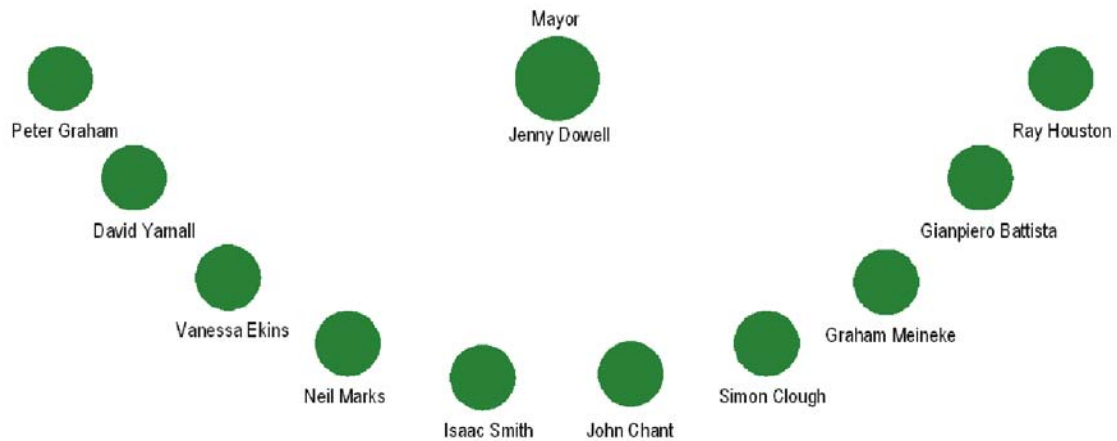


# Notice of Council Meeting



## Ordinary Meeting

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An ORDINARY MEETING of LISMORE CITY COUNCIL will be held at  
the COUNCIL CHAMBERS, Oliver Avenue, GOONELLABAH on  
November 11, 2008  
and members of Council are requested to attend.

Paul G. O'Sullivan  
**General Manager**

November 4, 2008



# Agenda

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Opening of Meeting and Prayer (Mayor)

Apologies and Leave of Absence

Confirmation of Minutes

Ordinary Meeting held October 14, 2008

Extra Ordinary Meeting Held October 21, 2008

Disclosure of Interest

Public Access Session

Patricia Hughes – Review of Policy No. 3.1.5 – Cemeteries & Burials on Private Rural Lands

Alfredo Bonanno – Review of Policy No. 3.1.5 – Cemeteries & Burials on Private Rural Lands

Public Question Time

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Notice of Motions

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Councillor Yarnall – Roseview Road Proposed Rezoning .....3

Councillor Yarnall – Planning Documents .....4

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# Lismore regional city

STRATEGIC PRIORITY	AIMS	INITIATIVES
Economic Development	Build Lismore's reputation as a regional city for residents, businesses, education providers, health services and government.	<ul style="list-style-type: none"> <li>▶ Champion education</li> <li>▶ Promote health facilities</li> <li>▶ Support regional agriculture</li> <li>▶ Promote cultural life</li> <li>▶ Promote Lismore as a legal centre</li> <li>▶ Support for sport</li> </ul>
	Increase regional economic development, tourism and job creating investments.	<ul style="list-style-type: none"> <li>▶ Promote regional development</li> <li>▶ Develop tourism</li> <li>▶ Support businesses</li> <li>▶ Pursue CBD revitalisation</li> <li>▶ Assist in job creation</li> <li>▶ Assist in creating new income opportunities</li> </ul>
Quality of Life	Make Lismore a safe, healthy and caring community in which to live.	<ul style="list-style-type: none"> <li>▶ Increase social cohesion</li> <li>▶ Support villages</li> <li>▶ Provide community services</li> <li>▶ Encourage sustainable development</li> <li>▶ Promote recreation and leisure</li> </ul>
Leadership by Innovation	Lead the region by demonstrating innovative practices in governance, customer service, communication, consultation, virtual amalgamation and financial management.	<ul style="list-style-type: none"> <li>▶ Lead the region</li> <li>▶ Increase revenue from grants</li> <li>▶ Improve customer service</li> <li>▶ Consult the community</li> <li>▶ Update technology</li> <li>▶ Provide user pays services</li> <li>▶ Privatise selected services</li> <li>▶ Share assets and resources</li> </ul>
Natural Environment	Preserve and rehabilitate Lismore's natural environment.	<ul style="list-style-type: none"> <li>▶ Provide sustainable land use planning</li> <li>▶ Improve catchment management</li> <li>▶ Conserve and repair the environment</li> </ul>
Infrastructure	Further enhance Lismore's transportation, parking and pedestrian networks.	<ul style="list-style-type: none"> <li>▶ Improve transport systems</li> <li>▶ Improve roads, cycleways and footpaths</li> <li>▶ Assist with public transport</li> <li>▶ Assist airport operations</li> <li>▶ Support fleet operations</li> </ul>
Water and Waste Cycle	Educate our community and lead the state in water and waste-cycle management.	<ul style="list-style-type: none"> <li>▶ Manage stormwater drainage systems</li> <li>▶ Manage water and sewage</li> <li>▶ Manage the waste stream and reduce waste</li> </ul>

# Mayoral Minute

**Subject**                    **General Manager's Performance Review Committee**

- 1     That the membership of the General Manager's Performance Review Committee for 2008/09 be confirmed as the Mayor plus Councillors Ekins, Marks and Houston.**
- 2     That the engagement of a suitable external facilitator who has substantial Local Government knowledge and experience be determined by the Mayor in consultation with the Committee and the General Manager.**

## Background

Further to the presentation on Tuesday October 21, the information and associated recommendations on the General Manager's Performance Review Committee are now put forward to Councillors for consideration.

### **1     Membership of the General Manager's Performance Review Committee**

Chair	Mayor, Cr Jenny Dowell
Nominated (3) Councillors	Cr Vanessa Ekins
	Cr Neil Marks
	Cr Ray Houston

It is proposed that the membership change each year to provide other Councillors with an opportunity to participate in this important process, should they express an interest. In accordance with adopted practice, Councillors who find they are unavailable to attend an arranged monitoring or review session can negotiate with the Mayor to have another Councillor to fill their position.

### **2     External Facilitator**

The Standard Contact for General Managers (CI 7.8) allows for consultation with the employee (GM) in relation to the review process.

Contact has been made with the Manager of the Employment Solutions section of the LGSA (Local Government and Shires Associations of New South Wales), and as mentioned at the recent workshop, correspondence from the LGSA has now been received.

Garry Byrne is available to undertake this work as an agent acting on behalf of the LGSA. As requested, an overview (website extract) of other alternative facilitators is attached. Should the Council wish to pursue an alternative to Garry's services, Mark Anderson has confirmed that both he and Christian Morris would be the nominated individuals from the list. Their depth of Local Government experience is not comparable to that of Mr Byrne and as the General Manager noted during the workshop discussion, this is an important factor.

## Notice of Motion

Councillor V Ekins has given notice of her intention to move at the next meeting of Council.

The Council write to the Director General and Minister of Planning stating this Council does not support the rezoning application for Cameron Road, LEP amendment 20, in its current form.

### Councillor Comments

Councillor Ekins

Issues that are contentious and can be included in the letter include:

- impact on rural area
- impact on road network
- community consultation
- community facilities
- impact on Wilson River catchment

### Staff Comments

General Manager

This Notice of Motion could be interpreted as rescission of Council's July 8, 2008, resolution however, I have discussed the matter with Councillor Ekins and the Mayor who have both confirmed that the intention of the Motion is solely to advise the Minister of the newly elected Council's lack of support for the rezoning.

(08-10650:S884)

## Notice of Motion

Councillor D Yarnall has given notice of his intention to move at the next meeting of Council.

That Council conduct a workshop to brief Council on the proposed Roseview Road rezoning and to review its status.

### Staff Comment

#### General Manager

Should the Notice of Motion be successful, it is unlikely that a workshop could be scheduled before February 2009. The workshop would take the form of a briefing for Councillors.

Staff would undertake a presentation which would provide the background to the rezoning proposal, outline the steps in the process and explain the current status of the proposal.

The developer would be invited to explain their proposal to council in lieu of staff, given that it is their proposal and Council role is to carry out its assessment.

It would not be the intention to invite the public to comment on the proposal at this briefing because,

- Council has already resolved to place it on exhibition
- Council has resolved that there will be a community information evening held prior to it going out on exhibition
- The public exhibition period will be the time for the community to lodge submissions

The workshop would be an appropriate vehicle for Councillors to seek information or advice not provided or available during the briefing.

(08-10625:S939)

## Notice of Motion

Councillor D Yarnall has given notice of his intention to move at the next meeting of Council.

That Council staff prepare a report which examines enforceable processes under which Council can undertake or commission key documents such as SIA and EIS with the costs of these to be passed on to the applicant for the development.

### Councillor Comment

Councillor Yarnall

Reports, such as social environmental and economic impact statements should be independent of developers. At present they are prepared by a consultant chosen by the developer and paid for by the developer with the report requiring to be approved by the developer before being submitted to council. Staff can suggest changes if they are not satisfactory – but this process is flawed and is rightly viewed with suspicion by the community. Council needs to choose and pay the consultant with the costs to be recouped from the developer.

### Staff Comment

General Manager

Based on initial considerations, implementation of a policy which would make Council responsible for preparation of selected documents associated with proposed development or rezoning presents a number of challenges. Accordingly, a properly researched report is the appropriate way for Council to consider alternatives to the status quo.

(08-10631:S371)



# Report

<b>Subject</b>	<b>Review of Policy No. 3.1.5 - Cemeteries and Burials on Private Rural Lands</b>
<b>File No</b>	S9 and S467
<b>Prepared by</b>	Manager Environmental Health and Building Services
<b>Reason</b>	For Council to consider submissions following the public exhibition of the draft Policy and to review Council's Policy
<b>Objective</b>	To obtain Council Resolution on the Policy
<b>Strategic Plan Link</b>	Quality of Life
<b>Management Plan Project</b>	Environmental Enforcement

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## Overview of Report

Draft Policy 3.1.5 CEMETERIES AND BURIALS ON PRIVATE RURAL LANDS has been reviewed and changes recommended following consideration of written submissions made to Council from the public exhibition period as well as ensuring the Policy remains consistent with the relevant legislation and to meet the reasonable expectations of the community. This Policy deals with a sensitive subject as evident in the submissions in a range of private rural land situations from a single large farm to a multiple ownership situation. An important point in this report is that Council's overriding responsibilities in determining this draft Policy are to public health and amenity considerations, not to resolve issues in respect of internal land ownership arrangements or disputes.

## Background

Policy 3.1.5 "CEMETERIES ON PRIVATE RURAL LAND AND INTERMENTS OF DECEASED PERSONS IN SAME" was initially authorised by Council in 1991 and was subsequently reviewed in 1995. At the meeting of June 10, 2008 Council considered a report to review the Policy (a copy is attached as Annexure 3 under separate cover to this report) and resolved:

1. *That the draft Policy "CEMETERIES AND BURIALS ON PRIVATE RURAL LAND" be placed on public exhibition for a period of 21 days, and*
2. *Following the completion of the exhibition period, the Draft Policy and details of any submissions received be referred to Council for determination.*

The Draft Policy was placed on public exhibition from Thursday, June 19, 2008 until the close of business on Friday July 11, 2008.

A total of eight (8) submissions were received and can be categorised as three (3) submissions generally in support of the draft Policy and five (5) submissions objecting to various provisions in the draft Policy. Copies of all submissions received accompany this report in Annexure 4 (under separate cover) to this report. The submissions made to Council have been considered relative to the review of the draft Policy.

It should be noted that many comments made in some of the submissions arise from the ongoing

matters pertaining to the Billen Cliffs Cemetery. In particular there is an ongoing issue in respect of a particular recent burial and a specific application to reduce the setback requirements for that burial and several other plots. The purpose of this report is **not** to determine any matters specifically relating to that application for the Billen Cliffs Cemetery. That application will be reported to the Council for consideration at the December Council meeting. Even though the overall issues surrounding Billen Cliffs is relevant to multiple ownership situations in respect of this draft Policy the specific application must be considered separately to the Policy.

Clause 22 of the Public Health (Disposal of Bodies) Regulation 2002 requires Council approval as follows:

*“22 (1) A person must not place a body in any grave or vault unless that grave or vault is located:*

- (a) in a public cemetery, or*
- (b) in a private cemetery or other place approved for that purpose by a local authority, or*
- (c) on private land, where the area of landholding is 5 hectares or more and the location has been approved for that purpose by a local authority, .....*”

The intent of this Policy is to provide a framework to regulate the establishment of cemeteries and burials on private rural land containing a maximum of 10 burial lots. This includes Community Title (CT), Strata Title (ST), Multiple Occupancies (or Rural Landsharing Communities) (MO) and Torrens Title (TT) land use developments that exist within the whole Lismore Local Government Area. Cemeteries with more than 10 burial lots require the submission of a Development Application. The Policy does not regulate the interment of ashes, and no legislation requires approval from Council for this activity. An amendment will be included in the recommendations to incorporate this into the Policy.

Historically, the majority of applications under the Policy have related to the provision of cemeteries and/or for the approval of individual burials for the interment of family members on family owned rural properties i.e. Torrens Title land use developments. Council usually receives only 1 or 2 applications for burials on private rural land per year.

## Comments

The following is a précis of some of the key matters raised in the submissions and staff comment is provided where seen to be appropriate. Submissions by way of objection and submissions by way of support are included. Similar issues raised by different parties have been précised and are considered together. Complete copies of all submissions accompany this report for Councillors information. The submissions expand in detail the concerns of their authors and may assist Councillors to better appreciate the matters raised.

### Submissions by way of objection

- 1. *The proponents of the amendment falsely claim that internal management structures in strata plans and communities ..... and that the formal tribunal process..... can take on such responsibilities ..... that proper consultation will take place. This draft Policy makes it simple for an SP (strata plan) to have no regard for affected units, immediate or otherwise.***

**Staff Comment:** Community Title (CT) and Strata Title (ST) developments are required by relevant laws to have appropriate management processes in place to reasonably manage the needs of their communities. Rural Landsharing Communities or Multiple Occupancy (MO) developments also have less formal management processes in place to manage relevant matters on their communities. Many of these developments have a rural residential density even though they are zoned as rural. It is arguable that the various governing bodies that apply on these developments will act in the interest of their communities, and should within reason, be able to decide what infrastructure is necessary e.g. community hall/facilities, fire fighting facilities, access roads, cemetery etc. In relation to CT and ST developments, a formal process through the NSW Consumer, Trader and Tenancy Tribunal (CTTT) is available to manage any grievances. It is

not the role of Council to make a determination on the adequacy or otherwise of the governance processes of MO, CT and ST developments.

As stated in the report's overview it is not Council's role to get involved in internal multiple ownership issues. The staff recommendations in this report rely upon consultation requirements and the legal authority of the CT, ST or MO governing bodies, or in the case of disputes the rulings of the CTTT. However it should be noted that staff are discussing the matter with CTTT officials in order to clarify its role, legal status and its relationship to Council's responsibilities. The result of those discussions will be verbally reported to Council at its meeting.

The draft Policy provides that *"The relevant governing body must properly consult with their community, and in particular with the owners/occupiers of dwellings and dwelling sites immediately adjoining, and other sites within the neighbourhood of, the proposed cemetery."* This acknowledges that all owners/occupiers of dwellings on community type developments are not subjected to the same degree of impact and that dwellings adjoining or neighbouring a proposed cemetery may be disproportionately affected. This provision is considered to be appropriate and adequate to meet community needs. Therefore no alteration is proposed.

**2. The term 'Not make likely the contamination of a drinking water supply or a domestic water supply' is too loose to be protective as terminology.**

**Staff Comment:** Clause 22(2) of The Public Health (Disposal of Bodies) Regulation 2002 provides that:

*"A person must not bury a body in or on any land if to do so would make likely the contamination of a drinking water supply or a domestic water supply."*

When an application is received by Council the possibility of the contamination of a water supply must be addressed and the applicant may be required to carry out appropriate geotechnical investigations to determine the suitability of the location. The extent of any investigations will depend on the circumstances of the case.

The requirement contained in Part A3 of the Draft Policy to *"not make likely the contamination of a drinking water supply or a domestic water supply"* is considered to be a reasonable and appropriate interpretation of the Regulation. Therefore no alteration is proposed.

**3. *The proposal falsely infers that a cemetery is mainly a visual or aesthetic issue. Visual buffering does not put a nearby cemetery "out of site....out of mind". A cemetery nearby is still creepy even if one can't see it directly.***

**Staff Comment:** It is not the intention of the Draft Policy to infer that a cemetery is mainly a visual or aesthetic issue. Assuming that the environmental, health and geotechnical issues can be resolved, the key remaining issue for a 10 burial allotment cemetery is likely to be the physical proximity of any graves to adjoining premises and in particular adjoining dwellings.

The purpose of the buffer setback distances is to provide a reasonable separation between any graves and adjoining land uses.

The siting of a small cemetery, particularly adjoining residential development, can evoke strongly emotional responses, and these responses should be properly considered under the term 'aesthetic' matters in the individual case. Appropriate visual buffering can assist in reducing visual impacts but is unlikely to overcome the basis for emotional concerns.

The proposed buffer distances detailed in Part A4 of the Draft Policy were selected as an attempt to provide reasonable separation between the different land use developments. This matter is a contentious one and will be further discussed in the comments relating to Objection 4 and 5 and Support 2.

4. **Concern about the reduction in setback for a cemetery from 100m from the boundary of adjoining land to 50m from a gravesite to a dwelling on strata's, community title and multiple occupancy developments. The proposal provides second-class treatment to affected people in Strata Plans and communities.**

***The proposal is disrespectful to the living as it is to the dead; and***

5. **A 50m setback from an internal boundary to a gravesite seems fair given LCC feels 50m from a grave to a house is a fair distance. This is half of the current 100m boundary-to-boundary distance in the existing Policy. This gives landowners of set ups with internal boundaries the opportunity to situate a dwelling in any position on their land and to use all of their land with a degree of freedom that the current draft Policy denies.**

**Staff Comment:** Objections 4 and 5 are comments from different objectors but are considered here together.

When the Policy was created in 1991 it sought to differentiate between Multiple Occupancy (MO) i.e. "community" type developments and other freehold land developments that had no communal interest in the matter.

The implications and interpretation of the Policy on Strata Title (ST) developments and Community Title (CT) developments being different from MO's were not understood or even considered. Indeed in 1991 CT developments did not exist at all and the only broad acre ST development within the Council area at Billen Cliffs was in its infancy having itself been an MO until June 1990. When the Policy was reviewed in 1995 Council had no adverse experience in administering the Policy so no significant changes were made.

#### ***Multiple Occupancy Developments (also known as Rural Landsharing Communities)***

In the case of MOs all dwelling sites on the land are owned by the community so the matter of setback distances of burial allotments from neighbouring dwellings has never been an issue. Any problem matters were resolved within the individual community through their management processes before coming to Council.

#### ***Strata Title and Community Title Developments***

The implications of the Policy on the individual property ownership that is entitled to lot owners in ST and CT developments was not foreseen with the current Policy and as a result the Draft Policy is an attempt to again create the distinction between "community" type developments and Torrens Title (TT) developments.

Because responses can be very emotive in nature it is difficult to provide comment that anticipates all the concerns of all affected persons. However, Council should consider whether "community" type land use developments i.e. MO, ST and CT are to be considered differently to TT land use developments. There is some merit in the argument that community based developments should be considered consistent with other developments particularly with the availability of a right to seek variation to the Policy.

#### ***Setback Distances***

The setback distances contained in both the existing and draft policies are arbitrary (i.e. not relating to any established rule or legislation) but have been selected as an attempt to provide a *reasonable separation* between the different types of land uses as well as some level of certainty for all parties. Setback distances are a common regulatory tool in Local Government for ease of administration.

The setback distance of 100 metres in the current Policy is from the boundary of the land and from habitable buildings other than the applicants dwelling on the land for all types of land use.

The setback distance in the Draft Policy is 50 metres to neighbouring dwellings for MO, CT and ST

land use developments and 100 metres to the boundary of TT land use developments.

The change in distance in the Draft Policy is to acknowledge and accommodate the different types of land use developments that now occur i.e. MO, CT, ST and TT land use developments. This acknowledgement allows the various internal management processes that apply on MO, CT and ST to act in the interest of their communities and should within reason be able to decide what infrastructure is necessary for their community.

In relation to ST and CT land use developments a formal tribunal process is available to manage any grievances. If Council, in light of considering this report and all the submissions received, is of the view that all land use types should be treated in a reasonably similar manner, then a setback distance of 100m or some intermediate distance between 50m and 100m from dwellings and approved dwelling sites, and or boundaries on MO, ST and CT could be provided. From the submissions received it appears likely that a 100m setback distance would satisfy the objectors but not the supporters of the Draft Policy. The report recommends that the 100 metre setback be used for all land ownership types and that the 50 metre setback for multiple ownership situations is deleted. In any case there is an exemption provision that can allow setback reductions that are less than 100 metres.

6. ***Security problems from neighbouring cemetery. The new Policy does not address security dilemmas for neighbouring residents. Public access must be provided to the cemetery. The nearer the cemetery the more of an issue this becomes; and***
7. ***... everyone should have the same right of amenity in choosing to live on a rural block. The recent burial .....created a public event attended by approx. 200 people. If the cemetery is in close proximity to neighbours, they are subject to continuous public events, destroying their tranquillity, while leaving other people free to enjoy their tranquillity. Also, a cemetery is a public place. Anyone can visit it 24/7. If the area is not fenced, one is vulnerable to continuous visitors, who may mistakenly stray into your property. Marker posts are an insufficient barrier. A hedge/visual screen offers no protection from the noise of the public event of a funeral and funeral procession and it offers no protection from the potential of continuous exposure to the random visiting public. The random visiting public may not always be benign either. The properties adjoining the cemetery become vulnerable to unknown visitors, while still living without neighbours in close proximity. This combination of public access and relative isolation constitutes a personal safety hazard as well as destroying the purpose of acreage in the bush, which is that of a certain amount of rural tranquillity. The tranquillity and sense of security of the neighbouring blocks to the cemetery is thereby disadvantaged in relation to other blocks on the community. This can cause a drop in property value.***

**Staff Comment:** Objections 6 and 7 are comments from two different objectors but are considered here together.

The Draft Policy relates to cemeteries with a maximum of 10 burial allotments which at the extreme may permit up to 20 burials – e.g. it is a common practice to bury spouses together within the one burial allotment.

Cemeteries with up to 10 burial allotments are considered to be reasonably low impact facilities in terms of intrusiveness with the greatest intrusion to nearby residents being individual funerals, which are not regular events, and which are typically short periods of time. The management of individuals attending the cemetery is not an issue for Council to manage through this application process. Accordingly no specific security measures are considered necessary for inclusion in the Policy.

8. ***There is the innate distaste for the living to be placed in close proximity to the dead. One has a daily reminder of mortality that others in the community are not subject to and do not have to think about.***

**Staff Comment:** The setback distances from land boundaries or dwelling sites is an attempt to create a reasonable buffer to address the concerns raised here. This matter is a very individual and potentially emotive one, based on each person's own personal reaction/beliefs/philosophy. The comment provided to Objections 4 and 5 under the Setback Distances heading should again be considered here.

9. ***There are adequate cemeteries already in existence in the broader community.***

**Staff Comment:** The Public Health (Disposal of Bodies) Regulation 2002 provides people an opportunity to be buried in places other than public cemeteries. Council could consider to not allow for any burials on private rural land but this may be difficult for Council to support in light of the enabling provisions within the Regulation.

The Draft Policy provides a framework for Council to deal with any applications received. Accordingly no variation of the Draft Policy is proposed.

10. ***Cemetery should also be defined in terms of accessible terrain, for access in all weather conditions and for children and aged people. The exact degree of slope must be considered and defined within a limit suited to the old, the disabled and the young as a cemetery must deal with all comers. Other hazards of a physical nature should also be considered.***

**Staff Comment:** The Draft Policy under Part A3 requires the land on which a cemetery is to be located must be suitable for the purposes of a cemetery. Issues such as those raised above would be considered relative to the objectives of the application. The importance of each issue will vary considerably between individual applications.

Council will assess any applications received against this performance based criteria under Part A3 and on merit relative to the circumstances of the individual case including topography. Accordingly there is considered no need to vary the Draft Policy.

11. ***The nature of how grave sites are permanently marked also needs to be considered in terms of future maintenance and even bush fire hazard. Why is a rural cemetery not considered in relation to increased bushfire hazard when the requirements for new dwellings is so stringent?***

**Staff Comment:** A 10 burial allotment cemetery is considered to be a very low bushfire hazard. The Draft Policy requires that the boundaries of the cemetery be permanently marked and this must be properly documented in the application. Any applicant must submit a detailed plan with accurate details of the layout of the cemetery including allotment site and dimensions of the same. The layout of the cemetery must also take into account the need for future maintenance.

Individual grave sites are also required to be permanently marked. The maintenance of the cemetery and individual grave sites are the responsibility of individual property owners or the management processes in MO, ST and CT land use developments. This is not seen as a matter for Council to directly regulate and it is unlikely that any requirements could be enforced by Council. Accordingly, no variation of the Draft Policy is proposed.

12. ***The proposed amendment seeks to replace a reasonably good Policy with a bad one in an attempt to legitimise LCC's severe faults in administering the existing Policy.***

**Staff Comment:** The Policy review process has not been an attempt to legitimise administration faults. The Policy was due for revision by Council (and has been for some time).

Other than the change in distances to accommodate the various land use developments, as previously discussed in Objection 4 and 5, other changes are minor and are provided to contemporise the Policy and to make it a more user friendly document.

13. ***The existing Policy 3.1.5 is reasonable with the exception of the last paragraph allowing the General Manager to vary the Policy.***

**Staff Comment:** Both the existing Policy and the Draft Policy contain a variation clause which authorises the General Manager to vary the Policy where deemed appropriate in light of the circumstances of the case to do so. A variation clause exists in most regulatory instruments and is always merit based. Where a variation is requested by an applicant it is very specifically related to the individual case. If a matter requesting a variation involved considerable conflict, the General Manager may decide to refer the matter to Council for determination as is in the case of the Billen Cliffs specific application that is being reported to the December Council meeting.

To assist in giving some direction when seeking a variation it is considered advisable to expand the details in the Draft Policy Part C – Departure from the Policy. It will be recommended that Part C be amended to read as follows:

#### **PART C – VARIATION FROM THE POLICY**

- 1 *That the General Manager be authorised to vary this Policy where deemed appropriate in light of the circumstances of the case to do so. Where a variation is sought the applicant must provide a comprehensive submission to accompany the application.*

*Council may notify any affected neighbour/s of an application for a variation.*

*If the variation is to reduce the 100 metre setback distances detailed in Part A4 the applicant must detail what measures are to be undertaken to mitigate any impacts on affected neighbours. These measures are to be determined following proper consultation of the proposal with all affected neighbour/s. Written concurrence to the variation by the affected neighbour/s i.e. those neighbours within the 100 metre setback, is required to accompany the application. For Community Title, Strata Title and Multiple Occupancy developments, written concurrence from the affected neighbours within the 100 metres setback; or alternatively, approval of the Community Association in respect to a Community Title development, Owners Corporation in respect to Strata Title development, or relevant governing body in respect to Multiple Occupancy development; or an Order or other determination by the NSW Consumer, Trader and Tenancy Tribunal, or other jurisdiction acceptable to Council; is required to accompany the application.*

## Submissions by way of Support

### 1. **20 to 30 m buffer zone is sufficient.**

**Staff Comment:** The submission contains no detail to substantiate this buffer distance. This buffer distance is considered to be insufficient for the general Policy and is significantly less than the buffer distances contained in the Draft Policy and cannot reasonably be supported.

### 2. **We consider that a minimum recommended distance of 50 metres (subject to variation) is much more appropriate in the special circumstances of ST, CT and MO's and the requirement for community consultation should be sufficient to safeguard the interests of individual members.**

**Staff Comment:** The comments made to objections 1, 4 and 5 also apply here and should be read in conjunction with this item. The issue of buffer distances is probably the most contentious of all the matters to arise from this Policy review process. In weighing up the pros and cons of the buffer distance debate in relation to community developments, it is considered that a community issue like a cemetery should be one that has the general support of the community and not an issue that creates conflict.

It is also acknowledged that all owners/occupiers of dwellings on community developments are not subjected to the same degree of impact and that dwellings adjoining or neighbouring a proposed cemetery may be disproportionately affected. If the 50 metre distance was to be increased to say 100 metres from neighbouring dwellings and approved dwelling sites on MO developments, and for CT or ST developments, a minimum of 100 metres from the boundaries of individual lots within the developments, this would bring the Draft Policy into more parity with non community developments. The variations processes contained in Part C of the Draft Policy could then be pursued if a reduced setback distance is seen to be desirable.

An increase of the setback distance from 50 metres to 100 metres for community developments will be included in the recommendations. It is proposed to include a diagram at the end of the authorised Policy to further assist with the interpretation of the distances. A copy of the diagram is Annexure 2 to this report.

### 3. **People living in smaller communities want to be buried in the communities they lived in.**

**Staff Comment:** It is recognised that this would be a desire for some people living in communities. The Draft Policy provides a framework for this to occur where circumstances are appropriate.

## Financial Services

Not required.

## Manager, Planning Services

The conclusions and recommendation of this report are supported.

## Other staff comments

Not required.

## Conclusion

The Draft Policy has been placed on public exhibition and the submissions received have been placed before Council for consideration. The most discussed issues in the submissions relate to the setback distances contained in Part A4 of the Draft Policy, the consultation processes and particularly in relation to CT, ST and MO land use developments, and Part C Departure from the Policy. These matters have been all been well discussed in the report.



