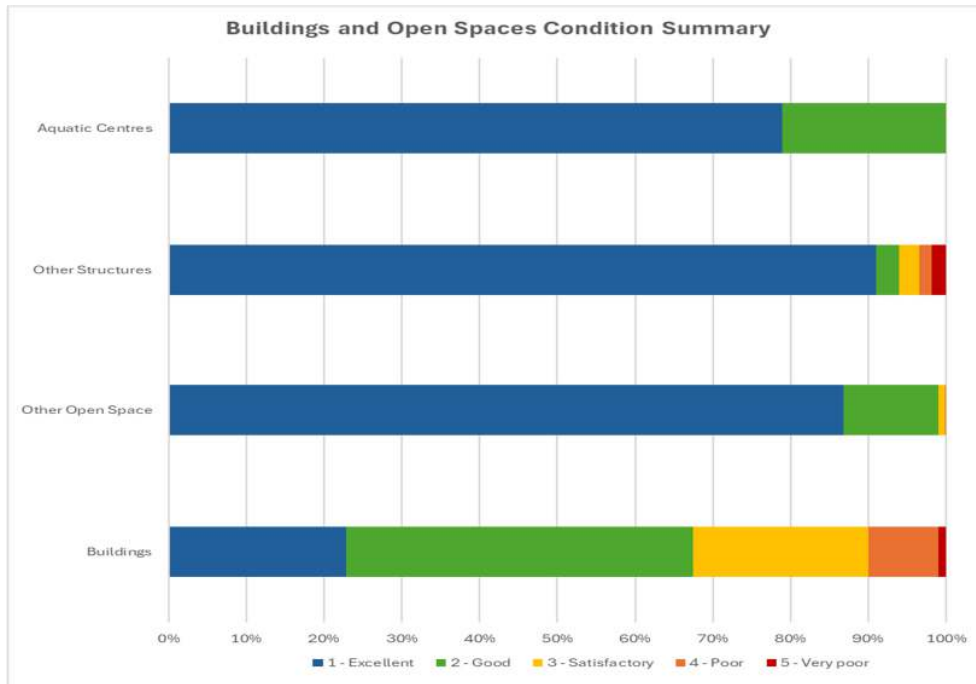
Asset Class	Description	Unit of Measure	Units
Buildings	Amenities/Toilets	No.	41
Buildings	Council Offices	No.	2
Buildings	Other	No.	4
Buildings	Saleyards	No.	5
Buildings	Quarry	No.	11
Buildings	Emergency Services	No.	20
Buildings	Art Gallery	No.	1
Buildings	Library Facilities	No.	2
Buildings	Caravan Park	No.	2
Buildings	Aquatic Centres	No.	2
Buildings	Central Library	No.	1
Buildings	Works Depot	No.	3
Buildings	Aerodrome	No.	1
Buildings	Workshop	No.	2
Buildings	Wastewater Facilities	No.	3
Buildings	Water Supply Facilities	No.	16

*Table 2 Buildings, Other Structures and Land Improvements Portfolio Valuation*

Asset	Gross Replacement Cost	Written Down Value	Annual Depreciation	Excellent	Good	Satisfactory	Poor	Very Poor
Buildings	\$163,615	\$105,733	\$1,338	22.87%	44.57%	22.50%	9.08%	0.98%
Other Structures	\$40,587	\$23,273	-\$1,215	90.98%	2.92%	2.58%	1.62%	1.90%
Aquatic Centres	\$13,751	\$5,174	-\$158	78.96%	21.04%	0.00%	0.00%	0.00%
Land Improvements and other Open Space Assets	\$50,505	\$17,808	-1,017	86.07%	12.90%	0.92%	0.11%	0.00%

This data is subject to correction as Flood Restoration projects are closed out and integrated to Asset Registers.

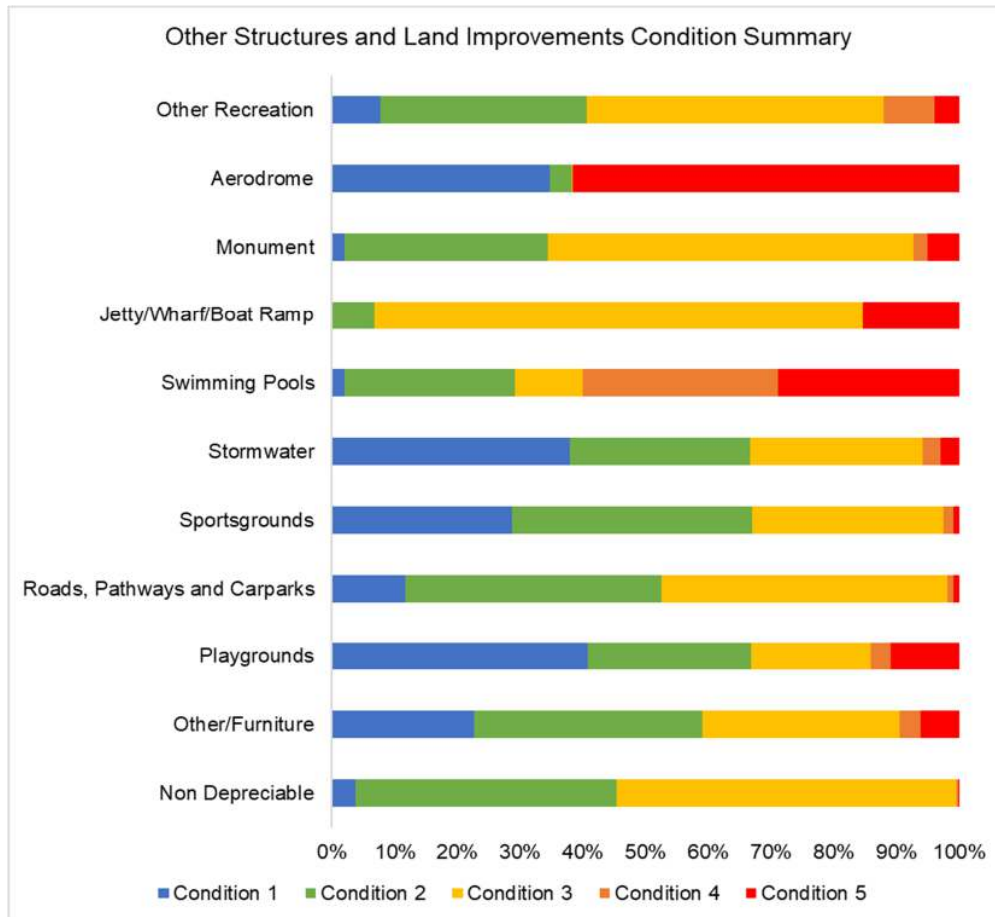
Figure 4 Buildings Condition Summary



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3 Oliver Avenue, Goonellabah NSW 2480 • PO Box 23A, Lismore NSW 2480 • T: 6625 0500 • E: council@lismore.nsw.gov.au • ABN: 60080932837  
 Lismore City Council acknowledges the people of the Bundjalung Nation, traditional custodians of the land on which we work.

Figure 5 Other Structures and Land Improvements Condition Summary



## 1.5 ROLES AND RESPONSIBILITIES

Council has adopted the following roles and responsibilities matrix for its buildings, other structures and land improvement assets.

Table 3 Buildings, Other Structures, Land Improvements and Recreation Roles and Responsibilities

Position	Role	Asset Class	Responsibilities	Functions
Head – Facilities, Fleet and Open Spaces	Asset Owner	Buildings and Structures	Responsible for the performance and funding of operations, maintenance and capital expenditure.	Primarily <ul style="list-style-type: none"> <li>Oversees Capital and Operational Delivery</li> <li>Liaison with Executive Leadership</li> <li>Oversee Workforce performance</li> </ul> <p><b>It is recognised that the following functions will be disseminated to other roles outlined herein when budget is made available for recruitment.</b></p> <ul style="list-style-type: none"> <li>Establishes strategic Business model and Service delivery model</li> <li>Leads development of Occupier Service Level Agreements</li> <li>Establishes existing demand for assets through Service Level Agreements</li> <li>Establish the future demand for assets (type and standard) through Council’s Community Planning Strategies</li> <li>Implement policy and strategy for existing assets</li> <li>Ensure integration of Asset Management into Council’s Community, Delivery and Operational Plans &amp; Resourcing Strategy</li> <li>Ensure Budget accounting is accurate</li> <li>Manage Capital Works prioritisation</li> <li>Manage Capital Works Program</li> <li>Ensure integration of Asset Management Planning into Council’s Community, Delivery and Operational Plans &amp; Resourcing Strategy</li> <li>Ensure asset accounting is accurate and maintained,</li> <li>Develop capital works prioritisation</li> <li>Develop capital works program</li> <li>Liaison with the Council on asset matters.</li> </ul>
Facilities	Supports Head - Open Space and Fleet Management as	Buildings & Structures	This position delivers performance and Quality oversight to all Council owned Buildings and Structures	<ul style="list-style-type: none"> <li>Develop and oversee Maintenance program</li> <li>Develop and ensure Capital Works program complete with Handover data and documentation</li> </ul>

	Ensures compliance with Occupier Group Service Level Agreements  Operations, Safety, Reliability and Compliance		Management  Acquire and maintaining asset-based data and financial records  Works programs Delivery	<ul style="list-style-type: none"> <li>• Liaise with WHS and Asset Engineer to manage Risk</li> <li>• Data custodian – compliance with Hierarchy, and level of detail</li> <li>• Recommendation of asset disposal and renewal 4yr program.</li> </ul>
Officer-Facilities Operations and Maintenance	Delivery of Maintenance and Minor Project  Asset Delivery - CAPEX Service Manager – Operations Asset Availability and Reliability	Buildings & Structures	Responsible for the day-to-day Safety, Maintenance, Reliability and Operational readiness of these Assets	<ul style="list-style-type: none"> <li>• Monitor Asset use, in line with Policy and Service Level Agreements</li> <li>• Deliver Planned and Responsive Maintenance</li> <li>• Manage Service user expectations</li> <li>• Liaise with Building Occupants</li> <li>• Perform Asset Inspections and Work Audits</li> <li>• Deliver adopted Levels of Service.</li> </ul>
Officer-Maintenance Scheduling (Future)	Asset Maintenance Operations Scheduling – Contractors and Internal Delivery	All Asset types within this Portfolio	Responsible for the delivery of well managed Workforce, Contractor and other Resources according to the Works Management Plan	<ul style="list-style-type: none"> <li>• Liaise with Strategic Asset Maintenance Planner (Future) for Works Management Planning</li> <li>• Monitor leave Requests for Resource Management</li> <li>• Issue Scheduled Work orders complete with Work breakdown Structures and Budgeted Costs for Activity based Costing of internal and external resources</li> </ul>
Officer - Facilities Quality Control (Future)	Asset Service Delivery	Sites, Buildings and Structures	Compliance to Statutory/Regulatory  Continual Process Improvement  Assessment of Contractor Performance  Assessment of Occupant usage	<ul style="list-style-type: none"> <li>• Review Works Management and Maintenance deliverables by Internal and Contracted resources</li> <li>• Review Minor Projects for compliance with Scope of Works</li> <li>• Review Major Projects for compliance with Scope of Works</li> <li>• Audit major Facilities Condition after Major events</li> </ul>
Asset Inspector (Shared)	Asset Inspection (Risk Management)	Playgrounds, Poles, Bollards, Posts, Gating and Fences.	Ensures Council's Assets are safe to Functional and Statutory requirements	<ul style="list-style-type: none"> <li>• Perform physical Inspections</li> <li>• Report emergent and existing safety hazards</li> <li>• Ensure prioritised Workorders are raised to handle Risk</li> <li>• Update Asset condition in Technical Asset Register</li> </ul>



## 1.6 ASSET BASED LEVELS OF SERVICE

Table 4 Buildings Levels of Service

Key performance indicator	Level of Service	Performance measurement process	Target performance
<b>Accessibility</b>	Provide adequate physical access to Facilities	Disability Discrimination Act (DDA) compliance.	Percent of community facilities which are accessible.
		DDA action plan	Compliance with DDA Action Plan.
<b>Quality / Condition</b>	Percent of physical assets in condition 4 or better	Condition assessment	85% of assets in satisfactory condition or better.
<b>Reliability/responsiveness</b>	Ensure Asset service is reliable	Community satisfaction survey	90% of customer requests are completed within Council's agreed service levels
<b>Customer satisfaction and involvement</b>	Facilities are provided that meet Community, Commercial and Operational demand	Community satisfaction survey	The gap between importance and performance rating improves.
<b>Affordability</b>	The services are affordable and managed using the most cost-effective methods for the required level of service	Review of service agreements and benchmark	Total operating and maintenance are not greater than benchmarking against comparable councils.
			Any major renewal and capital works projects go through a capital works framework, requiring business case to demonstrate economic benefits and value.
<b>Sustainability</b>	Assets are managed with respect for future generations	Lifecycle approach to managing assets according to Council's adopted Property Strategy	Prepare a ten-year asset functionality / condition-based renewals plan. Ensure the plan is approved by authorities and updated every four years.
	Assets meet financial sustainability expectations	Budget to support Service Level Agreements with Occupier Groups	Establish accurate Operations and Maintenance budget in cooperation with Finance
		Asset Replacement forward works budget to meet agreed Service Level Agreements with occupier groups	Establish accurate Forward Works Plan
<b>Health and Safety</b>	Ensure buildings/facilities are safe and do not cause a hazard to people	Regular inspections, operational reports and safety audits	Annual Fire Safety Statements are certified for each facility requiring it.
			Safety inspections are carried out for each facility in accordance with Building inspection strategy.

## 1.7 FUTURE DEMAND

The Lismore Growth and Realignment Strategy (LGRS) was adopted by Council in 2022. Despite uncertainty around the long-term implications of the 2022 natural disaster, it sets a clear mandate for Lismore City Council to plan for the high-growth scenario and to ensure there is sufficient flood free residential and employment lands to facilitate relocation and allow growth over time. The high growth scenario is 51,023 people across the LGA by 2041, which is a net increase of 13.6% over 20 years. It is anticipated that 3105 new dwellings are required to meet the growth in population.

There is also a strategic goal for the NSW Reconstruction Authority to commence a planned retreat from the highest flood risk areas. This may require thousands of residents and businesses to be relocated to higher ground over the coming years and decades.

Council has initiated a Property Strategy which will impact and define future planning strategies including planned retreat, establishing facilities in flood resistant areas and current property and facilities usage and criticality and development of a more detailed Precinct and Master Planning environment.

Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand and in alignment to Council's various Strategies. Demand management practices include insuring against risks and managing failures.

Non-asset solutions focus on providing the required service without the need for the organisation to own the assets and management actions including reducing demand for the service, reducing the level of service (allowing some assets to deteriorate beyond current service levels) or educating customers to accept appropriate asset condition.

The 2025-26 financial year will entail the assimilation of flood restored Buildings back into Operational availability and Management.

Table 6: Future demand

Demand factor	Impact on assets
Internal Migration	<p>Population projections remain unclear and indicates significant internal migration into new areas of higher elevation within the LGA.</p> <p>Council will need to ensure that a balance of Facilities to these communities is achieved and may potentially need to consider decommissioning existing facilities and relocation of Operational Assets from flood prone areas for Operational efficiency and resilience from flood prone areas.</p> <p>Through Service Level Agreement management and identification of development based Future Demand, Council will regularly assess whether the current portfolio is fit for purpose and have the functionality and capacity to provide the current range of services, and any additional services required in the future.</p>
Increasing costs	<p>The requirement to continue to maximise Service Delivery within the funding limitations, possess significant challenges. A priority is given the Sites deemed to be "Critical", attaining Statutory Compliance and where possible, providing Asset "hardening" and 'upgraded' resilience Level of Service.</p> <p>Alignment to Statutory Maintenance and Inspections</p>

## 1.8 MAINTENANCE STRATEGY

As a core to Asset strategy, Maintenance is employed to delivering safe and reliable service to the Community. It entails development of a Works Management Plan at Asst Type with detailed Work breakdown structures, Frequencies and competencies as defined within Manufacturers/ Installers requirements, relevant Statutory requirements as exemplified by Safework NSW. The ongoing practice of inspecting, servicing, adjusting, and repairing physical assets to ensure they perform safely, efficiently, and reliably over time is engrained in this practice. The Maintenance Strategy will be enacted through the revised Maintenance Management system (CMMS).

The Program is achieved with

- Asset centric - People Focused
- Assessment of Assets for Service Delivery Criticality
- All activities prioritised to Statutory and Regulatory Compliance workplans and certification e.g Fire Life Safety

Maintaining an Asset will provide management of the

- Condition of the Asset
- Functional and Reliable delivery as designed for the Asset
- Provide rationale of the when and why an Asset is to be replaced
- Age based Lifecycle
- Condition based Lifecycle
- Consequence and Cost of failure
- Change is Community expectations.