The reviewed Policy will apply fully to applications for new cemeteries. Existing cemeteries will continue to operate in accordance with their respective approvals. The requirements of Part B - BURIALS and Part C - VARIATION FROM THE POLICY of the reviewed Policy will also apply to existing cemeteries. The recommendations contain a preamble which will include this matter.

The Draft Policy is placed before Council for consideration together with appropriate recommendations. In terms of the contentious setback issue the staff recommendations is to take a conservative approach and to revert back to the original Policy position of 100 metres for all land ownership types given the sensitive nature of graves in the community and the impact it can have on individuals. The exemption provisions have also been clarified so that written neighbours approval is required for those neighbours within the 100 metre setback. In the case of multiple ownership the option where a neighbours approval is not obtained the approval of the relevant owners corporation, community association, MO governing body, or the CTTT ruling on the matter is deemed sufficient.

## Recommendation (PLA10)

- 1 That the draft Policy 3.1.5 "CEMETERIES AND BURIALS ON PRIVATE RURAL LAND" be adopted by Council as outlined in full in Annexure 1 including the amendments underscored as a result of considering submissions for the reasons outlined in the report.



## POLICY MANUAL

<b>POLICY NO: 3.1.5</b>	<b>CEMETERIES AND BURIALS ON PRIVATE RURAL LAND</b>
<b>OBJECTIVE:</b>	To regulate the establishment operation of cemeteries and burials on private rural land containing a maximum of 10 burial allotments.
<b>STRATEGIC PLAN LINK:</b>	Natural Environment, Quality of Life
<b>SECTION RESPONSIBLE:</b>	Environmental Health
<b>AUTHORISED: 11/6/91, Reviewed 5/09/95 , Reviewed 11/11/2008</b>	Draft Policy

That Council consider applications for the establishment of cemeteries on private rural lands and burials within the cemeteries in accordance with the following requirements.

### PREAMBLE

This policy provides a framework for Council to consider applications for the establishment of cemeteries and burials on private rural land containing a maximum of 10 burial allotments. All applications received will be considered on merit. The burial or placement of ashes on private rural land does not require Council approval.

This policy applies to applications for new cemeteries that are received following authorisation of the Policy. Existing cemeteries will continue to operate in accordance with their respective approvals.

The requirements of Part B - BURIALS and PART C - VARIATION FROM THE POLICY will also apply to existing cemeteries following authorisation of the Policy.

Applications submitted prior to the authorisation of this Policy may be determined under the former Policy.

### **PART A - CEMETERIES**

1 Application in writing must be from the owner/s of the land and must include the following information:-

- (a) Proof of ownership of the land.
- (b) Written approval of the Owners Corporation, Community Association or other similar owner governing body where the land is within a strata title, community title or multiple occupancy development. The approval must refer to the resolution/determination of the relevant governing body granting its approval to the application, and must include approval of the proposed cemetery location, number of proposed allotments and the like.

The relevant governing body must properly consult with their community, and in particular with the owners/occupiers of dwellings and dwelling sites immediately adjoining, and other sites within the neighbourhood of, the proposed cemetery.

- (c) Accurate details, to an approved scale, showing the precise location of the cemetery as related to permanent existing observable landmarks. Council reserves the right to require that the location of the cemetery be set out and be verified by a registered surveyor, and that the cemetery be formally incorporated into the title of the land.
  - (d) Accurate details, to an approved scale, showing the layout and the proposed dimensions of the cemetery and allotments and including the designation of each allotment. The layout of the cemetery must also take into account the need for future maintenance of the cemetery and any memorials and any other appurtenances.
- 2 A maximum of ten (10) burial allotments shall be provided in the cemetery. Any proposal for a cemetery exceeding ten (10) allotments will require the submission of a Development Application.
- 3 The land (and the total land area of all lands within a multiple occupancy, community title or strata title development) on which the cemetery is to be located must
- have a minimum area of five (5) hectares; and
  - not make likely the contamination of a drinking water supply or a domestic water supply; and
  - have reasonable and safe pedestrian and vehicular access to the cemetery; and
  - be provided with appropriate visual buffering from neighbouring dwelling sites, and
  - otherwise be suitable for the purposes of a cemetery.

Council may require the submission of a report/s from a suitably qualified person/s which provides relevant information showing compliance with these requirements.

- 4 All grave sites within the proposed cemetery must be sited:
- For multiple occupancy (rural landsharing community) developments, a minimum of 100 metres from any neighbouring dwelling or approved dwelling site, and a minimum of 100 metres from the boundary of any adjoining land that is not part of the multiple occupancy.
  - For community title or strata title developments, a minimum of 100 metres from the boundaries of individual lots within the developments, and a minimum of 100 metres from the boundary of any adjoining land that is not part of the community title or strata title development.
  - In all other circumstances a minimum of 100 metres from the boundary of any adjoining land.

A diagram is included at the end of the Policy to further assist with the interpretation of the distances.

Note: Any request for variation to the distances contained in this clause will be considered on merit and in accordance with the provisions of Part C of this Policy.

- 5 The boundaries of the cemetery must be permanently marked with posts, fencing or other approved method, and this must be properly documented in the application.

- 6 The application for a cemetery on private rural land, any burials in the cemetery, and the operation of the cemetery, must satisfy the relevant provisions of the Public Health Act and Regulations, any relevant NSW Health Policy, and this Policy.
- 7 The application fee for establishment of a private cemetery on rural land, shall be as set by Council in its annual fees and charges.

## **PART B - BURIALS**

- 1 No burial shall take place unless the cemetery is approved by Council and an "Application for Burial on Private Rural Land " has been approved by Council. A certified copy of the death certificate, issued by a medical practitioner or the coroner, is to accompany the application together with the application fee. The application must also include siting and dimension details for the grave.

NOTE: The burial or placement of ashes on private rural land does not require Council approval.

- 2 No burial can take place in the cemetery until the excavated grave has been inspected and been approved by Council's authorised person.
- 3 Grave sites must be permanently marked.
- 4 The application fee for an "Application for Burial on Private Rural Land " and including the grave inspection fee, shall be set by Council in its annual fees and charges. Application fees are not refundable.

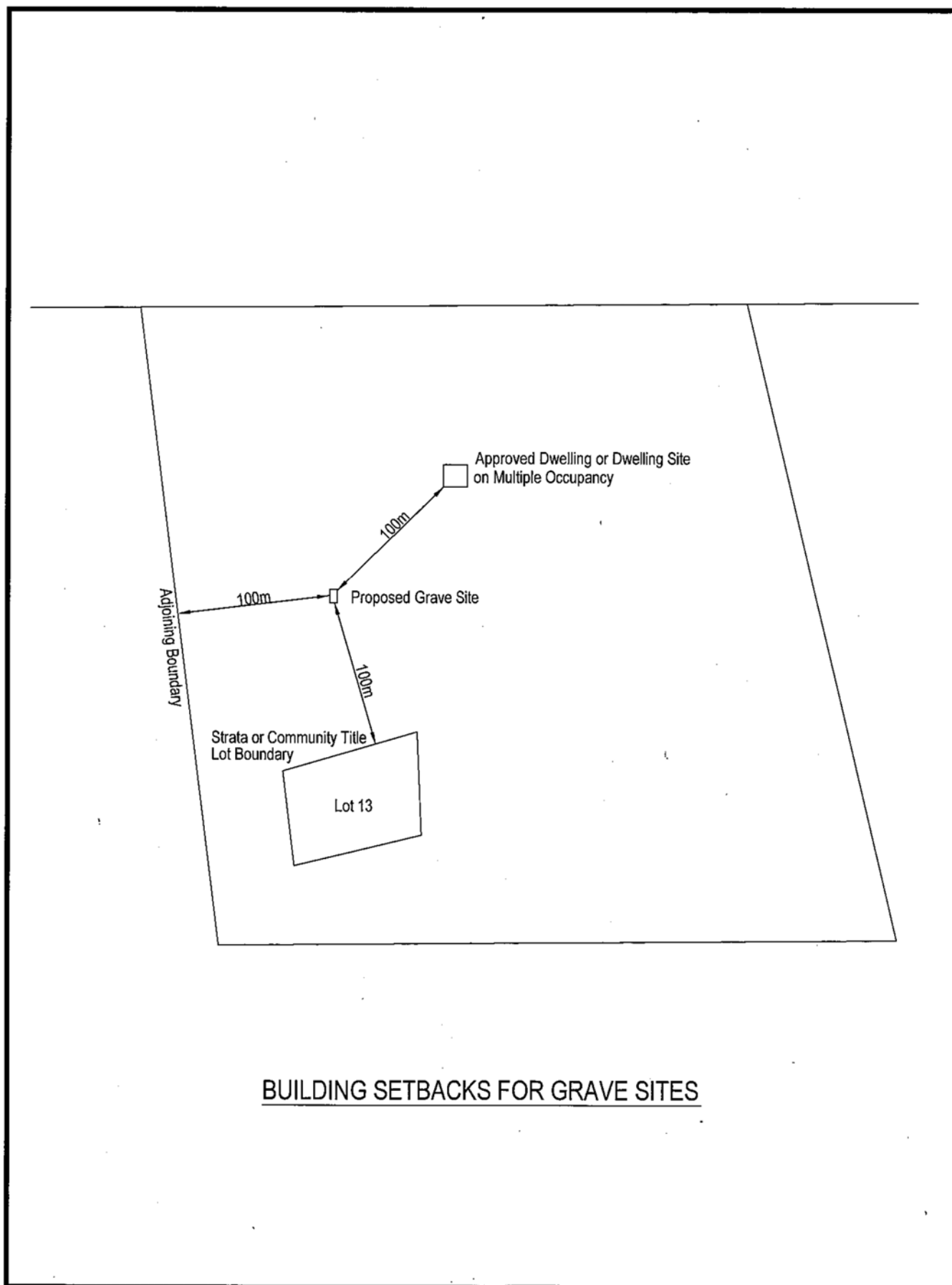
## PART C - VARIATION FROM THE POLICY

1 That the General Manager be authorised to vary this policy where deemed appropriate in light of the circumstances of the case to do so. Where a variation is sought the applicant must provide a comprehensive submission to accompany the application.

Council may notify any affected neighbour/s of an application for a variation.

If the variation is to reduce the 100 metre setback distance detailed in Part A4, the applicant must detail what measures are to be undertaken to mitigate any impacts on affected neighbours. These measures are to be determined following proper consultation of the proposal with all affected neighbour/s. A written concurrence to the variation by the affected neighbour/s i.e. those neighbours within the 100 meter setback is required to accompany the application. For Community Title, Strata Title and Multiple Occupancy developments, written concurrence from the affected neighbours within the 100 meters setback; or alternatively, approval of the Community Association in respect to a Community Title development, Owners Corporation in respect to Strata Title development, or relevant governing body in respect to Multiple Occupancy development; or an Order or other determination by the NSW Consumer, Trader and Tenancy Tribunal, or other jurisdiction acceptable to Council; is required to accompany the application.

Annexure 2: Building Setbacks for Gravesites diagram



# Report

<b>Subject</b>	<b>State of the Environment Report 2008</b>
<b>File No</b>	S900
<b>Prepared by</b>	Coordinator Environmental Health - Strategies
<b>Reason</b>	Presentation of Council's 2008 Supplementary State of the Environment Report
<b>Objective</b>	For Council to note the 2008 supplementary State of the Environment (SoE) report to satisfy Council's reporting requirements
<b>Strategic Plan Link</b>	Natural Environment, Water and Waste Cycle
<b>Management Plan Project</b>	State of the Environment Report

## Overview of Report

The Local Government Act 1993, requires Council to prepare a Comprehensive State of the Environment Report (SoE) with each new Council and a Supplementary Report every other year.

The SoE meets legislative requirements when the Council considers relevant guidelines and directions issued by the Director General, consults the community and produces a report readily understandable by the community. These requirements have been met and the 2008 supplementary SoE is presented to Council.

## Background

In line with annual reporting requirements under the *Local Government Act* (1993), Council has produced its annual State of the Environment Reports since 1996. Council's last comprehensive report was presented in 2004. The next comprehensive report is required in the year following the election of the new Council and will be presented in 2009. The 2008 SoE report is therefore a Supplementary Report.

The *Local Government Act*, 1993 highlights environmental responsibilities of Councils, including a requirement to properly manage, develop, protect, restore, enhance and conserve the environment. These provisions are closely linked to the requirements under the Act for Councils to prepare SoE Reports and include the following principles:-

- to assess changes in the condition (or state) of the natural environment over time and the human pressures placed upon it, and
- to assess our response to those pressures by enacting Council's legislative responsibilities and implementing various projects and initiatives with the community and with other partners.

Pursuant to Section 223 of the Local Government Act, Council has met the requirements if it:

- a) identifies any new environmental impacts; and
- b) it updates trends in environmental indicators and updates data;
- c) consults the community (including environmental groups).

Council, in this regard, has met its statutory obligations and as such the report is submitted to Council for adoption.

## Public consultation

Consultation for the 2008 Supplementary SoE was undertaken by inviting comments from the individual members of the Sustainable Environment Policy Advisory Group (SEPAG). The SEPAG consists of representatives from the agricultural industry, horticultural industry, Southern Cross University - Centre for Ecotechnology, Richmond River Landcare Services, Big Scrub Environment Centre, development industry, Lismore Climate Action group and two Councillors. The current scope of the SEPAG is to assist Council with the prioritisation and promotion of environmental issues identified in the SoE report. The 2008 SoE was publicly exhibited on Council's web site and placed in hard copy at the administration buildings and library.

Comments and advice were received from the following organisations and community members:-

### Friends of the Koala Inc (Attachment 1)

**Requested Amendments:** To base future SoE's on "planning processes which articulate systemic and quantifiable commitments..", "record a bundle of activities that may or may not have any real impact on the trends identified".

**Amendment:** Enhance the section on the Tree Preservation Order to emphasis the work undertaken to protect the local urban koala population. To note that the SoE is based on legislated reporting methods and Council may consider other options but is obliged to report according to the Local Government Act, 1993 in the first instance. The concept of reporting with quantifiable commitments and relating impacts more closely with the indentified trends can be further investigation for future reports.

### Noel Parker (Attachment 2)

**Requested Amendment:** The addition of the 2002/03 data in water trends table.

**Amendment:** Insert 2002/2003 data in the water trends table on page 14.

### Envite NSW (Environmental Training and Employment Inc) (Attachment 3)

**Requested Amendment:** Alter photograph on front cover which shows plastic plant coverings on young plants in waterways.

**Amendment:** Alter photograph to show remediation work in waterways without plant coverings.

### NSW Wildlife Information Rescue and Education Services Inc (WIRES) (Attachment 4)

**Requested Amendment:** To consider a number of changes to Council's current Natural Resource Management practices.

**Amendment:** To note that the bulk of the comments received did not relate precisely to the detail in the 2008 SoE but rather to Council's activities in regard to current and emerging environmental issues and to consider the suggestions for future operations and reports.

## Conclusion

The 2008 supplementary State of the Environment Report assesses the changes on the condition of the natural environment for the previous twelve months and registers the responses to those changes. The report is presented for Council to note and for compliance with annual reporting requirements under the Local Government Act, 1993. The report has been exhibited for public input and the appropriate amendments have been undertaken following this consultation. A comprehensive State of the Environment Report will be undertaken in 2009 and reported in the 2009/10 financial year.

## Recommendation (PLA1)

1 That the Supplementary State of the Environment Report 2008, be noted by Council.

**Attachment 1**



Mr Paul O'Sullivan  
General Manager  
Lismore City Council  
PO Box 23A  
LISMORE NSW 2480

Dear Paul

**Re: Draft Supplementary State of the Environment Report, 2008**

Friends of the Koala welcomes the opportunity to comment on the Draft Supplementary State of the Environment Report for 2008. Our submission relates primarily to **Section 4: Biodiversity** (pp.12-15).

Perhaps because this is the final supplementary report on the 2004 State of the Environment Report, or perhaps because reading it comes so closely on the heels of the International Union for the Conservation of Nature's announcement that Australia has the worst record of mammal extinctions and near extinctions of any developed nation in the world, the document illustrates many deficiencies as well as the over-riding disappointment of the past four years.

To take the last comment first, looking back to our observations on the 2004 Report and the 2005 Supplementary Report, and our recommendations in relation to koala management and conservation, nothing at all has come of them.

This supplementary or progress reporting does little more than record a bundle of activities that may or may not have any real impact on the trends identified. To illustrate this point we ask where is there any demonstration of commitment to address the deterioration in the number of endangered flora species which jumped by seven between 2003-4 and 2004-5 or the deterioration in the number of endangered ecological communities which has risen from one to seven since 2003-4 (page12).

In the section *Our response to pressures*, reference to the Tree Preservation Order must surely be tongue in cheek given the considerable effort that was made by a cohort of elected members to get rid of it altogether and the demonstrated inadequacies of its capacity to protect koala habitat within urban Lismore.

We trust that future State of the Environment Reports will be based on planning processes which articulate systematic and quantifiable commitments to improve deteriorating trends in Lismore's environmental asset base and to push forward engagement in ecological sustainable development.

Leadership in the proactive management and protection of the City's significant natural wealth is sorely overdue.

Yours sincerely

Lorraine Vass  
President  
15 October 2008

**Attachment 2**



Dear Sir

I noticed that on page 4 of the SOE draft – in the chart ‘Trends at a glance’ - you have omitted the complete column data for the year 02/03.

Thanks  
Noel Parker

Received by email 7/10/08

-----Original Message-----

From: Julie Reid [mailto:julier@envite.org.au]

Sent: Friday, 3 October 2008 4:05 PM

To: Nick Stephens

Subject: RE: 2008 State of the Environment Report - Notice of Draft for Comment

Nick

Mike has forwarded this SofER to me for comment.

One immediate concern is the photo on the front showing plastic bags planted next to a drainage line, this can become a 'plastic waste in the oceans' issue.

I noticed that LCC is looking at carbon offsets by planting trees. In case you need to know, EnviTE staff are accredited assessors for CarbonSMART the Landcare carbon traders.

Regards

Julie

Julie Reid

Acting Environmental Services Manager

EnviTE NSW

Level 1, 56 Carrington Street

PO Box 1124

LISMORE NSW 2480

P: 02 6621 9588

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[julier@envite.org.au](mailto:julier@envite.org.au)

<http://www.envite.org.au>



*The NSW Wildlife Information  
Rescue & Education Service*

**WIRES Submission  
Lismore City Council Draft Supplementary  
State of the Environment Report 2008**

WIRES would like to congratulate Lismore City Council on an excellent report and the forward thinking in the areas of water and waste management. WIRES is also pleased to read that the new vegetation mapping has been undertaken, along with progressive work in regard to environmental restoration works, including koala habitat restoration, Currie Park restoration, council land restoration, the introduction of the Roadside Threatened Flora Program, Indian myna controls and other similar projects mentioned.

WIRES would further appreciate improvements in the areas listed below.

**Lowland rainforest restoration**

The restoration of Currie Park should be prioritised and given further resources to maximise its suitability for flying fox habitat.

**Biodiversity (p. 12)**

We all recognise that our region is one of the highest biodiversity areas in Australia and is the highest in New South Wales. As Council is aware, pressures are increasing from urbanisation, agricultural pursuits, weed invasion and migration of feral animals due to climate change. With such a highly modified landscape there is extreme urgency to protect the region's wildlife. Australia's extinction rates are the highest in the world and if we do not take more adventurous steps in planning, more species will be threatened and potentially lost forever.

WIRES considers that updating the vegetation mapping as an important first step and one we are pleased that Council has undertaken.

WIRES believes the second vital step is the mapping of wildlife within Council's area. The first stage is to undertake fauna surveys and map threatened species. This may seem to be a daunting task, but so was the vegetation mapping when it was first talked about. This step is vital if we are to monitor, enhance and ensure survival rates.

**WIRES Northern Rivers**  
PO Box 1356, Lismore NSW 2480

[www.wiresnr.org](http://www.wiresnr.org)

**HOTLINE: (02) 6628 1898**

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ABN 30768872928

Thirdly, Council's TPO only covers the retention of trees and tree cover, within the urban, village, industrial and commercial areas. The rural areas are left to the protection of the Native Vegetation Act. WIRES considers that the Act is ineffective, with many rural farmers not even aware of their responsibilities under the Act.

WIRES therefore strongly suggests that Council consider implementing the following steps:

1. wildlife corridors are enhanced and new corridors are created to allow for connectivity within the region, both in a north-south and east-west direction, linking these corridors further with the surrounding shires corridors and the NPWS estates;
2. all wildlife corridors, new and existing, need to be further protected with a TPO; and
3. Council embark upon a complete TPO which covers the entire region, in order to strengthen the existing Native Vegetation Act, especially where loopholes allow for further degradation by landclearing.

### **Further pressures to biodiversity – illegal landclearing**

Although the Draft covers many of the pressures on biodiversity there appears to be nothing which addresses landclearing in relation to illegal building work in rural areas. This is a problematic issue which is resulting in the illegal removal of valuable habitat.

Landowners also appear to be clearing more land than is required for bushfire measures. An education program may be a way to overcome this problem.

We would like Council to investigate and deal with the problem of illegal land usage and associated landclearing practices.

### **Pressures on the land (p. 4)**

WIRES is aware that careful management is required for the more fragile areas of rural residential development and suggests that Council implement plans for wildlife corridors in all future rural residential subdivision developments.

### **Responsible pet ownership**

Cats and dogs are continuing to have a huge impact on the wildlife in our region. WIRES would like Council to become even more active in the responsible management of pets by implementing stricter control measures similar to those being introduced by other Local Councils in various regions of Australia.

A more proactive approach by Council could involve the following measures:

- Public education campaigns: these are very important as many residents do not understand the impact that their cats and dogs have on wildlife
- Declaration of Wildlife Protection Areas in sensitive wildlife zones and the imposition of a curfew on cats in these areas
- Larger fines for owners of pets found roaming, for example:

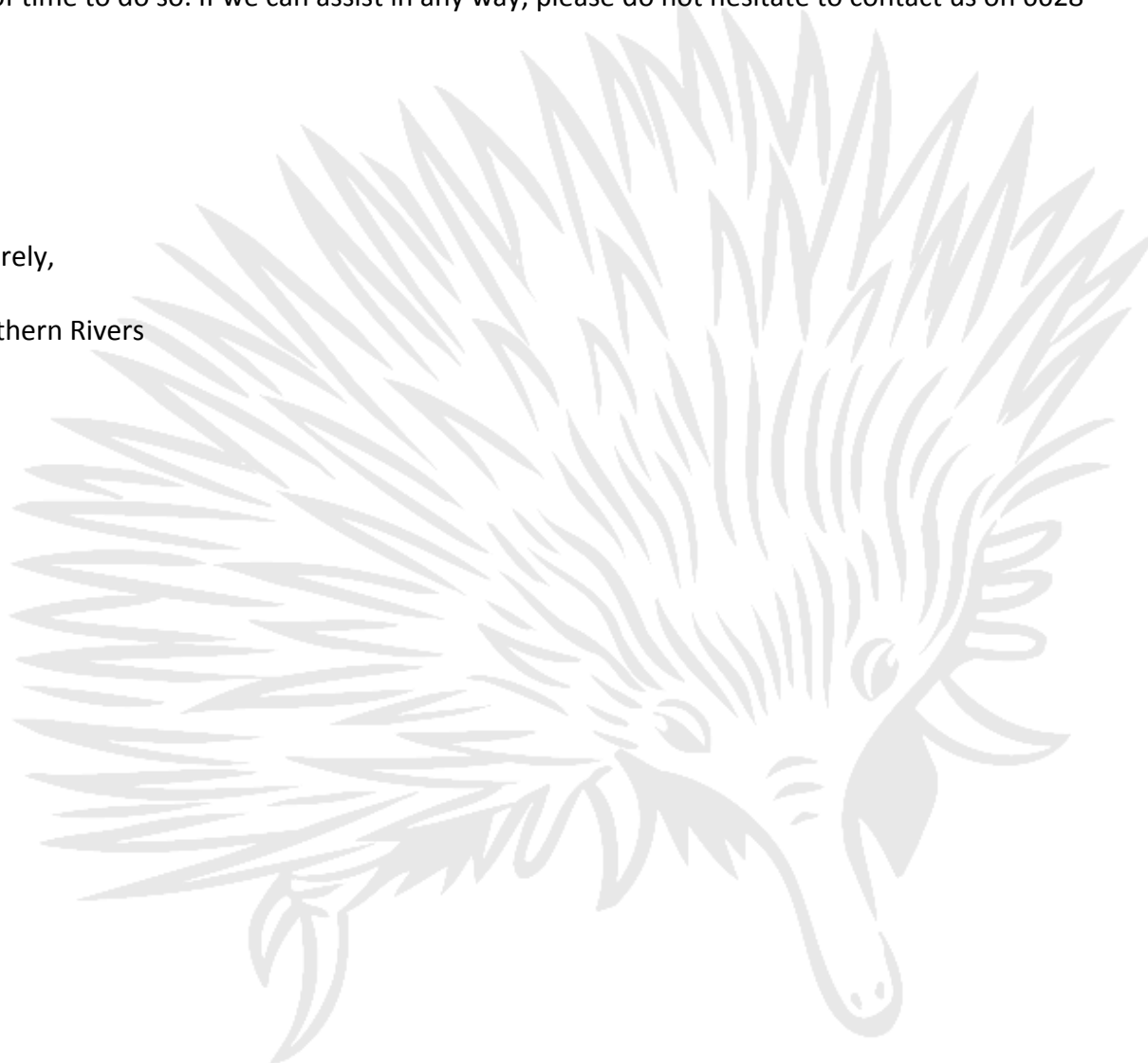
First offence	small fine, say \$150
Second offence	larger fine, say \$300
Third offence	euthanasia of the pet, as the owners are not acting responsibly. If this seems too strict, perhaps the pet can be adopted by a more responsible pet owner.

- Stricter enforcement of control measures under the Companion Animals Act.

If Council and residents are to preserve the integrity of the wildlife in our unique environment then it is time to for Council to implement stricter controls and take the necessary steps to enforce them.

WIRES would like to thank Council for the opportunity to comment on the Draft and for giving an extension of time to do so. If we can assist in any way, please do not hesitate to contact us on 6628 1898.

Yours sincerely,  
Committee  
WIRES Northern Rivers



# Report

<b>Subject</b>	<b>Sustainability Seed Funding Grant</b>
<b>File No</b>	S47
<b>Prepared by</b>	Coordinator Environmental Health - Strategies
<b>Reason</b>	To present the final report of the Environmental Trust grant 'Integrating Sustainability in Lismore Council's strategies and operations' and Council's 'Towards Sustainability Initiative'
<b>Objective</b>	To gain Council's endorsement of the Environmental Trust grant, final report 'Integrating Sustainability in Lismore Council's strategies and operations'.
<b>Strategic Plan Link</b>	Leadership by Innovation, Quality of Life, Infrastructure, Economic Development, Natural Environment
<b>Management Plan Project</b>	Sustainability

## Overview of Report

Council has completed an Environmental Trust (ET) grant under the 'Urban Sustainability Program' for 'Integrating Sustainability in Lismore Council's strategies and operations'. The final grant report is presented to Council for endorsement which is a conditional requirement to satisfy the ET grant. The report includes Council's 'Towards Sustainability Initiative', which is an integral part of the final report. The final report has been previously distributed and details the project activities and outcomes. Key outcomes of the project include the expectation and willingness of staff and community to embrace sustainable practices as well as the need for Local Government to integrate sustainability within its strategic planning, with consideration of the proposed Department of Local Government's reforms - 'Integrated Planning and Reporting Systems'.

## Background

Lismore City Council and Rous Water Councils received a seed funding grant of \$46,290 from the Environmental Trust (under the Urban Sustainability program) to integrate sustainability into Council's strategies and operations. A preliminary review of Council's existing plans, policies, documents and processes identified that many areas within the organisation needed to consider more thoroughly, long term sustainability. This project was successful in implementing initiatives to ensure Lismore City Council's progression towards sustainability. To achieve this progression, it was a priority that a culture of sustainability be embedded into Council's working environment.

### ***The objectives of the project were:***

- To develop a sustainability plan that builds upon existing plans and policies as well as coordinating new initiatives;
- To embrace a culture of continual improvement in sustainability planning;
- To raise sustainability awareness within the council and community by education.
- To protect the natural environment, lifestyles, cultures and heritage of the council area through the incorporation of ESD principles across all areas of operation;
- To foster economic developments that is environmentally sustainable and provides employment opportunities that are consistent with community needs and priorities.

One of the highlights of the project was the commitment from Senior Management to embrace sustainability within the organisation and to support the introduction of new initiatives that would progress Council towards more sustainable outcomes. Support from management was a crucial factor in ensuring the continuation and acceptance of sustainability within the organisation.

The funding from the Environmental Trust allowed Council to take the necessary steps to integrate sustainability concepts and actions into Council procedures. This would not have been achieved in such a short time frame without the external funding. The outcomes achieved through the Sustainability Seed Funding project far exceeded the original expectations of the project. Consequently, staff support for the integration of *sustainability* into the organisation and an increased awareness of sustainability within their work areas became evident. The final report to the Environmental Trust (previously distributed) and demonstrates the details and extent of the activities and outcomes, ranging from corporate and strategic planning to operational improvements such as double-sided printing.

Another key outcome of the project includes the development of the 'Towards Sustainability Initiative' (copy included with this business paper). This document provides a summary of:-

- How 'sustainability' relates to Local Government and the community;
- How Lismore City Council can integrate sustainability into existing planning;
- Showcasing completed and current Council projects; and
- Up-coming corporate challenges.

The '*Towards Sustainability initiative*' can act as a guide for Council and the 'Corporate Challenges' will be utilised in the future development of a formal sustainability plan and policy which will provide direction for corporate actions to integrate sustainability into Council's operations.

## Comments

### Financial Services

Not applicable.