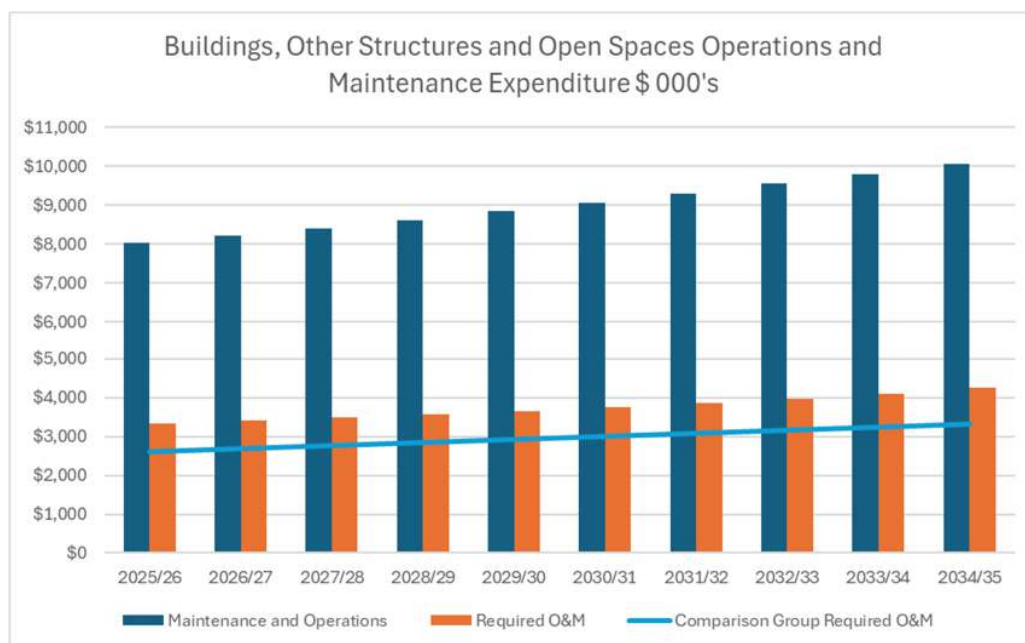
This Plan outlines Council's approach to sustain Buildings. However, there is a significant focus on Planned Maintenance and regular Condition inspections, particularly on assets in poor condition for both Council's buildings and outdoor assets. Council's current expenditure splits on its operational expenditure is as follows:

*Table 7 OPEX Proportional Split*

Asset	Planned Maintenance %	Responsive Maintenance %	Operations %
Buildings	12.5%	12.5%	75%
Swimming Pools	7.5%	7.5%	85%
Other Improvements	90%	10%	0%
Other Structures	85%	10%	5%

For Building across the Asset Class, it is expected that the percentage of cost-effective Planned Maintenance will increase, whilst high-cost Responsive Asset support will decrease. Additionally, the released budget and resources will be placed into an increased number of supported Assets.

Figure 6 OPEX Expenditure



Council has assessed its indicated OPEX expenditure for the Buildings and Structures with the knowledge available at the time of this Plan. The current data implies that the required funding is not available to undertake the indicated baseline needs. The 2025-2026 Financial year will accumulate the evidence from Flood Recovery Asset Handover, and the improved budgeted Works Management System to provide the true cost of operating the current fleet of Buildings Assets

The following significant impacting factors apply.

- Facilities based data being handed over from Flood Recovery projects is still in infancy and will take much of the period of this Plan to be fully integrated into Asset and maintenance Registers
- Key Asset data structure within the Asset Register is undergoing a rebuild to facilitate the action plans. These updates are scheduled for early 2026.
- Accordingly, the previously stated objectives of Service Level Agreements, Condition Assessments and Maintenance Planning will be actively pursued during the 2025-26 financial year

In assessing CAPEX forecasts, core essential data is unclear and significant assessment will be undertaken withing the 2025-26 financial year for subsequent action in line with Operational Planning.

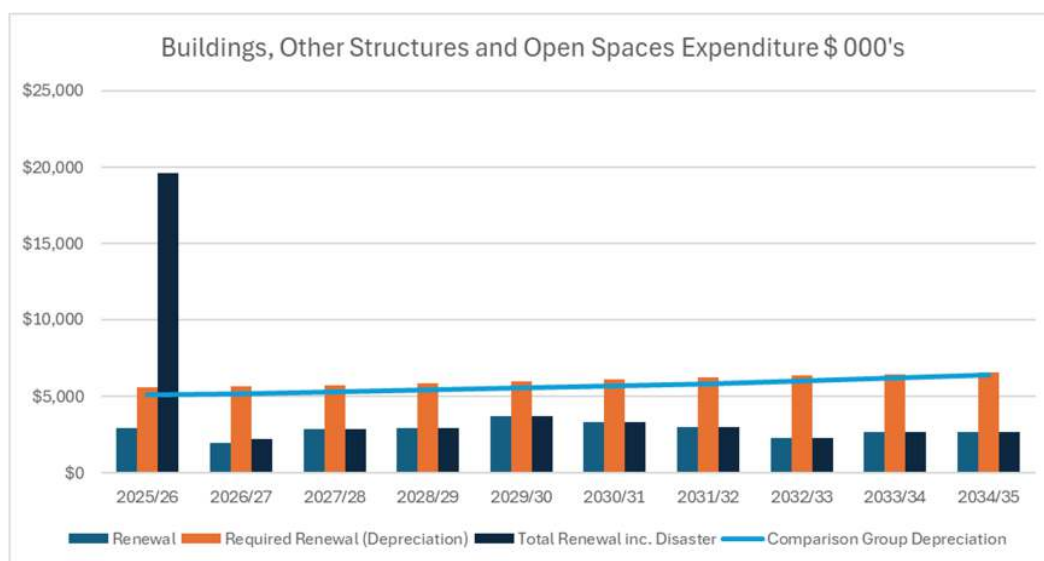
The Property Strategy will be informative to developing Action Plans beyond the current financial year

## 1.9 RENEWAL/REPLACEMENT STRATEGY

As stated earlier in this Plan, Council’s Property Strategy will significantly impact the renewal of its Buildings and Structures. Accordingly, this Plan established significant improvements to its knowledge and data quality. Ongoing Criticality assessment, Service level Agreements, clarified Condition rating /remaining useful life is being established to underpin and prioritise the Property Strategy insights.

Ongoing pursuit of Grant based funding will be supported through implementing the “Business Impact Statement (BIS)” process to preview assessed Operational cost burdens. This BIS will be available for review by Head of Facilities, Fleet and Open Spaces in conjunction with Head of Finance in line with Councils wider Project Authorisation /Acceptance procedures.

Figure 7 CAPEX Expenditure



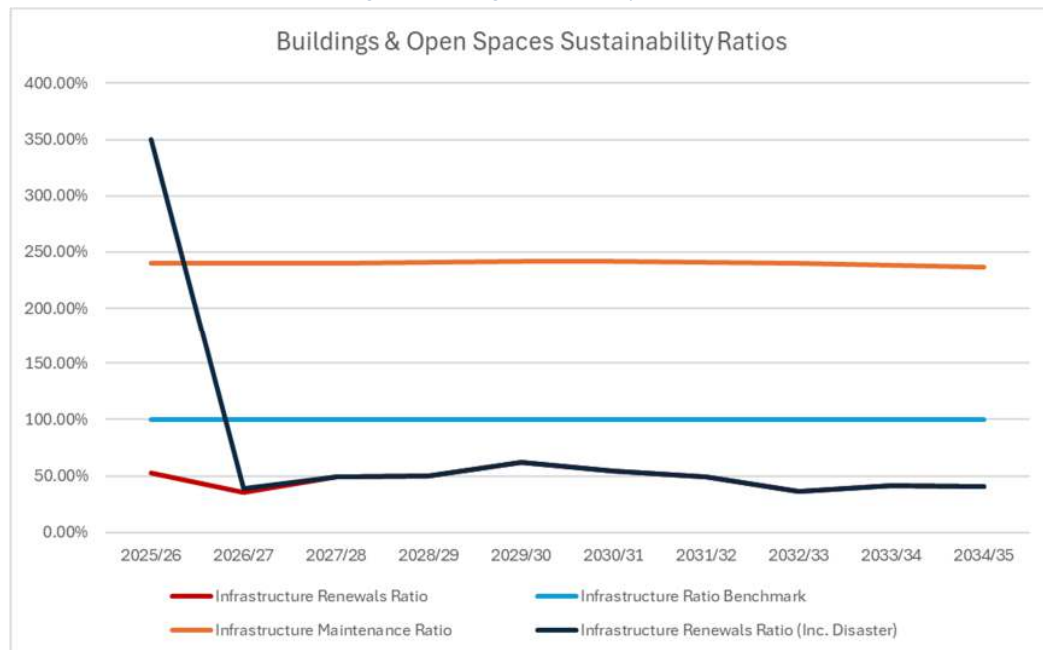
Council compared its budgeted/actual CAPEX expenditure for its Buildings, and Structures against its annual depreciation methods. The 2023 Asset Plan showed that Council has not budgeted adequate funds to meet the required level of funding, and it is anticipated that the condition of these assets will gradually degrade. The integration of Flood restored Facilities, detailed Condition Assessment, and ongoing Community Feedback will assist in establishing a factual position.

# 1.10 EXPENDITURE PROJECTIONS

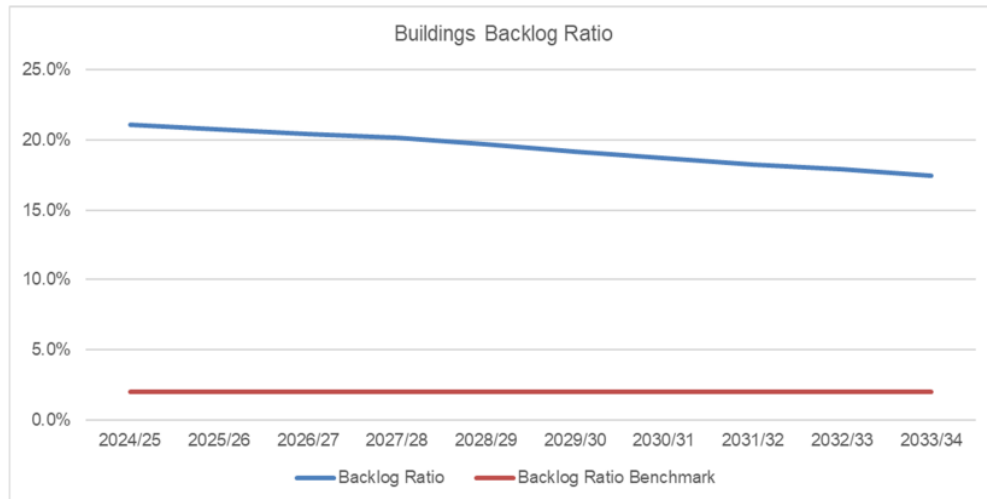
Table 8 Buildings, Other Structures, Land Improvements and Open Space Assets Expenditure Projections

Budget Gap by Asset Group (\$,000s)		2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
<b>Buildings</b>	<b>Actual</b>										
Other Structures	Renewal	\$2,948	\$1,979	\$2,846	\$2,912	\$3,701	\$3,331	\$3,027	\$2,301	\$2,674	\$2,674
Land Improvements	Disaster Funding	\$16,636	\$236	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Open Space Assets	New and Expanded Assets	\$766	\$464	\$114	\$14	\$14	\$14	\$14	\$14	\$14	\$14
Pools	Maintenance and Operations	\$8,022	\$8,206	\$8,395	\$8,615	\$8,838	\$9,070	\$9,307	\$9,552	\$9,802	\$10,059
	<b>Total Expenditure</b>	<b>\$28,372</b>	<b>\$10,885</b>	<b>\$11,354</b>	<b>\$11,541</b>	<b>\$12,553</b>	<b>\$12,415</b>	<b>\$12,348</b>	<b>\$11,867</b>	<b>\$12,490</b>	<b>\$12,747</b>
	<b>Required</b>										
	Required Renewal (Depreciation)	\$5,589	\$5,661	\$5,742	\$5,855	\$5,970	\$6,087	\$6,207	\$6,328	\$6,453	\$6,579
	New and Expanded Assets	\$766	\$464	\$114	\$14	\$14	\$14	\$14	\$14	\$14	\$14
	Required O&M	\$3,341	\$3,423	\$3,502	\$3,580	\$3,661	\$3,748	\$3,860	\$3,979	\$4,110	\$4,245
	<b>Total</b>	<b>\$9,696</b>	<b>\$9,548</b>	<b>\$9,358</b>	<b>\$9,449</b>	<b>\$9,645</b>	<b>\$9,849</b>	<b>\$10,081</b>	<b>\$10,321</b>	<b>\$10,577</b>	<b>\$10,839</b>
	OPEX Balance (GAP)	\$4,681	\$4,783	\$4,893	\$5,035	\$5,177	\$5,322	\$5,447	\$5,573	\$5,692	\$5,813
	RENEWAL Balance (GAP)	\$13,996	-\$3,446	-\$2,897	-\$2,943	-\$2,269	-\$2,756	-\$3,180	-\$4,027	-\$3,779	-\$3,905
	<b>Overall (GAP)</b>	<b>\$18,677</b>	<b>\$1,337</b>	<b>\$1,996</b>	<b>\$2,092</b>	<b>\$2,909</b>	<b>\$2,565</b>	<b>\$2,268</b>	<b>\$1,546</b>	<b>\$1,914</b>	<b>\$1,908</b>
	<b>Overall (GAP) excluding Disaster Funding</b>	<b>\$2,041</b>	<b>\$1,101</b>	<b>\$1,996</b>	<b>\$2,092</b>	<b>\$2,909</b>	<b>\$2,565</b>	<b>\$2,268</b>	<b>\$1,546</b>	<b>\$1,914</b>	<b>\$1,908</b>
	Comparison Group – Depreciation	\$5,079	\$5,193	\$5,321	\$5,443	\$5,566	\$5,691	\$5,829	\$6,006	\$6,197	\$6,394
	Comparison Group - Total	\$7,844	\$8,523	\$8,312	\$8,397	\$8,583	\$9,176	\$10,897	\$11,564	\$12,450	\$13,404
	<b>Comparison Overall (GAP)</b>	<b>\$20,528</b>	<b>\$2,362</b>	<b>\$3,042</b>	<b>\$3,144</b>	<b>\$3,970</b>	<b>\$3,239</b>	<b>\$1,451</b>	<b>\$303</b>	<b>\$40</b>	<b>-\$657</b>

Figure 8 Buildings Sustainability Ratios\*







*\*Council currently has a significant backlog in its building's assets due to the impacts of the 2022 Flood. The damage has been recognised in the condition of the portfolio; This financial year will integrate relevant project costs and key data into the Financial, Technical Asset Registers and Asset Management Plan updates. Council will update the CAPEX projections accordingly when further information becomes available.*

## 1.11 CRITICAL ASSETS

Critical assets are those assets that are likely to result in a more significant financial, environmental and high social cost terms of impact on Organisational objectives.

A review of all Assets will be undertaken during 2025-26 financial year. Critical assets and critical failure modes, causes and consequences will be clarified or established where necessary.

The following attributes are currently being considered as part of this analysis:

### CRITICAL SITES AND BUILDING - CRITICAL EVENT MANAGEMENT ALPHA SITES

- Corporate Centre
- Wyrallah Depot
- Goonellabah Community Centre [Critical Event Storage] During this Plan, a revised location is to be allocated for emergency event asset retrieval and storage.

### CRITICAL OPERATIONS SITES

- Library for the Community CCTV 1 x Server)
- Molesworth House (Leased) for Community CCTV 2 x Server
- Municipal Building for near future Community Safety CCTV 2 x Server
- South and East Lismore Treatment Plants
- Resource Recovery Site
- Reservoirs
- Pump Stations
- Brunswick Rd Fleet Workshop

### SITES AT RISK FROM WEATHER EVENTS

- Brunswick Rd (Fleet Workshop)
- Brunswick Rd (Buildings and Open Space Depot)
- Lismore SES

## 1.12 RISK MANAGEMENT

### STANDARDS AS REFERENCED

Council is working towards a corporate risk framework which aligns with ISO 31000 framework.

The framework has been adopted for Council's Built Environment and highlights the strategic risks which impact Council's asset portfolio.

The ISO 31000 framework integrates the Asset Management Standard AS ISO 55001 and Facility Management Standard AS ISO 41000 are aligned to this Risk Management structure.

### RESIDUAL RISK

Project delivery and acquiring new Assets delivers a Residual Risk which is mitigated through Maintenance and Inspections.

### EMERGENT RISK

Emergency events and other incidents raise possibility of Asset destruction; Insurance mitigates some of this Risk category.

### INHERENT RISK

The ongoing decline of Asset Condition is to be mitigated through Condition Assessments and review of Operational Use and Maintenance and functional Asset performance

The key Risk Management strategy (management of residual risk) is to identify all maintainable Assets, align practices to The Work Health and Safety Act 2011 (NSW) and manufacturers requirements utilising industry best practice.

Table 10 Strategic Risk Management

Service at Risk	Occurrence	Treatment Plan
<b>Building Renewal</b>	Buildings (the structures) deteriorate to a lesser service standard and higher risk situation	<ul style="list-style-type: none"> <li>Continue to improve Asset and Condition data</li> <li>Assess in line with Council's Property Strategy</li> <li>Required renewal of building components is being achieved in the short to medium term.</li> <li>Future planning improvements can be made by further documenting service level risks and utilisation of these in establishing future renewal priorities.</li> </ul>
<b>Building Plant, Equipment and Fit out</b>	These assets are shorter life than the structure and critical function can be overlooked resulting service interruption and high cost or reactive replacement	<ul style="list-style-type: none"> <li>Continue to improve data</li> <li>Forecast Asset Replacement schedule</li> <li>Add to Budget</li> </ul>
<b>Utilisation-Low</b>	Lower than industry compared for asset utilisation	<ul style="list-style-type: none"> <li>Buildings not suiting the needs of service providers to be determined through SLAs and Property Strategy</li> <li>Continue to monitor condition and functionality of buildings with a Risk focus</li> <li>Monitor for low levels of Council promotion / community communication</li> </ul>
<b>Utilisation-High</b>	Higher than Design Life of Asset	<ul style="list-style-type: none"> <li>Buildings not suiting the needs of service providers to be determined through SLAs</li> <li>Continue to monitor condition and functionality of buildings</li> </ul>
<b>Buildings - Financial Pressure</b>	Building portfolio grows but additional funds not allocated for OPEX and CAPEX	<ul style="list-style-type: none"> <li>Business Case Analysis on the procurement of significant buildings assets</li> </ul>
<b>Asset Renewal</b>	Improvements do not meet regulatory standards	Compare desk top audits/forecasts to ongoing facilities inspection so their standard is known. Monitor industry changes so that potential changes to regulatory standards can be anticipated
<b>Asset reliability decreases</b>	Limited maintenance funds to maintain to an acceptable level	Refer to Works Management Plan and Budget nomination

## 1.12 CONFIDENCE LEVELS

The confidence in the asset data used as a basis for the financial forecasts has been assessed using the following grading system, as outlined in the following below.

*Table 11: Asset data confidence scale*

Confidence grade	General meaning
<b>Highly reliable</b>	Data based on sound records, procedure, investigations and analysis that is properly documented and recognised as the best method of assessment.
<b>Reliable</b>	Data based on sound records, procedures, investigations and analysis which is properly documented but has minor shortcomings; for example, the data is old, some documentation is missing, and reliance is placed on unconfirmed reports or some extrapolation.
<b>Acceptable</b>	Data based on sound records, procedures, investigations and analysis with some shortcomings and inconsistencies.
<b>Uncertain</b>	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported or extrapolation from a limited sample.
<b>Very uncertain</b>	Data based on unconfirmed verbal reports and/or cursory inspection and analysis.