## Conclusion

The Environmental Trust grant funding 'Integrating Sustainability in Lismore Council's strategies and operations' has been completed and the final report for the funding body is presented to Council for endorsement. The success of the grant is demonstrated in the outcomes achieved which exceeds expectations and has initiated the progression of the organisation towards sustainability. The final report to the funding body details the extent of these outcomes. One of the major outcomes of the project is the development of Council's '*Towards Sustainability Initiative*', an integral part of the final report which will provide direction for corporate actions to integrate sustainability into its strategic planning and operations.

## Recommendation

That Council endorse the final report for the Environmental Trust grant titled 'Integrating Sustainability in Lismore Council's strategies and operations' which includes Lismore City Council's '*Towards Sustainability Initiative*'.

# Report

<b>Subject</b>	Promoting Better Practice Review
<b>File No</b>	S43
<b>Prepared by</b>	Corporate Compliance Coordinator
<b>Reason</b>	Review Undertaken by Department Of Local Government
<b>Objective</b>	To table the Report so it can be released to the public
<b>Strategic Plan Link</b>	Leadership by Innovation
<b>Management Plan Project</b>	Councillors

## Overview of Report

The Promoting Better Practice Review report is tabled before Council as required by legislation. The “health” check by the Department of Local Government gives a very positive report on the activities of Council.

## Background

The Promoting Better Practice Program was established and conducted by the Department of Local Government. It is a review process which has a number of objectives.

- to generate momentum for a culture of continuous improvement and greater compliance across local government
- to provide an ‘early intervention’ option for Council’s experiencing operating problems
- to promote good governance and ethical conduct principles
- to identify and share innovation and good practice in local government
- to enable the Department to use review information to feed back into its work in identifying necessary legislative and policy work for the local government sector.

Reviews act as a “health check”, giving confidence about what is being done and helping to focus attention on key priorities.

The review consisted of a number parts.

- Completion and lodgement with the Department of an extensive question and supporting documents.
- Site visits by two (2) representatives from the Department over a week period conducting follow-up interviews with staff and Councillors.
- Submission of an interim report to Council which was reviewed by the previous Council.



Out of this process comes the final report which is a public document and a Review Action Plan which is used by the Department to monitor progress in implementing the reports recommendations.

Separately enclosed is a copy of the Review Report, a copy of the Review Action Plan is enclosed within the business paper. A copy of these documents will be made available on Council's web site and media once the report has been considered by Council.

In summary the report presents a very favourable picture of Council as a modern progressive organisation which is responding well to changes. The list of recommended actions can be categorised as minor adjustments to Council processes.

## Comments

### Financial Services

Any recommendation that cannot be carried out within the existing budget allocations will require a separate vote by Council.

### Other staff comments

The visit by the Department's representatives involved extensive discussion with staff on policy and process issues. The outcome of the discussions are included in the final report.

### Public consultation

Not Required

## Recommendation

- 1 That the Promoting Better Practice Review Report be received and noted.
- 2 That the actions proposed in response to the Department of Local Government's recommendations be communicated to the Director – General.
- 3 That the Promoting Better Practice Review Report be made available to the general public.

## LISMORE CITY COUNCIL - REVIEW ACTION PLAN

RECOMMENDATION	ACTION PROPOSED	TIME FRAME
1. <u>Council should review its strategic plan following the 2008 local government election to ensure its strategic aims continue to be appropriate.</u>	The strategic plan will be reviewed within the first 3 months of the Council term.	December 08
2. Council should provide training to staff on the code of conduct.	This will be built into the annual staff training program.	March 09
3. Council should review its records management policy and procedures to ensure that councillor records are included.	The current EDMS project will review all record management policies and procedures. Councillor records will be included in these documents. As part of the Councillor induction process Councillors will receive training in their record keeping responsibilities.	April 09
4. Council should review its code of meeting practice to clarify Council's practices for closing its meetings.	This will be undertaken in conjunction with the review of the Code of Meeting Practice by the Council.	April 09
5. Council should develop a procedure for the reporting of gifts and benefits and undertake an awareness program with staff and councillors.	The awareness program will be built into the annual staff training program and into the induction process for Councillors.	March 09
6. Council should develop an overarching risk management plan to bring together its current risk management practices and manage all significant risk issues facing Council.	Council and the Department have a philosophical difference in the best way to deal with this process. This will be subject of further discussion with the Department.	2009/10
7. Council should develop an internal audit function and an internal audit program.	The report identifies that an internal audit program could review relevant operations on a regular basis and uses examples such as procurement processes and the exercise of delegations. It is agreed that there is a need to monitor such activities, and other, however this will come at a cost which is currently not budgeted. It is also a function which might best be resourced externally to ensure total objectivity and to that end it would be worth exploring the opportunity for a sharing of a suitable internal audit function with other Councils – we would all have some level of need.	2009/10
8. Council should develop an organisation-wide disaster recovery/business continuity plan that is inclusive of all business continuity risks that the organisation may face.	Again this is an issue of philosophy, Council has identified all reasonable risks, the Department wants all risks incorporated. This issue will be discussed further with the Department.	2009/10

RECOMMENDATION	ACTION PROPOSED	TIME FRAME
9. Council should review its 'Code of Behaviour' and 'Councillor Access to Council Documents' policies to ensure they are consistent with the Model Code of Conduct.	This will be undertaken as part of the Council's review of the Code of Conduct.	August 09
10. Council should review its protected disclosures policy to ensure that the information contained within it is up to date.	The review of this procedure is currently being undertaken utilising the protected disclosure guidelines 5 <sup>th</sup> Edition May 2004.	December 08
11. Council should develop a single enforcement and prosecutions policy to ensure there is a consistent approach to its compliance and enforcement activities across the different areas of Council.	An enforcement policy will be developed consistent with the practice recommended by the NSW Ombudsman.	March 09
12. Council should develop and adopt a companion animals management plan.	It is the intent of Council to develop a companion animal management plan, with a draft being completed this financial year.	June 09
13. Council should incorporate its long term capital works program and asset management plan, when completed, into its ten year financial plan.	A review of the long term capital works program is planned for this financial year. The integration of this program and the 10 Year Financial Plan will be undertaken as part of that process. When asset management plans are developed, they also will be integrated into the 10 Year Financial Plan.	June 09
14. Council should monitor the implementation of strategies to decrease its outstanding rates and annual charges ratio to ensure that it brings the ratio in line with the industry benchmark.	Council has reviewed its policy and procedures for debt collection in recent times. The result is a streamlined process that is consistently applied to any debt that is outstanding beyond normal credit terms. The process includes the use of debt collection agency to issue warning letters and take legal action with instructed.	Commenced September 2008
15. Council should develop a hardship policy to guide its decisions in relation to requests for assistance in making rates and charges payments.	Examples of hardship policies have been requested from other councils. A draft policy will be prepared for Council this financial year.	April 09
16. Council should complete its asset management strategy and ensure that it is integrated with its long term financial strategy when completed.	Council is in the process of developing an asset management strategy. The outcome of this process will be required to be incorporated into the 10 Year Financial Plan when completed. For example, the Water and Sewerage Strategic Business Plans have been developed and adopted by Council with this in mind.	Progressively over the next 3 financial years
17. Council should develop a plant replacement strategy and ensure that this is integrated with its long term financial strategy.	A major project of the fleet services management plan for 08-09 is the development of a 10 year plant replacement plan. The target is for this to be completed in time for incorporation into the budget and planning sessions in April 09.	April 09

RECOMMENDATION	ACTION PROPOSED	TIME FRAME
18. Council should review its generic plan of management and implement an on-going review process for its plans of management.	This will be undertaken and is expected to be completed in early 2009. Council will implement a process to have the plans reviewed internally on an annual basis. This process will include an assessment of whether there needs to be a major review of the document which can then be planned and incorporated into Council's management plan and budget processes as necessary.	June 09
19. Council should include strategies to meet the challenges that the ageing of the population will bring in its workforce strategy and social/community plan.	This will be incorporated into the new Social and Community Plan.	December 09
20. Council should develop customer service standards for all of the services it provides.	One of the deliverables of the Customer Service Improvement Project is to develop a complete set of standards for service delivery.	June 09
21. Once developed, customer service standards should be monitored and reported on to ensure accountability to the community and to provide feedback to the Council.	In order to manage customer service standards a monitoring, reporting and accountability process will be initiated.	June 09
22. Council should develop a workforce plan that supports the directions set in its strategic plan.	Council is developing a workforce plan that aligns with the strategic direction and includes current strategies such as: <ul style="list-style-type: none"> <li>• Career path planning</li> <li>• Skills training</li> <li>• Staff retention programs</li> </ul>	February 09
23. Council should develop an EEO management plan in accordance with sections 344 and 345 of the Local Government Act.	An EEO management plan will be developed over the next 6 months.	May 09

# Report

<b>Subject</b>	<b>Goonellabah Sports &amp; Aquatic Centre – Additional Loan Borrowings</b>
<b>File No</b>	S960
<b>Prepared by</b>	Manager – Finance
<b>Reason</b>	Uncertainty surrounding receipt of grant funding for this project
<b>Objective</b>	Council approval to borrow additional loan funds for this project due to this uncertainty
<b>Strategic Plan Link</b>	Leadership by Innovation
<b>Management Plan Project</b>	Goonellabah Sports & Aquatic Centre

## Overview of Report

The approved budget for the Goonellabah Sports & Aquatic Centre (GSAC) is \$18.419 million. It includes \$580,000 in grant funding that the Commonwealth Government has determined Council is now not eligible to receive. A review of this determination has been requested, but due to the uncertainty of its success, additional loan borrowings of \$580,000 are required to meet the total funding requirements.

## Background

The GSAC project includes construction of two multi-purpose sports courts, a leisure pool including beach entry, program pool and five lane 25m pool, separate toddler pool, water slide, youth spaces, café, administration area, gym (fitness centre), associated car parking, landscaping outside the building, land purchase and rehabilitation of nearby Tucki Tucki Creek. Proposals for a youth plaza are being progressed, but have not been funded as part of this project.

The approved budget is \$18.419 million with funding sources including:

Loans	\$10,614,000
Land Sales	\$ 3,702,000
Section 94	\$ 1,648,400
Reserves	\$ 1,476,000
Grant	\$ 580,000
Sewerage Fund	\$ 315,000
Revenue	\$ 73,600
Water Fund	<u>\$ 10,000</u>
Total Funding	\$18,419,000

The approved budget includes \$580,000 in grant funding from the Department of Transport and Regional Services under the Regional Partnerships Program. The grant funding was conditionally approved in July 2007, withdrawn with the change of Commonwealth Government in November 2007, reinstated in June 2008 and then withdrawn again in August 2008. A formal request to the appropriate Department and Minister to review this determination has been made from Council and Janelle Saffin, local member for Lismore, but no formal response received to date. Verbal advice from senior staff responsible for the grant's administration indicates there will be no formal review process and that Council's only recourse would be to appeal directly to the Parliamentary Secretary for Regional Development and Northern Australia, the Hon Gary Gray MP. This being the case, and while action will be taken, the receipt of

these funds is uncertain and alternatives to mitigate this situation need to be considered.

## Alternatives

Realistically, the alternatives fall into two categories – 1. Defer works or 2. Provide additional funding.

### 1. Defer works

The only elements of the project that could be deferred until new funding is available include the rehabilitation of Tucki Tucki Creek (\$350,000) and the fit out of the gym (\$290,000). The deferral of the gym fit out is not supported as it is considered to be a profit centre for the facility and therefore has the capacity to reduce Council's operating contribution.

In addition to the Tucki Tucki Creek works, the facility construction budget has a \$500,000 contingency amount included. To date, \$149,000 of this amount is committed. While the total project is considered to be well on the way to completion, reducing the contingency amount by a further \$230,000 and deferring the Tucki Tucki Creek works to generate a \$580,000 saving is one alternative.

This alternative results in funding being required from future budgets to undertake the Tucki Tucki Creek works and youth plaza element to fully complete this project. In addition, funding for the deferred developer contributions (\$146,000) will also be required.

### 2. Provide additional funding

The logical source to meet a shortfall of \$580,000 is from borrowings. Given the long term benefits to be derived from the facility, linking the capital cost to long term borrowings is supported. The annual repayment costs for this amount is \$56,400 (\$28,200 in 2008/09).

It is within Council's financial capacity to meet the additional repayment and this only marginally increases the debt service ratio to approximately 6.20%.

## Comments

### Other staff comments

### Manager Community Services

Funding originally approved under the federal Regional Partnerships program has been withdrawn following an assessment that determined the project did not meet the Regional Partnerships Program criteria, specifically that a need for Regional Partnerships funding could not be demonstrated. In spite of formal correspondence disputing the assessment and demonstrating a clear need for funding, Council staff have been advised that there is no formal review process and the Department's decision cannot be reconsidered. An approach to the Parliamentary Secretary for Regional Development and Northern Australia, the Hon Gary Gray MP should be considered in an attempt to redress the current situation.

### Manager Assets and Support Services

Physical progress on the project is well advanced and whilst the likelihood of cost increases reduces the further the project progresses, there are still outstanding matters which could affect the overall cost of the works. Staff are very confident that the full amount of the \$500,000 contingency will not be required to fund completion of the project, however it is not possible at this time to provide an accurate figure on what portion of the contingency allowance will remain. In particular all of the external civil works to construct a roundabout at the intersection of Simeoni Drive and Gordon Blair Drive is yet to be costed, as are the construction of footpaths, bus bays and pedestrian facilities external to the site. Some of these matters are currently the subject of a section 96 application to modify the development consent and cannot be finalised until the consent is issued.

In regard to Tucki Creek there are significant elements of this work which must be undertaken to meet the requirements of the development consent for the building. These are largely stormwater related works and costs have not yet been determined.

Staff will be in a better position in December to accurately forecast what funds would be available from both the contingency allowance and the Tucki Creek works to potentially meet the shortfall resulting from the withdrawal of the federal funding. However, another matter to consider is that Council is still progressing with the design of a youth plaza and skate park on the Oliver Avenue frontage of the site. No funds have been allocated to construction of these works and any remaining funds from the contingency allowance had been identified as a potential source of funding for the project.

## Public consultation

Not required

## Conclusion

Due to the uncertainty of receipt of \$580,000 in grant funding for the Goonellabah Sports & Aquatic Centre, alternatives to mitigate the situation need to be considered.

Alternatives considered include the deferral of works or provide additional funding. While it is possible to defer works and adjust the contingency amount to meet the shortfall, the preferred option is to borrow an additional \$580,000.

Expressions of interest for Council's 2008/09 borrowing program have been called with options for this amount included and excluded. Better terms are likely to be offered for the total amount (\$5.094m) than an individual loan of \$580,000 at a later time.

Should the Commonwealth Government come forward with the \$580,000 in grant funding, the borrowed funds would be used to offset future borrowing programs.

## Recommendation

That Council borrow an additional \$580,000 for the Goonellabah Sports & Aquatic Centre to meet the shortfall in funding created by the absence of grant funding.

# Report

<b>Subject</b>	<b>Lismore Sports Field Lighting Projects</b>
<b>File No</b>	S960
<b>Prepared by</b>	Sport & Recreation Project Officer and Manager Community Services
<b>Reason</b>	To explain the need for additional funding for sports field lighting
<b>Objective</b>	To gain retrospective approval for the additional expenditure from the Urban Sports Facilities Fund
<b>Strategic Plan Link</b>	Quality of Life
<b>Management Plan Project</b>	Sports Field Lighting

## Overview of Report

This report provides an explanation regarding the overspend on sports field lighting on Crozier Field, Richards and Mortimer Ovals, and requests that an allocation from the 2008-2009 Urban Sports Facilities Fund is provided to account for the overspend.

## Background

In 2007 and 2008 Council embarked on several lighting projects to upgrade a number of Lismore's sports facilities. The ability to provide venues for night games with Australian Standard Lighting will improve facilities and allow safer training and competition for sports that have been traditionally played on weekends.

Sports' governing bodies are insisting on operating under various Australian Standards to minimise risk. Sports such as soccer require lighting audits to be undertaken to ensure facility lights operate within Australian standards. If the standards are not met, clubs and competitions may refuse to operate at those venues.

In September 2005 Council engaged Floodlighting Australia to audit our sporting fields and provide a report setting out requirements for the provision of AS2560.3 lighting to nominated sports fields. Floodlighting Australia was also asked to provide a design and cost estimate for the installation of lights on several facilities including Riverview Park and Crozier Field.

The report, although an excellent audit, lacked technical depth and local research. The Riverview Park and Crozier Field lighting projects were submitted to the Council budget process, however a substantial time period elapsed between the original estimates, the approvals and the commencement of the projects. The time lag added substantially to the material costs of these projects and the estimates failed to recognise a large number of contingencies that arose during the course of construction. The design cost estimates did not include provision for future expansion or other uses which might occur.

Following are details of the three projects undertaken by Council during 2007/08 and the reasons why these projects came in over original forecasted figures.



**Richards Oval – Lismore Workers Soccer Club.**

<b>Council Funds Approved</b>	<b>\$20,000</b>
<b>Workers Soccer Club</b>	<b>\$10,000</b>
<b>Loan from Workers Club</b>	<b>\$ 5,000</b>

This dual sport field is used by cricket and soccer on a seasonal basis. The original planned infrastructure was inadequate for soccer to hold sanctioned night games. Staff negotiated with the Workers Soccer Club to seek funding from the main club (Lismore Workers Club) to augment Council funding so that the project would meet Football Far North Coast's requirements.

As the lighting audit did not provide a design for Richards Oval, the lighting design footprint was borrowed from Riverview Park. The two parks have very similar lighting characteristics and constraints.

The previous electrical infrastructure did not comply with the current electrical wiring standards AS3000-2000 and therefore more appropriate (and mandatory) electrical and protection devices were installed, adding approximately \$5,000 to the cost of the project.

The Club requested additional works they considered to be of value to their use of the venue. These works included the installation of one of the old light fittings to each of the new poles and extra cabling and switch gear / labour, which added approximately \$4,000 to the project.

The change to the project's scope together with significant cost increase in materials, primarily copper cabling, steel, and fuel, resulted in an overall project overrun. In recognition of the scope and increased costs, the Lismore Workers Soccer Club increased their contribution to \$20,000 by purchasing the lights, and the Lismore Workers Club contributed \$10,000 in total. Overall there was a total increase of \$44,100 in project costs and a net shortfall of \$29,100.

**Mortimer Oval – Swans AFL Club.**

<b>Council Funds Approved</b>	<b>\$30,000</b>
<b>Sport and Recreation Grant</b>	<b>\$19,550</b>
<b>Club Contribution</b>	<b>\$ 3,000</b>

Mortimer Oval did not previously have any field lighting and is now used by several sports including rugby league/ rugby union for training purposes.

Original cost estimates for this project came in well under the proposed budget, however the project also experienced difficulties associated with project timing. There were substantial price increases in copper cable and steel between project planning and project delivery.

Following an assessment of future needs for this facility it was considered prudent to expand the scope of works to allow for future lighting expansion in the initial infrastructure. This infrastructure included laying supply and switching cables/cable pits for two more poles on the eastern side of the oval, which added \$12,000 to the project.

**Crozier Field – Lismore City Council**

<b>Council Funds Approved</b>	<b>\$133,000</b>
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This project like the two previous projects was built in volatile material supply markets where monthly copper and steel prices rose by no less than 18%.

Crozier Field has had heavy past usage and therefore an assessment was undertaken of previous DAs for the oval and previous electrical infrastructure supplying power to the grandstand and canteen. The electrical infrastructure was grossly inadequate for the intended future use of the field, and several consent conditions from previous DAs in relation to public area lighting had not been completed.

Lighting Australia recommended 22m compression fitting poles that would require a crane every time Council needed to access the lights for repair or replacement. The crane would need to drive on to sections of the playing surface therefore increasing repair costs and possible down time of the playing surface whilst repairs were effected.

After a great deal of research the original pole design was changed from 22m compression type poles to 27m tilt poles, based on the fact that one person can tilt the lighting poles over to repair lights and re-stand the pole for operation without the use of heavy machinery on or around the playing surface. This improvement added approximately \$30,000 to the cost of the poles and their foundations.

The following infrastructure elements have been put in place to reduce future expense to Council by improving or adding to amenities inside Crozier Field:

1. A 63mm orange conduit and waterline are buried across the middle of the field to allow power and water to be supplied to grandstands/canteen and amenity blocks without the requirement for future major earthworks.
2. Electricity has been supplied to the gatehouse (which should have been implemented by previous DAs) which will enable future footpath lighting from the gatehouse to other areas in the park. This lighting is required under the current DA consent.
3. The installation of a new electrical supply board to ensure appropriate capacity for future events and possible expansion of facilities inside the oval.
4. Electrical supply from Country Energy feeders on Magellan Street have been relocated and upgraded, again to ensure appropriate capacity in the future.
5. Summerland Security was engaged to commission two data pairs in the existing data cable from Oakes Oval to Crozier Field. This technology allows Council to install a lighting control system that can be operated by many users, each having their own unique access code. The system allows Council to log into the lighting control system remotely using our already existing network and extract exact data for light usage and then send out accurate accounts to each user. Council therefore has more information regarding electricity usage and the users responsible.

The above infrastructure works and change in scope added approximately \$50,100 to the overall project.

## Comments

### Financial Services

To fund project overruns (\$92,400) and sporting club contributions not received in 2007-08 (\$36,200) for these projects, Parks and Recreation reserves were used. From a financial perspective, the intention of this report is to seek Council's approval to reinstate required reserves in 2008/09 from the 2008/09 Urban Sports Facilities Fund budget.

The 2008/09 Urban Sports Facilities Funds budget is \$117,200. After deducting sporting club contributions (\$36,200) received in 2008-09 and reserves not required (\$25,500), a total of \$66,900 from the 2008/09 Urban Sports Facilities Fund is required to reinstate required reserves. The reserves include:-

CBD Toilet Block	\$ 9,300
This reserve will have \$67,400 available for modifications to the Transit Centre to provide a public toilet outside normal business hours	
Rural Sports Facilities Fund	\$ 11,800
Unallocated balance of the 2007/08 Rural Sports Facilities Fund	
Demons Australian Rules Football Club	\$ 20,000
Approved project in 2007/08 not commenced.	
Coronation Park	\$ 600
Approved project in 2007/08 not commenced.	
Lismore Basketball Stadium	\$ 22,500
Approved project in 2007/08 with works commenced and ongoing	
Nesbitt Park – Plan of Management	\$ 24,900

Approved project in 2007/08 with works commenced and ongoing  
Lismore and District Netball Association

\$ 10,000  
\$103,100

This would leave balance of \$50,300 in the 2008/09 Urban Sports Facilities Fund to fund deferred projects (South Lismore Soccer Club \$20,000 and Lismore Little Athletics \$11,000) and any new proposals (\$17,300).

## Conclusion

All three projects overran their budget allocations due to two primary reasons: an increase in the cost of materials and equipment, and adjustments to the scope resulting in improved design and overall outcomes to cater for future needs and expansion. This approach is expected to save Council time and money, and limit inconvenience and downtime for users when future repair and expansion is necessary.

## Recommendation

That the 2008-2009 Urban Sports Facilities Fund budget be reduced by \$66,900 and reserves held for a specific purpose as detailed in the report be reimbursed as a result of the overspending in the Lismore sports fields lighting projects.

# Report

<b>Subject</b>	<b>Replacement of Wheel Loader - Plant No. 210</b>
<b>File No.</b>	T2009 -18
<b>Prepared by</b>	Fleet Services Coordinator
<b>Reason</b>	To seek Council approval for the purchase of new plant and the disposal of old plant.
<b>Objective</b>	To convey to Council information relevant to the selection of replacement plant so that an informed decision may be made.
<b>Strategic Plan Link</b>	Infrastructure Services
<b>Management Plan Project</b>	Fleet Operations

## Overview of Report

Quotations were invited from suppliers registered under the Local Government Procurement contract for the supply of a machine. Quotations were received and assessed by the appropriate Program Manager and supervisory staff. The machines were assessed by operators. Recommendations are made within this report for the purchase of the preferred machine.

## Background

### Tender Process

The Local Government and Shires Associations of New South Wales (LGSA) formed "Local Government Procurement" (LGP) to create a procurement operation to save councils money through bulk supply arrangements. The tendering requirements of the Local Government Act have been met and issues of due diligence are covered through this process.

Local Government Procurement has, through advertised tenders, established Contract LGP707 "Heavy Plant and Equipment", which includes major brands recognised in the industry. Quotations were invited from the suppliers registered on this contract.

## Plant Replacement

### Plant No. 210 – Wheel Loader

Council's 2008/09 Management Plan lists this quarry loader as due for replacement. Plant No. 210, a Caterpillar 966F wheel loader, was purchased in March 1999. It has done 16,500 hours, comprising 12,500 hours showing on the clock, plus a new clock fitted at 4,000 hours. Plant No. 210 has spent all of its working life in Council's Blakebrook Quarry, for seven years loading shot-rock onto the haul truck, and more recently as stockpile and sales loader. The machine has had a hard working life and has reached the age and condition for replacement.

## Quotations and Assessment

The LGP contract includes five brands of machines with models potentially suitable to replace Plant No. 210. Quotations were invited for the supply of these machines specified to meet Lismore City Council's needs. Evaluation of the machines which conform to our specification (refer attachment), indicates that the Case 921E from Conplant Ammann Australia is the most suitable for Council.

SUMMARY OF SCHEDULES AND EVALUATION - T2009-18			
Manufacturer / Supplier	Machine Model	Price Ranking	Evaluation Ranking
Conplant Ammann Australia	Case 921 E	1	1
Hitachi Construction Machinery	Hitachi ZW 310	2	N/A
Hitachi Construction Machinery	John Deere 824 J	3	Non-conforming
Komatsu Australia Pty Ltd	Komatsu WA 480-6	4	2
WesTrac Pty Ltd	Caterpillar 972H SW	5	4
WesTrac Pty Ltd	Caterpillar 972H CC	6	3

Note: The John Deere 824J is non-conforming as it does not meet the emissions standards specified and the Hitachi ZW310 is not available to undertake a detailed assessment.

Refer to Attachment A enclosed separately: Schedules and Evaluation

## Comments

### Financial Services

Northern Rivers Quarry & Asphalt contributes a significant annual dividend to Council's recurrent budget. For 2008/09, the dividend is \$370,000. The dividend is predicated on the profitable performance of quarry operations and this is partly achieved by the replacement of plant items at the optimum time.

The loader being replaced is considered essential and due for replacement. Replacement as recommended is supported as down-time and increased maintenance costs on the existing plant item will negatively impact quarry profit and potentially the payment of the dividend.

The life to date financial performance for this plant item indicates that it has generated sufficient income (\$855,000 +) to meet all operating and capital costs. The purchase of the new plant item will be funded from Plant Reserves and the existing plant item will be sold at auction soon after the new plant item is delivered.

## Other Staff Comments

### Manager - Business Services

The Caterpillar 966 is past its best replacement time based on best practice. In general, larger companies replace heavy machinery at 10,000 to 12,000 hours when used in high wear applications. Council has a number of machines well past this standard, which have been identified for replacement in the current and next budget periods. This loader is a vital item of plant to ensure the ongoing profitability of Council's quarry operations.

The Case 921 is a very capable machine and is the best value for money on this occasion. It performed well in the assessments. Operators have also provided very positive feedback on several smaller Case loaders hired by Council in recent months. I concur with the recommendations.

## Public consultation

Not required

### Recommendation (IS55)

That:

1. Council resolve to purchase from Conplant Ammann Australia a CASE 921E wheeled loader as quoted, the price of which will be \$384,862.00 including Goods and Services Tax.
2. Council resolve to dispose of Plant No. 210 (Caterpillar 966F wheel loader) by public auction.

# Report

<b>Subject</b>	<b>Lismore City Council Road Safety Strategic Plan 2009-2013</b>
<b>File No.</b>	S596
<b>Prepared by</b>	Road Safety Officer
<b>Reason</b>	To present the Lismore City Council Road Safety Strategic Plan.
<b>Objective</b>	To have Council adopt the Lismore City Council Road Safety Strategic Plan 2009-2013.
<b>Strategic Plan Link</b>	Infrastructure, Quality of life, Economic Development
<b>Management Plan Project</b>	Road Safety

## Overview of Report

This report presents the draft Lismore City Council Road Safety Strategic Plan 2009-2013. Under the terms of Council's agreement with the NSW Roads and Traffic Authority for funding of the Road Safety Officer position and associated projects, Council is required to prepare and regularly review a Road Safety Strategic Plan.

## Background

The Lismore City Council Road Safety Strategic Plan 2009-2013 is a document designed to guide Lismore City Council and the community to improve road safety in the Lismore LGA. It is acknowledged in the Road Safety Strategic Plan that road safety is a community responsibility and a partnership approach must be used to produce positive outcomes.

The Lismore City Council Road Safety Strategic Plan 2009-2013 aims to improve road safety through strategies developed under the areas of:

- Safer People
- Safer Roads
- Safer Vehicles and Equipment
- Community Involvement
- Transport Land Use and Planning
- Co-ordination and Communication.

The Road Safety Strategic Plan has been developed through consultation with key stakeholders and through the analysis of RTA crash data. The information gathered from these sources has guided the formation of priority areas on which the Road Safety Strategic Plan will focus over the next five years. These are:

### Road User Groups

- Local drivers and neighbouring town drivers
- Young drivers (17-25 years)
- Older drivers (30-49 years)
- Pedestrians
- Bicycle riders
- Local and visiting motorcyclists

## Road User Behaviour

- Speed
- Alcohol
- Seatbelts
- Fatigue
- Pedestrian behaviour
- Negligent driving
- Helmet wearing

## Road Infrastructure

- Road maintenance
- Roundabout design
- Road design
- Strategic road and associated infrastructure planning (Cycleways)

The Road Safety Strategic Plan crosses many sections of Council and has links to three (3) areas of the Lismore City Council Strategic Plan 2004-2010, these being:

- Infrastructure
- Economic Development
- Quality of Life

The Lismore City Council Road Safety Strategic Plan 2009-2013 has links with other Council documents such as:

- Lismore City Council Strategic Plan 2004-2012
- Social and Community Plan 2005-2009
- Lismore City Council Cycleway Strategy Plan 2007
- Local Environment Plan
- Lismore City Council Staff Induction Policy
- Cities for Climate Protection

## Comments

### Financial Services

The implementation of the Road Safety Strategic Plan will require funding. Where this is not available from within existing budgets or external funding sources, a submission will be made to the management plan for determination by Council.

### Other Staff Comments

Not required.

### Public Consultation

NSW Ambulance, NSW Police Force, Transport Operators, NSW Department of Education, North Coast Area Health Service, various community groups, NSW Roads and Traffic Authority and Lismore City Council staff were consulted in the development of the draft Lismore City Council Road Safety Strategic Plan 2009-2013. The community consultation process involved interviews with key stakeholders as well as surveys sent to key community groups.

The draft Road Safety Strategic Plan was placed on public exhibition on July 18, 2008 with submissions invited and closing August 18, 2008. The community were also invited to provide feedback through a



“phone in” on Tuesday and Thursday, July 29 and 31, 2008. Meetings were available for the community on Friday, August 1, 2008 at Council’s CBD Offices. Community members were also encouraged to make written submissions during the public exhibition period.

A copy of the final draft of the plan is enclosed separately with Councillors’ business papers.

## Conclusion

The Road Safety Strategic Plan 2009-2013 is a document aimed at improving road safety in the Lismore Local Government Area. It has been developed following extensive consultation with stakeholders and should now be adopted by Council.

## Recommendation (IS58)

That the draft Lismore City Council Road Safety Strategic Plan 2009-2013 be adopted.

# Report

<b>Subject</b>	<b>Council Meetings and Public Forums for 2009</b>
<b>File No</b>	S43
<b>Prepared by</b>	Corporate Compliance Coordinator
<b>Reason</b>	Council Policy
<b>Objective</b>	Determine Schedule and Meeting Locations
<b>Strategic Plan Link</b>	Leadership by Innovation
<b>Management Plan Project</b>	Corporate Management

## Overview of Report

Schedule of meetings and public forums for 2008 as required under Policy 1.2.7

## Background

### Council Meeting Schedule

Council has resolved that ordinary meetings will be held at 6.00pm on the second Tuesday of each month. No change to this scheduling is proposed. On this basis, the first ordinary meeting of the year will be held on February 10, 2009.

### Rural Contact Meetings

At its November 2006 meeting Council resolved to replace the concept of two (2) Ordinary Council meetings being held in rural areas, with two (2) additional Contact Forums, one of which to be held in Nimbin. The view was that Contact Forums provided a better venue for the public to raise issues with Councillors. As a result, three (3) Rural Contact Forums are held plus the Annual Nimbin Community Meeting.

Accordingly, it is proposed that Rural Contact Forums be held at:

Whian Whian Public Hall	March 16, 2009
Tregeagle Public Hall	June 15, 2009
Numulgi Public Hall	August 17, 2009

With the Nimbin Community Meeting at:

Nimbin School of Arts	November 16, 2009
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The Rural Halls are selected so as to give a reasonable spread through the Local Government area and taking into account how long it has been since Council has been to the hall. In this regard it will be 6 or 7 years since Council last met in any of the above halls.

## City Contact Forums

Two (2) of these are held each year and it is suggested that these be held at the following locations:

Italo Australian Sports-Recreation Club	April 20, 2009
Lismore Heights Bowling Club	July 20, 2009

## Comments

### Financial Services

Not Requested

### Other staff comments

Not Requested

### Public consultation

The contact forums continue to provide the public with an opportunity to raise issues with a group of Councillors.

## Recommendation

1. That the first meeting for 2009 be held on February 10, 2009.
2. That Rural Contact Forums be held at:
 

Whian Whian Public Hall	March 16, 2009
Tregeagle Public Hall	June 15, 2009
Numulgi Public Hall	August 17, 2009

With the Nimbin Community Meeting at:

Nimbin School of Arts	November 16, 2009
-----------------------	-------------------
3. That City Contact Forums be held at:
 

Italo Australian Sports-Recreation Club	April 20, 2009
Lismore Heights Bowling Club	July 20, 2009

# Report

<b>Subject</b>	<b>Councillors Expenses &amp; Facilities Policy</b>
<b>File No</b>	S45
<b>Prepared by</b>	Corporate Compliance Coordinator
<b>Reason</b>	Legislative Requirement
<b>Objective</b>	To review the current Policy
<b>Strategic Plan Link</b>	Leadership by Innovation
<b>Management Plan Project</b>	Councillors

## Overview of Report

Council is required to review its Expenses and Facilities Policy each year. The review proposes a minor amendment.

## Background

The Local Government Act (Section 252 (1)) requires that Council by November each year must review its Expenses and Facilities Policy.

It is acknowledged, that with the majority of Councillors only being recently elected, it is perhaps unrealistic for Council to come to grips with the adequacy of the existing policy. Council is however, bound by the Act to carry out this review.

Council can conduct additional reviews during the year, or amend the policy via a Notice of Motion.

On the positive side, the existing policy is one which has evolved over the years to meet the needs of the various Councils. It has also been developed in accordance with the guidelines issued by the Department of Local Government.

Proposed Changes:

### Wireless and Hand Held Devices

As part of this evolutionary process, the increasing role that mobile phones and the newer 'smartphones' (e.g. Black Berry) play in this era of instant access has been recognised by inserting a new clause as follows:

- Council will reimburse up to \$30 of the monthly rental associated with wireless hand held devices (mobile phones, smartphones, PDA's).

A minor amendment will also be made to the existing clause 4.2 (e) to replace "mobile phone" with "wireless hand held device".

### Superannuation

The Australian Tax Office has ruled that Councillors can redirect their annual fees into superannuation. A clear point in the ruling is that Councillors are deemed not to be an employee under common law.

Council included this provision in its Policy, Clause 4.2(m) Contributions. The Local Government Superannuation Scheme has supported some standard wording as detailed below:

“In accordance with the Australian Taxation Office Interpretative Decision 2007/205m a Council may enter into an arrangement with the Councillor under which the Councillor agrees to have all or part of their annual fee paid into a complying superannuation fund for their benefit in lieu of being paid that amount of fee directly”.

It is suggested that Clause 2(m) be amended to include this clause along with a more generic point 2.

- Ability to have all or part of their Council fees paid direct to third parties.

## Other suggestions

### Vehicle Mileage Rates

Currently the policy provides for two Mileage Rates, one for vehicles with an engine capacity of less than 2.5 litres (64 cents per KI) and one for more than 2.5 litres (73 cents per KI).

The suggestion is to encourage the use of smaller vehicles by only having the single rate, being that for the less than 2.5 litre engine capacity, however, the personal vehicular needs of individual Councillors should be acknowledged. The suggestion is not included in the policy changes.

## Comments

### Financial Services

Council has \$66,700 allocated in the 2008/09 Budget for costs incurred in accordance with this Policy. It is anticipated that the recommended changes will be funded from and within the approved budget.

### Other staff comments

Not requested

## Public consultation

The amendment is considered minor in nature, not requiring to be advertised.

## Recommendation

That Council adopt its existing Expenses and Facilities Policy with the following amendments:

1. New Clause:

Council will reimburse up to \$30 of the monthly rental associated with wireless hand held devices (mobile phones, smartphones, PDA's).

2. Amending Clause 4.2 (e) by replacing “mobile phone” with “wireless hand held device”.

3. Amending Clause 4.2(m) as follows:

Ability to have all or part of their Council fees paid direct to third parties.

# Report

<b>Subject</b>	Disclosure of Pecuniary Interest Returns 2007/08
<b>File No</b>	S18
<b>Prepared by</b>	Corporate Compliance Coordinator
<b>Reason</b>	Required by Department of Local Government
<b>Objective</b>	To Meet the Guideline Requirements
<b>Strategic Plan Link</b>	Leadership by Innovation
<b>Management Plan Project</b>	Administration Services

## Overview of Report

Compliance with guidelines from Department of Local Government associated with the completion of Pecuniary Interest Returns.

## Background

The Department of Local Government has issued a set of guidelines associated with the administrative process of the completion of Pecuniary Interest Returns. Part of these guidelines requires that such Returns are tabled at a Council meeting.

In accordance with the Procedure, the Returns for Councillors (former Council) and designated staff are tabled.

Returns for the newly elected Councillors are requested to be lodged within three (3) months of their election and will be the subject of a separate report.

## Comments

### Financial Services

Not Requested

### Other staff comments

Not Requested

## Public consultation

Not Requested

## Recommendation

That the report be received and the tabled Pecuniary Interest Return be acknowledged.

# Report

<b>Subject</b>	September 2008 Quarter - Management Plan Review
<b>File No</b>	S952
<b>Prepared by</b>	Executive Services Coordinator
<b>Reason</b>	Requirement of Local Government Act S.407(1)
<b>Objective</b>	Information for Councillors
<b>Strategic Plan Link</b>	Leadership by Innovation
<b>Management Plan Project</b>	This is a report on the implementation of the 2007/2008 Management Plan

## Overview of Report

This report relates to the performance of programmes and activities highlighted in the 2008/2009 Management Plan During the quarter ended September 2008.

## Background

The General Manager is required under Section 407(1) of the Local Government Act, 1993 to periodically report on the performance targets outlined in the Management Plan. The attached tables provide a summary of progress across all aspects of Council's activities for the quarter ending September 30, 2008.

## Comments

### Financial Services

Not Requested

### Other staff comments

Not Requested

## Recommendation

That the report be received and noted.

SEPTEMBER QUARTERLY MANAGEMENT PLAN 2008/09 REVIEW						
	<b>General Manager</b>					
	<b>Communications</b>					
	Project	Budget	Key action steps	Target date	Status	Explanation on Progress to Date
1	Communications Strategy	Recurring budget	<ul style="list-style-type: none"> <li>▪ Research Best Practice</li> <li>▪ Audit current methods / results</li> <li>▪ Interview staff / management Conduct survey</li> <li>▪ Prepare revised strategy</li> </ul>	<ul style="list-style-type: none"> <li>▪ Aug 08</li> <li>▪ Aug 08</li> <li>▪ Oct 08</li> <li>▪ Jan 09</li> </ul>	<ul style="list-style-type: none"> <li>complete</li> <li>complete</li> <li></li> <li></li> </ul>	
2	Community Engagement Strategy		<ul style="list-style-type: none"> <li>▪ Develop community engagement strategy</li> </ul>	<ul style="list-style-type: none"> <li>▪ Mar 09</li> </ul>	<ul style="list-style-type: none"> <li>in progress</li> </ul>	preparing to conduct Councillor workshop to define values/framework
3	Media and Public Relations Training and Support		<ul style="list-style-type: none"> <li>▪ Conduct media training for employees with media roles</li> </ul>	<ul style="list-style-type: none"> <li>▪ Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>in progress</li> </ul>	draft media training package currently under review
4	Crisis Communication		<ul style="list-style-type: none"> <li>▪ Review current plan, update and redistribute to stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>▪ Dec 08</li> </ul>	<ul style="list-style-type: none"> <li>in progress</li> </ul>	draft report with Program Managers for comment
5	Media Planning		<ul style="list-style-type: none"> <li>▪ Introduce media planning into all Council business units, programs and projects.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Ongoing</li> </ul>		



SEPTEMBER QUARTERLY MANAGEMENT PLAN 2008/09 REVIEW						
	General Manager					
	Executive Services					
	Project	Budget	Key action steps	Target date	Status	Explanation on Progress to Date
1	Mayor of Lismore scholarships	\$20,000	<ul style="list-style-type: none"> <li>Scholarships defined and awarded</li> </ul>	Jan 09	Not Started	
2	Customer Service Improvement Project.	\$65,000	<ul style="list-style-type: none"> <li>Customer Service Strategy developed</li> </ul>	Jul 08	Complete	A customer service strategy has been developed
			<ul style="list-style-type: none"> <li>Improvement Plan developed</li> </ul>	Aug 08	Complete	An implementation plan has been developed to reflect the customer service strategy.
			<ul style="list-style-type: none"> <li>Improvement Plan implemented</li> </ul>	Jun 09	In Progress	Plan is being implemented and is on schedule for completion by June 2009.
3	Customer Contact Quality Management Plan	Recurring Budget	<ul style="list-style-type: none"> <li>Monitor quality of the service provided by the customer contact centre.</li> </ul>	Ongoing	In Progress	A quality management plan has been completed and is currently being implemented.
			<ul style="list-style-type: none"> <li>Implement a continuous improvement process from the monitoring</li> </ul>	Ongoing	In Progress	
4	Sister Cities Review	Recurring Budget	<ul style="list-style-type: none"> <li>Review arrangements for all Sister Cities</li> </ul>	July 08	In Progress	Due to workload associated with the new Council this task has been delayed until February
			<ul style="list-style-type: none"> <li>Make recommendation for improvements to the process.</li> </ul>	Aug 08		
			<ul style="list-style-type: none"> <li>Implement Improvements</li> </ul>	Dec 08		
5	Implement integrated planning methodology	Recurring Budget	<ul style="list-style-type: none"> <li>Review Strategic Plan</li> </ul>	Nov 08	In Progress	Meeting have been arranged for the 3rd and 6th of November.
			<ul style="list-style-type: none"> <li>Develop Delivery Plan</li> </ul>	Dec 08		
			<ul style="list-style-type: none"> <li>Develop Operational Plan</li> </ul>	Jun 09		

SEPTEMBER QUARTERLY MANAGEMENT PLAN 2008/09 REVIEW						
	General Manager					
	Corporate Compliance					
	Project	Budget	Key action steps	Target date	Status	Explanation on Progress to Date
1	Risk management policies, procedures and programs clearly defined and achieved	Staff time	<ul style="list-style-type: none"> <li>▪ Policies in place, reviewed annually</li> <li>▪ Supporting procedures in place</li> <li>▪ Budget submission prepared 07/08 management plan to implement programs</li> </ul>	<ul style="list-style-type: none"> <li>▪ Sep 08</li> <li>▪ Mar 09</li> <li>▪ Jun 09</li> </ul>	<ul style="list-style-type: none"> <li>complete</li> <li>complete</li> <li></li> </ul>	
2	Councillor Induction and Training	Recurring budget	<ul style="list-style-type: none"> <li>▪ Initial Councillor Induction</li> <li>▪ Introduction to Local Government.</li> <li>▪ Ongoing Training</li> </ul>	<ul style="list-style-type: none"> <li>▪ Oct 08</li> <li>▪ Dec 08</li> <li>▪ Ongoing</li> </ul>	<ul style="list-style-type: none"> <li></li> <li>in progress</li> <li>in progress</li> </ul>	<ul style="list-style-type: none"> <li></li> <li>preparing to conduct Councillor workshop to define values/framework</li> <li>draft media training package currently under review</li> </ul>

SEPTEMBER QUARTERLY MANAGEMENT PLAN 2008/09 REVIEW						
	General Manager					
	Human Resources and Organisational Development					
Project	Budget	Key action steps	Target date	Status	Explanation on Progress to Date	
1	Staff Attraction and Talent Management	Staff Time	▪ Develop in partnership with directorates a target pool of individuals to develop and retain.	▪ Jan 09 - Ongoing	Commenced	Commenced roll out of concept to other sections of the organisation. Eg Operations spreadsheet for training opportunities in other roles, EO for Plumbers to undertake Plumbing Inspector experience.
			▪ Monitor and enhance benefits offered to staff	▪ Jan 09 - Ongoing	Ongoing	Staff opinion survey responses demonstrate staff desire for and value in availability of more internal career opportunities
			▪ Develop a Succession Plan	▪ Oct08	Not commenced	Planning for consultation with Executive Team and Program Managers and research on ageing workforce data at LCC.
			▪ Roll Out to Program Managers	▪ Jan 09		
2	Performance Management	\$10,000 Consultant support	▪ Establish measurable KPIs for all Program areas to Program Mgr level.	▪ Aug 08	Commenced	Draft Organisational KPIs linked to GM's Performance Plan identified - OH&S, Customer Service, People Mgt. Program area KPIs identified and data being sourced from Authority system.
			▪ Establish measurable KPIs in three key focus areas for teams and individuals.	▪ Dec 08	Commenced	OH&S KPIs for teams established; KPIs for teamwork established in some areas; customer service KPIs being developed.
			▪ Provide training for all supervisory staff in conducting effective performance discussions	▪ Sept 08	Commenced	Initial information sessions for revised Annual Review process conducted with supervisory staff. Sessions planned early '09.
			▪ Establish a pilot test group for on-line performance and skills reviews	▪ Nov 08	Commenced	Electronic template designed. Fully developed 'on-line' process awaiting EDM and IT staff/Authority support.
3	Pay for Performance System	Staff time	▪ Updated Pay for Performance system developed	▪ Oct 08	Completed	Performance pay procedure finalised.
			▪ Criteria and measures established	▪ Nov 08	Completed	Broad criteria established. Further work needed.
4	Organisational Culture, Leadership, Management Development	Yr 3 of \$10,000 pa	▪ Deliver group sessions for Coordinator-level staff.	▪ Ongoing 08-09	Not commenced	Delayed commencement due to HR staff changes. Revised completion date of Feb '09.
			▪ Feedback process for other Coordinator-level staff	▪ Ongoing 08-09	Not commenced	Delayed commencement due to HR staff changes. Revised completion date of Feb '09.
			▪ Collate and communicate results from employee survey and culture	▪ Ongoing 08-09	Commenced	Results collated and report provided to management. Summary results to be delivered to all staff. Actions related to results commenced.
			▪ Conduct sessions for Snr Mgt	▪ Ongoing 08-09	Commenced	Several sessions conducted to Program Manager level on KPIs. Session linking opinion survey results, culture development initiatives to be conducted by Dec '08.

SEPTEMBER QUARTERLY MANAGEMENT PLAN 2008/09 REVIEW						
	<b>General Manager</b>					
	<b>Finance</b>					
	<b>Project</b>	<b>Budget</b>	<b>Key action steps</b>	<b>Target date</b>	<b>Status</b>	<b>Explanation on Progress to Date</b>
1	Implement improved Desktop Financial Reporting	Staff time	<ul style="list-style-type: none"> <li>▪ Determine access rights and provide access to software</li> <li>▪ Provide training to nominated staff</li> <li>▪ Undertake a satisfaction survey with nominated staff</li> </ul>	<ul style="list-style-type: none"> <li>▪ Oct 08</li> <li>▪ Nov 08</li> <li>▪ Feb 09</li> </ul>	<ul style="list-style-type: none"> <li>Progressing</li> <li>Progressing</li> <li>Not Started</li> </ul>	<ul style="list-style-type: none"> <li>List of staff prepared and to be reviewed with consultant prior to finalising</li> <li>Training planned for November.</li> <li>To be undertaken after training delivered.</li> </ul>
2	Review Major Capital Works Program	Staff time	<ul style="list-style-type: none"> <li>▪ Workshop presentation to Councillors</li> <li>▪ Prepare a report to Council based on the outcome of the Workshop</li> </ul>	<ul style="list-style-type: none"> <li>▪ Feb 09</li> <li>▪ April 09</li> </ul>	<ul style="list-style-type: none"> <li>Not Started</li> <li>Not Started</li> </ul>	<ul style="list-style-type: none"> <li>Commence preparations in 2009</li> <li>Commence preparations in 2009</li> </ul>
3	Integrated Financial Planning (Stage1)	Staff time	<ul style="list-style-type: none"> <li>▪ Prepare detailed list of all Council planning and strategic documents</li> <li>▪ Assess the financial impact of each on Council's finances with relevant Program Manager</li> </ul>	<ul style="list-style-type: none"> <li>▪ Oct 08</li> <li>▪ Mar 09</li> </ul>	<ul style="list-style-type: none"> <li>Progressing</li> <li>Not Started</li> </ul>	<ul style="list-style-type: none"> <li>Compilation of a comprehensive list commenced</li> <li>Commence preparations in 2009</li> </ul>
4	Preparation of new S94 Contributions Plan	Staff time	<ul style="list-style-type: none"> <li>▪ Meet financial information requirements of the Working Party</li> <li>▪ Assess financial impact of new S94 plan on Council's finances</li> </ul>	<ul style="list-style-type: none"> <li>▪ Feb 09</li> <li>▪ Mar 09</li> </ul>	<ul style="list-style-type: none"> <li>Not Started</li> <li>Not Started</li> </ul>	<ul style="list-style-type: none"> <li>Commence preparations in 2009</li> <li>Commence preparations in 2009</li> </ul>
5	Fraud Prevention Plan	Staff time	<ul style="list-style-type: none"> <li>▪ Prepare a Fraud Prevention plan with reference to contemporary practices</li> </ul>	<ul style="list-style-type: none"> <li>▪ Mar 09</li> </ul>	<ul style="list-style-type: none"> <li>Not Started</li> </ul>	<ul style="list-style-type: none"> <li>Commence preparations in 2009</li> </ul>

SEPTEMBER QUARTERLY MANAGEMENT PLAN 2008/09 REVIEW						
	Infrastructure Services					
	Roads and Bridges					
	Project	Budget	Key action steps	Target date	Status	Explanation on Progress to Date
1	Capital Works Program	Capital Budget 2008/2009	▪ Undertake funded capital works projects for road and bridge assets	▪ Jun 09	Progressing	Completed several projects in program.
			▪ Develop and review future capital works programs for roads and bridges		Not Started	Commence preparations in 2009
2	Maintain the effective life of assets within Roads & Bridges.	Maintenance Budget 2008/2009	▪ Undertake annual asset inspection programs	▪ Jun 09	Ongoing	Asset condition inspections currently being undertaken.
			▪ Undertake footpath condition surveys		Completed	Condition inspections for footpaths completed.
			▪ Undertake maintenance works in accordance with standards and agreed service levels		Ongoing	
			▪ Develop activity guidelines		Not Started	Commence preparations in 2009.
3	Safety Management	2008/2009 Budget	▪ Review Safety Management Plans		Ongoing	Management Plans being reviewed
			▪ Review Safe Work Method Statements		Commenced	SWMS currently being reviewed for all activities.
			▪ Undertake risk assessments for all activities		Ongoing	Documented Risk assessments undertaken
4	Customer Service	2008/2009 Budget	▪ Respond to customer requests within adopted standards	▪ Ongoing	Ongoing	Monitoring response times
			▪ Undertake community consultation for major and sensitive projects		Ongoing	Pre-planning procedure for all major works
			▪ Provide project information to affected stakeholders		Ongoing	Notifications issued to all stakeholders.

SEPTEMBER QUARTERLY MANAGEMENT PLAN 2008/09 REVIEW						
	Infrastructure Services					
	Contracts and Private Works					
	Project	Budget	Key action steps	Target date	Status	Explanation on Progress to Date
1	Business Management Systems	Contract & Private Works Budget 2008/2009	<ul style="list-style-type: none"> <li>▪ Review Safety Management Systems</li> <li>▪ Review Quality Management Systems and Procedures</li> <li>▪ Review Environmental Management Systems</li> <li>▪ RTA Audit of BMS</li> </ul>	<ul style="list-style-type: none"> <li>▪ Jun 09</li> </ul>	<ul style="list-style-type: none"> <li>Not Started</li> <li>Not Started</li> <li>Not Started</li> <li>Not Started</li> </ul>	
2	Provide an additional income stream for Council	Contract & Private Works Budget 2008/2009	<ul style="list-style-type: none"> <li>▪ Net profit achieved for private works undertaken for 2008/2009.</li> <li>▪ Net profit achieved for RTA works undertaken for 2008/2009.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Jun 09</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>New RMCC with RTA works.</li> <li>Commenced several RTA projects.</li> </ul>
3	Successfully negotiate new contract agreement with NSW Roads & Traffic Authority for State Roads	Contract & Private Works Budget 2008/2009	<ul style="list-style-type: none"> <li>▪ Review actual costs and submit competitive prices</li> <li>▪ Tender submitted on time</li> <li>▪ Acceptance of offer</li> </ul>	<ul style="list-style-type: none"> <li>▪ Aug 08</li> </ul>	<ul style="list-style-type: none"> <li>Completed</li> <li>Completed</li> <li>Completed</li> </ul>	<ul style="list-style-type: none"> <li>Actual costs reviewed for new Contract with RTA.</li> <li>Tender submitted on time.</li> <li>Contract signed and accepted by RTA</li> </ul>

SEPTEMBER QUARTERLY MANAGEMENT PLAN 2008/09 REVIEW						
	<b>Infrastructure Services</b>					
	<b>Parks and Recreation</b>					
	Project	Budget	Key action steps	Target date	Status	Explanation on Progress to Date
1	Capital Works Program	Capital Budget 2008/2009	<ul style="list-style-type: none"> <li>Undertake funded capital works projects for parks and recreation facilities</li> </ul>	Jun 09	Commenced	Playground upgrades nearing completion.
2	Operational and Maintenance Programs	Maintenance Budget 2008/2009	<ul style="list-style-type: none"> <li>Maintain assets in accordance with activity guidelines and agreed levels of effort</li> </ul>	Jun 09	Commenced	Currently reviewing levels of service for all facilities.
3	Maintain the effective life of assets within parks and reserves.	Maintenance Budget 2008/2009	<ul style="list-style-type: none"> <li>Undertake annual condition assessments of assets.</li> <li>Update Future Capital Works Program</li> </ul>	Jun 09	Not Started Not Started	
4	Safety Management Systems		<ul style="list-style-type: none"> <li>Develop Safety Management Plans</li> <li>Review Safe Work Method Statements</li> <li>Undertake risk assessments for all activities</li> </ul>	Annually	Not Started Completed Ongoing	Commence in 2009. Safe Work Method statements reviewed. Risk assessments completed for all activities.
5	Benchmarking Work Activities		<ul style="list-style-type: none"> <li>Undertake internal benchmarking</li> <li>Develop industry best practice for Parks activities</li> </ul>	Ongoing	Commenced	Reviewing first quarter results.
6	Improve Customer Service Levels		<ul style="list-style-type: none"> <li>Respond to customer requests.</li> <li>Liaise with all sporting group users</li> <li>Determine TPO applications</li> </ul>	Ongoing	Ongoing Ongoing Ongoing	Response times being monitored. TPO applications processed on time.