### SUMMARY OF CONFIDENCE IN ASSET DATA.

*Table 12: Asset data confidence rating*

Asset class	Inventory	Condition	Age	Overall
Buildings	Uncertain	Uncertain	Acceptable	Acceptable
Structures	Acceptable	Uncertain	Acceptable	Acceptable
Pools	Acceptable	Uncertain	Reliable	Acceptable

## 1.13 IMPROVEMENT PLAN

Priorities for improvement are based on establishing clear asset records, aligning service delivery with budget and expectations, defining responsibilities, prioritising works effectively, identifying staffing needs and optimising resource models, and collaborating with the community for sustainable solutions.

### KEY STRATEGIC ELEMENTS.

1. **Define & Plan Assets** – Develop clear asset registers, strategic and operational plans, and fit-for-purpose management frameworks to guide future works.
2. **Optimise Processes & Systems** – Implement the Computerised Maintenance Management System, Scheduling roles, and clear Handover/Takeover processes to ensure efficiency and proactive upkeep.
3. **Enhance Community & Service Integration** – Collaborate with the community and internal teams to refine service standards, asset usage agreements, and budget-driven solutions.
4. **Align Resources for Best Fit** – Assess staffing models versus contractors, refine hiring structures, and optimize resources to balance cost, capability, and service delivery.

### KEY ACTIONS.

Develop, document and adopt guidelines for Condition and Defect assessment.
Develop and document Service Level Agreements with Occupant Groups <ul style="list-style-type: none"> <li>• Corporate Centre and Wyrallah Rod Depot (Alpha Sites)</li> <li>• Community Groups Occupied Sites</li> <li>• Community Facing Sites</li> <li>• Property Management Leased Sites</li> <li>• Operations operated sites</li> </ul>
Implement comprehensive Maintenance and renewal strategy for the management of its assets.
Identify assets with performance/capacity deficiencies to be prioritised for upgrade
Review long-term (ten-year) lifecycle costing requirements including CAPEX, OPEX & depreciation
Undertake an in-depth Workforce assessment and review of Asset Management roles and responsibilities and ensuring that all functions of Asset Management are covered and are being carried out.
Identify Assets for Criticality including disaster consideration and resilience measures
Document guidelines and adopt a consistent approach for Condition Rating and Defect Cause assessment.
Implement a Maintenance Management System that records Maintenance Works Plans with activity outputs against defined assets
Implement Budget vs Actual required Maintenance and Inspection costs to understand variance in expenditure
Review outcome-based Service Levels in alignment to IP&R Framework.
Review expenditure and cost coding to ensure works that are clearly defined as CAPEX or OPEX in nature are fully captured and recorded accordingly.
Review long-term (ten-year) lifecycle costing requirements including CAPEX, OPEX & Depreciation



## 1.14 CAPITAL WORKS PROGRAM

Refer to 2025/2026 Adopted Budget.

# Urban Stormwater Asset Management Plan

# WASTEWATER – ASSET MANAGEMENT PLAN

This asset management plan covers the portfolio of Wastewater assets that deliver a wide range of services to the Lismore City Council community.

This asset management plan includes all of Council's treatment, water reuse, pumping and reticulation infrastructure.

As the owner and operator of Wastewater assets, Council has a responsibility for a number of functions including:

- maintenance
- renewal and refurbishment
- upgrades and improvements
- disposal of assets.

The planning of these functions is outlined in this asset management plan.

## 1.1 PURPOSE OF THIS PLAN

The purpose of this asset management plan is to develop a strategic framework for the maintenance and renewal of Wastewater assets and to provide an agreed level of service in the most effective manner.

This plan includes the following scope of management:

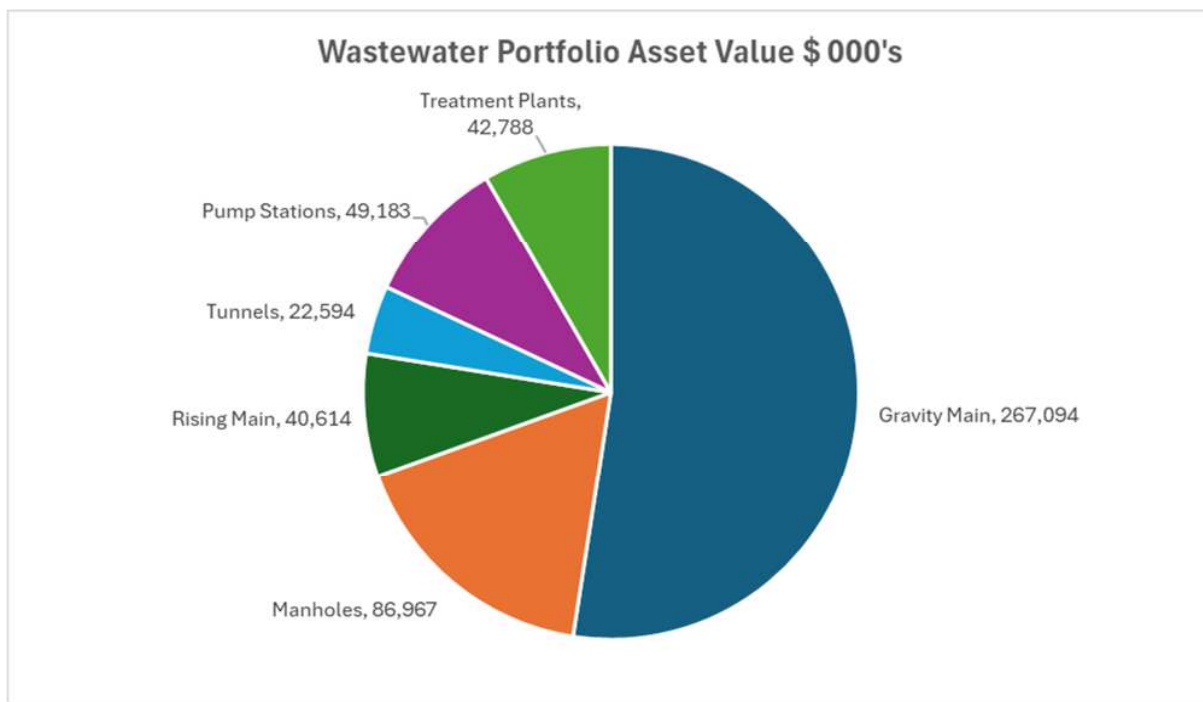
- asset inventory, values and condition
- asset based levels of service
- demand and service management
- risk management
- development of the long-term financial plan (LTFP) for the maintenance and renewal of Wastewater assets.

[www.lismore.nsw.gov.au](http://www.lismore.nsw.gov.au)

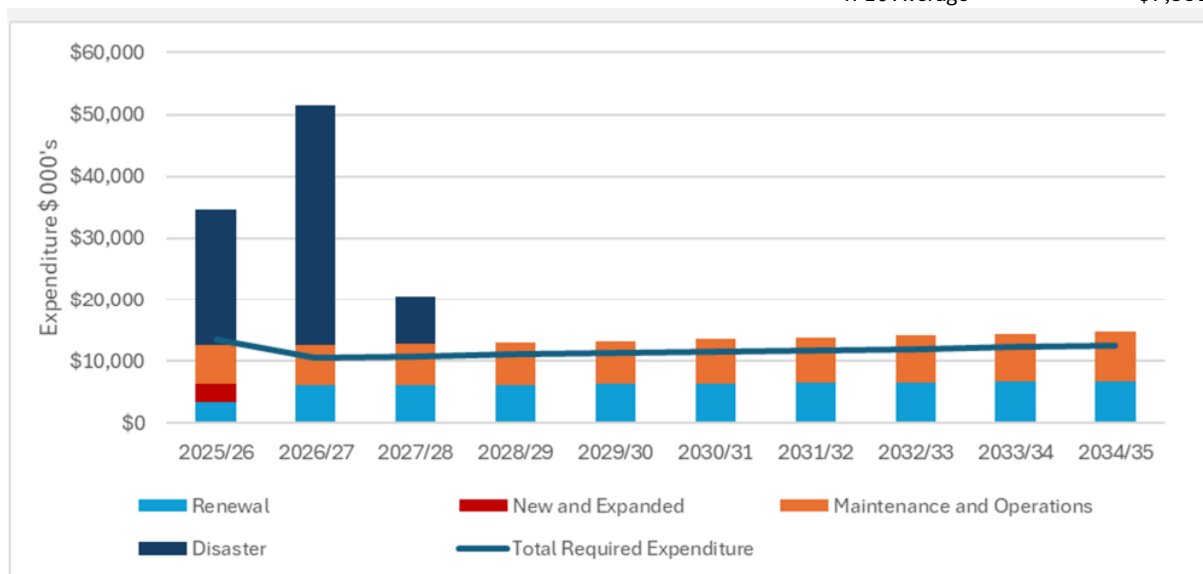
3 Oliver Avenue, Goonellabah NSW 2480 • PO Box 23A, Lismore NSW 2480 • T: 6625 0500 • E: council@lismore.nsw.gov.au • ABN: 60080932837  
*Lismore City Council acknowledges the people of the Bundjalung Nation, traditional custodians of the land on which we work.*

# 1.2 PORTFOLIO OVERVIEW

Figure 1 Wastewater Portfolio Overview



Infrastructure Ratios	Budget 2025/26	Estimated 2035/36	Funding Gap \$ 000's 2025/26	
Infrastructure Renewals ratio Benchmark 100% (Includes disaster funding).	436.33%	98.21%	Yr 1	\$19,598
			Yr 5 Average	\$13,383
			Yr 10 Average	\$6,662
Infrastructure Maintenance Ratio Benchmark 100%	136.93%	142.04%	Yr 1	\$1,068
			Yr 5 Average	\$1,121
			Yr 10 Average	\$1,190
Total Funding Gap			Yr 1	\$20,666
			Yr 5 Average	\$14,504
			Yr 10 Average	\$7,851



## 1.3 ASSET CLASS SUMMARY

Council’s wastewater portfolio has been significantly impacted by the 2022 flood events with \$24m worth of infrastructure impaired during the event including Council’s recently built East Lismore Treatment plant. While long term CAPEX requirements were mapped out in Council’s 30-year Water and Wastewater capital works program, the plan maintains the status quo and does not address the current backlog in the portfolio. Council will need to review whether the current provision of infrastructure meets the needs of the community, if there is a relocation of homes and businesses and to ensure that resilience is the key factor in the replacement of the impaired assets.

## 1.4 ASSET INVENTORY, VALUES AND CONDITION

The assets covered by this Asset Management Plan are shown below:

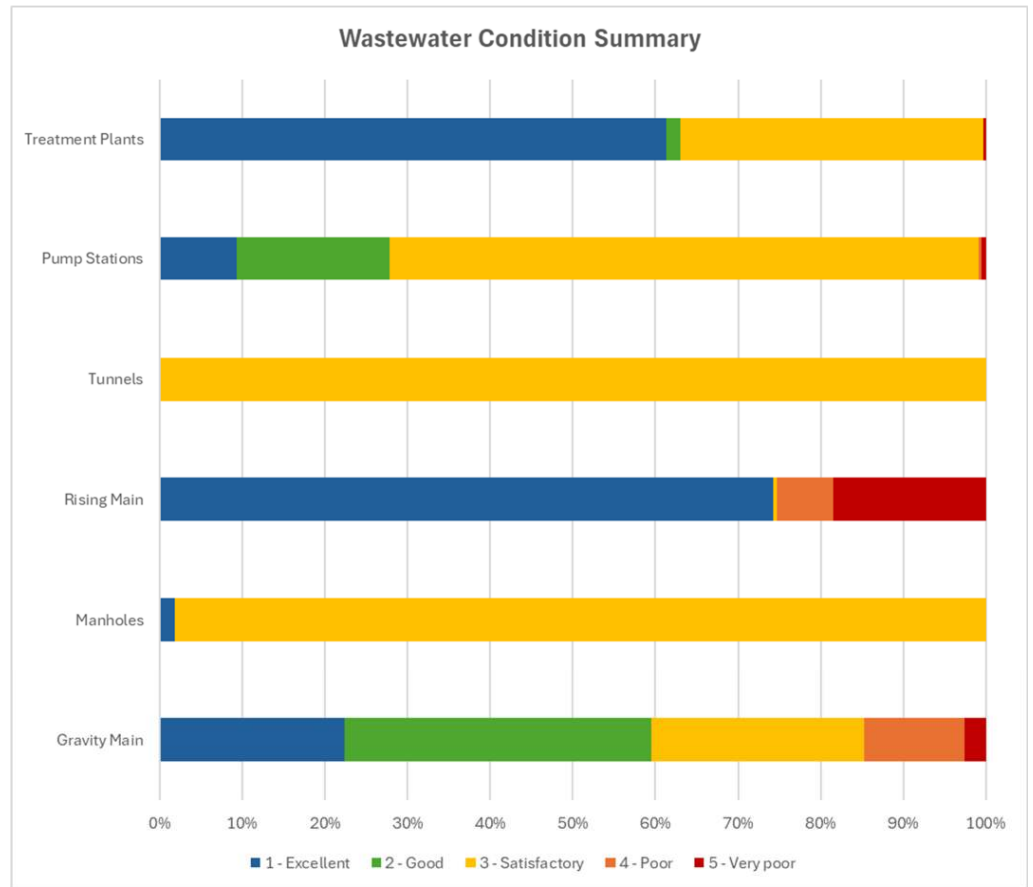
Table 1 Wastewater Inventory

Asset Class	Asset	Unit of Measure	Units
Wastewater	Gravity Mains	KM	332
Wastewater	Rising Mains	KM	46
Wastewater	Sewer Tunnels	LM	1,098
Wastewater	Pump Stations	No.	35
Wastewater	Treatment Plants	No.	3

Table 2 Wastewater Portfolio Valuation

Asset	Gross Replacement Cost \$000's	Written Down Value \$000's	Annual Depreciation \$000's	Condition 1	Condition 2	Condition 3	Condition 4	Condition 5
Wastewater	\$509,245	\$313,706	-\$5,239	24.03%	21.39%	44.73%	6.92%	2.93%

Figure 2 Wastewater Condition Summary



\*A significant portion of Council's Active Wastewater assets were severely impaired during the 2022 flood event. These assets are likely to be replaced under Disaster Recovery Grant funding and as such are overstating the long-term backlog of the wastewater portfolio. As further details on the replacement of these assets is determined, council will update the AMP accordingly.





## 1.5 ROLES AND RESPONSIBILITIES

Council has adopted the following roles and responsibilities matrix for its Wastewater assets.

Table 3 Wastewater Roles and Responsibilities

Position	Role	Asset Class	Responsibilities	Functions
Manager Assets	Asset Owner	Wastewater Active Wastewater Passive	This position takes ownership responsibility for the management of assets and is usually responsible for policy and over all asset strategy	<ul style="list-style-type: none"> <li>Establish long term policy and strategy</li> <li>Establish existing demand for assets</li> <li>Establish future demand for assets (type and standard)</li> <li>Establish long term community expectation</li> <li>Implement policy and strategy for existing assets</li> <li>Establish community asset service level</li> <li>Ensure integration of asset management into Council's community, delivery and operational plans &amp; resourcing Strategy</li> <li>Maintain and develop asset systems and reporting</li> <li>Ensure asset accounting is accurate and maintained, and asset valuation,</li> <li>Develop capital works prioritisation</li> <li>Develop capital works program</li> <li>Liaison with the organisation as a whole on asset matters</li> </ul>
Asset Engineer	Asset Custodian	Wastewater Active Wastewater Passive	This position is the technical expert and has responsibility for collecting and maintaining asset data, determining works programs and maintenance strategies etc.	<ul style="list-style-type: none"> <li>Develop and oversee capital works and maintenance program</li> <li>Handover and documentation</li> <li>Control budgets</li> <li>Develop asset plans</li> <li>Asset condition rating</li> <li>Risk management</li> <li>Data custodian – Hierarchy, level of detail</li> <li>Recommendation of asset disposal and renewal 4yr program</li> </ul>
Manager Water and Wastewater	Asset Delivery – OPEX Service Delivery – Operations	Wastewater Active Wastewater Passive	Responsible for the day-to-day maintenance, operations and services delivered by assets	<ul style="list-style-type: none"> <li>Controls asset use, in line with policy</li> <li>Deliver programmed and reactive maintenance, internal/external</li> <li>Manage all operations and service delivery functions</li> <li>Manage service user expectations</li> <li>Deliver adopted levels of service</li> </ul>
Capital Delivery Engineer	Asset Delivery CAPEX	Wastewater Active Wastewater Passive	Responsible for the day-to-day delivery of capital works.	<ul style="list-style-type: none"> <li>Controls asset use, in line with policy</li> <li>Deliver and/or manage capital works</li> </ul>

# 1.6 ASSET BASED LEVELS OF SERVICE

Table 4 Wastewater Levels of Service

Key performance indicator	Level of service	Performance measurement process	Target performance	Current performance
Accessibility	Operation of reliable sewerage network in an environmentally responsible manner	Network performance data and customer complaints.	Wastewater overflows per 100km of main in line with IPART accountability measures.	
			Wastewater overflows for 100km of main reported to the environmental regulator in line with IPART accountability measures.	
			Wastewater main breaks and chokes per 100km if main in line with IPART accountability measures.	
Quality/condition	Effective treatment and disposal of sewage	Regulatory reporting	Compliance with Environmental Protection Licence concentration and load limits.	
Reliability/responsiveness	Percent compliance with council’s documented response time	CRMS data	90%.	
Community satisfaction and involvement	Customers are happy with the services provided	Community satisfaction survey	The net differential between importance and performance is positive.	
Affordability	The services are affordable and managed at lowest possible cost for required level of service	Review of service agreements and benchmark with other councils	Total operating costs equal or less than the industry average benchmark.	
Sustainability	Long term plans are prepared	Life cycle approach to managing assets	Achieve compliance with 2022 Department of Planning and Environment strategic planning assurance framework.	
	Assets meet financial sustainability ratios	Consumption ratio	Between 50% and 75%	
	Assets meet financial sustainability ratios	Renewal funding ratio	Between 90% and 110%	
	Assets meet financial sustainability ratios	Long term funding ratio	Between 95% and 105%	
Health and safety	A safe working environment provided for people involved in providing the service	Health and Safety - reported incidents	Zero personal injury incidents associated with system operation and maintenance	
			Health and safety manual and contract specification are 100% compliant with WHS act.	