SEPTEMBER QUARTERLY MANAGEMENT PLAN 2008/09 REVIEW						
Infrastructure Services						
Water Supply Services						
	Project	Budget	Key action steps	Target date	Status	Explanation on Progress to Date
1	Capital Works Program	Capital Budget 2008/2009	▪ Award tenders and engage contractors to undertake Water Mains Renewals	▪ Jun 09	In Progress	Completed Dibbs Street and Wyrallah Road.
			▪ Update future Capital Works Program		Not Started	Commence preparations in 2009
2	Maintain the effective life of assets within Water	Operational Budget 2008/2009	▪ Maintain assets in accordance with industry standards and agreed service levels. ▪ Undertake annual condition assessments	▪ Jun 09	In Progress	
3	Benchmarking Activities	Maintenance Budget 2008/2009	▪ Undertake internal benchmarking	▪ Annual	In Progress	Commenced activity based costings
			▪ Participate in benchmarking with other Water authorities			
4	Safety Management Systems	2008/2009 Budget	▪ Develop Safety Management Plan	▪ Jun 09	Not Started	
			▪ Review Safe Work Method Statements		Not Started	
			▪ Undertake risk assessments for all activities		In Progress	Risk assessments undertaken for all work activities.
5	Improve Customer Service Levels	2008/2009 Budget	▪ Ensure 95% compliance with NHMRC bacteriological water quality guidelines for the provision of filtered water	▪ Weekly	In Progress	Currently full compliance
			▪ Respond to water service repairs within 4 hours during normal hours	▪ Ongoing	In Progress	Response times being monitored.
			▪ Monitor mains breaks/km	▪ Ongoing	In Progress	Mains Breaks being monitored, 20 for first qtr.
6	Integrated Water Cycle Management Strategy	\$25,000 (plus \$25,000 in wastewater budget)	▪ Completion of Integrated Water Cycle Management Strategy	▪ Dec 08	In progress	Consultant is well advanced with the strategy - draft report received for comment
7	Demand Management Plan	Included in IWCM budget	▪ Co-operate with Rous Water and other constituent councils in review of Regional Demand Management Plan	▪ Jun 09		
			▪ Completion of local Demand Management Plan	▪ Jun 09		
8	Drought Management Plan	Included in IWCM budget	▪ Co-operate with Rous Water and other constituent councils in review of Regional Drought Management Plan	▪ Jun 09		
			▪ Completion of local Drought Management Plan	▪ Jun 09		
9	Water Loss Management Program	Included in Demand Management and Capital Works budgets	▪ Investigate and develop Water Loss Management Program ▪ Commence implementation of program. (Implementation planned over 2-3 years)	▪ Dec 08 ▪ Ongoing	In progress	Quotations sought from consultants to undertake water loss assessment
10	Water Meter Replacement Program	Included in Capital Works budget	▪ Establish water meter replacement program	▪ Jun 09		
			▪ Implementation of program	▪ Ongoing		
11	Servicing strategies for new urban release areas	Costs to be met from s64 reserves	▪ Completion of draft servicing strategy for new urban release areas, for concurrent exhibition with DLEP	▪ Exhibition date for DLEP	In progress	



**SEPTEMBER QUARTERLY MANAGEMENT PLAN 2008/09 REVIEW**

SEPTEMBER QUARTERLY MANAGEMENT PLAN 2008/09 REVIEW						
	<b>Infrastructure Services</b>					
	<b>Wastewater Services</b>					
	Project	Budget	Key action steps	Target date	Status	Explanation on Progress to Date
1	Capital Works Program	Capital Budget 2008/2009	<ul style="list-style-type: none"> <li>Award tenders and complete Wastewater Capital Works Program in accordance with designs</li> </ul>	Jun 09	Not Started	Commenced preparations for 2009
2	Maintain the effective life of assets within Wastewater	Operational Budget 2008/2009	<ul style="list-style-type: none"> <li>Maintain assets in accordance with activity guidelines and agreed levels of effort</li> <li>Undertake annual asset condition surveys</li> </ul>	Jun 09	Commenced	Assets being maintained in accordance with guidelines.
3	Compliance of Wastewater systems in accordance with DEC License	Operational Budget 2008/2009	<ul style="list-style-type: none"> <li>Undertake annual asset inspection program</li> <li>Update Future Capital Works Program</li> </ul>	Jun 09	Not Started	Commence preparations for 2009.
4	Safety Management Systems	2008/2009 Budget	<ul style="list-style-type: none"> <li>Develop Safety Management Plan for Operational activities</li> <li>Review Safe Work Method Statements</li> <li>Undertake risk assessments for all activities</li> </ul>	Jun 09	Not Started	
5	Improve Customer Service Levels within wastewater services	2008/2009 Budget	<ul style="list-style-type: none"> <li>Respond to sewer chokes within four hours (during normal working hours)</li> <li>Ensure Trade Waste customers comply with development consents and annual compliance</li> </ul>	On going	Commenced	Response times being recorded and monitored.
6	Clunes Wastewater	Capital Budget 2008/2009	<ul style="list-style-type: none"> <li>Prepare design scope and specifications for project</li> <li>Undertake environmental assessments</li> </ul>	Jun 09		
7	Integrated Water Cycle Management Strategy	\$25,000 (plus \$25,000 in water supply budget)	<ul style="list-style-type: none"> <li>Completion of Integrated Water Cycle Management Strategy</li> </ul>	Dec 08		
8	Servicing strategies for new urban release areas	Costs to be met from s64 reserves	<ul style="list-style-type: none"> <li>Completion of draft servicing strategy for new urban release areas, for concurrent exhibition with DLEP</li> </ul>	Exhibition date for DLEP	In progress	

SEPTEMBER QUARTERLY MANAGEMENT PLAN 2008/09 REVIEW						
	<b>Infrastructure Services</b>					
	<b>Road Safety Program</b>					
	Project	Budget	Key action steps	Target date	Status	Explanation on Progress to Date
1	Stakeholder Communication	Staff time and recurrent budget	<ul style="list-style-type: none"> <li>Attend meetings and maintain good communications with key stakeholders – NSW Police – Highway Patrol , Licensing and Crime Prevention, North Coast Area Health Service, Lismore City Liquor Accord, Southern Cross University, RTA</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing as required</li> </ul>	In progress.	Ongoing.
			<ul style="list-style-type: none"> <li>Support Police road safety enforcement programs as requested and determined in consultation with NSW Police and the RTA</li> </ul>	<ul style="list-style-type: none"> <li>As required</li> </ul>	In progress.	Ongoing.
			<ul style="list-style-type: none"> <li>Provide support and assistance to stakeholders to conduct their own road safety events</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing as required</li> </ul>	In progress.	Ongoing.
2	GLS Workshops	\$2,000	<ul style="list-style-type: none"> <li>Conduct workshops for parents/ supervisors of learner drivers</li> </ul>	<ul style="list-style-type: none"> <li>Aug 08</li> </ul>	Not Started	August workshop cancelled due to illness of staff member and low participant numbers. Participants rescheduled to November workshop.
				<ul style="list-style-type: none"> <li>Nov 08</li> </ul>		
				<ul style="list-style-type: none"> <li>Feb 09</li> </ul>		
				<ul style="list-style-type: none"> <li>May 09</li> </ul>		
3	RRISK 2008/09	Staff time	<ul style="list-style-type: none"> <li>Secure funding from adjoining local government areas that participate in the RRISK program</li> </ul>	<ul style="list-style-type: none"> <li>July 08</li> </ul>	Complete	Funding secured.
		Staff time	<ul style="list-style-type: none"> <li>Attend stakeholder planning meetings</li> </ul>	<ul style="list-style-type: none"> <li>Monthly</li> </ul>	In progress	Ongoing.
		\$19,500	<ul style="list-style-type: none"> <li>Conduct seminars</li> </ul>	<ul style="list-style-type: none"> <li>Nov 08</li> </ul>	In progress	Due for completion in November.
4	Lismore Late-Nighter	\$28,900	<ul style="list-style-type: none"> <li>Co-ordinate late night bus service every Saturday night and other special events</li> </ul>	<ul style="list-style-type: none"> <li>Jun 08</li> </ul>	In progress	Ongoing.
5	Lismore Cup Week	Staff time and \$1,800 from RTA	<ul style="list-style-type: none"> <li>Co-ordinate drink/drive campaign targeting race-goers</li> </ul>	<ul style="list-style-type: none"> <li>Sep 08</li> </ul>	Complete	No recorded Drink Drive offences recorded on Cup Day.
6	2008-2011 Road Safety Strategic Plan	Staff time	<ul style="list-style-type: none"> <li>Prepare draft 2008-2011 Road Safety Strategic Plan and distribute for comment</li> </ul>	<ul style="list-style-type: none"> <li>July 08</li> </ul>	Complete	
			<ul style="list-style-type: none"> <li>Final Plan prepared and adopted</li> </ul>	<ul style="list-style-type: none"> <li>Sep 08</li> </ul>	In progress	Final draft is complete and will be reported to November Council meeting for adoption.

SEPTEMBER QUARTERLY MANAGEMENT PLAN 2008/09 REVIEW						
	<b>Infrastructure Services</b>					
	<b>Asset Management</b>					
	Project	Budget	Key action steps	Target date	Status	Explanation on Progress to Date
1	Undertake a fair value assessment of Council's roads, drainage and miscellaneous assets in accordance with the direction of the Department of Local Government	\$100,000	<ul style="list-style-type: none"> <li>▪ Develop a brief to appoint a consultant to undertake the assessment</li> <li>▪ Call quotations/expressions of interest to undertake the assessment</li> <li>▪ Award contract for consultant to undertake the assessment</li> <li>▪ Consultant to undertake assessment and deliver final report.</li> <li>▪ Input data to Council's asset management software package</li> </ul>	<ul style="list-style-type: none"> <li>▪ Sept 08</li> <li>▪ Oct 08</li> <li>▪ Dec 08</li> <li>▪ 30 April 09</li> <li>▪ 30 June 09</li> </ul>	<ul style="list-style-type: none"> <li>In progress</li> <li>Not started</li> </ul>	<ul style="list-style-type: none"> <li>Brief not yet finalised but is expected to be complete by end of November.</li> <li>Quotations will be sought once the brief has been finalised.</li> </ul>
2	Continue with development of an Asset Management Plan for Sealed Roads	Staff time	<ul style="list-style-type: none"> <li>▪ Prepare draft asset management plan</li> <li>▪ Adopt asset management plan</li> </ul>	<ul style="list-style-type: none"> <li>▪ Aug 08</li> <li>▪ Dec 08</li> </ul>	<ul style="list-style-type: none"> <li>In progress</li> </ul>	
3	Continue to review and update data as required in Council's asset management software package -AIM	Staff time	<ul style="list-style-type: none"> <li>▪ Review data and amend/update as required</li> </ul>	<ul style="list-style-type: none"> <li>▪ Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>In progress</li> </ul>	Ongoing
4	Develop an Asset Management Policy after completion of the sealed roads asset management plan	Staff time	<ul style="list-style-type: none"> <li>▪ Develop draft policy</li> <li>▪ Advertise draft policy for comment</li> <li>▪ Consider feedback, amend if necessary and adopt policy</li> </ul>	<ul style="list-style-type: none"> <li>▪ Mar 09</li> <li>▪ April 09</li> <li>▪ June 09</li> </ul>	<ul style="list-style-type: none"> <li>Complete</li> </ul>	Draft policy has been developed based on IPWEA model policy and considered by Infrastructure PAG
5	Progressively develop and implement Asset Management Plans for all Council Assets	Staff time	<ul style="list-style-type: none"> <li>▪ Develop an asset management plan for at least one group of assets per annum</li> </ul>	<ul style="list-style-type: none"> <li>▪ June 09</li> </ul>		
6	Investigate and undertake street lighting improvements where appropriate in response to resident requests	Staff time and \$14,000	<ul style="list-style-type: none"> <li>▪ Investigate requests as they are received</li> <li>▪ Arrange quotations from Country Energy where required and installation of lighting where approved</li> </ul>	<ul style="list-style-type: none"> <li>▪ Within 8 weeks of initial enquiry</li> <li>▪ Within 3 months of Country Energy being requested to do the work</li> </ul>	<ul style="list-style-type: none"> <li>In progress</li> <li>In progress</li> </ul>	<ul style="list-style-type: none"> <li>Requests are investigated as they come to Council.</li> </ul>

**SEPTEMBER QUARTERLY MANAGEMENT PLAN 2008/09 REVIEW**

SEPTEMBER QUARTERLY MANAGEMENT PLAN 2008/09 REVIEW						
	<b>Infrastructure Services</b>					
	<b>Properties</b>					
	<b>Project</b>	<b>Budget</b>	<b>Key action steps</b>	<b>Target date</b>	<b>Status</b>	<b>Explanation on Progress to Date</b>
1	Complete construction of the Lismore Sports and Aquatic Centre at Goonellabah	\$8,500,000	<ul style="list-style-type: none"> <li>▪ Supervise contractor to ensure Council's needs and contractual obligations are met</li> <li>▪ Building completed and open for operation</li> </ul>	<ul style="list-style-type: none"> <li>▪ Ongoing</li> <li>▪ Dec 0*9</li> </ul>	<ul style="list-style-type: none"> <li>In progress</li> <li>In progress</li> </ul>	Opening is now scheduled for January 2009
2	Undertake tender/EOI process to appoint a manager at Nimbin Caravan Park including provision of a new manager's residence and improvements to facilities	\$100,000	<ul style="list-style-type: none"> <li>▪ Prepare a tender/EOI document</li> <li>▪ Advertise</li> <li>▪ Consider responses</li> <li>▪ Appoint a manager</li> <li>▪ Construct manager's residence</li> <li>▪ Prepare program of improvements</li> <li>▪ Implement program of improvements</li> </ul>	<ul style="list-style-type: none"> <li>▪ June 08</li> <li>▪ June 08</li> <li>▪ July 08</li> <li>▪ Aug 08</li> <li>▪ Dec 08</li> <li>▪ Feb 09</li> <li>▪ Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>Complete</li> <li>Complete</li> <li>Complete</li> <li>In progress</li> <li>Not started</li> <li></li> <li></li> </ul>	<ul style="list-style-type: none"> <li>Report to November Council meeting scheduled</li> <li>Awaiting outcome of report to November Council meeting</li> <li></li> <li></li> <li></li> <li></li> <li></li> </ul>
3	Undertake tender/EOI process to appoint a manager of the Lismore Transit Centre	Staff time	<ul style="list-style-type: none"> <li>▪ Prepare a tender/EOI document</li> <li>▪ Advertise</li> <li>▪ Consider responses</li> <li>▪ Appoint a manager</li> </ul>	<ul style="list-style-type: none"> <li>▪ June 08</li> <li>▪ June 08</li> <li>▪ July 08</li> <li>▪ Aug 08</li> </ul>	<ul style="list-style-type: none"> <li>Complete</li> <li>Complete</li> <li>In progress</li> <li>Not started</li> </ul>	<ul style="list-style-type: none"> <li></li> <li></li> <li>Considering responses before report to EXCOM</li> <li>Awaiting outcome of report to EXCOM</li> </ul>
4	Undertake tender/EOI process to appoint a manager of the Goonellabah Community Centre	Staff time	<ul style="list-style-type: none"> <li>▪ Prepare a tender/EOI document</li> <li>▪ Advertise</li> <li>▪ Consider responses</li> <li>▪ Appoint a manager</li> </ul>	<ul style="list-style-type: none"> <li>▪ Oct 08</li> <li>▪ Nov08</li> <li>▪ Jan 09</li> <li>▪ Feb 09</li> </ul>	<ul style="list-style-type: none"> <li>Not started</li> <li></li> <li></li> <li></li> </ul>	<ul style="list-style-type: none"> <li>Awaiting completion of similar processes for Nimbin Caravan Park and Transit Centre before commencing. Anticipate tender process to commence in the new year.</li> <li></li> <li></li> <li></li> </ul>
5	Review Council's fire safety services contract and undertake a tender/EOI process to appoint a contractor	Staff time and recurrent budget	<ul style="list-style-type: none"> <li>▪ Review existing contract</li> <li>▪ Prepare a tender/EOI document</li> <li>▪ Advertise</li> <li>▪ Consider responses</li> <li>▪ Appoint a contractor</li> </ul>	<ul style="list-style-type: none"> <li>▪ Aug 08</li> <li>▪ Sept08</li> <li>▪ Oct 08</li> <li>▪ Nov 08</li> <li>▪ Dec 08</li> </ul>	<ul style="list-style-type: none"> <li>In progress</li> <li></li> <li></li> <li></li> <li></li> </ul>	<ul style="list-style-type: none"> <li>Process has commenced but will take some time to complete. Anticipate tender process to commence in the new year.</li> <li></li> <li></li> <li></li> <li></li> </ul>
6	Maintain Council's register of leases and licences for Council property	Staff time and recurrent budget	<ul style="list-style-type: none"> <li>▪ Review existing register for accuracy and completeness</li> <li>▪ Develop a written procedure for updating the register</li> <li>▪ Update register as required by the procedure</li> </ul>	<ul style="list-style-type: none"> <li>▪ July 08</li> <li>▪ Sept 08</li> <li>▪ Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>In progress</li> <li>Not started</li> <li>In progress</li> </ul>	<ul style="list-style-type: none"> <li></li> <li></li> <li>Ongoing</li> </ul>

Properties (Cont)						
	Project	Budget	Key action steps	Target date	Status	Explanation on Progress to Date
7	Land and Building Register	Staff time and recurrent budget	▪ Review existing register for accuracy and completeness	▪ Aug 08	In progress	
			▪ Update the register as required following the completion of the review	▪ Dec 08		
			▪ Develop a written procedure for ongoing updates of the register	▪ Oct 08		
			▪ Update register as required by the procedure	▪ Ongoing		
8	Prepare an Asbestos Management Plan for Council properties	\$30,000	▪ Appoint consultant to prepare Asbestos Management Plan	▪ June 08		
			▪ Conduct an audit of Council properties to determine presence of asbestos etc.	▪ July 08		
			▪ Receive report and draft plan from consultant	▪ Sept 08		
			▪ Adopt and implement Asbestos management Plan	▪ Dec 08		
9	Continue marketing and sale of properties at Council's Airport Industrial Subdivision	Staff time	▪ Market properties	▪ Ongoing	In progress	
			▪ Finalise all current negotiations.	▪ Sept 08	In progress	Council has exchanged contracts on sale of lots 21 and 22. Contracted exchange on lots 7 and 8 is imminent. Negotiations continuing on lots 4 and 5. Lot 6 still on the market.
			▪ Complete sale of all properties	▪ June 09		
10	Undertake annual Fire Safety inspections for Council buildings	Staff time and recurrent budget	▪ Conduct annual fire safety inspections for Council-owned properties	▪ Ongoing	In progress	Inspections undertaken in accordance with requirements of Council's building services section
11	Review Council's kerbside dining policy	Staff time	▪ Review existing policy	▪ July 08	Complete	
			▪ Prepare draft amended policy	▪ Aug 08	In progress	
			▪ Advertise draft policy	▪ Sept 08	Not started	Expect draft policy to be completed by end of year.
			▪ Consider feedback	▪ Oct 08		
11			▪ Report final policy to Council for adoption	▪ Nov 08		
12	Explore opportunities for Council to acquire properties	Staff time	▪ Monitor local market and investigate opportunities as they arise	▪ Ongoing as required	In progress	Two opportunities investigated to date this year.

Properties (Cont)						
	Project	Budget	Key action steps	Target date	Status	Explanation on Progress to Date
13	Arrange sale of excess land at Goonellabah adjacent to Lismore Sports and Aquatic Centre	Staff time	▪ Undertake an LEP amendment to re-classify the land as Operational	▪ Aug 08	In progress	
			▪ Complete necessary boundary adjustments, lot consolidation, subdivision, etc.	▪ Nov 08	In progress	
			▪ Appoint an agent to market the property	▪ Aug 08	Not started	This process cannot be commenced until the reclassification of the land is completed as part of the LEP amendment process. This process is not anticipated to be complete until mid 2009.
			▪ Market the property	▪ Sept – Oct 08	Not started	This process cannot be commenced until the reclassification of the land is completed as part of the LEP amendment process. This process is not anticipated to be complete until mid 2009.
			▪ Complete the sale	▪ Dec 08		
14	Administer contracts for management of Council properties by third parties	Staff time	▪ City Hall, Lismore Transit Centre, Nimbin Caravan Park and Goonellabah Community Centre contracts	▪ Ongoing	In progress	Ongoing
15	Review Council's property portfolio regularly to identify opportunities for income generation through leasing and/or licensing activities	Staff time	▪ Review property portfolio to identify opportunities	▪ Ongoing - Sept review	In progress	
			▪ Opportunity identified and implemented	▪ June 09		
16	Administer Crown Reserves where Council is Reserve Trust Manager	Staff time	▪ Administer reserve trusts, leases, licences etc. in accordance with the Crown Lands Act	▪ Ongoing	In progress	Ongoing
17	Review Council's property portfolio with a view to disposal of properties surplus to Council requirements	Staff time	▪ Review property portfolio, identify properties surplus to needs and dispose of properties where required	▪ Ongoing – Mar review	In progress	Ongoing
18	Provide assistance to Council's operations section by undertaking land acquisition where needed for Council roadworks projects	Staff time	▪ Undertake land acquisition processes, or formalise agreements with property owners where required for roadworks to proceed	▪ Ongoing	In progress	Ongoing
19	Administer Council's leases and licences with sporting clubs for use of Council open space and sporting facilities	Staff time	▪ Administer leases and licences in accordance with Council policies and procedures and the conditions of individual agreements	▪ Ongoing	In progress	Ongoing
20	Administer leases and licences for grazing of animals on Council land	Staff time	▪ Administer leases and licences in accordance with Council policies and procedures and the conditions of individual agreements	▪ Ongoing	In progress	Ongoing

SEPTEMBER QUARTERLY MANAGEMENT PLAN 2008/09 REVIEW						
	<b>Infrastructure Services</b>					
	<b>Survey and Design</b>					
	Project	Budget	Key action steps	Target date	Status	Explanation on Progress to Date
1	Complete necessary pre-construction activities at least 3 months prior to the scheduled commencement of construction	Staff time	<ul style="list-style-type: none"> <li>▪ Investigation, survey, design, consultation and pre-construction activities</li> </ul>	<ul style="list-style-type: none"> <li>▪ As required</li> </ul>	In progress	Processes are completed for relevant projects as required.
2	Maintain Flood Warning System (Telemetry)	Staff Time	<ul style="list-style-type: none"> <li>▪ Monitor base station data input</li> </ul>	<ul style="list-style-type: none"> <li>▪ Monthly</li> </ul>	In progress	
			<ul style="list-style-type: none"> <li>▪ Conduct regular inspections of monitoring stations</li> </ul>	<ul style="list-style-type: none"> <li>▪ Oct 08 and Apr 09</li> </ul>	Not started	
			<ul style="list-style-type: none"> <li>▪ Recycle batteries</li> </ul>	<ul style="list-style-type: none"> <li>▪ Nov 08 May 09</li> </ul>		
3	Flood awareness - house flood and floor level sketches	Staff Time	<ul style="list-style-type: none"> <li>▪ Update database</li> </ul>	<ul style="list-style-type: none"> <li>▪ As required</li> </ul>	In progress	Ongoing
			<ul style="list-style-type: none"> <li>▪ Print sketches</li> </ul>	<ul style="list-style-type: none"> <li>▪ Dec 08</li> </ul>		
			<ul style="list-style-type: none"> <li>▪ Organise accompanying documentation</li> </ul>	<ul style="list-style-type: none"> <li>▪ Dec 08</li> </ul>		
			<ul style="list-style-type: none"> <li>▪ Assemble documentation for delivery</li> </ul>	<ul style="list-style-type: none"> <li>▪ Jan 09</li> </ul>		
			<ul style="list-style-type: none"> <li>▪ Deliver to SES for distribution</li> </ul>	<ul style="list-style-type: none"> <li>▪ Jan 09</li> </ul>		
			<ul style="list-style-type: none"> <li>▪ Publish updated levels on Council's website</li> </ul>	<ul style="list-style-type: none"> <li>▪ Mar 09</li> </ul>		
4	Maintain Lismore CBD Business Names and Floor Level Map	Staff Time	<ul style="list-style-type: none"> <li>▪ Survey CBD</li> </ul>	<ul style="list-style-type: none"> <li>▪ Jan 09</li> </ul>		
			<ul style="list-style-type: none"> <li>▪ Update Map</li> </ul>	<ul style="list-style-type: none"> <li>▪ Jan 09</li> </ul>		
			<ul style="list-style-type: none"> <li>▪ Publish map on Council's website</li> </ul>	<ul style="list-style-type: none"> <li>▪ Feb 09</li> </ul>		
5	Maintain Lismore Urban and Rural Street Map	Staff Time	<ul style="list-style-type: none"> <li>▪ Update Map</li> </ul>	<ul style="list-style-type: none"> <li>▪ Jul 08</li> </ul>	Complete	
			<ul style="list-style-type: none"> <li>▪ Publish Map on Council's website</li> </ul>	<ul style="list-style-type: none"> <li>▪ Oct 08</li> </ul>		
			<ul style="list-style-type: none"> <li>▪ Provide digital file in correct format to printer</li> </ul>	<ul style="list-style-type: none"> <li>▪ Nov 08</li> </ul>		
6	Conduct traffic surveys as required for Council	Staff Time	<ul style="list-style-type: none"> <li>▪ Conduct surveys</li> </ul>	<ul style="list-style-type: none"> <li>▪ As required</li> </ul>	In progress	

**SEPTEMBER QUARTERLY MANAGEMENT PLAN 2008/09 REVIEW**

Infrastructure Services						
Traffic, Emergency Services and CitySafe Operations						
	Project	Budget	Key action steps	Target date	Status	Explanation on Progress to Date
1	Manage the CitySafe Program for both Lismore and Nimbin	Staff time and recurrent budget	<ul style="list-style-type: none"> <li>Ensure safety patrols and monitoring are carried out where appropriate in accordance with the community needs and as agreed with the Citysafe Committee</li> </ul>	<ul style="list-style-type: none"> <li>As per agreement</li> </ul>	In progress	Ongoing
			<ul style="list-style-type: none"> <li>Review and upgrade CCTV equipment</li> </ul>	<ul style="list-style-type: none"> <li>Jun 09</li> </ul>		
			<ul style="list-style-type: none"> <li>Respond to maintenance of system</li> </ul>	<ul style="list-style-type: none"> <li>As required</li> </ul>	In progress	Ongoing
			<ul style="list-style-type: none"> <li>Produce CitySafe newsletter for Lismore</li> </ul>	<ul style="list-style-type: none"> <li>Monthly</li> </ul>	In progress	Ongoing
			<ul style="list-style-type: none"> <li>Conduct regular CitySafe meetings for Lismore and Nimbin</li> </ul>	<ul style="list-style-type: none"> <li>Monthly</li> </ul>	In progress	Ongoing
2	Co-ordinate traffic facilities investigations and installations	Staff time and recurrent budget	<ul style="list-style-type: none"> <li>Analyse, prioritise and manage traffic requirements having regard to the special needs of those with mobility problems</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	In progress	Ongoing
			<ul style="list-style-type: none"> <li>Service the Traffic Advisory Committee and represent on other Council Committees</li> </ul>	<ul style="list-style-type: none"> <li>Monthly</li> </ul>	In progress	Ongoing
			<ul style="list-style-type: none"> <li>Arrange installation of minor traffic facilities</li> </ul>	<ul style="list-style-type: none"> <li>As required</li> </ul>	In progress	Installations arranged as required after approval by the Traffic Committee and Council
3	Co-ordinate operation and maintenance of flood levee system	Staff time and recurrent budget	<ul style="list-style-type: none"> <li>Ensure maintenance of flood levee system carried out</li> </ul>	<ul style="list-style-type: none"> <li>As per schedule</li> </ul>	In progress	Latest audit undertaken October 2008
			<ul style="list-style-type: none"> <li>Co-ordinate operation of levee system with other emergency agencies</li> </ul>	<ul style="list-style-type: none"> <li>As required during flood events</li> </ul>		
4	Implement strategies to improve awareness of flood related issues throughout Lismore and surrounding communities	Staff time and recurrent budget	<ul style="list-style-type: none"> <li>Service the Lismore Flood Reference Group</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly</li> </ul>	In progress	Quarterly meetings held
			<ul style="list-style-type: none"> <li>Determine and implement communication strategies in consultation with the Lismore Flood Reference Group</li> </ul>	<ul style="list-style-type: none"> <li>As required</li> </ul>	In progress	Ongoing
5	Investigate and complete further modifications to the outlets and electrical switchboard at Browns Creek Pump Station to improve the efficiency of the pumps (dependent upon receiving funding from Richmond River County Council)	Staff time and \$50,000 for construction – to be sourced from Richmond River County Council	<ul style="list-style-type: none"> <li>Investigate requirements to modify outlets and switchboard</li> </ul>	<ul style="list-style-type: none"> <li>Aug 08</li> </ul>	Complete	
			<ul style="list-style-type: none"> <li>Obtain quotations for work</li> </ul>	<ul style="list-style-type: none"> <li>Sept 08</li> </ul>	Complete	
			<ul style="list-style-type: none"> <li>Secure funding from Richmond River County Council</li> </ul>	<ul style="list-style-type: none"> <li>Nov 08</li> </ul>	Complete	
			<ul style="list-style-type: none"> <li>Complete the work</li> </ul>	<ul style="list-style-type: none"> <li>Feb 09</li> </ul>	Complete	



SEPTEMBER QUARTERLY MANAGEMENT PLAN 2008/09 REVIEW						
	Infrastructure Services					
	Fleet Operations, Workshop and Signshop					
Project	Budget	Key action steps	Target date	Status	Explanation on Progress to Date	
1	Develop and implement a 10 year plant replacement plan	Staff time	▪ Review existing fleet information and gather and analyse data	▪ Sept 08	Complete	Existing information has contained some gaps. Work is under way to correct this with plant lists brought up to date and information regarding replacement criteria added.
			▪ Develop replacement criteria for each plant item	▪ Nov 08	Complete	Initial criteria have been determined for each plant item. These will require further review at a regular interval.
			▪ Complete Replacement Plan	▪ Feb 09	In Progress	The two year plan is almost complete. Ten year plan will flow from that.
			▪ Incorporate into 2009/10 Management Plan	▪ April 09	Not Started	
2	Install suitable workshop management software	Staff time \$30,000	▪ Review and assess alternative software systems	▪ July 08	Complete	Software options reviewed - Ausfleet appears best alternative.
			▪ Select and install software	▪ Oct 08	In Progress	Issues with Authority interfacing using plant numbers is being investigated so as not to duplicate work in two systems. Expect to finish by December.
			▪ Reporting commenced	▪ Mar 09	Not Started	
3	Review fleet management capabilities of Authority systems	Staff time	▪ Develop complete fleet data input to available fields	▪ Sept 08	Complete	Data fields defined and data being added as it becomes available. Mostly complete.
			▪ Review Authority modules and establish management tools	▪ Mar 09	In Progress	Discussions with Authority and Finance are progressing regarding options and simplification of data entry and retrieval.
			▪ Recommend system changes if necessary	▪ Mar 09	In Progress	Changes recommended regarding fuel use management in Authority - awaiting outcome.