## 1.7 FUTURE DEMAND

Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand, and demand management. Demand management practices include non-asset solutions, insuring against risks and managing failures.

Non-asset solutions focus on providing the required service without the need for the organisation to own the assets, and management actions including reducing demand for the service, reducing the level of service (allowing some assets to deteriorate beyond current service levels) or educating customers to accept appropriate asset condition.

Currently there is significant uncertainty around the way forward following the devastating 2022 floods, with guidance being sought around any 'planned retreat' and potential relocation of households and infrastructure. In the short term, Council's new and upgraded infrastructure will address the damage sustained during the flood events as well as focus on replacing assets with resilient infrastructure where appropriate. As further guidance and a better understanding of expected growth in the LGA is attained, Council will incorporate demand strategies to address the key growth drivers in the next iteration of Council's asset management plans.

Table 5: Future demand

Demand factor	Impact on assets
Internal Migration	Council will need to regularly assess whether the current portfolios are fit for purpose and have the functionality and capacity to provide the current range of services and any additional services required into the future.
Increasing costs	Will be a requirement to continue to maximise service delivery within the funding limitations, particularly with grant funding delivering 'like for like' replacement for assets damaged during the 2022 flood events. It is likely that these assets will have to be 'upgraded' to deliver a resilient level of service.
Environment and climate	It is likely that the frequency, severity and intensity of natural disaster events will increase, and council will need to plan its infrastructure accordingly.

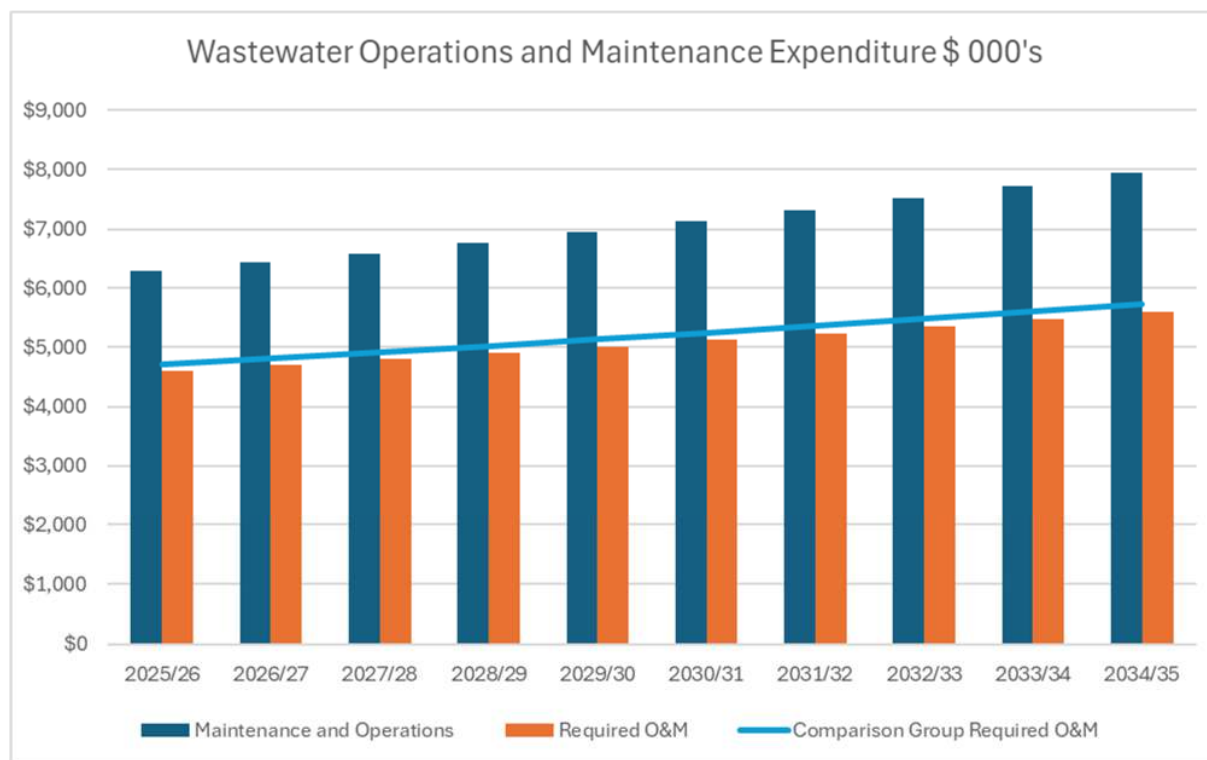
## 1.8 LIFECYCLE – MAINTENANCE STRATEGY

Maintenance includes all actions necessary for retaining an asset as near as practicable to an appropriate service condition, including regular ongoing day-to-day work necessary to keep assets functioning but excluding rehabilitation or renewal. It is operating expenditure required to ensure that the asset reaches its expected useful life. Typically, this can be categorised as:

- Operations - regular activities to provide services such as public health, safety and amenity.
- Reactive Maintenance - work on breakdowns, failures and/or damaged assets that are not operating or are about to fail on an ad hoc basis.
- Planned Proactive and Cyclical Maintenance – works identified through scheduled maintenance/asset inspections whereby assets are not operating as designed or to 100% capacity.

Council currently has no documented maintenance strategy for its reticulation assets with maintenance work being highly reactive to identified faults and customer complaints. Council’s active asset network is, however, managed in a highly proactive manner with significant scheduled and planned works programmed in Council’s maintenance management system.

Figure 3 OPEX Projections

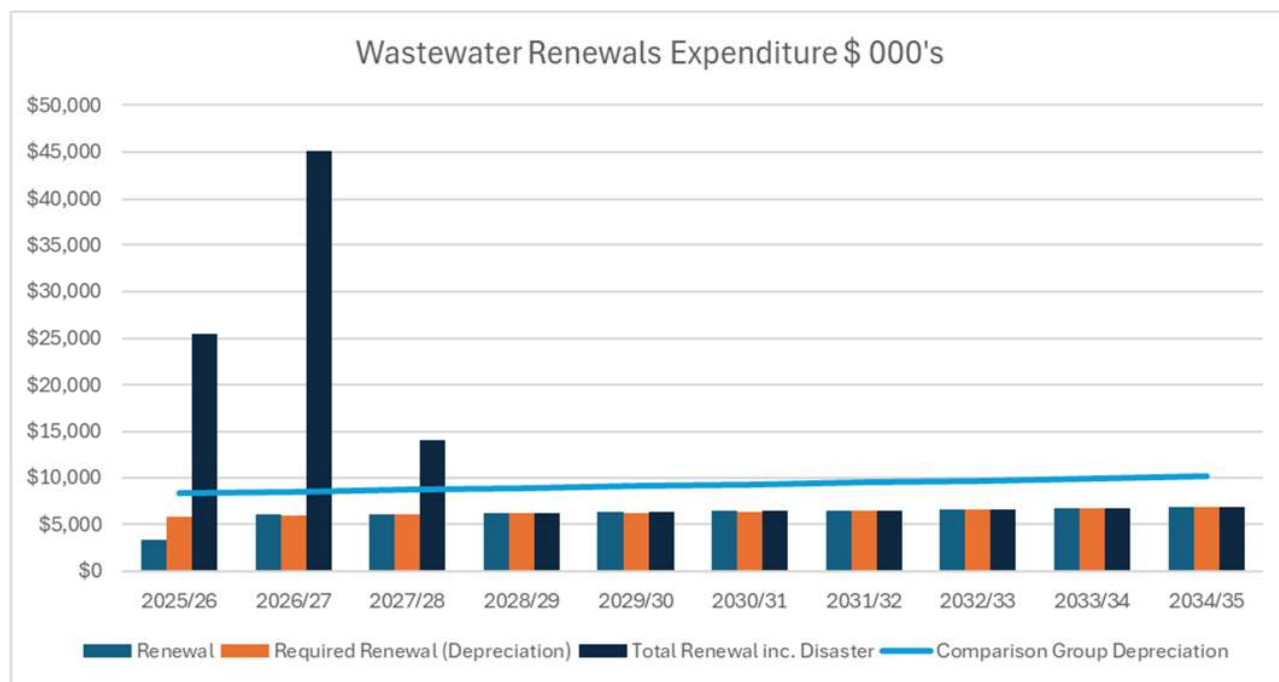


Council compared its budgeted/actual OPEX expenditure for its Wastewater portfolio against similarly categorised councils by the Office of Local Government. Due to the current high level of backlog and poor condition of the portfolio, Council has budgeted operations and maintenance expenditure above the level of spend of comparative Councils. As council finalises its 30-year plan for its water and sewer portfolios, addressing the backlog and optimising life of assets by prioritising asset renewals over reactive maintenance will be a priority in future iterations of this asset plan.

## 1.9 LIFECYCLE – RENEWAL/REPLACEMENT STRATEGY

Council’s asset renewal strategy is documented in the Water and Wastewater strategic business plan. The 30-year capital program considers the expected future growth, assets in poor condition as well as whether there needs to be changes in levels of service provided.

Figure 4 CAPEX Projections



Council compared its budgeted/actual CAPEX expenditure for its wastewater portfolio against its annual depreciation requirements. This showed that Council is currently meeting the funding to maintain the existing condition of the network. However, it should be noted that wastewater infrastructure has extended economic lives and Council’s capital program spans 30 years with major infrastructure replacement planned outside the 10-year AMP window.

During the flood event, significant damage was sustained by the East Lismore Wastewater Treatment Plant which is anticipated to be renewed through flood recovery funding. Preliminary renewal and grant funding estimates have been incorporated into these iterations of this asset management plan. As further details become available to Council they will be incorporated into future iterations.

Further, Council also compared its depreciation against similarly categorised councils by the OLG which showed that Council depreciates its assets at a rate lower than that of the comparison group.

# 1.10 EXPENDITURE PROJECTIONS

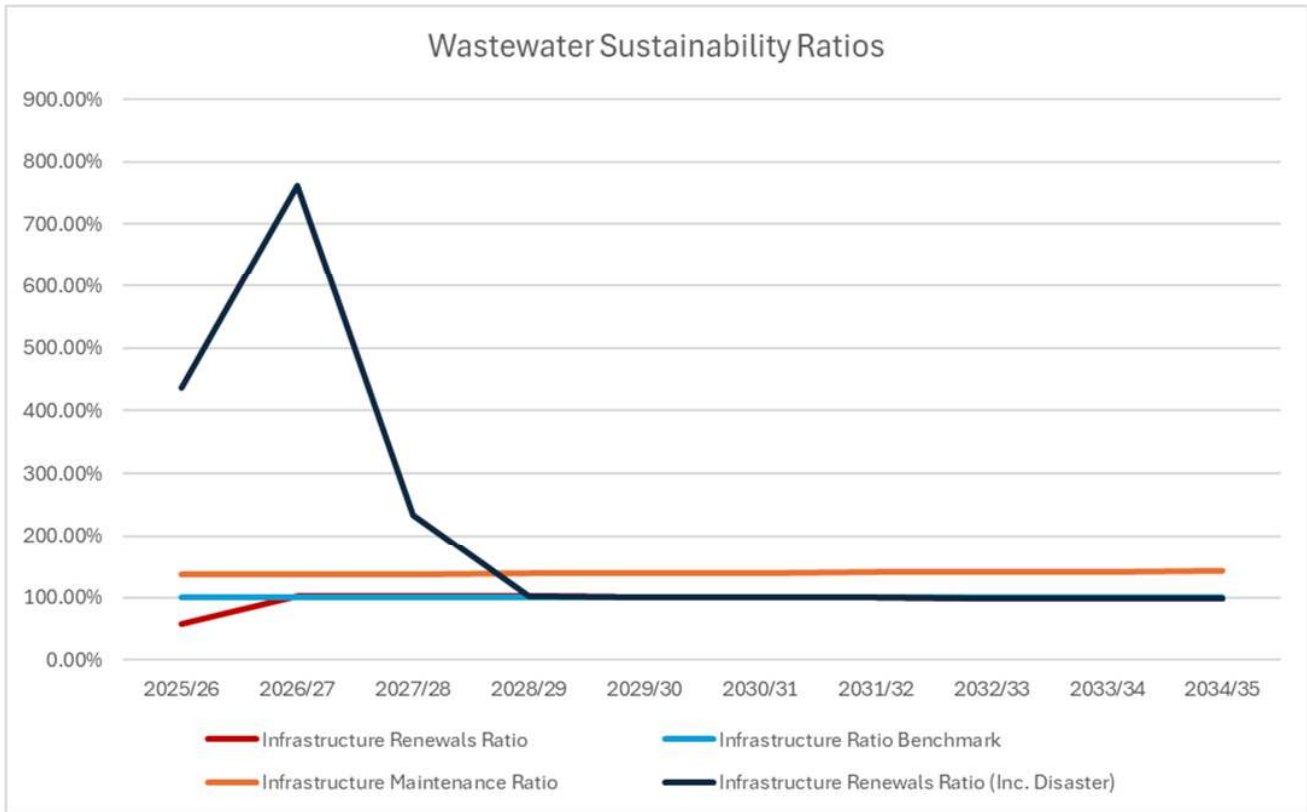
Table 6 Wastewater Expenditure Projections

Budget Gap by Asset Group (\$,000s)			2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
<b>Wastewater</b>	<b>Actual</b>											
		Renewal	\$3,370	\$6,059	\$6,116	\$6,204	\$6,293	\$6,382	\$6,472	\$6,562	\$6,667	\$6,773
		Disaster Funding	\$22,055	\$39,011	\$7,920	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		New and Expanded Assets	\$3,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		Maintenance and Operations	\$6,292	\$6,441	\$6,593	\$6,769	\$6,951	\$7,137	\$7,328	\$7,525	\$7,729	\$7,939
		<b>Total Expenditure</b>	<b>\$34,718</b>	<b>\$51,510</b>	<b>\$20,630</b>	<b>\$12,974</b>	<b>\$13,244</b>	<b>\$13,519</b>	<b>\$13,800</b>	<b>\$14,088</b>	<b>\$14,396</b>	<b>\$14,712</b>
	<b>Required</b>											
		Required Renewal (Depreciation)	\$5,827	\$5,915	\$6,003	\$6,123	\$6,246	\$6,371	\$6,498	\$6,628	\$6,761	\$6,896
		New and Expanded Assets	\$3,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		Required O&M	\$4,595	\$4,696	\$4,799	\$4,905	\$5,013	\$5,123	\$5,236	\$5,351	\$5,469	\$5,590
		<b>Total</b>	<b>\$13,422</b>	<b>\$10,611</b>	<b>\$10,802</b>	<b>\$11,028</b>	<b>\$11,259</b>	<b>\$11,494</b>	<b>\$11,734</b>	<b>\$11,979</b>	<b>\$12,230</b>	<b>\$12,486</b>
		OPEX Balance (GAP)	\$1,697	\$1,745	\$1,794	\$1,864	\$1,938	\$2,014	\$2,092	\$2,174	\$2,260	\$2,350
		RENEWAL Balance (GAP)	\$19,598	\$39,155	\$8,033	\$81	\$47	\$12	-\$26	-\$66	-\$94	-\$123
		<b>Overall (GAP)</b>	<b>\$21,295</b>	<b>\$40,900</b>	<b>\$9,827</b>	<b>\$1,945</b>	<b>\$1,985</b>	<b>\$2,025</b>	<b>\$2,066</b>	<b>\$2,109</b>	<b>\$2,166</b>	<b>\$2,226</b>
		Overall (GAP) <i>excluding Disaster Funding</i>	-\$760	\$1,889	\$1,908	\$1,945	\$1,985	\$2,025	\$2,066	\$2,109	\$2,166	\$2,226
		Comparison Group – Depreciation	\$8,290	\$8,472	\$8,658	\$8,849	\$9,044	\$9,243	\$9,446	\$9,654	\$9,866	\$10,083
		Comparison Group - Total	\$12,995	\$13,281	\$13,573	\$13,872	\$14,177	\$14,489	\$14,807	\$15,133	\$15,466	\$15,806
		<b>Comparison Overall (GAP)</b>	<b>\$21,723</b>	<b>\$38,229</b>	<b>\$7,057</b>	<b>-\$898</b>	<b>-\$934</b>	<b>-\$970</b>	<b>-\$1,007</b>	<b>-\$1,045</b>	<b>-\$1,070</b>	<b>-\$1,094</b>





Figure 5 Wastewater Sustainability Ratios



## 1.11 CRITICAL ASSETS

Critical assets are those assets that are likely to result in a more significant financial, environmental and social cost in terms of impact on organisational objectives. By identifying critical assets and critical failure modes, organisations can target and refine investigative activities, maintenance plans and capital expenditure plans at critical areas. Council is currently in the process of assessing and documenting the criticality of its Wastewater portfolio.

The following attributes are currently being considered as part of this analysis:

Table 7 Criticality Criteria

Criteria	High	Medium	Low
<b>Reticulation</b>			
Rising main	Yes		
Carrier	Yes		
Material	VC/AS	Concrete / PVC	
Flood zone			Yes
Water Way	Line runs parallel to waterway	Line runs perpendicular to waterway	
Size	> 300mm Diameter	200 - 300mm Diameter	150mm diameter
<b>Pump Stations</b>			
Storage Capacity	Small	Medium	Large
Backup pump and power	No	Accessible	Yes
Catchment	Large	Medium	Small
Flood zone	Yes		

# 1.12 RISK MANAGEMENT

Council utilises a corporate risk framework which aligns with ISO 31000:2018. The framework is currently under review and development and highlights the strategic risks which impact Council’s asset portfolio.