SEPTEMBER QUARTERLY MANAGEMENT PLAN 2008/09 REVIEW						
	Infrastructure Services					
	Waste Services					
	Project	Budget	Key action steps	Target date	Status	Explanation on Progress to Date
1	Progress landfill concept planning	\$150,000	<ul style="list-style-type: none"> <li>▪ Review of draft strategy</li> <li>▪ Develop detailed engineering plans for proposed cell development</li> </ul>	<ul style="list-style-type: none"> <li>▪ Aug 08</li> <li>▪ May 09</li> </ul>	<ul style="list-style-type: none"> <li>Complete</li> <li>In Progress</li> </ul>	<ul style="list-style-type: none"> <li>Draft concept plan finalised and submitted to DECC and Council Planning departments.</li> <li>Initial Major Project meeting held in October. Waiting on draft costing from ERM for engineering design works resource requirements and cost estimates</li> </ul>
2	Develop regional recyclables strategy	Staff time	<ul style="list-style-type: none"> <li>▪ Establish Dialogue with surrounding Councils</li> <li>▪ Develop action plan</li> </ul>	<ul style="list-style-type: none"> <li>▪ July 08</li> <li>▪ Oct 08</li> </ul>	<ul style="list-style-type: none"> <li>In Progress</li> <li>In Progress</li> </ul>	<ul style="list-style-type: none"> <li>Some contacts made - meetings planned to progress options</li> <li>Items being assessed include - Review of Alternative processes and costings/ involvement of other Councils / impact of market forces. Aiming for completion by December.</li> </ul>
3	Review waste collection strategy for commercial and multiple unit dwellings	Staff time	<ul style="list-style-type: none"> <li>▪ Review trial</li> <li>▪ Report to Council</li> </ul>	<ul style="list-style-type: none"> <li>▪ July 08</li> <li>▪ Sept 08</li> </ul>	<ul style="list-style-type: none"> <li>Complete</li> <li>Complete</li> </ul>	<ul style="list-style-type: none"> <li>Trial successful on increased recycling volumes/ improved waste services usage in Housing Dept area/ improved amenity at units.</li> <li>Council adopted report to proceed. Rollout commenced.</li> </ul>

SEPTEMBER QUARTERLY MANAGEMENT PLAN 2008/09 REVIEW						
	<b>Infrastructure Services</b>					
	<b>Lismore Memorial Services</b>					
	<b>Project</b>	<b>Budget</b>	<b>Key action steps</b>	<b>Target date</b>	<b>Status</b>	<b>Explanation on Progress to Date</b>
1	Commence Bushland Cemetery activities	Recurring operational budget	▪ Finalise procedures for Bushland burials	▪ Sept 08	Complete	Procedures developed.
			▪ Promote concept	▪ Oct 08	Complete	Local, State and international coverage received
			▪ Establish infrastructure to enable commencement of burials	▪ May 09	Complete	First burial conducted.
2	Develop a detailed LMG infrastructure improvement plan	Staff time	▪ Identify strategy and list developments	▪ Aug 08	Complete	A list of items including a larger chapel/ additional cremator / additional parking and post service facilities identified as development strategies
			▪ Prepare costing for developments	▪ Feb 09	In Progress	Design work under way to allow budget pricing to progress
			▪ Paper submitted to Excom	▪ April 09	Not Started	
3	Review of services provided	Staff time	▪ Review of services provided by other Memorial Garden operations	▪ Oct 08	Complete	Funeral home facilities/ alternative memorial options/ post service facilities are main items offered elsewhere in addition to LMG services.
			▪ Shortlist of proposed changes	▪ Dec 08	Complete	In order listed above.
			▪ Introduction of new services	▪ Mar 09	In Progress	EOI called for operation of Funeral Home on site

SEPTEMBER QUARTERLY MANAGEMENT PLAN 2008/09 REVIEW						
	Infrastructure Services					
	Quarry & Asphalt Services					
	Project	Budget	Key action steps	Target date	Status	Explanation on Progress to Date
1	Refine Mobile Crushing Strategy	Staff time	<ul style="list-style-type: none"> <li>Review issues and develop action items to address problem areas</li> </ul>	• Aug 08	Complete	Staffing issues addressed. Plant issues largely solved. Maintenance scheduling being developed as data collected. Increase in work at Ballina has led to contract and hired equipment being used there and LCC plant being utilised to improve aggregate stockpiles at Blakebrook.
		Operational budget	<ul style="list-style-type: none"> <li>Trial TSAB tertiary crusher</li> </ul>	• Oct 08	Complete	TSAB increased production rates and improved product mix. Further trials with cone crusher produced even better result. Cone crusher currently on hire (in budget to purchase).
			<ul style="list-style-type: none"> <li>Increase production</li> </ul>	• Dec 08	In Progress	October production supervisor resignation and other staff movements have set back development. Recruitment under way to correct this.
2	Progress 3A application	Staff time	<ul style="list-style-type: none"> <li>Address issues raised by State Planning</li> </ul>	• Oct 08	In Progress	All items except groundwater addressed. Meeting with DWE on site organised for early November.
			<ul style="list-style-type: none"> <li>Obtain approval from State Govt</li> </ul>	• Mar 09	Not Started	Submission dependant on DWE expectations.
3	Review regional quarry opportunities	Staff time	<ul style="list-style-type: none"> <li>Develop list of operational quarries in the area</li> </ul>	• Sept 08	Complete	List compiled
			<ul style="list-style-type: none"> <li>Review potential of regional quarries for opportunities for LCC</li> </ul>	▪ Dec 08	In Progress	Initial assessment of opportunities under way. May take longer than anticipated to gather relevant information and staff time being utilised by the Ballina bypass.
			<ul style="list-style-type: none"> <li>Develop action plan</li> </ul>	▪ Feb 09	Not Started	

**SEPTEMBER QUARTERLY MANAGEMENT PLAN 2008/09 REVIEW**

Development and Governance						
Planning Services						
	Project	Budget	Key action steps	Target date	Status	Explanation on Progress to Date
1	Customer Service in land use planning matters	Staff time	Respond efficiently to internal and external customer requests for interpretation of planning controls, permissibility of land uses, progress of assessment of DAs	As required	In Progress	Duty Planner' roster introduced to assist customers
			Provide planning advice in response to referrals from other Sections of Council	As required		
		Staff time	Ensure current planning information is available to the public, development industry and Councillors	As required		
		Staff time	Participate in State Government regional planning initiatives	As required		
		Staff time	Research response to planning enquiries for dwelling entitlement searches, zoning and consent histories, existing uses, etc	As required		
		\$21,000	Maintain Heritage Advisory Service	As required	In Progress	Heritage Advisor available as required
		\$16,400	Maintain Local Heritage Grants Program	Annual offer to community of grant funding	In Progress	The Girards Hill Conservation Area has been targeted for grant opportunities, together with information on requirements for re-roofing. Some applications received.
2	Prepare Local Environmental Study/Local Environmental Plan	\$15,500	Report draft LES/LEP to Council for endorsement of contents	Jul-08	Complete	
			Apply to DoP for S65 Certificate	Within 1 month of Council endorsement	Complete	
			Undertake community consultation	Commence within 1 month of receipt of Certificate		
			Report outcomes of public exhibition to Council	Within 3 months of end of exhibition		
3	Review Floodplain Management Plan	Staff time	Identify control measures to be altered	Commence Sept 08	In Progress	Some flood modelling received, nominations sought for Committee
			Report to Steering Committee/Council	Dec-08		

Planning Services (Cont)						
	Project	Budget	Key action steps	Target date	Status	Explanation on Progress to Date
4	Update Development Control Plan	Staff time	Revise car parking chapter	Report to Council for adoption in Aug '08	In Progress	Parking standards for articulated vehicles in industrial areas to be reported to Council.
			Revise subdivision chapters	Public exhibition Sept 08 Finalise Dec 08	In Progress	Parts of Subdivision DCP redrafted.
			Prepare Stormwater Management chapter	Public Exhibition Sep-08  Finalise Dec-08	In Progress	Awaiting Technical Guidelines.
			Update villages chapters	Commence Jan-09  Community consultation Mar-09  Finalise June 09		
			Revise DCP for consistency with LEP	Commence when DoP Certifies LEP		
5	Prepare new S94 Contributions Plan	Staff time	Bruxner H'way Traffic Management Study commenced (TTM)	Jul-08		
			Traffic Mge't Study completed	Nov-08		
			S94 Working Party initiated	Jan-09		
			Draft S94 Plan prepared	Mar-09		
6	Prepare City Gateway Strategy	Staff time	Co-ordinate project team.	Jan-09		
			Identify design/landscaping requirements			
			Prepare Implementation Schedule			
7	Review Rural Housing Strategy	Funding to be allocated	Obtain funding	Commence Mar 09 (if funding available)		
			Prepare brief			
			Engage external consultants			
8	Efficient assessment of land use development applications		Monitor and review land use DA assessment processes	Quarterly	In Progress	
			Monitor status of lodged DAs: identify and address any reasons for delay in assessment	Monthly		
9	Ensure compliance with planning controls and development consents		Ensure efficient assessment of applications for subdivision certificates	Monitor monthly	In Progress	
			Investigate allegations of illegal land use	As required		
			Ensure compliance with consent conditions	Nov-08 Apr-09		

SEPTEMBER QUARTERLY MANAGEMENT PLAN 2008/09 REVIEW						
Development and Governance						
Building Services						
	Project	Budget	Key action steps	Target date	Status	Explanation on Progress to Date
1	Customer Service	Recurring budget	<ul style="list-style-type: none"> <li>Prove information and assistance to clients</li> </ul>	As required	In progress	
2	Assessment approval processes, inspections	Recurring budget	<ul style="list-style-type: none"> <li>Undertake legislative assessments and inspections</li> </ul>	Ongoing	In progress	DA's and CC's assessed as submitted
			<ul style="list-style-type: none"> <li>Planning Services DA referrals undertaken</li> </ul>	As required	In progress	Referrals undertaken as required
3	Fire Safety program	Recurring budget	<ul style="list-style-type: none"> <li>Identify buildings requiring fire orders</li> </ul>	Ongoing	In progress	
			<ul style="list-style-type: none"> <li>Implement actions on outstanding fire orders</li> </ul>	Ongoing	In progress	Notices issued and inspected
			<ul style="list-style-type: none"> <li>Implement Essential Services Program</li> </ul>	Ongoing	In progress	Annual fire safety statements are being collated by LCC
4	Policy Development and implementation	Recurring budget	<ul style="list-style-type: none"> <li>Implement relevant policy changes including state government reforms</li> </ul>	As required	In progress	Undertaken to address relevant legislation changes
5	Swimming Pool Safety Program	Recurring budget	<ul style="list-style-type: none"> <li>Maintain pool inspection program</li> </ul>	Ongoing	In progress	25 inspections per month maintained
			<ul style="list-style-type: none"> <li>Implement pool awareness and education to the community</li> </ul>	Ongoing	In progress	Being developed for the upcoming season
6	Regulatory Enforcement	Recurring budget	<ul style="list-style-type: none"> <li>Ensure investigation and implementation of enforcement of legislation</li> </ul>	As required	In progress	

SEPTEMBER QUARTERLY MANAGEMENT PLAN 2008/09 REVIEW						
Development and Governance						
Environmental Health						
	Project	Budget	Key action steps	Target date	Status	Explanation on Progress to Date
1	Customer Service	Recurring budget	<ul style="list-style-type: none"> <li>Provide environmental and public health advice to internal and external clients</li> <li>Respond to community requests and enquiries</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> <li>Ongoing</li> </ul>	In progress	
2	Assessment approval processes, inspections and enforcement	Recurring budget	<ul style="list-style-type: none"> <li>Undertake environmental and public health assessments</li> <li>Undertake Regulatory enforcement/education</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> <li>As required</li> </ul>	In progress	This is undertaken as required Enforcement is undertaken as required
3	Public Health Management	Recurring budget	<ul style="list-style-type: none"> <li>Implement commercial premises risk assessment strategy</li> <li>Undertake Public Health assessments</li> <li>Implement legislative/policy/guideline changes</li> <li>Provide education/information to clients</li> <li>Clean Up Australia Day (CUAD)</li> </ul>	<ul style="list-style-type: none"> <li>Yearly targets identified</li> <li>As required</li> <li>Legislative changes reported</li> <li>As required</li> <li>Mar 09</li> </ul>	In progress	148 inspections conducted for the quarter Program is undertaken in March 2009
4	On-Site Sewage Management	Recurring budget	<ul style="list-style-type: none"> <li>Undertake inspections</li> <li>Implement legislative policy/guideline changes</li> <li>Provide education/information to clients</li> </ul>	<ul style="list-style-type: none"> <li>250 inspections per annum</li> <li>As required</li> <li>As required</li> </ul>	In progress	On target for quota inspections . Approx 100 inspections for quarter Reed bed study document investigated
5	Natural Resource Management	Recurring budget	<ul style="list-style-type: none"> <li>Complete 2008 SOE Report</li> <li>Support SEPAG and implement and monitor SEPAG projects</li> </ul>	<ul style="list-style-type: none"> <li>Nov 08</li> <li>As required</li> </ul>	In progress	To Council in November 2008
6	Cleaner Waterways Program (Stormwater Management)	Annual charge	<ul style="list-style-type: none"> <li>Implement Cleaner Waterways program</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	In progress	Maintenance of stormwater treatment devices Ravenswood dr. remediation & planning
7	Catchment Management	Recurring budget	<ul style="list-style-type: none"> <li>Implement education and rehabilitation action</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	In progress	Show and school education programs
8	Environmental monitoring	Recurring budget	<ul style="list-style-type: none"> <li>Reticulated water supply monitoring</li> <li>Waterways monitoring</li> </ul>	<ul style="list-style-type: none"> <li>Weekly</li> <li>Monthly</li> </ul>	In progress	Currently undertaken monthly
9	Cities for Climate Protection Program	Recurring budget	<ul style="list-style-type: none"> <li>Implementation of Milestone 4 of CCP program</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	In progress	Progression through Councils Local action Plan(LAP)
10	Southern Cross University Affiliation	Recurring budget	<ul style="list-style-type: none"> <li>Continue affiliation with Southern Cross University to promote capacity building</li> </ul>	<ul style="list-style-type: none"> <li>As required</li> </ul>	In progress	



SEPTEMBER QUARTERLY MANAGEMENT PLAN 2008/09 REVIEW						
Development and Governance						
Enforcement						
	Project	Budget	Key action steps	Target date	Status	Explanation on Progress to Date
1	Control and regulate parking under Council's jurisdiction	Recurring budget	<ul style="list-style-type: none"> <li>▪ Undertake regular patrols of all on-site and off-street parking areas</li> <li>▪ Ensure regulatory parking signs are clear and visible</li> </ul>	<ul style="list-style-type: none"> <li>▪ Daily patrols</li> <li>▪ Ongoing</li> </ul>	In progress	Patrolled daily
2	Manage Councils Impounding function	Recurring budget	<ul style="list-style-type: none"> <li>▪ Ensure abandoned vehicles are removed from public roadways and reserves</li> <li>▪ Ensure early response to stray stock complaints</li> </ul>	<ul style="list-style-type: none"> <li>▪ As required</li> <li>▪ As required</li> </ul>	In progress	Occurs when reported
3	Community Education	Recurring budget	<ul style="list-style-type: none"> <li>▪ Promote community education regarding companion animals regulations and enforcement programs</li> <li>▪ Enhance dog de-sexing program for the broader community</li> </ul>	<ul style="list-style-type: none"> <li>▪ Mar 09</li> <li>▪ Mar 09</li> </ul>	In progress	Attendance at animal care day
4	Administration of the Companion Animals Act and maintenance of Pound facilities	Recurring budget	<ul style="list-style-type: none"> <li>▪ Carry out regular patrols and impound stray animals</li> <li>▪ Monitor and care for impounded animals and carry out regular maintenance to pound facility</li> </ul>	<ul style="list-style-type: none"> <li>▪ Daily</li> <li>▪ Daily</li> </ul>	In progress	71 dogs impounded for the quarter

SEPTEMBER QUARTERLY MANAGEMENT PLAN 2008/09 REVIEW						
	Development and Governance					
	Economic Development					
	Project	Budget	Key action steps	Target date	Status	Explanation on Progress to Date
1	<b>BUSINESS DEVELOPMENT / INVESTMENT ATTRACTION</b>					
	Provide support information, advice and assistance to attract investment and/or encourage industry and business development in the Lismore LGA	\$20,000	<ul style="list-style-type: none"> <li>Continue with the provision of holistic advice and assistance to business people seeking to invest, expand or relocate their businesses in the Lismore LGA</li> </ul>	Ongoing	In Progress	Business advice team has responded to 20 face to face business & investment related enquiries, which is on track as per the Management Plan target. In addition, the EDU averages 12 phone enquiries weekly on a range of business development and investment related matters.
		\$25,000	<ul style="list-style-type: none"> <li>Support the establishment of the Small Business Incubator</li> </ul>	Ongoing to April 09	In Progress	Estimates for site fill and roadworks on property frontage to Three Chain Road being prepared
	Communication with the business community	\$25,000	<ul style="list-style-type: none"> <li>Generate quality information for local business people and potential investors benchmarking Lismore as a city and regional centre</li> <li>Conduct or support industry workshops and/or events with key industry sectors to strengthen local industry, broader networks and information sources</li> </ul>	Ongoing	In Progress	"Invest in Lismore" website nearing completion, expected to undergo testing November/December
				1 per year	Not Started Yet	Seeking out relevant trade show to promote Lismore to potential investors between March - June 2009
	Town Centre Management	\$40,000	<ul style="list-style-type: none"> <li>Engage a Centre Manager for Lismore's CBD as part of an overall strategy to bring about revitalisation of the town centre</li> </ul>	Oct 08	Not Started Yet	Not funded in 2008/09, however research is continuing into Town Centre Management (TCM)
				April 09	In Progress	"Lismore Alive" project, a pre-cursor to and sub-set of TCM, is commencing in November
				June 09	In Progress	As above
	SBRVL Lismore Promotion Program	Staff time	<ul style="list-style-type: none"> <li>EDU management of the Lismore Promotion Program to maximise businesses' SBRVL contributions and develop businesses' knowledge of how to gain leverage and capitalise on marketing and promotion campaigns</li> </ul>	Ongoing	In Progress	2008/09 Lismore Promotion Plan endorsed at July Council meeting and implementation commenced immediately; 2 projects completed & 6 in progress; final round of EOIs invited and closed on 29/9/08 with 7 applications
				Quarterly	In Progress	SBRVL newsletter, "Lismore Leader" distributed in August to 3,000 business owners and 1,100 property owners

Economic Development (Cont)						
	Project	Budget	Key action steps	Target date	Status	Explanation on Progress to Date
2	RIVER BANK Wilson's River Re-development – ongoing improvements	Staff time	<ul style="list-style-type: none"> <li>Develop marketing material and branding for Wilson's River Experience Walk, Café and Culture Trail and CBD Historic Interest Walk</li> </ul>	Nov 08	Not Started Yet	Federal funding has been received for a further two historic sites in and around the Lismore Visitor Centre and work has been prioritised in this area
		Recurring budget	<ul style="list-style-type: none"> <li>Complete Plan to remove invasive species from CBD riverbank</li> </ul>	Oct 08	Not Started Yet	As above
			<ul style="list-style-type: none"> <li>Document process for further historic sites in Spinks Park</li> </ul>	Oct 08	Not Started Yet	As above
3	LISMORE REGIONAL AIRPORT Lismore Regional Airport - operations, safety and security programs	Staff time	<ul style="list-style-type: none"> <li>Manage the airport facility in accordance with Operations Manual, incorporating the airport Safety Management System and the Transport Security Program</li> </ul>	Ongoing	In Progress	Annual audit by CASA in August confirmed the acceptance of our airport management systems & Aerodrome Operations Licence renewed; still to be audited by Office of Transport Security; 15,796 passengers travelled in and out of Lismore Airport for the quarter, which is 8.5% down on the same quarter for 2007; head tax for the same period is \$1,371 up (or 0.9%) for the same period due to a slightly more favourable head tax arrangement being negotiated post July 2007
		\$40,000	<ul style="list-style-type: none"> <li>Revalidate staff training and hand wand screening system for a heightened security alert situation</li> </ul>	Every 12 months	Not Started Yet	Staff training not required this quarter
		Recurring Budget	<ul style="list-style-type: none"> <li>Statutory reviews of the airport Transport Security Program and Standard Security Procedures</li> </ul>	Nov 08	Not Started Yet	To be undertaken next quarter
	Lismore Regional Airport improvements	Capital Works	<ul style="list-style-type: none"> <li>Remediate southern 400 metres of runway</li> </ul>	Aug 08	In Progress	Pavement and soil testing continuing to determine best fix to suit the situation and the budget; expected to undertake remediation works January 2009 during quiet passenger movement period
		Recurring Budget	<ul style="list-style-type: none"> <li>Review 20 year Pavement Management Plan</li> </ul>	Aug 08	Complete	Review undertaken
			<ul style="list-style-type: none"> <li>Continue with upgrade program to airport gardens</li> <li>Review drainage across entire airport site</li> </ul>	Mar 09	In Progress	Gardens in terminal car park undergoing upgrade
	Master Planning for Lismore Regional Airport	\$15,000  * pending sale of airport land	<ul style="list-style-type: none"> <li>Develop a Master Plan</li> </ul>	June 09	Not Started Yet	
4	FESTIVALS AND EVENTS Attract three new major external events	Staff time	<ul style="list-style-type: none"> <li>Bid for two State-level conferences</li> </ul>	June 09	In Progress	Better success has been achieved this past quarter with bids for state level and national sporting events; won bids for women's "W" League soccer in November 2008 and an NRL Pre-Trial Game in February 2009
			<ul style="list-style-type: none"> <li>Bid for one major swimming event</li> </ul>	June 09	Not Started Yet	
		\$12,500 (govt. grant)	<ul style="list-style-type: none"> <li>Promote and manage the Sustainable Living Expo featured at the North Coast National A &amp; I Exhibition</li> </ul>	Oct 08	In Progress	70 trade exhibitors; 39 speakers in the Talking Tent; 7 celebrity chefs in the Cooking Tent and the Great Apprenticeship Cook-Off organised
		\$12,000	<ul style="list-style-type: none"> <li>Host and manage the 63<sup>rd</sup> Australian Jazz Convention</li> </ul>	Dec 08	In Progress	Marketing collateral designed & distributed; registrations rolling in
		Staff time	<ul style="list-style-type: none"> <li>Host and manage the 2009 NSW Pool Managers Conference</li> </ul>	May 09	Complete	NSW Pool Manager's Conference was successful, then organisers changed the destination venue
		\$30,000	<ul style="list-style-type: none"> <li>Provide logistical support for the Lismore Lantern Parade focussing on spectator comfort and safety</li> </ul>	June 09	Not Started Yet	

Economic Development (Cont)						
	Project	Budget	Key action steps	Target date	Status	Explanation on Progress to Date
4 (Cnt)	Continue to support events that have an economic benefit to Lismore LGA	Staff time	Assist with events such as:	Ongoing	In Progress	World Youth Day in July 2008 supported by the Events Team with good media coverage
			World Youth Day, Tropical Fruits, January Sporting events, Gem Fest			2008 4WD Caravan Camping and Marine Show supported by Events Team with 13,761 participants, or 6% up on the previous year
	Event Marketing Plan to attract new visitation to Lismore LGA	Staff time	Implement the Event Marketing Plan (2009 – 2012) actions	Ongoing	Not Started Yet	The "Sports Specific" Event Plan has taken precedence over this Plan for the moment, as the Events Team has achieved early success in attracting sports based events to Lismore, e.g.. "W" League match
		\$9,000	Develop a "Sports Specific" Event Marketing Plan which will examine satisfaction rates relevant to venue capabilities and Council support delivery	Oct 08	Complete	Plan being implemented - see above
				Ongoing	In Progress	Plan being implemented - see above
5	<b>TOURISM</b>					
	Implement Tourism Strategic Plan (3 – 5 years)	\$9,273  *subject to success with \$9,272 in govt funding	Develop Tourism Strategic Plan	June 09	In Progress	Applied for matched funding from the State Government
	Ongoing marketing and promotion	Staff time	Continue ongoing market research for Lismore LGA	May 09	In Progress	Monthly statistics collected at Lismore and Nimbin Visitor Centres
		\$7,300	Implement actions and signage strategy	Jan 09	In Progress	Lismore gateway signage progressively refreshed; audit completed on directional signage within Lismore
		Staff time	Upgrade Lismore Tourism website	Aug 08	In Progress	Progressive upgrades undertaken on www.visitlismore.com.au
		\$3,000	Develop Nimbin Tourism website in consultation with Nimbin community stakeholders	April 09	In Progress	Preliminary discussions held with selected Nimbin community stakeholders
		\$8,000	Promote and attract media coverage and attention designed to boost tourism visitation to Lismore LGA	June 09	In Progress	SE Qld Self-Drive Tourism Campaign completed; Lismore Destinations TV Promotions campaign planned; funding secured from SBRVL, Tourism NSW, Federal Government and industry buy-in
	Ongoing improvements to Lismore Visitor Information Centre	Staff time	Review all available local produce to develop a greater range of merchandise	June 09	In Progress	New products being reviewed for Christmas release The Lismore Visitor Centre attended to 13,036 enquiries for the quarter, which is 5 enquiries up on the same period last year; this level of visitation represents an economic benefit of \$1,822,537 to the City
			Continue improvements to the Visitor Information Centre	June 09	In Progress	Improvements planned, e.g.. automatic sliding doors for the Lismore VIC; awaiting implementation and in some instances funding from outside
	Further support to enhance the development of the tourism industry in Nimbin; upgrade provision of information services to village visitors	\$69,360	Continue operation of Nimbin Visitor Information Centre	July 08	In Progress	The Nimbin Visitor Centre attended to 12,846 enquiries for the quarter; this visitation to the village represents an economic benefit of \$1,293,618
	Increase joint activities and co-operation in tourism	Staff time	Continue to encourage industry participation through co-operative marketing, famils, networking opportunities and consultation	Bi-monthly	In Progress	Newsletters distributed bi-monthly
				Every 6 months	In Progress	Christmas function for tourism industry operations planned
				Ongoing	In Progress	The Lismore Region named part of "Australia's Green Cauldron" (Mt Wollumbin Caldera region), one of only 13 iconic locations promoted internationally by Tourism Australia under their National Landscapes Program

SEPTEMBER QUARTERLY MANAGEMENT PLAN 2008/09 REVIEW						
Development and Governance						
Information Services						
	Project	Budget	Key action steps	Target date	Status	Explanation on Progress to Date
1	Continue with the implementation of the Electronic Document Management System	Reserve	▪ Recruit for Systems Administrator	▪ Sept 08	Complete	A Systems Administrator (now called the TRIM Project Officer) has been recruited and commenced work in October 2008. This is a 12 month contract.
			▪ Commence Software Implementation	▪ Oct 08	In progress	The implementation of the TRIM EDM has now commenced. The initial system has been established with customisation to occur over the next few months. Expected Go Live is February 2009
			▪ Go Live	▪ Mar 08		
2	Commence Server consolidation/replacement program	Recurrent	▪ Implementation of server virtualisation software	▪ Aug 08	In progress	Initial trials of virtualisation have commenced with a number of non-critical systems running on a virtual server. Awaiting further developments by Microsoft to implement further.
			▪ Consolidation of Servers complete	▪ May 09	In progress	All live corporate SQL Server database systems have now been consolidated onto a single server.
3	Further utilisation of the AUTHORITY system	Recurrent	▪ Review use of all modules in both Authority and i-Services	▪ Ongoing	In progress	Review has commenced. Issues have been identified for some modules.
			▪ Identify training needs and deliver where funding is available	▪ Ongoing	In progress	Additional training has been provided for Assets and payroll modules. Additional training for financial reporting from Authority scheduled for November 2008
4	Enhance Disaster Recovery facility at LSAC	Recurrent	▪ Identify opportunities for developing LSAC as an IT DR site	▪ Mar 08	In progress	basic infrastructure has been acquired. Connectivity will be established once the building is complete.
			▪ Commence acquisition of DR equipment and technologies	▪ Mar 09		

**SEPTEMBER QUARTERLY MANAGEMENT PLAN 2008/09 REVIEW**

SEPTEMBER QUARTERLY MANAGEMENT PLAN 2008/09 REVIEW						
	<b>Development and Governance</b>					
	<b>Community Services</b>					
	Project	Budget	Key action steps	Target date	Status	Explanation on Progress to Date
1	National Living Library Strategy	\$75,000	<ul style="list-style-type: none"> <li>▪ Develop website and resources</li> <li>▪ Develop and implement promotional strategy</li> <li>▪ Establish National Network</li> <li>▪ Evaluation and Final report</li> </ul>	<ul style="list-style-type: none"> <li>▪ July 08</li> <li>▪ Oct 08</li> <li>▪ Oct 08</li> <li>▪ Dec 08</li> </ul>	<ul style="list-style-type: none"> <li>Completed</li> <li>Completed</li> <li>In progress</li> <li>Not started</li> </ul>	<p>(Currently 68 living libraries have been established across Australia.)</p> <p>The project has received additional funding for a further 6 months. An evaluation will be conducted following the completion of the entire 18 months.</p>
2	New 5 Year Disability, Access and Inclusion Plan (DAIP)	\$15,000	<ul style="list-style-type: none"> <li>▪ Develop brief for consultant</li> <li>▪ Appoint consultant</li> <li>▪ Draft DAIP received</li> <li>▪ DAIP completed</li> </ul>	<ul style="list-style-type: none"> <li>▪ July 08</li> <li>▪ July 08</li> <li>▪ Aug 08</li> <li>▪ Sept 08</li> </ul>	<ul style="list-style-type: none"> <li>Completed</li> <li>Completed</li> <li>Completed</li> <li>In progress</li> </ul>	<p>A draft has been received but requires some fine tuning prior to completion. Completion is anticipated in November/December 2008.</p>
3	Social and Community Plan	\$7,000	<ul style="list-style-type: none"> <li>▪ Implement strategies identified within the Plan for 2008-2009</li> </ul>	<ul style="list-style-type: none"> <li>▪ Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>In progress</li> </ul>	<p>Implementation is ongoing.</p>
4	Crime Prevention Plan	\$17,500	<ul style="list-style-type: none"> <li>▪ Implement of crime prevention strategies</li> <li>▪ Bi-monthly consultation with NGOs for program delivery</li> <li>▪ Ongoing implementation coordination by staff</li> </ul>	<ul style="list-style-type: none"> <li>▪ Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>In progress</li> </ul>	<p>Implementation is ongoing.</p>
5	Crime Prevention	\$40,000 (pending NSW AG funding)	<ul style="list-style-type: none"> <li>▪ Delivery of violence prevention training to Indigenous youth</li> <li>▪ Deliver two Train the Trainer courses</li> <li>▪ Deliver three violence prevention programs to young people</li> </ul>	<ul style="list-style-type: none"> <li>▪ Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>Completed</li> <li>Completed</li> <li>Completed</li> </ul>	<p>See dot point 3 below.</p> <p>Completed one program and collaborated with Lismore Police to deliver a second program. A third program is not possible due to partnering organisation constraints and insufficient funds.</p>
6	Homeless Shelter	\$20,000	<ul style="list-style-type: none"> <li>▪ Coordinate project partners to finalise management for the shelter</li> <li>▪ Implement mitigation strategies identified in the Social Impact Assessment</li> <li>▪ Assist project partners in seeking operational funds</li> </ul>	<ul style="list-style-type: none"> <li>▪ July – Sept</li> <li>▪ Ongoing</li> <li>▪ Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>In progress</li> <li></li> <li></li> </ul>	<p>This project has changed direction due to lack of broad partner support and the federal government conditioning its \$200,000 grant effectively prohibiting a shelter in flood prone areas. Council will continue to support another lead agency in the development of a shelter that may potentially be able to access the federal funding. The project is ongoing.</p>
7	Lismore Sports and Aquatic Centre		<ul style="list-style-type: none"> <li>▪ Provide best practice advice on function and fit-out components</li> <li>▪ Determine management model</li> <li>▪ Recruit Centre manager</li> <li>▪ Recruit Centre staff</li> <li>▪ Finalise staffing employment arrangements</li> </ul>	<ul style="list-style-type: none"> <li>▪ Ongoing</li> <li>▪ July 08</li> <li>▪ 3 months prior to opening</li> <li>▪ By opening week</li> <li>▪ Sept 08</li> </ul>	<ul style="list-style-type: none"> <li>In progress</li> <li>Completed</li> <li>In progress</li> <li></li> <li>In progress</li> <li>In progress</li> </ul>	<p>Negotiations with a preferred centre manager will be finalised in November.</p> <p>Some positions have been advertised. Recruitment to continue into early 2009.</p> <p>As above.</p>