Table 8 Risk Framework

Service or Asset at Risk	What can Happen	Risk Rating	Risk Treatment Plan	Residual Risk
<b>Deterioration of wastewater systems</b>	Blockages	High	<p>Continue to improve data by carrying out sample inspections on a regular basis</p> <p>Required renewal of sewer system components is being achieved in the short to medium term</p> <p>Future planning improvements can be made by further documented service level risks and utilisation of these in establishing future renewal priorities</p>	
<b>Deterioration of wastewater systems</b>	Structural failures, increased maintenance	High	Additional analysis of data inventory, assessment of useful lives will be critical to ensure the long-term financial planning for wastewater systems is reliable	
<b>Deterioration of wastewater system asset components</b>	Structural failures, increased maintenance	High	Continue to develop the detail of the costs to manage the sewer system so that a strong case can be made for adequate funding	
<b>Sewer system not available</b>	Public health or environmental issues	High	Monitor works requirements and land use planning requirements so that future needs can be anticipated	

## 1.13 CONFIDENCE LEVELS

The confidence in the asset data used as a basis for the financial forecasts has been assessed using the following grading system, as outlined below.

Table 9: Asset data confidence scale

Confidence grade	General meaning
<b>Highly reliable</b>	Data based on sound records, procedure, investigations and analysis that is properly documented and recognised as the best method of assessment.
<b>Reliable</b>	Data based on sound records, procedures, investigations and analysis which is properly documented but has minor shortcomings; for example, the data is old, some documentation is missing, and reliance is placed on unconfirmed reports or some extrapolation.
<b>Acceptable</b>	Data based on sound records, procedures, investigations and analysis with some shortcomings and inconsistencies.
<b>Uncertain</b>	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported or extrapolation from a limited sample.
<b>Very uncertain</b>	Data based on unconfirmed verbal reports and/or cursory inspection and analysis.

A summary of confidence in asset data for all asset classes is detailed in the table below.

Table 10: Asset data confidence rating

Asset class	Inventory	Condition	Age	Overall
Wastewater	Reliable	Acceptable	Reliable	Reliable

The overall confidence level of the plan is considered to be '**reliable**'.

## 1.14 IMPROVEMENT PLAN

Council is currently in the process of recovering from the 2022 flood and determining the way forward for its community and the LGA, and as such has been operationally focused to ensure the day-to-day functions of councils can get back on track following the impacts of the natural disaster. Future iterations of this asset management plan will focus on a more strategic approach to managing the Wastewater portfolios. The improvement plan below sets out the pathway for council to achieve this.

Table 11 Improvement Plan

Action	Priority	Responsible	Timing
<b>Asset knowledge and data</b>			
Council to develop and document guidelines and adopt a consistent approach for condition and defect assessment.	M	Assets	30/12/23
Council to identify assets with performance/capacity deficiencies to be prioritised for upgrade	M	Assets	30/09/23
<b>Strategic asset planning processes</b>			
Council to review long-term (ten-year) lifecycle costing requirements including CAPEX and OPEX as well as the depreciation and maintenance requirements of Wastewater portfolio.	H	Assets Finance	28/02/24
Council to develop comprehensive maintenance and renewal strategy for the management of its assets.	H	Assets	28/02/24
Council to review current service levels and SLAs and develop outcome-based service levels which align with IP&R Framework.	H	Assets Operations	28/02/24
Council to engage community on developed service levels.	H	Assets	30/09/24
Council to undertake risk and criticality assessment of its asset portfolios. In particular assets likely to be impacted by natural disasters and develop a suite of potential intervention/treatment options to increase asset resilience.	H	Assets Operations	30/09/23
<b>Operations and maintenance work practices</b>			
Council is to implement a maintenance management system that records maintenance activity outputs against defined assets.	H	Internal	30/09/24
Following criticality assessment, Council to develop management strategies for critical infrastructure.	H	Assets Operations	30/09/24
<b>Organisational context</b>			
Council to undertake an in-depth workforce review of asset management roles and responsibilities and ensuring that all functions of asset management are covered and are being carried out.	H	Executive	30/09/23

## 1.15 CAPITAL WORKS PROGRAM

Refer to 2025/26 Adopted Budget by program.



# Water Supply

# Asset Management Plan

# WATER SUPPLY – ASSET MANAGEMENT PLAN

This asset management plan covers the portfolio of water supply assets that deliver a wide range of services to the Lismore City Council community.

This Asset Management Plan includes all of Council's treatment, storage, pumping and reticulation infrastructure.

As the owner and operator of Water assets, Council has a responsibility for a number of functions including:

- maintenance
- renewal and refurbishment
- upgrades and improvements
- disposal of assets.

The planning of these functions is outlined in this asset management plan.

## 1.1 PURPOSE OF THIS PLAN

The purpose of this asset management plan is to develop a strategic framework for the maintenance and renewal of Water assets and to provide an agreed level of service in the most effective manner.

This plan includes the following scope of management:

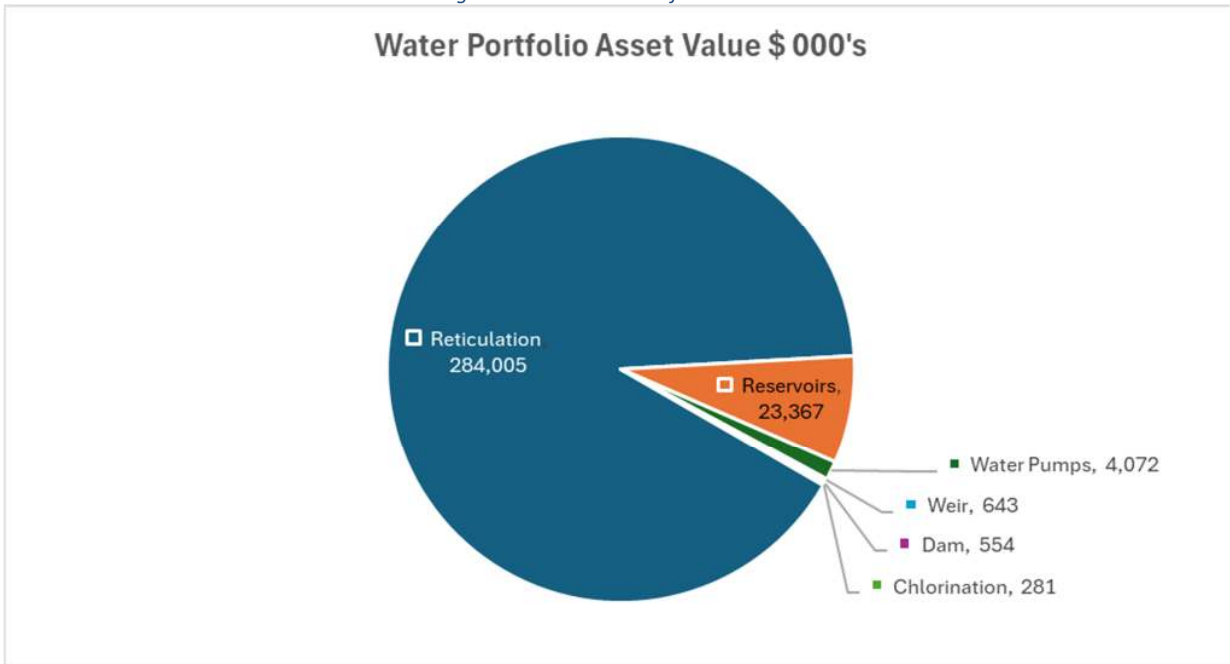
- asset inventory, values and condition
- asset based levels of service
- demand and service management
- risk management
- development of the long-term financial plan (LTFP) for the maintenance and renewal of Water assets.

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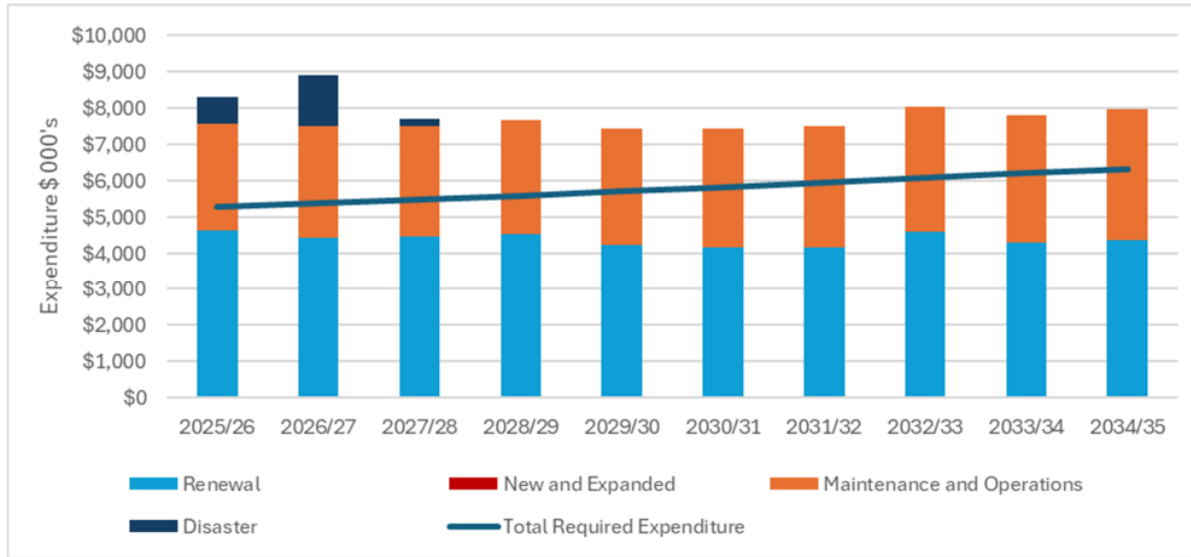
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# 1.2 PORTFOLIO OVERVIEW

Figure 1 Water AMP Portfolio Overview



Infrastructure Ratios	Budget 2025/26	Estimated 2035/36	Funding Gap \$ 000's 2025/26	
Infrastructure Renewals ratio Benchmark 100% (Includes disaster funding).	156.62%	107.72%	Yr 1	\$1,952
			Yr 5 Average	\$1,390
			Yr 10 Average	\$900
Infrastructure Maintenance Ratio Benchmark 100%	157.34%	158.55%	Yr 1	\$1,068
			Yr 5 Average	\$1,121
			Yr 10 Average	\$1,190
Total Funding Gap			Yr 1	\$3,020
			Yr 5 Average	\$2,511
			Yr 10 Average	\$2,089



### 1.3 ASSET CLASS SUMMARY

Council currently has a significant portion of its reticulation network currently in either poor or very poor condition (72.6 KM). Budgeted funding for the portfolio is adequate to maintain it at its current condition and level of service, however, there is a significant backlog which is not addressed. Further, while individual assets were not significantly impacted by the 2022 flooding events (\$2.3m impairment), the relocation of homes and businesses out of Lismore will require a review of the current composition of assets along with the additional pressures placed on Council by Rous Water.

### 1.4 ASSET INVENTORY, VALUES AND CONDITION

The assets covered by this asset management plan are shown below:

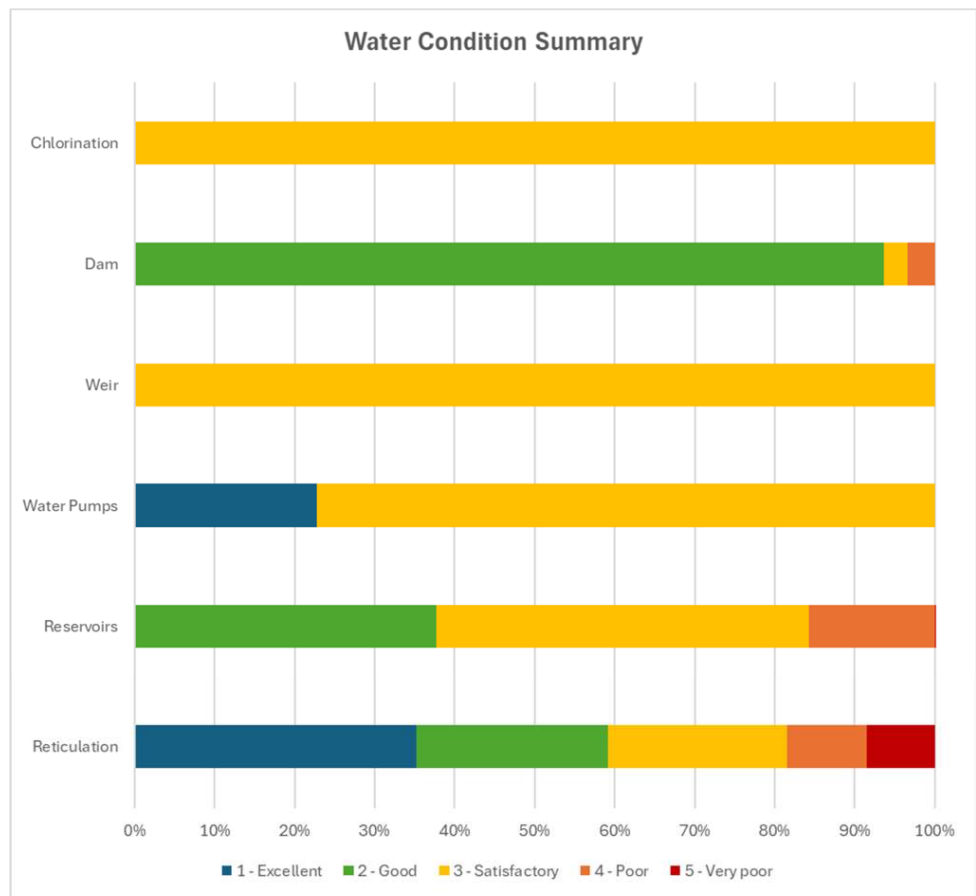
Table 1 Water Inventory

Asset Class	Asset	Unit of Measure	Units
Water	Reticulation Mains	KM	368
Water	Pump Stations	No.	7
Water	Reservoirs	No.	18
Water	Dam	No.	1
Water	Weir	No.	1
Water	Chlorination Plants	No.	2

Table 2 Water Portfolio Valuation

Asset	Gross Replacement Cost \$000's	Written Down Value \$000's	Annual Depreciation \$000's	Excellent	Good	Satisfactory	Poor	Very Poor
Water	\$312,921	\$175,492	-\$3,088	32.29%	24.68%	25.15%	10.19%	7.69%

Figure 2 Water Condition Summary



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# 1.5 ROLES AND RESPONSIBILITIES

Council has adopted the following roles and responsibilities matrix for its Water assets.

Table 3 Water Roles and Responsibilities

Position	Role	Asset Class	Responsibilities	Functions
Manager Assets	Asset Owner	Water Active Water Passive	This position takes ownership responsibility for the management of assets and is usually responsible for policy and over all asset strategy	<ul style="list-style-type: none"> <li>Establish long term policy and strategy</li> <li>Establish existing demand for assets</li> <li>Establish future demand for assets (type and standard)</li> <li>Establish long term community expectation</li> <li>Implement policy and strategy for existing assets</li> <li>Establish community asset service level</li> <li>Ensure integration of asset management into Council’s community, delivery and operational plans &amp; resourcing Strategy</li> <li>Maintain and develop asset systems and reporting</li> <li>Ensure asset accounting is accurate and maintained, and asset valuation,</li> <li>Develop capital works prioritisation</li> <li>Develop capital works program</li> <li>Liaison with the organisation as a whole on asset matters</li> </ul>
Asset Engineer	Asset Custodian	Water Active Water Passive	This position is the technical expert and has responsibility for collecting and maintaining asset data, determining works programs and maintenance strategies etc.	<ul style="list-style-type: none"> <li>Develop and oversee capital works and maintenance program</li> <li>Handover and documentation</li> <li>Control budgets</li> <li>Develop asset plans</li> <li>Asset condition rating</li> <li>Risk management</li> <li>Data custodian – Hierarchy, level of detail</li> <li>Recommendation of asset disposal and renewal 4yr program</li> </ul>
Manager Water and Wastewater	Asset Delivery – OPEX Service Delivery – Operations	Water Active Water Passive	Responsible for the day-to-day maintenance, operations and services delivered by assets	<ul style="list-style-type: none"> <li>Controls asset use, in line with policy</li> <li>Deliver programmed and reactive maintenance, internal/external</li> <li>Manage all operations and service delivery functions</li> <li>Manage service user expectations</li> <li>Deliver adopted levels of service</li> </ul>
Capital Delivery Engineer	Asset Delivery CAPEX	Water Active Water Passive	Responsible for the day-to-day delivery of capital works.	<ul style="list-style-type: none"> <li>Controls asset use, in line with policy</li> <li>Deliver and/or manage capital works</li> </ul>

# 1.6 ASSET BASED LEVELS OF SERVICE

Table 4 Water Levels of Service

Key performance indicator	Level of service	Performance measurement process	Target performance	Current performance
<b>Accessibility</b>	Provision of a reliable water service where water supply services are available	Customer complaints	Provision of a reliable water service to properties where water supply services are available	
			Water main breaks per 100km in line with IPART accountability measures.	
<b>Quality/condition</b>	Provide clean and safe drinking water.	Water Quality Sampling & Customer complaints	100% compliance with drinking water standard.	
	Percent of assets in condition 4 or better	Condition assessment	Drinking water quality complaints for 1000 properties in line with IPART accountability measures	
<b>Reliability/ responsiveness</b>	Percent compliance with Council's documented response time	CRMS data	95% of assets in satisfactory condition or better.	
<b>Community satisfaction and involvement</b>	Customers are happy with the services provided	Community satisfaction survey	90% of requests are completed within Council's customer charter.	
<b>Affordability</b>	The services are affordable and managed at lowest possible cost for required level of service	Review of service agreements and benchmark with other councils	The net differential between importance and performance is positive.	
<b>Sustainability</b>	Long-term plans are prepared	Lifecycle approach to managing assets	Total operating costs per volume of water distributed is equal or less than the industry average.	
	Water resources are used efficiently and sustainably	Water consumption/usage records	Achieve compliance with 2022 Department of Planning and Environment strategic planning assurance framework.	
		Consumption ratio	Per capita peak water consumption remains constant (or reduces by 5%).	
	Assets meet financial sustainability ratios	Renewal funding ratio	Between 50% and 75%.	
Long term funding ratio		Between 90% and 110%.		
<b>Health and safety</b>	A safe working environment provided for people involved in providing the service	Health and Safety - reported incidents	Between 95% and 105%.	
			Zero personal injury incidents associated with system operation and maintenance	
			Health and safety manual and contract specification are 100% compliant with HSE act.	

## 1.7 FUTURE DEMAND

Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand and demand management. Demand management practices include non-asset solutions, insuring against risks and managing failures.

Non-asset solutions focus on providing the required service without the need for the organisation to own the assets, and management actions including reducing demand for the service, reducing the level of service (allowing some assets to deteriorate beyond current service levels) or educating customers to accept appropriate asset condition.

Currently, Rous Water is responsible for the implementation of the Regional Water Management Strategy – Future Water Project 2060 – which will impact Lismore by shifting to groundwater and recycled water as the future water sources for the region. Council will need to adapt and accommodate its portfolio accordingly.

Currently, there is significant uncertainty around the way forward following the devastating 2022 floods, with guidance being sought around any ‘planned retreat’ and potential relocation of households and infrastructure. In the short term, Council’s new and upgraded infrastructure will address the damage sustained during the flood events as well as focus on replacing assets with resilient infrastructure where appropriate. As further guidance and a better understanding of expected growth in the LGA is attained, Council will incorporate demand strategies to address the key growth drivers in the next iteration of Council’s asset management plans.

Table 5: Future demand

Demand factor	Impact on assets
Internal Migration	Council will need to regularly assess whether the current portfolios are fit for purpose and have the functionality and capacity to provide the current range of services and any additional services required into the future.
Increasing costs	Will be a requirement to continue to maximise service delivery within the funding limitations, particularly with grant funding delivering ‘like for like’ replacement for assets damaged during the 2022 flood events. It is likely that these assets will have to be ‘upgraded’ to deliver a resilient level of service.
Environment and climate	It is likely that the frequency, severity and intensity of natural disaster events will increase, and council will need to plan its infrastructure accordingly.

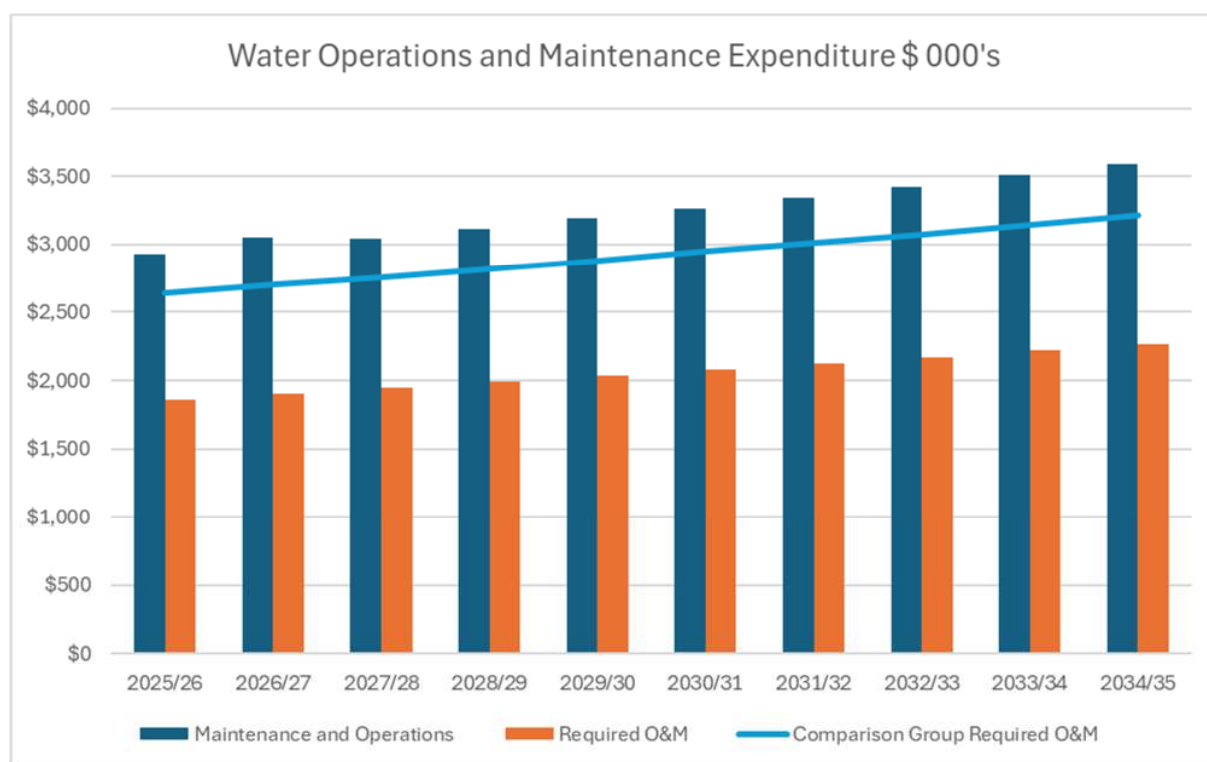
## 1.8 LIFECYCLE – MAINTENANCE STRATEGY

Maintenance includes all actions necessary for retaining an asset as near as practicable to an appropriate service condition, including regular ongoing day-to-day work necessary to keep assets functioning but excluding rehabilitation or renewal. It is operating expenditure required to ensure that the asset reaches its expected useful life. Typically, this can be categorised as:

- Operations - regular activities to provide services such as public health, safety and amenity.
- Reactive Maintenance - work on breakdowns, failures and/or damaged assets that are not operating or are about to fail on an ad hoc basis.
- Planned Proactive and Cyclical Maintenance – works identified through scheduled maintenance/asset inspections whereby assets are not operating as designed or to 100% capacity.

Council currently has no documented maintenance strategy for its reticulation assets with maintenance work being highly reactive to identified faults and customer complaints. Council’s active asset network is, however, managed in a highly proactive manner with significant scheduled and planned works programmed in Council’s maintenance management system.

Figure 3 OPEX Projections



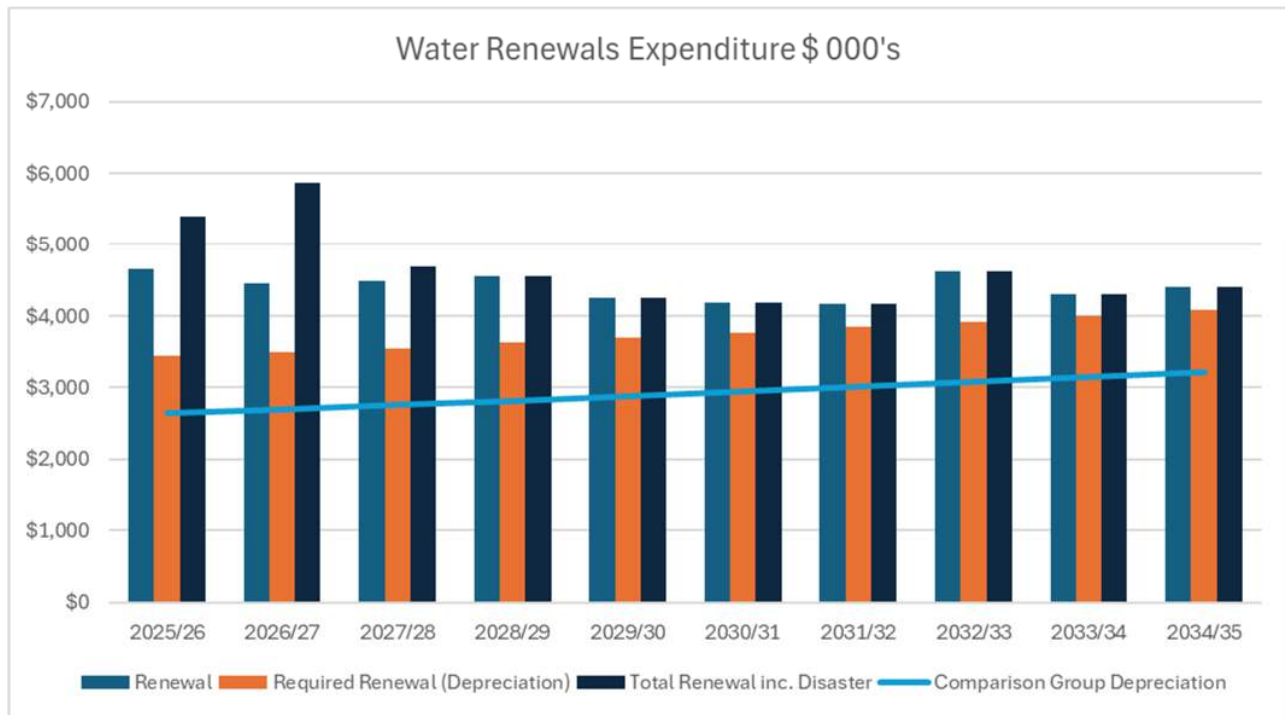
Council’s budgeted/actual OPEX expenditure for its Water portfolio is higher than the calculation for the required maintenance. This can be explained by saying that as Council has a significant portion of its ‘active’ portfolio in poor condition (25% in condition 4 and 5), it will typically result in a higher level of maintenance activity such as leak repairs etc. Further, it should be noted that the emergency repair and clean-up costs following the 2022 flood events have been excluded from this comparison. This model predicts the actual maintenance to track higher over the life of the plan as forecast renewal expenditure is

not sufficient to improve the condition profile of the Water portfolio.

# 1.9 LIFECYCLE – RENEWAL/REPLACEMENT STRATEGY

Council’s asset renewal strategy is documented in the water and wastewater strategic business plan. The 30-year capital program considers the expected future growth, assets in poor condition, as well as whether there needs to be changes in levels of service provided.

Figure 4 CAPEX Projections



Council compared its budgeted/actual CAPEX expenditure for its water supply portfolio against its annual depreciation requirements. This showed that excluding the disaster funding, Council currently has a minor shortfall in funding to meet the anticipated degradation of the network. However, it should be noted that Water infrastructure has extended economic lives and Council’s capital program spans 30 years with major infrastructure replacement planned outside the 10-year AMP window. Further, Council also compared its depreciation against similarly categorised councils by the OLG, which showed that Council depreciates its assets at a rate slightly lower than that of the comparison group.

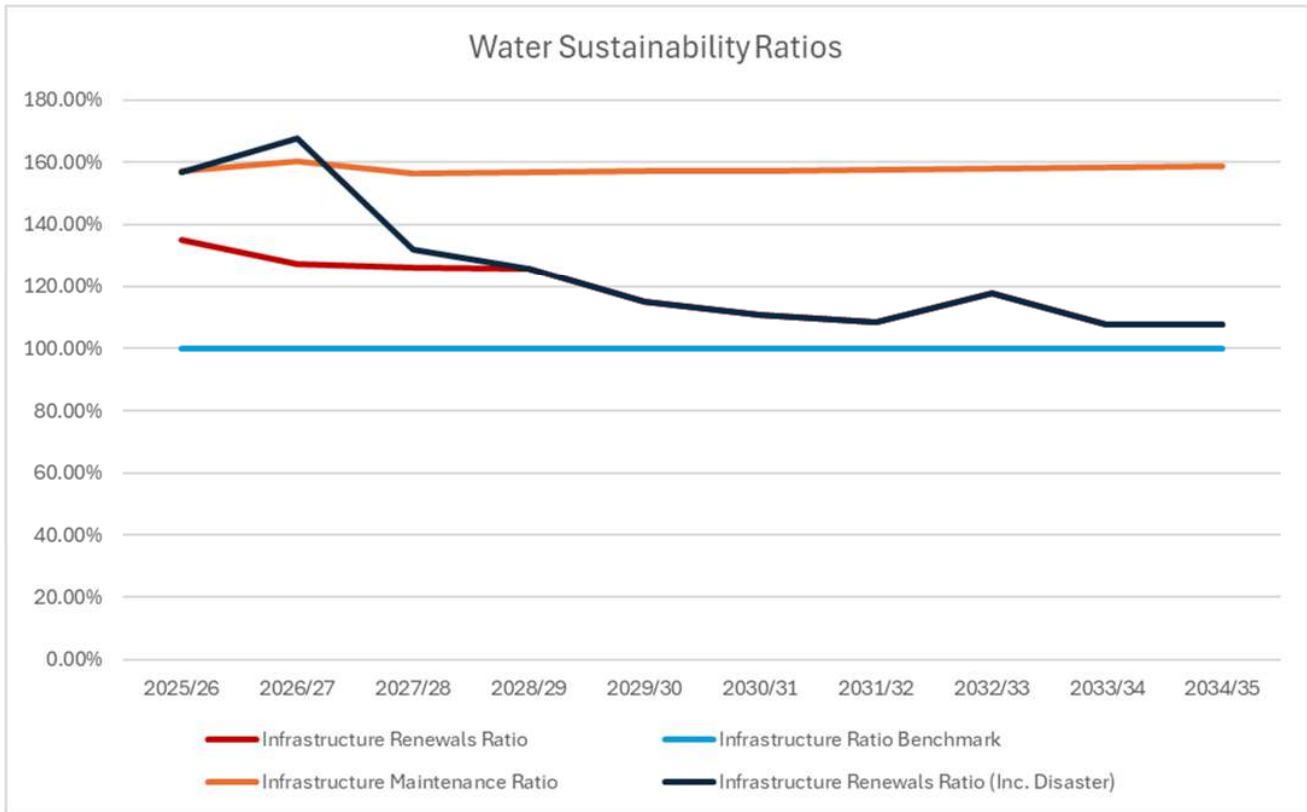
# 1.10 EXPENDITURE PROJECTIONS

Table 6 Water Expenditure Projections

Budget Gap by Asset Group (\$,000s)			2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	
Water Supply	Actual	Renewal	\$4,656	\$4,459	\$4,486	\$4,556	\$4,257	\$4,179	\$4,171	\$4,616	\$4,304	\$4,395	
		Disaster Funding	\$744	\$1,408	\$201	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		New and Expanded Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		Maintenance and Operations	\$2,930	\$3,052	\$3,044	\$3,117	\$3,192	\$3,268	\$3,347	\$3,427	\$3,510	\$3,510	\$3,595
		<b>Total Expenditure</b>	<b>\$8,330</b>	<b>\$8,919</b>	<b>\$7,732</b>	<b>\$7,673</b>	<b>\$7,449</b>	<b>\$7,447</b>	<b>\$7,518</b>	<b>\$8,043</b>	<b>\$7,814</b>	<b>\$7,990</b>	
		<b>Required</b>											
	Required Renewal (Depreciation)	\$3,448	\$3,500	\$3,552	\$3,623	\$3,696	\$3,770	\$3,845	\$3,922	\$4,000	\$4,000	\$4,080	
	New and Expanded Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
	Required O&M	\$1,862	\$1,903	\$1,945	\$1,988	\$2,032	\$2,077	\$2,123	\$2,170	\$2,218	\$2,218	\$2,267	
	<b>Total</b>	<b>\$5,310</b>	<b>\$5,403</b>	<b>\$5,497</b>	<b>\$5,611</b>	<b>\$5,728</b>	<b>\$5,847</b>	<b>\$5,968</b>	<b>\$6,092</b>	<b>\$6,218</b>	<b>\$6,218</b>	<b>\$6,347</b>	
	OPEX Balance (GAP)	\$1,068	\$1,149	\$1,099	\$1,129	\$1,160	\$1,191	\$1,224	\$1,257	\$1,292	\$1,292	\$1,327	
	RENEWAL Balance (GAP)	\$1,952	\$2,367	\$1,135	\$933	\$561	\$409	\$326	\$694	\$304	\$304	\$315	
	<b>Overall (GAP)</b>	<b>\$3,020</b>	<b>\$3,516</b>	<b>\$2,235</b>	<b>\$2,062</b>	<b>\$1,721</b>	<b>\$1,600</b>	<b>\$1,550</b>	<b>\$1,951</b>	<b>\$1,596</b>	<b>\$1,596</b>	<b>\$1,642</b>	
<i>Overall (GAP) excluding Disaster Funding</i>	\$2,276	\$2,108	\$2,033	\$2,062	\$1,721	\$1,600	\$1,550	\$1,951	\$1,596	\$1,596	\$1,642		
Comparison Group – Depreciation	\$2,641	\$2,700	\$2,759	\$2,820	\$2,882	\$2,946	\$3,011	\$3,077	\$3,145	\$3,145	\$3,215		
Comparison Group - Total	\$6,957	\$7,111	\$7,268	\$7,428	\$7,592	\$7,759	\$7,930	\$8,105	\$8,284	\$8,284	\$8,467		
<b>Comparison Overall (GAP)</b>	<b>\$1,373</b>	<b>\$1,808</b>	<b>\$464</b>	<b>\$245</b>	<b>-\$143</b>	<b>-\$312</b>	<b>-\$413</b>	<b>-\$62</b>	<b>-\$470</b>	<b>-\$470</b>	<b>-\$477</b>		



Figure 5 Water Sustainability Ratios



## 1.11 CRITICAL ASSETS

Critical assets are those assets that are likely to result in a more significant financial, environmental and social cost in terms of impact on organisational objectives. By identifying critical assets and critical failure modes, organisations can target and refine investigative activities, maintenance plans and capital expenditure plans at critical areas. Council is currently in the process of assessing and documenting the criticality of its Water portfolio.

The following attributes are currently being considered as part of this analysis:

*Table 7 Criticality Criteria*

Attribute	High	Medium	Low
<b>Reticulation</b>	Supply	Trunk	Residential Reticulation
Material	AS	CLS / PVC	
Flood zone	Yes		
Water Way	Line runs parallel to waterway	Line runs perpendicular to waterway	
Size	> 150mm Diameter	50 - 150mm Diameter	< 50mm Diameter
<b>Pressure Pump</b>			
Backup pump and power	No	Yes	Yes
Catchment	Large	Medium	Small
<b>Storage Capacity</b>			
Storage Capacity	Small	Medium	Large
Catchment	Large	Medium	Small

## 1.12 RISK MANAGEMENT

Council utilises a corporate risk framework which aligns with ISO 31000:2018. The framework is currently under review and development for Council's Water assets and highlights the strategic risks which impact Council's asset portfolio.