SEPTEMBER QUARTERLY MANAGEMENT PLAN 2008/09 REVIEW						
Development and Governance Gingerbread House						
	Project	Budget	Key action steps	Target date	Status	Explanation on Progress to Date
1	Renovation of front playground (pending budget allocation)	\$12,000	<ul style="list-style-type: none"> <li>▪ Kidsafe inspection</li> <li>▪ Review recommendations</li> <li>▪ Obtain quotes</li> <li>▪ Oversee works</li> </ul>	<ul style="list-style-type: none"> <li>▪ July 08</li> <li>▪ July 08</li> <li>▪ July 08</li> <li>▪ Sept 08</li> </ul>	<ul style="list-style-type: none"> <li>Completed</li> <li>Completed</li> <li>Completed</li> <li>In Progress</li> </ul>	Plans in final stages for playground work to commence in 2nd last week in January 2009
2	Form committee to organise 20 Year celebrations for Gingerbread House service (October 2008)	Recurring budget	<ul style="list-style-type: none"> <li>▪ Advertise for committee members in newsletter</li> <li>▪ Meet on a regular basis to plan celebrations</li> <li>▪ Undertake celebrations</li> </ul>	<ul style="list-style-type: none"> <li>▪ July 08</li> <li></li> <li>▪ Oct 08</li> </ul>	<ul style="list-style-type: none"> <li>Completed</li> <li>Completed</li> <li>In Progress</li> </ul>	Committee called. 2 meeting held. Celebration planned for April 2009.
3	Prepare for DOCs licensing at end of 2008	\$500	<ul style="list-style-type: none"> <li>▪ Complete all relevant paperwork for self-evaluation.</li> </ul>	<ul style="list-style-type: none"> <li>▪ From July 08</li> </ul>	Completed	All paper work completed. Self evaluation done by all staff.
4	Continue to support diversity and promote cross-cultural exchange	N/A	<ul style="list-style-type: none"> <li>▪ Promote Gingerbread House services to diverse community groups</li> <li>▪ Provide service and advocacy for refugee families, Women's Refuge, Women Up North</li> <li>▪ Consult with group organisers/representatives</li> <li>▪ Consult with refugee support groups</li> <li>▪ Approach Rural Health re Indigenous children at caravan parks</li> </ul>	<ul style="list-style-type: none"> <li>▪ Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>In Progress</li> <li>In Progress</li> <li>In Progress</li> <li>In Progress</li> <li>Not started</li> </ul>	All groups supported. Rural Health project not started,
5	Re-organise front office space	\$250	<ul style="list-style-type: none"> <li>▪ Consult with staff and develop room plan</li> <li>▪ Re-arrange furniture and fittings</li> </ul>	<ul style="list-style-type: none"> <li>▪ Aug 08</li> <li></li> <li>▪ Dec 08</li> </ul>	<ul style="list-style-type: none"> <li>Not started</li> <li></li> <li>Not started</li> </ul>	
6	Plan and hold a grandparents' day	\$50	<ul style="list-style-type: none"> <li>▪ Set a date</li> <li>▪ Send out notices</li> <li>▪ Host event</li> </ul>	<ul style="list-style-type: none"> <li>▪ Aug 08</li> </ul>	<ul style="list-style-type: none"> <li>Completed</li> <li>Completed</li> <li>Completed</li> </ul>	Held 15th May 2008

SEPTEMBER QUARTERLY MANAGEMENT PLAN 2008/09 REVIEW						
Development and Governance						
	Koala					
	Project	Budget	Key action steps	Target date	Status	Explanation on Progress to Date
1	Implement the NCAC Quality Improvement and Accreditation System	Recurring budget	▪ Use Centre's ongoing NCAC Improvement Plan to devise and implement a work plan	▪ Feb 09	In progress	Finalising Centre's self study and continuing improvement plan.
			▪ Consult with Koala Advisory Panel, clients and staff to assess current standards of care	▪ Monthly	Ongoing	Meet bi-monthly.
			▪ Meet licence requirements	▪ Annually	Completed	New licence granted - 2008 - 2011.
			▪ Conduct client surveys	▪ Quarterly	Ongoing	Completed in September - positive response.
2	Encourage community involvement in Centre's operations	Recurring budget	▪ Network with local community services to meet child, client and staff needs	▪ Bi-monthly	Ongoing	
			▪ Continue with referral process for children's additional developmental needs	▪ Ongoing	Ongoing	Working with Communities for Children to meet children's additional needs.
			▪ Liaise with families regarding Centre's program evaluation	▪ Quarterly	Ongoing	Sent out in September.
			▪ Utilise community resources to reflect the Centre's cultural diversity	▪ Ongoing	Ongoing	Using Lady Gowrie toy library regularly.
3	Provide programs that respond to the developmental needs of the children	Recurring budget	▪ Provide staff non-contact teaching time to allow for program evaluation	▪ Ongoing	Ongoing	Every fortnight.
			▪ Consult with clients to assess children's individual needs, skills and interests	▪ Ongoing	Ongoing	Portfolio sent home on a bi-monthly basis.
			▪ Review children's learning environment to stimulate their curiosity and interest	▪ Ongoing	Ongoing	Use of emergent curriculum in program development.
			▪ Provide quarterly developmental summaries of children to client families	▪ Quarterly	Ongoing	Families received September
4	Provide appropriate staff training	Recurring budget	▪ Identify individual staff training needs through the skills assessment and performance evaluation systems	▪ Quarterly/annual needs identification	Ongoing	Staff attendance at 3 inservices through Communities for Children and National Childcare Accreditation Council.
			▪ Staff attendance at available staff training	▪ Monthly assessment	Ongoing	As above.
5	Building maintenance	Recurring budget	▪ Replace Possums Room air-conditioner	▪ Dec 08	In progress	Service indicates a new system not required as yet.
			▪ Replace damaged timber on Centre entry alcove	▪ April 09	Ongoing	Liaising with Council's Assets Services to coordinate.



SEPTEMBER QUARTERLY MANAGEMENT PLAN 2008/09 REVIEW						
	Development and Governance					
	Outside School Hours					
	Project	Budget	Key action steps	Target date	Status	Explanation on Progress to Date
1	Children's Art Competition	\$100	<ul style="list-style-type: none"> <li>Consult local businesses including LCC to display works of art produced by the children and seek sponsorship to provide prizes</li> </ul>	Nov 08	In Progress	Term 4 Program complete. Start date for the competition is 10.11.08 completion date 24.11.08.
2	Police Anti-Bullying Campaign	\$0	<ul style="list-style-type: none"> <li>Visit from Police Community Liaison officer to give advice and information to children on the effects of bullying and what actions the children need to take if this is affecting their daily lives</li> </ul>	Dec 08	In Progress	Correspondence sent to Senior Constable Harris of Lismore Police Station.
3	Paddle pop stick sculpture show	\$95	<ul style="list-style-type: none"> <li>Children create their own conceptual sculptures for display at Lismore Library</li> <li>Arrange with the Lismore Library a suitable timeframe to display the works of art</li> <li>Families are invited to view their children's art works at the Library</li> </ul>	Apr 09	Not Started	
4	International Day of Families 2009	\$0	<ul style="list-style-type: none"> <li>To program a week of activities reflecting the concept of the family</li> <li>Encourage parents to donate time or skills that can be utilised in the week's activities</li> <li>Have an afternoon where parents are encouraged to have afternoon tea at the centre</li> </ul>	May 09	Not Started	

SEPTEMBER QUARTERLY MANAGEMENT PLAN 2008/09 REVIEW						
Development and Governance						
Regional Art Gallery						
	Project	Budget	Key action steps	Target date	Status	Explanation on Progress to Date
1	Raise funds and lobby for the construction of the new building	\$23,000 + staff time	Form a network of people able to assist with fundraising	Ongoing	In progress	Key contacts have been identified and the fundraising group is in development. Marketing and sponsorship material is also currently in development.
			Confirm contacts with government representatives	Oct 08	Complete	Gallery Director and Program Coordinator have established and confirmed contacts with Arts NSW - NSW Government's arts policy and funding body, Federal Member for Page - Janelle Saffin MP and Member for Lismore Thomas George MP. The gallery is in contact with Michael Goss, Arts NSW, who has recommended other funding opportunities for the gallery. The gallery will apply for funding from the Federal Governments Green Precincts Fund. The Lismore Cultural Precinct document was presented to The Hon. David Borger, BEc MP.
2	Develop nationally significant exhibitions	Staff time	Curate exhibitions featuring nationally significant artists like Ricky Swallow, William Robinson and John Olsen	Ongoing	In progress	A significant touring exhibition of John Olsen and William Robinson is currently in the final development stage. Future curated exhibitions include Tracey Moffatt and Margaret Olley
3	Provide input and specialist technical knowledge into the design of the new Gallery building	Staff time	Meet with stakeholders and research other facilities to evaluate the best model for Lismore's needs	Ongoing	In progress	Gallery Director and Program Coordinator continue to liaise with various stakeholders and galleries to research other facilities to develop the best model for the gallery's new building.
4	Grow the Gallery community and increase membership	Staff time	Develop support material for the newsletter, webpage, e updates and panels that is informative and inclusive	Ongoing	In progress	Support material is consistently developed for each exhibition. This support material includes comprehensive K-12 education kits, catalogues, information panels and e-invites. This information is available in hard copy or online at the gallery website.
5	Develop a user-friendly website with full program details and projects online	Staff time	Provide staff training in specialists areas	Ongoing		Gallery staff receive regular in-house training to maintain, update and improve the gallery website.
			Consistently list full program on the website		In progress	Past, current and future events and exhibitions are consistently displayed on the gallery website.

SEPTEMBER QUARTERLY MANAGEMENT PLAN 2008/09 REVIEW						
Development & Governance						
Library Services						
	Project	Budget	Key action steps	Target date	Status	Explanation on Progress to Date
1	Develop and maintain programs for children and teenagers	Recurring budget	▪ Expand Baby Bounce to Goonellabah branch	▪ Sept 08	In Progress	Trailing this service in November
			▪ Develop monthly teenage program at Lismore Library	▪ July 08	Completed	These occur on every 2nd Thursday of each month.
			▪ Continue <i>Lismore Let's Read</i> program	▪ Ongoing		This has been successfully rolled out to library members.
2	Promote the Library within the community	Recurring budget	▪ Make available display space to community organisations	▪ July 08	In Progress	There have been a number of community displays
			▪ Participate in local events	▪ July 08	In Progress	This happens as opportunities arise. Including Lismore Show and the Lantern Parade
3	Increase library membership	Recurring budget	▪ Offer extended library opening hours	▪ Ongoing	Completed	Council have approved Sunday opening.
4	Maintain quality bookstock	Recurring budget	▪ Read wide range of book reviews	▪ Ongoing	In Progress	Book review routinely read
			▪ Fulfil Requests for Purchase	▪ Ongoing	In Progress	Books have been purchased as requested.
			▪ Source materials from variety of suppliers	▪ Ongoing	In Progress	Source books as appropriate.
			▪ Purchase all locally produced material	▪ Ongoing	In Progress	This is always done.
5	Train and support staff	Recurring budget	▪ Maintain a vigorous culling program	▪ Ongoing	In Progress	Poor quality and out of date books are routinely culled.
			▪ Ensure appropriate training is available to all staff	▪ Ongoing		Staff at all levels have attended appropriate training in this quarter.
			▪ Source new training programs for inclusion in Training Plan	▪ Ongoing		Always looking for new training opportunities/ Staff are encouraged to provide their own training requirements.
	▪ Review staff training requests	▪ Ongoing				

# Report

<b>Subject</b>	<b>2007/08 Financial Reports</b>
<b>File No</b>	S952
<b>Prepared by</b>	Principal Accountant
<b>Reason</b>	Legislative requirement - s419, Local Government Act 1993
<b>Objective</b>	To present the 2007/08 Financial Reports
<b>Strategic Plan Link</b>	Leadership by Innovation
<b>Management Plan Activity</b>	Financial Services

## Overview of Report

At Council's October 21, 2008 meeting, Council formed its opinion on the 2007/08 Financial Reports and the Auditor presented on the audit findings and conduct.

In accordance with the Local Government Act, 1993 and Local Government (General) Regulations 2005, Council is required to present the audited financial reports and audit report to the public at a meeting (November 11, 2008). Before doing so, they must have been advertised in the approved form and submissions from the public invited. Council has complied with these requirements.

Members of the public can make a written submission to Council up to seven days after the meeting (18/11/08). Council must forward a copy of any submission received to the auditor and take any action it considers appropriate. At this time, no submission has been received.

## Background

Council resolved at the October 21, 2008 meeting to

- a) In accordance with Section 413 (2) (c) of the Local Government Act 1993 and Regulation 215 of the Local Government (General) Regulation 2005 adopt the 2007/08 Financial Reports and 'Statement by Councillors and Management' for both the General Purpose Financial Reports and Special Purpose Financial Reports, with the Mayor and Deputy Mayor delegated to sign on behalf of Council.
- b) Submit the 2007/08 Financial Reports to the Department of Local Government and the Australian Bureau of Statistics.
- c) Advertise the presentation of the 2007/08 Financial Reports to the public from October 30 2008 and invite both inspection and submission.
- d) Present the 2007/08 Financial Reports to the public at the November 11, 2008 Council meeting.

Council's resolutions have been implemented but it is important to note that the public has to November 18, 2008 to make a submission and Council is to ensure that copies of all submissions received by it are referred to the auditor and also take such action as it considers appropriate with respect to any submission. If a submission or submissions are received after this meeting, a further report will be prepared for Council's December meeting.

As part of the review process there were minor adjustments required to the Financial Reports. These adjustments relate specifically to Notes 2 and 3 of the Specific Purpose Financial reports. These minor changes have been discussed with the Auditor and they do not alter the Audit Report or Statement made by Council.

### Summary of Key Financial Data

Item	2007/08 (\$,000)	2006/07 (\$,000)
<b>Income Statement</b>		
Total income from continuing operations	72,979	68,297
Total expenses from continuing operations	73,431	57,500
Operating result from continuing operations	(452)	10,797
Net operating result from continuing operations	(452)	10,797
Net operating result before grants and contributions provided for capital purposes	(8,042)	6,053
<b>Balance Sheet</b>		
Total current assets	32,510	33,783
Total current liabilities	15,484	10,528
Total non-current assets	650,533	612,289
Total non-current liabilities	36,103	28,818
Total equity	631,456	606,726
<b>Other Financial Information</b>		
Unrestricted Current Ratio (expressed as a ratio)	2.04	2.57
Debt Service Percentage (%)	5.33	4.54
Rate Coverage Percentage (%)	42.68	43.47
Rates and Annual Charges Outstanding Percentage (%)	10.89	10.23
Building & Infrastructure Renewal Ratio (%)	109.38	n/a

### Other staff comments

Not required

### Public consultation

The financial reports in the prescribed format have been advertised in the Northern Rivers Echo for the edition dated October 30, 2008 seeking public comment.

### Conclusion

In accordance with the Local Government Act, 1993 and Local Government (General) Regulations 2005, the 2007/08 Financial Reports were advertised and submissions from the public invited.

At the time of preparing this report, no submission had been received.

### Recommendation

That Council acknowledge the presentation of the audited 2007/08 Financial Reports to the public.

# Report

<b>Subject</b>	<b>September 2008 Quarterly Budget Review Statement</b>
<b>File No</b>	S960
<b>Prepared by</b>	Principal Accountant
<b>Reason</b>	Clause 7, Local Government (Financial Management) Regulations 1993
<b>Objective</b>	To gain Council's approval to amend the 2008/09 Budget to reflect actual or anticipated results
<b>Strategic Plan Link</b>	Leadership by Innovation
<b>Management Plan Project</b>	Various

## Overview of Report

The 2008/09 Budget has moved from an opening deficit of (\$56,500) to a surplus of \$181,900. The operating surplus for the September 2008 quarter being \$238,400 (a detailed summary of the movements is included in the body of the report).

The September review includes alignment of budgets as a result of more accurate information being received subsequent to the preparation of the original budget, reinstatement of budgets for works carried forward from previous years and issues identified will impact the operating result in a future period. In regards to the reinstatement of budgets for works from previous years, this is required because at the time the 2008/09 Budget was being prepared, exact amounts could not be confirmed and are now amended.

In summary:-

Expenditure (including capital) - This review has identified an additional \$6,670,200 in expenditure with the major items being: Roads \$3,169,900; Timber Bridges Replacement Program \$1,248,500; Electronic Document Records Management System \$642,000, Pavement Upgrade Lismore Airport \$228,500 and Goonellabah Sports & Aquatic Centre \$963,300. The majority of these projects were carried forward from 2007/08.

Funding Sources: \$7,053,600 has been identified in the review with the major sources being: operational grants \$1,189,000 for flood repair roads; Federal Assistance Grant – General Purpose \$206,800; Federal Assistance Grant – Roads \$85,000; Capital Grants \$1,186,300 for Bridge replacement; unexpended loan funding from 2007/08 \$2,468,000; profit on sale of land \$416,000; unexpended grants from 2007/08 \$734,700 and reserves funding \$1,329,900. These funding sources have been applied to works in accordance with grant conditions, Council's reserve policy or loan borrowing purposes.

It is recommended that the operating surplus of \$181,900 is reserved and forms part of target surplus for the 2008/09 Budget.

## Background

The Local Government Act 1993 (LGA) requires the annual budget to be reviewed on a quarterly basis and any significant variances to be reported to Council. This report satisfies the LGA's requirements. The objective of the September review is to realign budgets based on more accurate information being received subsequent to the preparation of the original budget, or to reinstate budgets for works carried forward from previous years or adjust budgets based on issues that will impact on the operating result

in future periods. Included in the reinstatement of budgets for works carried forward are works funded from unexpended grants and from reserves held at June 30, 2008.

### **General Fund**

The 2008/09 Budget provided for a deficit of (\$56,500). This review details a surplus of \$238,400 for the September quarter, with the annual accumulated surplus at September 30, 2008 being \$181,900. A summary of this movement follows:

<b>Budget Movements for Quarter</b>	<b>Amount \$</b>
<b>Adopted 2008/09 Deficit</b>	<b>(56,500)</b>
Plus – Federal Assistance Grant – General Purpose. Confirmation of grant amount received in August 2008. Original budget based on 2007/08 receipts plus an estimated increase. Actual increase greater than anticipated and the CPI adjustment of \$62,000 for 2007/08 to be received in 2008/09.	206,800
Plus – Balance of OHS incentive payments received (\$40,000) less that applied to OHS initiatives (\$15,000 for the implementation of smoke free workplace)	25,000
Plus – Loan repayment for Stormwater Management works being funded from the Stormwater Management Services Charge and not general revenue.	16,200
Less - Interest on Investments (General Fund only) – Overall interest on investments is anticipated to be lower than estimated in 2008/09 budget however the impact on General Fund is minimal. Further information is provided in the body of the report	(6,200)
Plus – Realignment of CitySafe expenditure budgets with revenue sources.	5,400
Less – Increase in EDU rental space costs.	(8,800)
<b>Closing Surplus Balance at September 30, 2008</b>	<b>181,900</b>

### **Unexpended Grants**

Council receives funds from various funding sources to undertake specific grant projects. These funds are subject to funding agreements and must be expended in accordance with grant conditions. Council had \$952,500 in unexpended grants at June 30, 2008. These funds were not included in the adopted 2008/09 Budget as the amounts to be carried forward had not been anticipated or accurately calculated at the time of budget preparation.

This review has included additional works associated with grant funding of \$734,700 and these have been applied to offset increased expenditure. As such there is no net impact on the operating result.

In addition, the adopted 2008/09 Budget included funding sources from unexpended grants for the Timber Bridges Replacement Program \$1,317,800, this was included based on estimates of funding anticipated during 2007/08. Grants were not received in 2007/08 as anticipated and will now be received in 2008/09; as such an adjustment to the 2008/09 Budget is required to reflect the revised funding sources.

Not all unexpended grants have been recognised in the 2008/09 Budget at this time due to uncertainty as to if works are to be completed.

### **Reserve Funds**

Included in this review are works that have been carried forward from 2007/08 totalling \$1,329,900. These works are funded from reserves and do not impact on the net operating results. The works that have been included were either physically in progress at 30 June 2008 or planned to have commenced, or have been completed within the first quarter of the current year. Additional detail is included in the Program Summary section of this report.

### **Interest on Investments**

A review of anticipated interest revenue compared to the 2008/09 Budget has been undertaken in response to the ongoing financial market turmoil and more accurate information now available.

The 2008/09 Budget was prepared in May 2008 and was based on the anticipated June 30 composition of the investment portfolio (General Fund, Reserve Funds, Section 94, Wastewater, Water and Section 64) and anticipated interest rates. The review undertaken has been based on the actual composition of the portfolio at June 30 and subsequent and expected changes to interest rates and interest revenues.

Overall, interest revenue is anticipated to be \$241,200 less than the 2008/09 Budget. Due to the composition of the investment portfolio held for General Fund being greater than that anticipated when preparing the 2008/09 Budget, the interest revenues for General Fund is anticipated to increase by \$28,800. This increase is then reduced by the 25% (\$35,000) of the decrease in Reserve Funds interest as in accordance with policy, 25% of all interest on reserves to be used in General Fund. This results in a net movement in General Fund of a loss of \$6,200.

For Reserve Funds, Section 94 and Water & Section 64 Funds, the amounts transferred to reserve or restricted for future works have been changed to reflect the anticipated increase/decrease in interest revenues so as there is no impact on the operating result.

Summary:	Original Budget	Revised Budget	Change Increase/(Decrease)
General Fund (unrestricted)	471,200	500,000	28,800
Reserves Funds (unrestricted)	560,000	420,000	(140,000)
Section 94 (restricted)	280,000	340,000	60,000
Wastewater & Section 64 Funds (restricted)	740,000	740,000	-
Water & Section 64 Funds (restricted)	250,000	60,000	(190,000)
Total	2,301,200	2,060,000	(241,200)

## **Program Summary**

For Council's information, information on each program with significant variances of \$10,000 or greater is provided below other than those impacting the operating result reported in the summary above. Please refer to the Individual Programs attachment for a summary of all budget movements.

## **Financial Services**

Interest revenue on investments for Reserve Funds and Section 94 has been recalculated and adjusted based on the changes reported above. These changes have been offset by adjusting the transfer to reserve or restriction so as there is no impact on the operating result.

The budgets for Section 94 contributions have also been reviewed and reduced from \$1.383m to \$995,000. These changes have been offset by a reduction in funds restricted for future works with the outcome being no impact on the operating result.

## **Organisational Development**

A transfer from ELE reserves of \$42,000 was made to fund the completion of the installation of the new air-conditioning unit at the Corporate Centre. The budget for the works is included under Miscellaneous Properties. This is part of an internal loan and has no impact on the operating result.

## **Lawn Cemetery and Crematorium**

Minor adjustments have been made to the source of funding to transfer loan funding from 'external' to 'internal'. The internal source is from the Waste Services reserves and is to be repaid at commercial interests rates. To reflect loan repayments, additional operating expenses have been included in this program with corresponding operating revenue in Waste Services. There is no impact on the operating result.

## **Waste Services**

Income associated with loan repayment receipt from an internal loan to the Lawn Cemetery and Crematorium. There was no impact on the operating surplus.



Miscellaneous Properties

Operating expenses were increased by \$10,000 for land acquisition costs; this was offset by increased revenues. There was no impact on the operating result.

Bridges

Capital expenditure in relation to the Timber Bridge Replacement Programme has been increased by \$1,248,500 to reflect the actual works proposed in 2008/09. Unexpended grant funding has been reduced by \$1,318,700 as grants were not received in 2007/08 as anticipated; this has been offset by increased grant funding to be received in 2008/09 \$2,505,000 and increased use of loan funds applied \$62,200. There is no impact on the operating result.

Bushfire Services

Grant income of \$20,000 was received for the provision of water tanks, this amount has been offset by increased expenditure and therefore there has been no impact on the operating result.

Parks and Recreation

Works associated with a boundary fence at Coronation Park \$15,000 has been included with funding from Open Space (Section 94) Reserves. There is no impact on the operating result.

Traffic and City Safe

Unexpended grants revenue of \$134,800 has been included and has been offset by a corresponding increase in capital expenses. There was no impact on the operating result.

Works include:

Bus interchange – Hindmarsh Street	\$ 45,000
Taxi rank – Brewster Street	\$ 89,800

Roads

A realignment of the existing budget results in a reduction in operating revenues of \$783,400 and a corresponding increase in capital grants.

Additional capital works of \$1,203,900 and additional maintenance works of \$1,763,200 has been included for various works carried forward from 2007/08. These works have been funded from unexpended grants \$383,600; transfer from reserves \$963,000, section 94 funds \$156,000; capital grants \$190,500 and additional operating grants 1,274,000.

The major component of operating grants relates to funding to undertake repairs associated with the 2008 flood, with capital grants being for 'Blackspots' funding projects.

There is no impact on the operating result from changes in this program.

Asset Management

Reserves funding of \$63,500 was included for the demolition of buildings \$51,000 and the continuing development of Council's asset management plan \$12,500. Unexpended grants relating to the Road Safety programs of \$8,500 has also been included in the period. There was no impact on the operating result.

Lismore Regional Airport

Capital works associated with pavement upgrade has been included \$228,500 with funding from unexpended loan funds; there is no impact on the operating result.

Art Gallery

Grant income of \$15,000 was received in relation to the Gordon Darling Foundation and this amount has been offset by increased expenditure. Therefore, there is no impact on the operating result.

Community Services

Unexpended grants revenue of \$125,900 has been included and has been offset by a corresponding

increase in operating expenses. There is no impact on the operating result.

Works include:

Living Library	\$98,100
Indigenous Programs	\$ 9,700
Youth Projects	\$ 8,500
Museum Advisor	\$ 5,600
Building Active Communities	\$ 4,000

#### Information Services

A transfer from Information Services reserves of \$642,000 has been included to fund the implementation of the Electronic Document Records Management System (EDRMS). There is no impact on the operating result.

#### Planning Services

Additional grant funding \$25,000 has been received from the Department of Planning to finalise the LES/LEP project. This has been applied to the costs required to finalise the project \$11,000 and to reimburse expenditure incurred in advance in 2007/08 \$14,000.

Reserve funding of \$13,400 has been applied to complete minor projects; with the majority \$8,500 associated with the development of reporting in relation to Onsite Sewerage Management.

There was no impact on the operating result.

#### Environmental Services and Building Control

Additional receipts in relation to the Stormwater Management Services Charge \$13,200 were recognised with a corresponding increase operating expenses in relation to the stormwater management projects. All revenue from this charge must be applied to works that relate to the service.

Unexpended grants revenue of \$65,800 has been included and has been offset by a corresponding increase in operating expenses.

The major works include:

Integrating Sustainability	\$ 7,000
Restoration of Tucki Tucki Creek	\$ 5,000
Restoration of Tributaries	\$ 9,600
Koala Habitat Brochure	\$11,200
Lowland Rainforest	\$30,100

There was no impact on the operating result.

#### Goonellabah Sports and Recreation Centre

Amendments have been made to the adopted budget for the Goonellabah Sports and Recreation Centre to reflect the final approved capital works program and funding sources. Capital expenditure has increased by \$964,300 with additional funding from loans \$2,087,300 and profit on land sales \$416,000; and reduced funding from reserves \$558,600; capital grants \$580,000 and Section 94 funds \$400,400.

There was no impact on the operating result.

#### Wastewater Services (Sewerage Fund)

There has been a budget realignment including decreased principal on loan repayments and a corresponding interest repayment increase. The operating result for Wastewater Fund remains as break-even after these adjustments.

#### Water Supply (Water Fund)

Interest revenue is anticipated to be lower than original estimates by \$190,000 due to lower investment base and reduced interest rates. The short fall in revenue has been offset by an increase in Section 64

funds applied to works. Also, there has been a realignment of budgets between interest expense on loans (increased by \$10,000) and principal repayments of loans (reduction of \$10,000). The operating result for Water Fund remains as break-even after these adjustments.

## **Change in Net Assets**

The 2008/09 Management Plan showed a surplus in the “Change in Net Assets” of \$446,000. The September review increased this by \$1,338,000 to \$1,784,000.

The change in net asset is based on the original adopted budget and does not include the anticipated impact from increased depreciation associated with assets that were brought to fair value on June 30, 2008. This information is being assessed and will be advised to Council through future Quarterly reviews. Council should note that depreciation is a non cash impact and does not impact on the reported operating surplus.

At the same time, Council will need to consider how it manages the assets under its control including adequately funding maintenance and renewal costs. This will be addressed as asset management plans are developed and factored into future management plans.

It should be noted that the “Change in Net Assets” amount reflects the estimated increase in net assets held under the Council’s control for this year. It does not reflect in any way the Council’s cash or liquidity position.