Table 8 Risk Framework

Service or Asset at Risk	What can Happen	Risk Rating	Risk Treatment Plan	Residual Risk
<b>Not meeting drinking water guidelines</b>	High levels of naturally occurring minerals result in water guideline standards not being met	High	Monitor levels. Develop Drinking Water Quality Management Plan	Risk remains, but the information will allow appropriate planning to be developed
<b>Premature aging of water distribution pipelines</b>	Deterioration of pipelines at a greater rate than expected	High	Continue to improve data by carrying out sample inspections  Required renewal of water supply system components is being achieved in the short to medium term  Future planning improvements can be made by further documented service level risks and utilisation of these in establishing future renewal priorities	Medium
<b>Deterioration of water supply system</b>	Underfunding of renewals in the future can have a significant impact on increased costs, environmental impacts, and compliance	High	Additional analysis of data inventory, assessment of useful lives will be critical to ensure the long-term financial planning for water supply systems is reliable	Medium
<b>Deterioration of water supply system</b>	Underfunding of renewals in the future	High	Continue to develop the detail of the costs to manage the water supply system so that a strong case can be made for adequate funding	Medium

## 1.13 CONFIDENCE LEVELS

The confidence in the asset data used as a basis for the financial forecasts has been assessed using the following grading system, as outlined below.

Table 9: Asset data confidence scale

Confidence grade	General meaning
<b>Highly reliable</b>	Data based on sound records, procedure, investigations and analysis that is properly documented and recognised as the best method of assessment.
<b>Reliable</b>	Data based on sound records, procedures, investigations and analysis which is properly documented but has minor shortcomings; for example, the data is old, some documentation is missing, and reliance is placed on unconfirmed reports or some extrapolation.
<b>Acceptable</b>	Data based on sound records, procedures, investigations and analysis with some shortcomings and inconsistencies.
<b>Uncertain</b>	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported or extrapolation from a limited sample.
<b>Very uncertain</b>	Data based on unconfirmed verbal reports and/or cursory inspection and analysis.

A summary of confidence in asset data for all asset classes is detailed in the table below.

Table 10: Asset data confidence rating

Asset class	Inventory	Condition	Age	Overall
Water	Reliable	Acceptable	Reliable	Reliable

The overall confidence level of the plan is considered to be '**reliable**'.

## 1.14 IMPROVEMENT PLAN

Council is currently in the process of recovering from the 2022 flood and determining the way forward for its community and the LGA, and as such has been operationally focused to ensure the day-to-day functions of Council can get back on track following the impacts of the natural disaster. Future iterations of this asset management plan will focus on a more strategic approach to managing the Water portfolios. The improvement plan below sets out the pathway for Council to achieve this.

Table 11 Improvement Plan

Action	Priority	Responsible	Timing
<b>Asset knowledge and data</b>			
Council to develop and document guidelines and adopt a consistent approach for condition and defect assessment.	M	Assets	30/12/23
Council to identify assets with performance/capacity deficiencies to be prioritised for upgrade	M	Assets	30/09/23
<b>Strategic asset planning processes</b>			
Council to review long-term (ten-year) lifecycle costing requirements including CAPEX and OPEX as well as the depreciation and maintenance requirements of Water portfolio.	H	Assets Finance	28/02/24
Council to develop comprehensive maintenance and renewal strategy for the management of its assets.	H	Assets	28/02/24
Council to review impact on infrastructure for Rouse Water's transition to groundwater	M	Assets	30/06/24
Council to review current service levels and SLAs and develop outcome-based service levels which align with IP&R Framework.	H	Assets Operations	28/02/24
Council to engage community on developed service levels.	H	Assets	30/09/24
Council to undertake risk and criticality assessment of its asset portfolios. In particular, assets likely to be impacted by natural disasters and develop a suite of potential intervention/treatment options to increase asset resilience.	H	Assets Operations	30/09/23
<b>Operations and maintenance work practices</b>			
Council is to implement a maintenance management system that records maintenance activity outputs against defined assets.	H	Internal	30/09/24
Following criticality assessment, Council to develop management strategies for critical infrastructure.	H	Assets Operations	30/09/24
Council to review OPEX expenditure and whether funding can be optimised through CAPEX	M	Assets Operations Finance	30/09/23
<b>Organisational context</b>			
Council to undertake an in-depth workforce review of asset management roles and responsibilities and ensuring that all functions of asset management are covered and are being carried out.	H	Executive	30/09/23

## 1.15 CAPITAL WORKS PROGRAM

Refer to 2025/26 Adopted Budget by program.





# Workforce Management Strategy

2025 - 2029

Lismore City Council





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## Executive Summary

Lismore City Council's Workforce Management Strategy (WMS) sets a clear direction for building a resilient, inclusive, and future-ready workforce capable of delivering on the community's long-term aspirations. Developed in alignment with the *Re-Imagine Lismore Community Strategic Plan 2025–2035* and the Integrated Planning and Reporting (IP&R) Framework, this Strategy responds to both the immediate needs and evolving expectations of the organisation and the broader community.

### Strategic Context

The WMS is a legislated component of Council's Resourcing Strategy. It ensures Council is equipped with the right people, capabilities, systems, and culture to meet service delivery obligations and support community recovery and growth following significant disruption, including the 2022 flood events.

### Key Workforce Insights

Drawing from extensive consultation, workforce data analysis, and organisational input, the WMS identifies both challenges and opportunities:

- **Challenges:** Leadership inconsistency, communication silos, outdated systems, and skills shortages in technical, digital, and frontline areas.
- **Opportunities:** Values-led leadership, regional talent attraction, career development pathways, improved engagement, and digital transformation.

### Strategic Workforce Pillars

Seven strategic pillars form the foundation of this Strategy with each linked to targeted initiatives that support Council's long-term goals:

1. **Purpose-Driven Culture & EVP:** Foster a shared identity and pride in public service through a strong Employee Value Proposition.
2. **Capability Building & Career Development:** Equip employees with pathways and support to thrive and progress.
3. **Leadership Continuity & Empowerment:** Embed consistent, values-based leadership at all levels.
4. **Diversity, Equity & Inclusion:** Create a workplace where everyone belongs, thrives, and contributes.

5. **Communication, Engagement & Recognition:** Strengthen trust through transparent communication and meaningful recognition.
6. **Retention, Succession & Knowledge Transfer:** Safeguard institutional knowledge and support workforce continuity.
7. **Systems, Technology & Workforce Planning:** Optimise and Integrate systems to enable agility, data-informed decisions, and integrated planning.

### **Implementation and Evaluation**

This Strategy will be implemented in alignment with Council's Delivery Program and reviewed annually to ensure relevance, sustainability, and effectiveness. Key performance indicators, including turnover rates, diversity metrics, leadership capability, and engagement data, will be tracked as part of Council's ongoing evaluation cycle.

### **Conclusion**

The Lismore City Council WMS positions the organisation to not only meet the demands of today but to anticipate and prepare for tomorrow. It reflects the voices of Council's people, the resilience of its teams, and a deep commitment to community service and regeneration.

## 1. Introduction and Purpose

Lismore City Council acknowledges that its workforce is the cornerstone of achieving a sustainable, inclusive, and community-focused future. This Workforce Management Strategy (WMS) provides the foundation for developing and sustaining a workforce that meets the current and future needs of the Lismore community. The WMS outlines Council's priorities for attraction, retention, performance, leadership development, diversity equity and inclusion and system integration and optimisation.

This Strategy is informed by significant staff consultation, operational data, and external labour market analysis. It complements the broader resourcing strategy under the Integrated Planning and Reporting Framework and aligns with the Re-imagine Lismore Community Strategic Plan 2025 2035 and key operational plans.

## 2. Strategic and Legislative Framework

### Legislative Compliance

Under the NSW Local Government Act 1993 and IP&R Guidelines, councils are required to develop a four-year WMS that:

- + Forecasts workforce demand and supply
- + Identifies skills and capacity gaps
- + Ensures strategies support CSP delivery
- + Integrates with the Delivery Program and Operational Plan



### Strategic Alignment

WMS Objective	CSP Link
<p><b>Inclusion &amp; Wellbeing</b></p>	<p>3.1.1 – Promote respect for aboriginal and Torres Strait Islander peoples, all cultures and their heritage.</p> <p>3.2.2 – Facilitate access to essential services in our city and villages for all ages, cultures and abilities</p>
<p><b>Leadership &amp; Capability</b></p>	<p>5.1.4 – Provide responsible, transparent and accountable leadership with sustainable management of Council finances, assets, risks and human resources.</p>
<p><b>Systems &amp; Planning</b></p>	<p>5.1.5 – Provide responsible, transparent and accountable leadership with sustainable management of Council finances, assets, risks and human resources</p>
<p><b>Diversity &amp; Equity</b></p>	<p>3.1.1 &amp; 3.1.4 - Promote respect for Aboriginal and Torres Strait Islander peoples, all cultures and their heritage.</p> <p>3.2.2 – Facilitate access to essential services in our city and villages for all ages, cultures and abilities</p>
<p><b>Talent Retention &amp; Development</b></p>	<p>5.1.4 – Provide responsible, transparent and accountable leadership with sustainable management of Council finances, assets, risks and human resources.</p>

## 3. Integrating with the Re-Imagine Lismore Community Strategic Plan

### Understanding the Community Strategic Plan (CSP)

The **Re-Imagine Lismore Community Strategic Plan 2025–2035** articulates the long-term aspirations, needs, and priorities of the Lismore community. It reflects broad consultation with residents, stakeholders, and partners, capturing both enduring values and emergent needs particularly those arising from recent adverse weather events.

The CSP identifies five key strategic themes that shape the future of the Lismore Local Government Area:

1. **Place**
2. **Environment**
3. **Community**
4. **Prosperity**
5. **Leadership**

These themes are underpinned by the principles of **equity, access, participation, and rights**, aligning with NSW Government social justice values.

## Why the CSP Matters to Workforce Planning

The Workforce Management Strategy (WMS) is a foundational element of the Resourcing Strategy under the NSW Integrated Planning and Reporting (IP&R) Framework. Its purpose is to ensure Lismore City Council (LCC) has the right people, systems, and capabilities to effectively deliver the aspirations laid out in the CSP.

Without a capable, motivated, and inclusive workforce, Council cannot realise the goals outlined in the CSP.

## Aligning WMS with CSP Delivery

The WMS ensures that:

- + **HR practices** (recruitment, onboarding, learning and development) are tailored to support CSP goals.
- + **Workforce planning and data analytics** inform service-level strategies aligned with community expectations.
- + **Diversity, Equity and Inclusion (DEI)** commitments directly support CSP themes around cultural recognition, access, and belonging (especially 3.1 and 3.2).
- + **Leadership development and talent pipelines** empower staff to deliver complex, cross-cutting objectives across all CSP themes.

By grounding the WMS in the CSP, Lismore City Council positions its workforce as a central enabler of planned growth, environmental resilience, safe, healthy and inclusive communities, economic prosperity and effective leadership.

## 4. Integrated Planning and Reporting (IP&R) Framework Alignment

### About the IP&R Framework

The **NSW Integrated Planning and Reporting (IP&R) Framework** is a legislated system under the **Local Government Act 1993** that ensures councils plan strategically, transparently, and in partnership with their communities. Its goal is to integrate council operations with the aspirations of the community while responsibly managing resources and measuring performance.

The key components of the IP&R framework include:

- + **Community Strategic Plan (CSP)** – 10-year community vision
- + **Delivery Program** – 4-year Council commitment
- + **Operational Plan** – 1-year budget and action plan
- + **Resourcing Strategy** – Includes:
  - o **Long-Term Financial Plan**
  - o **Asset Management Strategy and Plans**
  - o **Workforce Management Strategy (WMS)**

### Lismore’s Approach to IP&R Integration

Lismore City Council has embedded the IP&R requirements into the development and execution of this Workforce Management Strategy. This integration includes:

IP&R Requirement	Lismore’s Integration
<b>Strategic Alignment</b>	The WMS has been mapped directly against the CSP ensuring that the key initiatives and associated workforce actions contribute to realising long-term community priorities.
<b>Evidence-Based Planning</b>	The WMS is informed by workforce data, engagement feedback, service forecasts, and demographic trends consistent with Delivery and Operational Plan requirements.
<b>Capacity Building</b>	Initiatives within the WMS (e.g. leadership development, DEI integration, digital capability uplift) ensure that Council has the internal capacity to meet growing and changing demands on service delivery.
<b>Sustainability and Adaptability</b>	The WMS links to the Long-Term Financial Plan to ensure workforce growth and renewal are financially sustainable. Succession and retention strategies are embedded to reduce operational risk.
<b>Performance Monitoring</b>	Workforce indicators (e.g. retention rates, diversity representation, leadership capability) are tracked as part of Council’s broader IP&R evaluation and tied to annual reviews of the Delivery Program.

### Review and Compliance Cycle

Lismore will review and update this WMS in accordance with the IP&R legislative schedule and internal strategic planning cycles:

- + **Annual reviews** alongside the CSP.
- + **Four-year update** aligned with the CSP refresh

By aligning the WMS with the IP&R framework, Lismore City Council ensures that human resource strategy is not siloed, but rather embedded in the broader governance and planning context, driving integrated, effective public value delivery.

## 5.Recovery and Resilience in the Workforce

Lismore's community and council workforce were uniquely impacted by the 2022 floods. Acknowledging this in a dedicated section gives contextual depth and highlights resilience.

### Recovery and Resilience in the Workforce

The 2022 floods profoundly affected Lismore, challenging the community and Council's workforce. In response, Council staff demonstrated exceptional adaptability, stepping into emergency roles, supporting recovery efforts, and maintaining essential services under duress. This experience has underscored the importance of resilience, flexibility, and cross-functional capabilities within our workforce.

Moving forward, the WMS incorporates lessons learned from the flood recovery, emphasising:

- + **Emergency preparedness training** for all staff
- + **Flexible role design** to enable rapid response to unforeseen events
- + **Mental health and wellbeing support** to aid staff during and after crises
- + **Knowledge management systems** to preserve institutional knowledge during disruptions

By embedding these elements, Lismore City Council aims to build a workforce capable of withstanding and adapting to future challenges, ensuring continuity of service and support for our community.



## 6. Community Vision and Values

### Community Vision

“We envision a vibrant community where everyone has the opportunity to succeed, supported by strong economic foundations for meaningful employment, growth and wealth creation in a thriving economy – all while celebrating our culture, fostering the arts, promoting sports and protecting our local environment”

### Our Values

<b>Strive</b> 	<p><b>We strive to do our best and work safe</b></p> <ul style="list-style-type: none"> <li>• We work safely together</li> <li>• We are determined, disciplined, consistent and realistic</li> <li>• We plan, prepare and take ownership of our efforts</li> <li>• We show leadership through professionalism</li> <li>• We support each other to achieve our best</li> </ul>
<b>Respect</b> 	<p><b>We show mutual respect</b></p> <ul style="list-style-type: none"> <li>• We encourage participation and inclusion</li> <li>• We are transparent, fair and accountable</li> <li>• We are trained to do our jobs well</li> <li>• We communicate respectfully</li> </ul>
<b>Passionate</b> 	<p><b>We love doing what we do</b></p> <ul style="list-style-type: none"> <li>• We are passionate about the work we do</li> <li>• We improve and look for better ways to do things</li> <li>• We are about each other and our community</li> <li>• We recognise and reward hard work</li> <li>• It's ok to have fun</li> </ul>
<b>Communicate</b> 	<p><b>We connect, listen and learn</b></p> <ul style="list-style-type: none"> <li>• We ensure everyone belongs</li> <li>• We are honest and build trust between each other</li> <li>• We consider our actions and our reactions to others</li> <li>• We are understanding, caring and respectful of differences</li> <li>• We are accountable for all that we do</li> <li>• We support others in their responsibilities</li> </ul>

## 7. Employee Value Proposition (EVP): What We Offer Our Workforce

Lismore City Council's Employee Value Proposition defines the unique experience of working with Council. It reflects the voices of staff, the values of the organisation, and the shared purpose of rebuilding and serving the Lismore community.

The EVP is not a marketing slogan, it is a lived framework that guides recruitment, engagement, development, and culture. It has been developed in close consultation with employees across roles and locations and brought to life through the unifying message:

**“Shape your future. Serve your community. Belong to something bigger.”**

Council's EVP is structured around **seven distinct value domains**:

### **1. Purpose & Impact: Make a Difference Where It Matters Most**

- Employees are part of a once-in-a-generation renewal journey.
- Council roles directly improve safety, wellbeing, and community outcomes.
- There is pride in the legacy staff are helping to create for the Northern Rivers region.

### **2. Lifestyle & Location: Live Well While Doing Meaningful Work**

- Balance is supported through 9-day fortnights, hybrid roles, and family-first flexibility.
- The Lismore region offers a naturally beautiful environment, short commutes, and a strong sense of place.

### **3. Culture & Camaraderie: Be Part of a Connected, Down-to-Earth Team**

- Whether indoor or outdoor, new team members are welcomed and supported.
- A spirit of humour, mutual respect, and teamwork runs across Council.

### **4. Growth & Development: Grow with Us – From First Steps to Leadership**

- Council offers structured onboarding, mentoring, secondments, and career pathways.
- Internal promotions and cross-team mobility are supported and encouraged.

#### **5. Security & Stability: Solid Foundations for a Lasting Career**

- Staff benefit from long-term job security and the ability to transition across roles.
- Council is backed by community trust, a clear strategic direction, and government partnerships.

#### **6. Leadership & Voice: Your Ideas Matter – Help Shape Our Community**

- Employees can influence Council's direction through forums, team strategy sessions, committees and innovation pilots.
- Leadership is responsive, approachable, and committed to authentic engagement.

#### **7. Pride in Work: See the Results of What You Do**

- The impact of Council work is visible and lasting, from infrastructure to community recovery.
- Staff feel proud of their contribution and the difference they make every day.

#### **Bringing the EVP to Life**

The EVP is embedded through:

- Purpose-driven recruitment and onboarding
- Storytelling campaigns sharing real staff experiences
- Inclusive work practices and flexible work arrangements
- Leadership development aligned with Council's values
- Wellbeing and safety as core commitments
- Recognition that aligns with outcomes and behaviours

#### **Evaluating Our FVP**

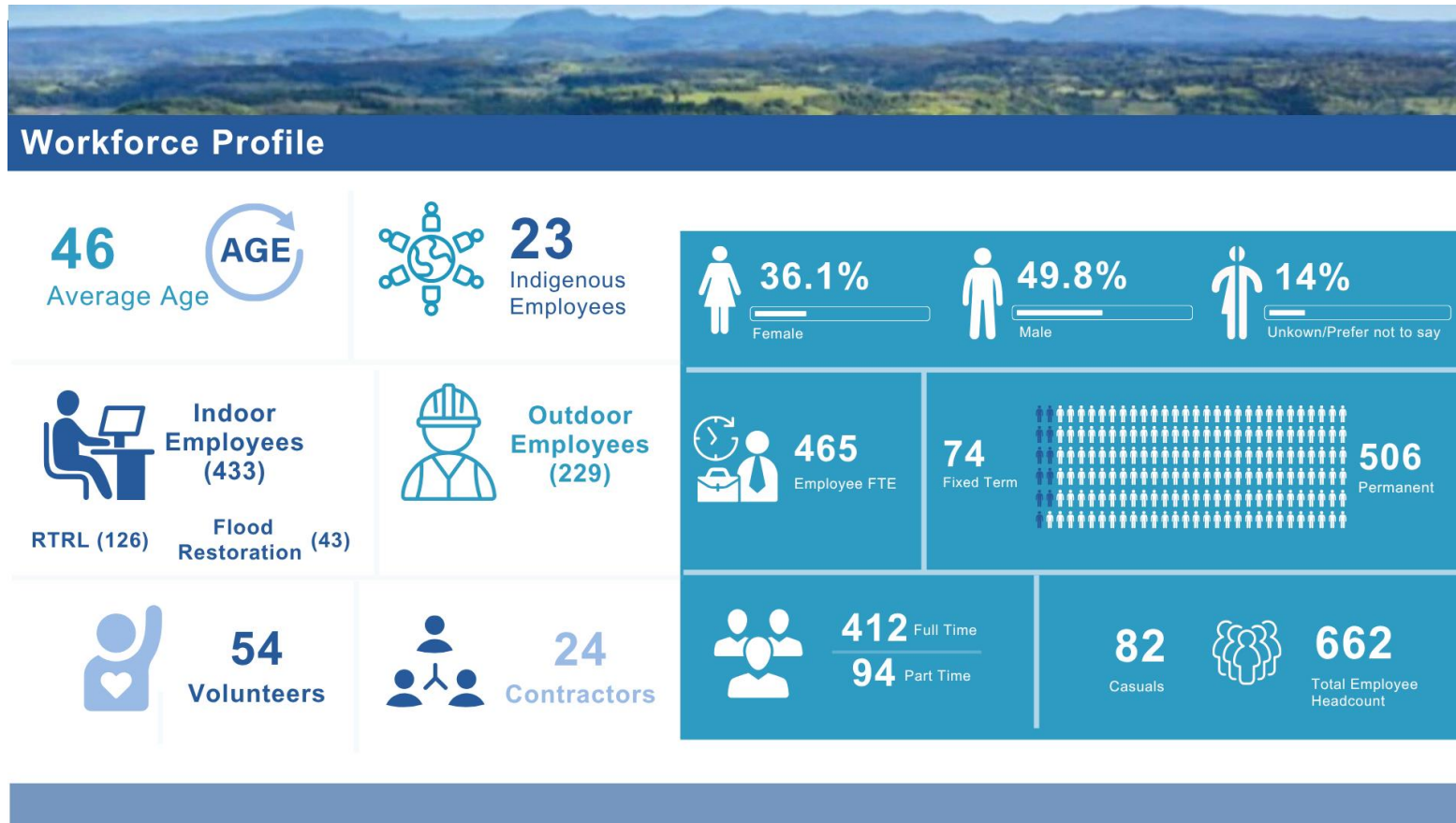
Council will assess the strength and impact of its EVP using:

- Staff engagement scores
- Turnover and internal promotion metrics
- Diversity representation
- Entry and Exit Surveys

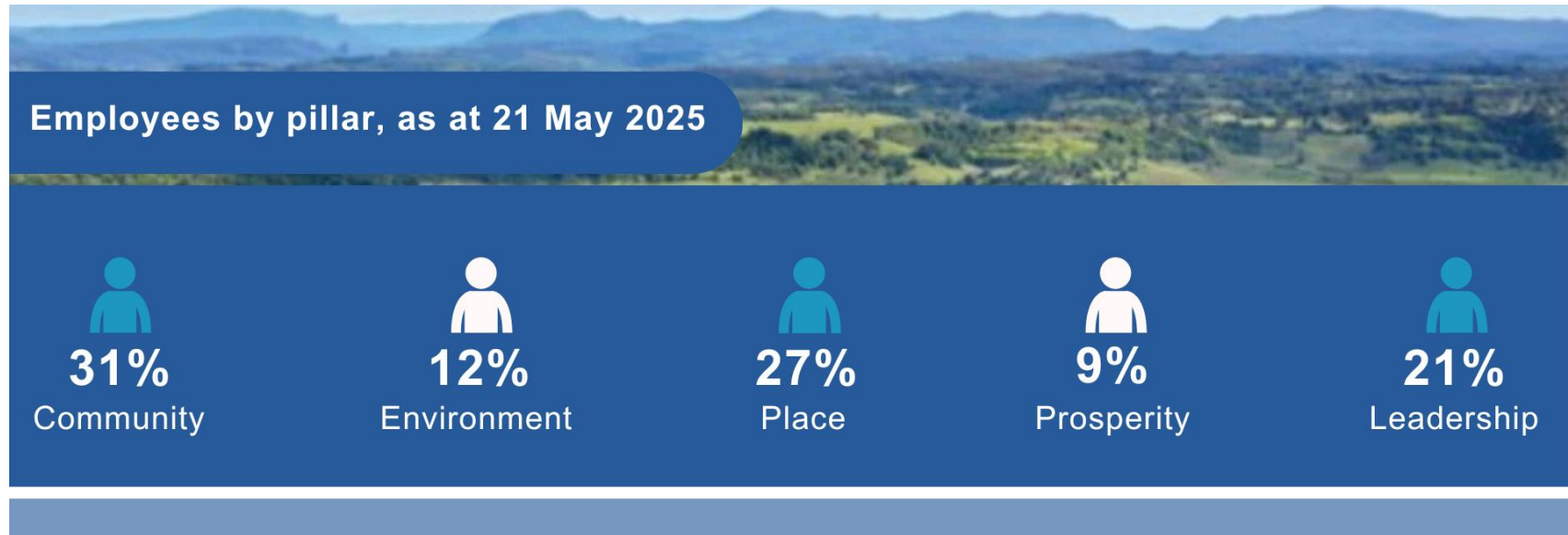
**Integration with the Workforce Strategy**

Each Strategic Workforce Pillar within this Strategy supports delivery of the EVP, from capability development to inclusion, systems modernisation, and succession planning. Together, they ensure that Council's employment offering is not only compelling, but credible, consistent, and experienced by all.

## 8. Current Workforce Profile



## 9. Categorisation of Employees delivering under each CSP Pillar



This infographic depicts the percentage of employees delivering services under the CSP Strategic Pillars. Please note that the 137 of Employees under the Leadership Pillar comprises of Councils management as well as teams delivering People and Culture, Technology and Innovation, Finance, Procurement, Communications and marketing, Call Centre, Fleet Services, Asset Management, Property Maintenance, Work Health & Safety and Governance and Risk.



## 10. Workforce Challenges & Opportunities

Challenges	Opportunities
<ul style="list-style-type: none"> <li>+ Leadership inconsistency and low succession planning maturity</li> <li>+ Siloed and fragmented communication practices</li> <li>+ Skills shortages in technical, digital, and frontline roles</li> <li>+ Under-utilisation of data for workforce planning</li> <li>+ Equity gaps in representation and workplace inclusion</li> <li>+ Outdated systems impeding agility and decision-making</li> </ul>	<ul style="list-style-type: none"> <li>+ Strengthen values-led leadership at all levels</li> <li>+ Enhance onboarding, learning pathways, and career mobility</li> <li>+ Leverage flexible work and wellbeing to attract regional talent</li> <li>+ Improve internal recognition, engagement, and communication</li> <li>+ Optimise technology to support planning, reporting, and collaboration</li> </ul>

### 11 Strategic Workforce Pillars & Key Initiatives

The following Strategic Workforce Pillars, Key initiatives and Actions have been developed to inform Lismore City Council's Workforce Management Strategy (WMS). Grounded in extensive consultation, organisational data, and alignment with the Community Strategic Plan, Reconciliation Action Plan, Disability and Inclusion Action Plan, Equal Employment opportunity Management Plan, and Delivery Program, these pillars represent the priority areas critical to building a resilient, inclusive and future-ready workforce.

Each pillar outlines focused strategies to:

- + Strengthen leadership and culture
- + Drive capability, succession and retention
- + Optimise and integrate systems and workforce planning
- + Embed diversity, inclusion and engagement

Together, these initiatives will support Council to attract and retain talent, deliver on community outcomes, and foster a proud, purpose-driven workforce equipped for both recovery and growth.

### Strategic Workforce Pillars



**Purpose-Driven  
Culture & EVP**



**Capability  
Building & Career  
Development**



**Leadership  
Continuity &  
Empowerment**



**Diversity, Equity  
& Inclusion**



**Communication,  
Engagement & Recognition**



**Retention, Succession &  
Knowledge Transfer**



**Systems, Technology &  
Workforce Planning**

### Strategic Workforce Pillar Key Initiatives, Actions and Measures

CSP Link	Pillar	Key Initiative	Actions	Measure(s)	Target
5.1.4	<b>Purpose Driven Culture &amp; EVP</b>	Develop and implement a workplace culture program to foster a sense of belonging and pride in the organisation.	<ul style="list-style-type: none"> <li>• Embed a clear, purpose-led EVP focused on lifestyle, impact, and flexibility.</li> <li>• Share real staff stories that reflect commitment, growth, and pride in service.</li> <li>• Celebrate local identity and team spirit, especially in outdoor and frontline teams.</li> <li>• Highlight the community impact and legacy of Council's work.</li> <li>• Align EVP messaging across recruitment, onboarding, and internal comms.</li> <li>• Use storytelling and symbols to connect daily work to Council's vision.</li> </ul>	Employee culture survey  Onboarding survey  Exit surveys	Establish a baseline engagement score.  75% or greater engagement score by 2029.
5.1.4	<b>Capability Building and Career Development</b>	Collaborate with Heads/Managers to develop and implement workforce management plans for all departments.	<ul style="list-style-type: none"> <li>• Launch structured onboarding programs that include mentoring, clear milestones, and early career support for workers, contractors and volunteers.</li> <li>• Develop early career pathways including school-based traineeships, cadetships, graduate programs, and youth partnerships.</li> <li>• Offer secondment and cross-functional opportunities to support skills growth and mobility.</li> </ul> + Map transparent career pathways across business units to reduce perceived stagnation and encourage internal progression.	% development plans completed for fulltime/part time staff  Employee engagement survey question on learning & development and career development.	Establish baseline then improve year on year.  75% or greater engagement score by 2029.

		Review and implement our Learning and Development program to deliver training initiatives, foster career pathways, improve capability and encourage cross functional opportunities.	Introduce tailored training initiatives across technical, leadership, digital, and mental health domains.	Delivery of L&D program	Annually
5.1.4	Leadership Continuity & Empowerment	Develop a suite of leadership development programs.	<ul style="list-style-type: none"> <li>Formalise development pathways for new, acting, and emerging leaders.</li> <li>Promote “Heads” as cultural anchors and role models for alignment and trust.</li> <li>Clarify delegations and decision-making to build confidence and accountability.</li> <li>Build a leadership culture grounded in values, resilience, and service.</li> <li>Encourage peer learning and mentoring across leadership levels.</li> </ul>	Engagement survey score for leadership	Establish baseline and then improvement year or year.
		Implement the performance management framework	<ul style="list-style-type: none"> <li>Support leaders in managing performance and coaching their teams.</li> </ul>	Participation rates for leadership programs	90% of leaders have participated in the leadership development programs.
				Engagement survey score for Performance Management and reviews.	Establish baseline and then improvement year or year.

3.1 & 3.2	Diversity, Equity & Inclusion	Implement the RAP 2025-2029.	<ul style="list-style-type: none"> <li>• Celebrate Indigenous culture and ensure cultural safety across all teams.</li> <li>+ Provide cultural capability training for all workers.</li> <li>• Establish targeted employment and development pathways for Aboriginal and Torres Strait Islander workers.</li> </ul>	Plan delivered	RAP delivered by 2029.
		Review and implement EEO Management Plan.	<ul style="list-style-type: none"> <li>• Embed inclusive practices in recruitment, onboarding, uniforms, facilities, and benefits.</li> </ul>	Equity groups as a percentage of headcount  EEO Management Plan delivered.	Establish baseline for equity groups and improve year on year.  EEO Management Plan delivered by 2029.
		Implementation of a toolkit to promote flexible ways of working to achieve work life balance.	<ul style="list-style-type: none"> <li>• Support inclusion through flexible work arrangements.</li> </ul>	Tool kit delivered  Uptake of flexible work arrangements as a percentage of headcount Target:	Tool kit delivered by 2026  Establish baseline and improve year on year.
		Implementing the annual salary review & benchmarking process.	<ul style="list-style-type: none"> <li>• Benchmark salaries for equity across roles and peer councils.</li> </ul>	Review completed.	Review completed by 2026 and annual process implemented.



5.1.4	<b>Communication, Engagement &amp; Recognition</b>	Introduction of a regular P&C communications, and engagement forums.	<ul style="list-style-type: none"> <li>• Share regular updates linking staff contributions to community outcomes.</li> <li>• Utilise an internal storytelling platform to celebrate wins, stories, and innovation.</li> <li>• Address public misconceptions (e.g., staff on phones are not working) through community education.</li> <li>• Reinforce positive behaviours through consistent messaging and storytelling.</li> <li>• Encourage two-way feedback to strengthen trust, respect and engagement.</li> </ul>	<p>Weekly P&amp;C communications.</p> <p>Establish engagement forums.</p>	<p>September 2025.</p> <p>By 2026.</p>
		Review current recognition procedure/processes and deliver a recognition program.	<ul style="list-style-type: none"> <li>+ Celebrate long and dedicated service.</li> <li>• Implement meaningful recognition beyond "shout-outs" performance-linked incentives and personal acknowledgement.</li> </ul>	<p>Engagement survey question on recognition.</p> <p>Awareness and participation in the recognition programs.</p>	<p>Establish baseline and improvement year on year.</p> <p>Establish baseline and then improvement year on year</p>
5.4.1	<b>Retention, Succession &amp; Knowledge Transfer</b>	Develop a retention and succession planning framework.	<ul style="list-style-type: none"> <li>• Identify critical roles at risk due to turnover, burnout, or retirement.</li> <li>• Implement mentoring, job-sharing, and phased retirement to retain knowledge.</li> <li>• Celebrate long service and enable internal career changes across roles.</li> </ul>	Employee turnover	Establish turnover tolerances and decreases year on year.

			<ul style="list-style-type: none"> <li>• Use exit interviews and stay conversations to uncover improvement areas.</li> <li>• Build succession plans for key positions with clear development pathways.</li> <li>+ Develop a structured approach to knowledge transfer.</li> </ul>		
5.4.2	Systems, Technology and Workforce Planning	Implement an integrated HRIS system.	<ul style="list-style-type: none"> <li>• Optimise IT infrastructure and integrate key systems.</li> <li>• Design flexible plans to support both recovery efforts and “BAU” operations.</li> </ul>	Measure: Deliver HRIS project  Data integrity	Project delivered by June 2029  Improvement in data integrity and confidence in the data.
		Establish data custodians and quality assurance measures.	<ul style="list-style-type: none"> <li>• Use workforce analytics to forecast needs and optimise resourcing.</li> <li>• Strengthen data quality to enable informed, evidence-based planning.</li> </ul>	Data custodians, business rules and Process documents.	December 2026
		Identify IT and systems training needs as part of the L&D program.	<ul style="list-style-type: none"> <li>• Provide training on digital tools with shared support and peer learning.</li> </ul>	Uptake of systems training.	90% of all training course places are filled.

## Appendix 1 – Current Workforce Metrics Table

### Employment Type

Category	Count
Permanent Employees	506
Fixed Term Employees	74
Casual Employees	82
<b>Total Headcount</b>	<b>662</b>

### Gender Distribution

Gender	Count
Female	239
Male	330
Unknown/Prefer not to say	93
<b>Total</b>	<b>662</b>

### Work Type

Type	Count
Indoor RTRL 126 Flood Restoration 43	433
Outdoor	229
<b>Total</b>	<b>662</b>

**Indigenous Employment**

Category	Count
Indigenous Workers	23

**Alignment with CSP Pillars**

CSP Pillar	Employee Count	Percentage of Workforce
Community	205	31%
Environment	81	12%
Leadership	137	21%
Place	182	27%

CSP Pillar	Employee Count	Percentage of Workforce
Prosperity	57	9%
<b>Total</b>	<b>662</b>	<b>100%</b>

### Acknowledgment of Volunteers and Contractors

While the Workforce Management Strategy primarily focuses on Council's employed workforce, it is important to recognise the critical role that both volunteers and contractors play in supporting service delivery and community engagement.

Currently Lismore City Council has 54 Volunteers who contribute meaningfully across a range of areas, from environmental stewardship and event support to cultural programs and disaster response. Their involvement reflects the values of local pride, resilience, and community participation.

Council will continue to:

- + Acknowledge volunteers as a valued extension of our workforce.
- + Ensure access to appropriate onboarding, training, and safety protocols; and
- + Include volunteers in recognition initiatives that reflect their impact.

Currently Lismore City Council engages 24 contractors who also represent a vital part of Council's operational model, particularly in specialist, project-based, or surge capacity roles. Their engagement must strike a balance between flexibility and strategic workforce planning. These contractors include skills and labour hire who occupy an established position within the organisation hierarchy, however submit invoices and are paid by creditors and not paid payroll.

Council will:

- + Monitor contractor usage to ensure sustainable internal capability development.
- + Promote consistent expectations regarding safety, conduct, and alignment to Council values.
- + Extend elements of the EVP, such as inclusive culture and communication, where appropriate, to contractors embedded in Council teams.

Together, volunteers and contractors enrich Council's capacity to deliver on its commitments under the Community Strategic Plan. Including them in planning and cultural initiatives ensures alignment, safety, and a unified workforce experience.