## Comments

### Other staff comments

Not required

### Public consultation

Not required

## Conclusion

The 2008/09 Budget has moved from an opening deficit of (\$56,500) to a surplus of \$181,900 with the operating surplus for the September 2008 quarter being \$238,400.

The objective of the September review is to realign budgets as a result of more accurate information being received subsequent to the preparation of the original budget, reinstatement of budgets for works carried forward from previous years and reporting issues that will impact on the operating result in future periods.

There have been no other major variations to the adopted 2008/09 Budget identified during the September review, however reinstatement of budgets for works carried forward from previous years will be required as part of the December review.

A target surplus of at least \$500,000 has been proposed for the 2008/09 Budget to combat the likely impact on Council of the global financial crisis. It is recommended that the surplus to September 30 be reserved for this purpose.

## Recommendation

1. Council adopt the September 2008 Quarterly Budget Review Statement for General, Water and Sewerage Funds.
2. The reported surplus is transferred to reserve to be part of Council’s targeted 2008/09 Budget Surplus of at least \$500,000.
3. This report is forwarded to Council’s Auditor for information.

# Report

<b>Subject</b>	<b>Investments held by Council – October 2008</b>
<b>File No</b>	S178
<b>Prepared by</b>	Management Accountant
<b>Reason</b>	Required by Local Government Act 1993, Local Government (General) Regulations 2005 and Council's Investment policy.
<b>Objective</b>	To report on Council Investments
<b>Strategic Plan Link</b>	Leadership by Innovation
<b>Management Plan Activity</b>	Financial Services

## Overview of Report

Council investments as at 31 October 2008 are estimated to be \$28,714,880 subject to final value of funds held under separate management being advised shortly.

The interest rate reported for October 2008 is estimated to be 5.58% in comparison to 6.28% for October 2007. Council's return of 5.58% is below the Bank Bill Swap Rate for the same period of 6.15%. The final interest return may vary due to actual returns achieved in the funds held under separate management.

Council has been advised that our investment in Longreach Series 25 (\$1,000,000 - Maturity 4/4/12) will not pay any interest from this point forward. This investment is 'capital protected' meaning the principal invested will be returned at maturity. The loss of interest revenue from this investment was already factored into Council's budget.

## Background

The Local Government Act 1993 (Section 625), Local Government (General) Regulations 2005 (Regulation 212) and Council's Investment policy requires a monthly report be provided to Council on investments. The report is to include the source and amount of funds invested, terms of performance of the investment portfolio over the preceding period and a statement of compliance in relation to the requirements of the Local Government Act 1993.

## Report on Investments

- |  |              |
|--|--------------|
| • <i>Confirmation of Investments – at Market Value – 30 September 2008</i> | \$31,002,561 |
| • <i>Estimated Investments – at Market Value – 31 October 2008</i>         | \$28,714,880 |

The current rate of return on investments for October 2008 is estimated to be 5.58% compared to 6.28% for October 2007. Council's return of 5.58% is below the Bank Bill Swap Rate for the same period of 6.15%. The rate of return reported has been calculated using actual returns where available and estimates based on the previous period balance and interest rates. The methodology used to calculate estimates appears reasonable in light of discussion with the portfolio advisor.

As previously advised, uncertainty in the investment markets commenced in July 2007 and it continues to impact the market valuation and interest returns of the investment portfolio. The filing for bankruptcy

by Lehman Brothers Holding Inc. has also impacted both market valuation and interest returns. We have been advised that the following CDO's have been directly affected by the bankruptcy of Lehman Brothers Holdings (LBHI):-

- Helium (Scarborough) – LBHI is the third credit event in the portfolio after Freddie Mac and Fannie May. It is estimated that Scarborough's principal will be protected against a further 5 credit events.
- Aphex (Glenelg) – LBHI is the first credit event in the portfolio. It is estimated that Glenelg's principal will be protected against a further 8 credit events, and
- Corsair (Torquay) – LBHI is the second credit event in the portfolio after Freddie Mac. It is estimated that Torquay's principal will be protected against a further 6 credit events.

We have not received enough information to determine how these credit events will directly affect market valuations or interest returns on these three CDO's to date.

Administrators were appointed to Lehman Brothers Australia on 26 September, 2008. To protect investors' interests the Administrators are in discussions with Citigroup, the custodian of the books, to ensure that custodial arrangements continue during the administration period. Grove Research and Advisory are also attempting to transfer the security for these investments to be held with ANZ Nominees who are the custodians for Council's Managed Funds. We have been advised by the administrators that the client services provided under the former agreement with Lehman Brothers in relation to the provision of monthly holding statements and coupon advices will cease. At this stage we have not received any market valuations since 31 August, 2008 and are therefore still reporting these values.

As of 29 October, 2008, we have been advised that Longreach Series 25 no longer has any exposure to the Dynamic Basket Securities and is now all held in a Discount Debt Security. The reallocation away from the Dynamic Basket Securities to the Discount Debt Security is a feature of the capital protection mechanism; however, this means that there will be no further interest payments from this point forward. Interest payments have not been received from this investment for the last 12 months. The maturity date of this investment is 4 April, 2014.

In regards to the total investment portfolio, the strategy adopted is to hold all investment products to maturity so as to minimise the realisation of any market value losses. At this stage, it is not intended to change this approach, however, the Lehman's bankruptcy may result in some losses being realised earlier than anticipated due to the early unwind of some CDO's.

In regards to the managed fund BlackRock Diversified Fund, the first tranche of the in species transfer of assets, approximately 30% of Council's holdings, to a new trust called the BlackRock Care and Maintenance Fund. The BlackRock Diversified Fund has closed and the funds are being transferred to another management vehicle that ensures as the underlying securities are sold at best value, or mature, the funds will be transferred back to Council. This process is being managed through our account with ANZ Nominees and all transactions being reported by Grove Research and Advisory.

## **Attachments**

The following attachments have been included for Council's information:

- Summary of Capital Value Movements on Investments including name of institution, lodgement date and maturity date.
- Schedule of Estimated Interest showing interest rate and estimated interest earned for the period.
- Total Investment Portfolio held by month with last year comparison - graphical
- Investment by Type - graphical
- Weighted average interest with last year comparison – graphical
- Investment by Institution as percentage of total portfolio – graphical

## Comments

## Responsible Accounting Officer

The investments held by Council with various financial institutions, have been made in accordance with the Local Government Act 1993, Local Government (General) Regulation 2005 and Council's investment policy.

## Other staff comments

N/A

## Public consultation

N/A

## Conclusion

A report on investments is required to be submitted to Council monthly. This report meets that requirement. For October 31, 2008, investments total \$28,714,880 and the annualised rate of return was 5.58%.

The investments held by Council with various financial institutions, have been made in accordance with the Local Government Act 1993, Local Government (General) Regulation 2005 and Council's investment policy.

## Recommendation

The report be received and noted.

**Capital Value Movements  
Summary of Investments held as at  
31 October, 2008**

Name of Investment / & Counterparty	Type of Investment	Rating	Assessment of return of Capital at Maturity	Purchase Date	Maturity Date	Last Date Confirmed Valuation Available	Base Capital Value	Estimated Current Market Value (Note 4)	
<b>Cash Based Returns</b>									
Fishburn AA - Shield Series 18 / CBA	CDO	AA	High	14/12/2003	4/12/2008	29/08/2008	\$ 1,000,000	\$ 990,000	Note 1
Longreach - Series 25	Equity Linked Investment	AA-	High	2/4/2007	4/4/2014	30/09/2008	\$ 1,000,000	\$ 607,800	Note 1,2
Aberdeen Income Fund	Managed Fund	A	High	14/3/2005	N/A	28/10/2008	\$ 3,279,132	\$ 3,078,309	Note 3
Blackrock Diversified Credit Fund	Managed Fund	A	High	23/5/2007	N/A	28/10/2008	\$ 2,847,908	\$ 2,527,418	Note 3
Blackrock Care & Maintenance Fund	Managed Fund	A	High	15/10/2008	N/A	28/10/2008	\$ 1,071,749	\$ 1,071,749	Note 3
Macquarie Bank Income Plus Fund No 1	Managed Fund	A	High	31/5/2004	N/A	28/10/2008	\$ 1,686,001	\$ 1,691,560	Note 3
Merrill Q A/A FRN / CBA	Floating Rate Note	A+	High	22/3/2005	8/6/2010	30/09/2008	\$ 1,000,000	\$ 914,440	Note 1
Summerland Credit Union	Subordinate Debt	Not Rated (Note 7)	High	21/5/2004	21/5/2009	1/10/2008	\$ 1,000,000	\$ 1,000,000	Note 1
ASPRIT III Trust	Equity Linked Investment	AA	High	13/7/2007	13/7/2013	29/08/2008	\$ 2,000,000	\$ 1,616,000	Note 1,2
Southern Cross Credit Union	Term Deposit	Not Rated (Note 7)	High	24/10/2008	24/11/2008	24/10/2008	\$ 2,000,000	\$ 2,000,000	Note 1
Southern Cross Credit Union	Term Deposit	Not Rated (Note 7)	High	1/10/2008	1/11/2008	1/10/2008	\$ 1,000,000	\$ 1,000,000	Note 1
Macquarie Bank Limited	Term Deposit	A1/1	High	17/10/2008	19/11/2008	17/10/2008	\$ 1,000,000	\$ 1,000,000	Note 1
Suncorp Metway Ltd	Term Deposit	A-1	High	17/10/2008	17/11/2008	17/10/2008	\$ 2,000,000	\$ 2,000,000	Note 1
CBA Business On Line Banking A/c	Cash Management Account	Cash	High	N/A	N/A	28/10/2008	\$ 4,014,000	\$ 4,014,000	Note 1
Macquarie Cash Management Trust	Cash Management Account	Not Rated (Note 7)	High	1/9/2006	NA	30/09/2008	\$ 102,878	\$ 102,878	Note 1
Bishopsgate (Wentworth)	Floating Rate CDO	AA+	High	1/9/2006	20/9/2010	31/08/2008	\$ 500,000	\$ 465,550	Note 1,5
Herald Limited (Quartz)	Floating Rate CDO	A-	High	1/9/2006	20/12/2010	31/08/2008	\$ 30,000	\$ 21,195	Note 1,5
Cypress (Lawson)	Floating Rate CDO	A-	High	1/9/2006	30/12/2010	31/08/2008	\$ 500,000	\$ 459,800	Note 1,5
Deutsche Bank CG Yield Curve Note	Euro Bond	Not Rated (Note 7)	High	1/9/2006	18/10/2011	31/08/2008	\$ 250,000	\$ 210,250	Note 1,5
BELO (Kalgoorlie)	Commodity Backed Security	AA+	High	1/9/2006	27/2/2012	31/08/2008	\$ 700,000	\$ 586,250	Note 1,5
Magnolia (Flinders)	Floating rate CDO	AA	High	1/9/2006	20/3/2012	31/08/2008	\$ 300,000	\$ 225,000	Note 1,5
Omega (Henley)	Floating Rate CDO	AAA	High	1/9/2006	22/6/2012	31/08/2008	\$ 400,000	\$ 264,040	Note 1,5
Beryl (Esperance 2)	Floating rate CDO	AAA	High	1/9/2006	20/3/2013	31/08/2008	\$ 400,000	\$ 214,400	Note 1,5
Corsair (Torquay)	Floating Rate CDO	BBB+	Medium	1/9/2006	20/6/2013	31/08/2008	\$ 500,000	\$ 257,500	Note 1,5
Zircon (Merimbula)	Floating Rate Note	C	Low	1/9/2006	20/6/2013	31/08/2008	\$ 300,000	\$ 88,350	Note 1,5
Corsair (Kakadu)	Floating Rate CDO	B+	Medium	1/9/2006	20/3/2014	31/08/2008	\$ 500,000	\$ 209,300	Note 1,5
Helium (Scarborough)	Floating rate CDO	BB-	Medium	1/9/2006	23/6/2014	31/08/2008	\$ 200,000	\$ 109,160	Note 1,5
Beryl (Global Bank Note)	Floating Rate Note	AAA	High	1/9/2006	20/9/2014	31/08/2008	\$ 150,000	\$ 117,120	Note 1,5
Zircon (Coolgangatta)	Floating Rate CDO	C	Low	1/9/2006	20/9/2014	31/08/2008	\$ 500,000	\$ 159,500	Note 1,5
Aphex (Glenelg)	Floating Rate CDO	BBB	Medium	1/9/2006	22/12/2014	31/08/2008	\$ 500,000	\$ 292,700	Note 1,5
Bendigo Bank FR Sub Debt	Subordinate Debt	Not Rated (Note 7)	Medium	1/9/2006	14/12/2015	31/08/2008	\$ 500,000	\$ 473,300	Note 1,5
Elders Rural Bank Sub Debt	Subordinate Debt	Not Rated (Note 7)	Medium	1/9/2006	16/3/2016	31/08/2008	\$ 1,000,000	\$ 927,300	Note 1,5
Zircon (Miami)	Floating Rate CDO	C	Low	1/9/2006	20/3/2017	31/08/2008	\$ 50,000	\$ 20,010	Note 1,5
<b>Investment on Hand</b>							<b>\$ 32,281,669</b>	<b>\$ 28,714,880</b>	

**Investments Redeemed during period (Note 6)**

Perpetual Trustee Ltd ATF Wollemi Trust	Floating Rate Note	AAA		9/6/2004	8/10/2008		\$ 1,000,000	\$ 1,000,000	
St George Bank	Term Deposit	A1		17/9/2008	17/10/2008		\$ 3,000,000	\$ 3,000,000	
Summerland Credit Union	Term Deposit	Not Rated (Note 7)		24/9/2008	24/10/2008		\$ 2,000,000	\$ 2,000,000	
ANZ Principal Protected Yield Curve Note	Euro Bond	Not Rated (Note 7)		1/9/2006	17/7/2017		\$ 100,000	\$ 100,000	

**\$ 38,381,669    \$ 34,814,880**

**Total Capital Movement - Gain/(Loss)**

**Adjusted Capital loss reported for 2007/08**

**Capital Movement since 01/07/08 - Gain/(Loss)**

**\$ (3,566,789)**  
**\$ (3,228,424)** Note 8  
**\$ (338,365)**

Note 1: Base Capital Value is the face value of the investment  
 Note 2: Capital Guaranteed note if held to maturity  
 Note 3: The Base Capital Value is the Market Value as at 30/6/08 plus additions less redemptions during the year.  
 Note 4: Latest estimates based on information provided by investment managers and prior period performance.  
 Note 5: Market Value is the Capital Value of the Investment before any accrual of income.  
 Note 6: These investments were redeemed during the period and impact on the interest return for the period. They are not part of the Balance of Investment Held.  
 Note 7: These Counterparties & Products are authorised under the Minister Order and require no minimum Credit Rating.  
 Note 8: The amount shown as the Capital Loss reported for 2007/08 has been adjusted for the loss on the Managed Funds and actual impaired investments from 2007/08 realised in the current year. The loss on the managed funds has been factored into the Base Capital Value. Please see Note 3 for further explanation.

**"Indicative" Source of Funds**

Externally Restricted                    16,358,867  
 Internally Restricted                    12,356,013  
\$ 28,714,880

**Estimated Interest**  
**Summary of Investments held as at**  
**31 October, 2008**

Name of Investment / & Counterparty	Type of Investment	Rating	Annualised Coupon / Interest Rate	Estimated Current Value (Note 6)	Estimated Interest for Period	Weighted Interest for Period
<b>Cash Based Returns</b>						
Fishburn AA - Shield Series 18 - CBA	CDO	AA	8.20%	\$ 990,000	\$ 6,891	0.26%
Longreach - Series 25	Equity Linked Note	AA-	0.00%	\$ 607,800	\$ -	0.00%
Aberdeen Income Fund	Managed Fund	A	7.65%	\$ 3,078,309	\$ 20,001	0.76%
Blackrock Diversified Credit Fund	Managed Fund	A	2.06%	\$ 2,527,418	\$ 4,422	0.17%
Blackrock Care & Maintenance Fund	Managed Fund	A	2.06%	\$ 1,071,749	\$ 1,875	0.07%
Macquarie Bank Income Plus Fund No 1	Managed Fund	A	1.23%	\$ 1,691,560	\$ 1,767	0.07%
Merrill Q A/A FRN - CBA	Floating Rate Note	A+	7.55%	\$ 914,440	\$ 5,860	0.22%
Summerland Credit Union	Subordinate Debt	Not Rated	9.96%	\$ 1,000,000	\$ 8,459	0.32%
ASPRIT III Trust	Wholesale Managed Investment	AA	0.00%	\$ 1,616,000	\$ -	0.00%
Southern Cross Credit Union	Term Deposit	Not Rated	6.85%	\$ 2,000,000	\$ 11,636	0.44%
Southern Cross Credit Union	Term Deposit	Not Rated	7.85%	\$ 1,000,000	\$ 6,667	0.25%
Macquarie Bank Limited	Term Deposit	A1/1	7.00%	\$ 1,000,000	\$ 2,685	0.10%
Suncorp Metway Limited	Term Deposit	A-1	7.41%	\$ 2,000,000	\$ 5,684	0.21%
CBA - Business On Line Banking A/c	Cash Management Account	Cash	6.65%	\$ 4,014,000	\$ 22,671	0.86%
Macquarie Cash Management Trust	Cash Management Account	Not Rated	6.49%	\$ 102,878	\$ 567	0.02%
Bishopsgate (Wentworth)	Floating Rate CDO	AA+	9.34%	\$ 465,550	\$ 3,966	0.16%
Herald Limited (Quartz)	Floating Rate CDO	A-	9.32%	\$ 21,195	\$ 237	0.01%
Cypress (Lawson)	Floating Rate CDO	A-	9.14%	\$ 459,800	\$ 3,881	0.16%
Deutsche Bank CG Yield Curve Note	Euro Bond	Not Rated	8.25%	\$ 210,250	\$ 1,752	0.07%
BELO (Kalgoorlie)	Commodity Backed Security	AA+	8.49%	\$ 586,250	\$ 5,047	0.20%
Magnolia (Flinders)	Floating rate CDO	AA	9.32%	\$ 225,000	\$ 2,374	0.10%
Omega (Henley)	Floating Rate CDO	AAA	8.63%	\$ 264,040	\$ 2,931	0.12%
Beryl (Esperance 2)	Floating rate CDO	AAA	0.00%	\$ 214,400	\$ -	0.00%
Corsair (Torquay)	Floating Rate CDO	BBB+	9.02%	\$ 257,500	\$ 3,829	0.15%
Zircon (Merimbula)	Floating Rate Note	C	0.00%	\$ 88,350	\$ -	0.00%
Corsair (Kakadu)	Floating Rate CDO	B+	8.82%	\$ 209,300	\$ 3,744	0.15%
Helium (Scarborough)	Floating rate CDO	BB-	9.14%	\$ 109,160	\$ 1,552	0.06%
Beryl (Global Bank Note)	Floating Rate Note	AAA	0.00%	\$ 117,120	\$ -	0.00%
Zircon (Coolgangatta)	Floating Rate CDO	C	0.00%	\$ 159,500	\$ -	0.00%
Aphex (Glenelg)	Floating Rate CDO	BBB	9.03%	\$ 292,700	\$ 3,833	0.15%
Bendigo Bank FR Sub Debt	Subordinate Debt	Not Rated	8.28%	\$ 473,300	\$ 3,514	0.14%
Elders Rural Bank Sub Debt	Subordinate Debt	Not Rated	8.48%	\$ 927,300	\$ 7,202	0.29%
Zircon (Miami)	Floating Rate CDO	C	0.00%	\$ 20,010	\$ -	0.00%
<b>Investment on Hand</b>				<b>\$ 28,714,880</b>	<b>\$ 143,046</b>	<b>5.52%</b>

Note 4

**Investments Redeemed during period**

Perpetual Trustee Ltd ATF Wollemi Trust	Floating Rate Note	AAA	7.73%	\$ 1,000,000	\$ 1,694	0.07%
St George Bank	Term Deposit	A1	7.72%	\$ 3,000,000	\$ 10,787	0.43%
Summerland Credit Union	Term Deposit	Not Rated	7.85%	\$ 2,000,000	\$ 10,323	0.42%
ANZ Principal Protected Yield Curve Note	Euro Bond	Not Rated	8.25%	\$ 100,000	\$ 384	0.02%

0/1/1900 5.58%

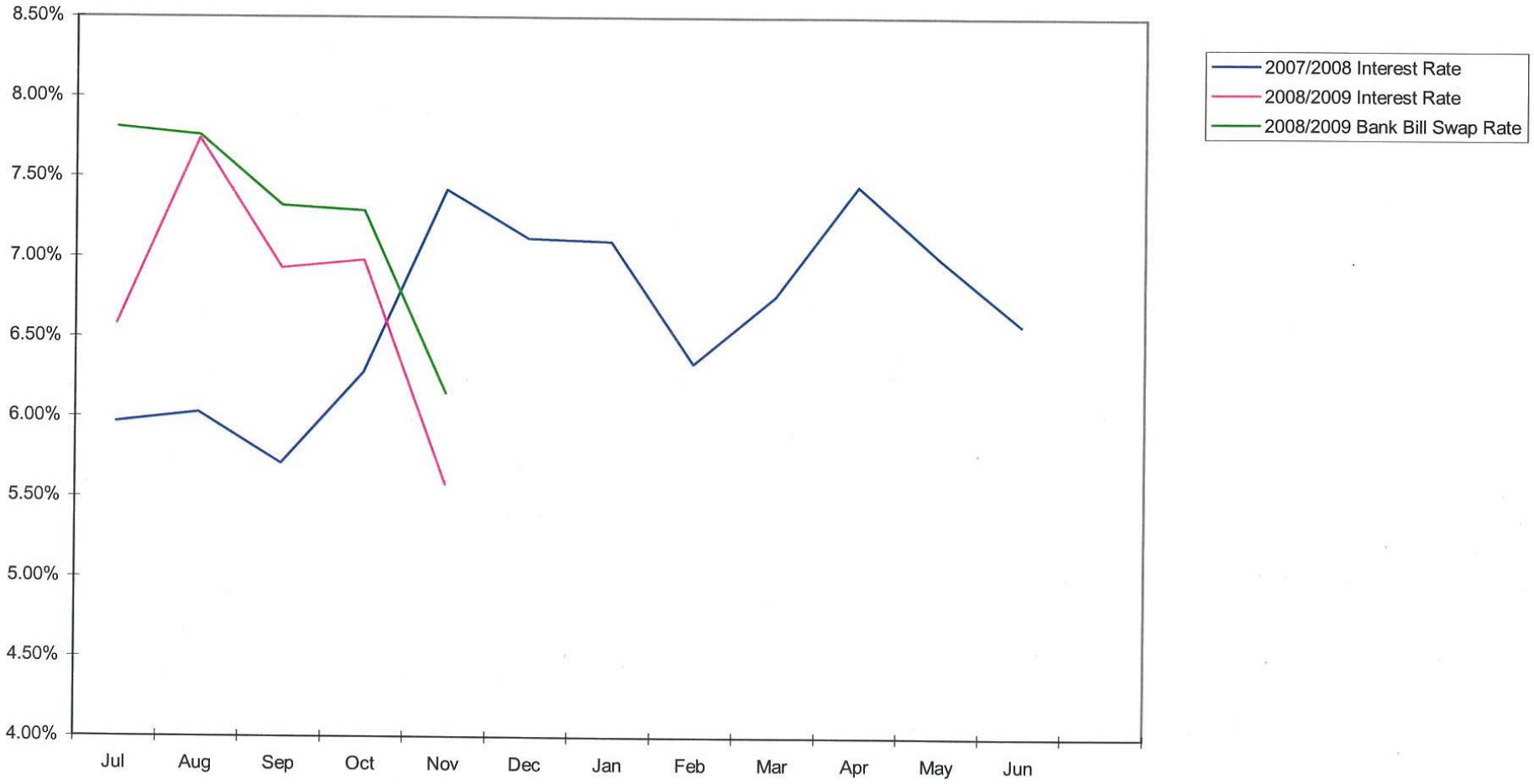
\$ 34,814,880	\$ 155,527
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Note 1:  
Note 2:  
Note 3:  
Note 4:  
Note 5:  
Note 6:

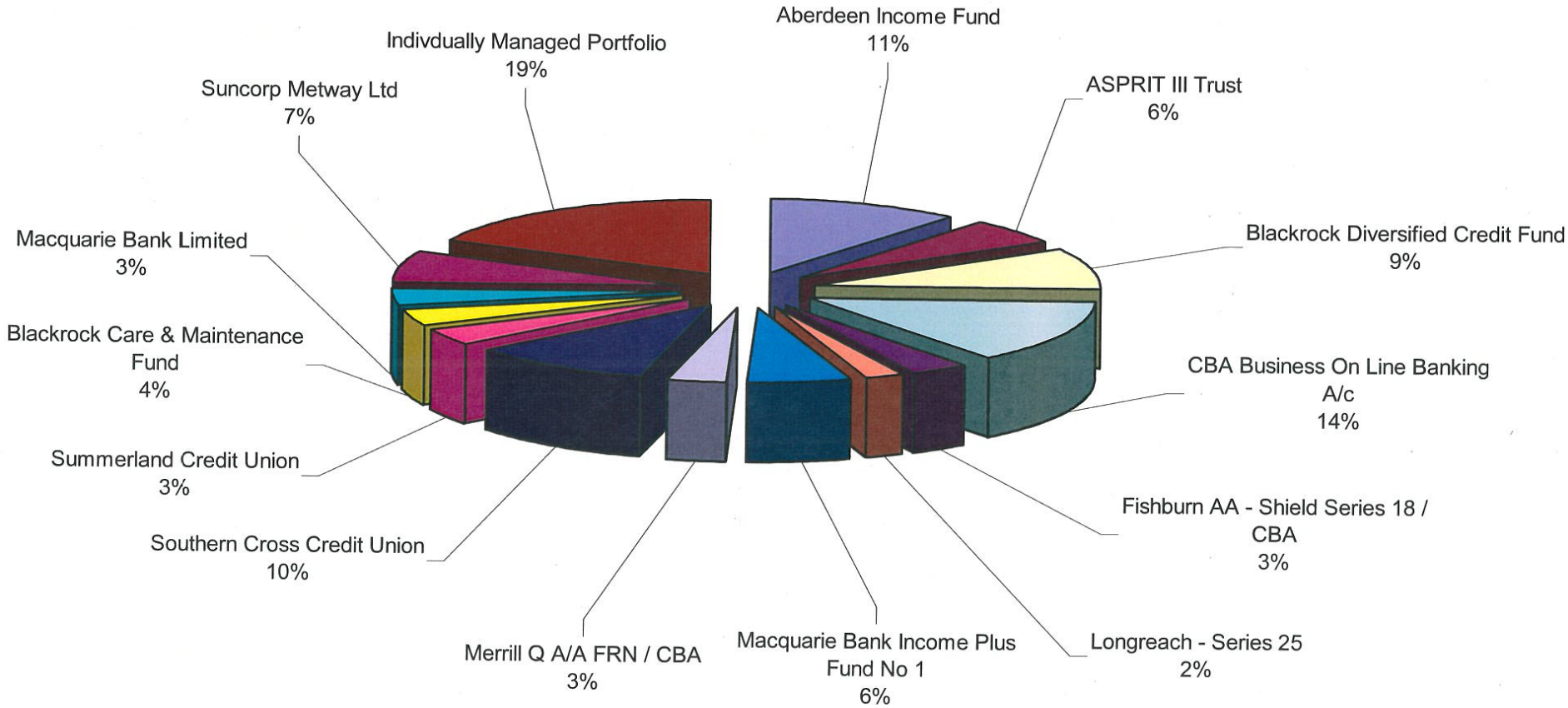
Interest return is calculated on (actual interest + plus accrued interest + plus realised gains - losses on disposal - expenses) / principal value  
Capital Guaranteed note if held to maturity  
Managed Funds interest rate is calculated as an annualised rate based on the interest earned for the previous quarter.  
Estimated interest for Period is calculated by multiplying the annualised rate by the estimated current value and reflects both interest accrued and received.  
No Coupon currently payable under terms of the investment.  
Latest estimates based on information provided by investment managers and prior period performance.



### WEIGHTED AVERAGE INTEREST RATE



# Investment by Institution



## Financial Assistance - Section 356

**a) Representative Selection – Policy 1.4.10 (GL390.735.15)**

Budget Approved: \$1,100 Budget Available: \$744.00

L. T and J Perkins (08-10316:S164)

E-Mail applying for funding to help send son Jeremy to New Zealand to represent Australia in the Australian U12 Vikings Futsal Representative touring in March / April 2009

*In accordance with policy.*

\$356.00

**b) City Hall Reductions in Rental – Policy 8.4.2 (GL390.125.15)**

Budget Approved: \$11,700 Budget Available: \$726.69

The Neighbourhood Club Inc.

Requesting Council continue the concession in hire charges (\$213) for the City Hall for meetings each Friday during 2008/09. No entrance fee is to be charged (S164&amp;P6816:08-10560).

**Recommendation:** In accordance with Clause 1 of the policy, a donation of 25% of the hire fee applies \$53.25Lismore Soup Kitchen Inc.

Requesting Council waive all fees (\$213) for the hire of the City Hall for Christmas lunch for regular patrons and other who would either be alone or have nowhere to celebrate the day. No entrance fee is to be charged (S164&amp;P6816:08-10666).

**Comment:** In recent years, other than 2008 when the City Hall was closed, Council has donated 10% of the hire fees for this event.**Recommendation:** In accordance with Clause 5 of the policy, a donation of 100% of the hire fee applies \$213.00**c) Mayor's Discretionary Fund (GL390.485.15)**

Budget Approved: \$2,700 Budget Available: \$1950.00

Sanctuary Northern Rivers Inc (08-10389:S164)

Sanctuary Northern Rivers SNR sponsors settlement of African refugees predominantly in Lismore &amp; 60th Anniversary of signing of UN's Universal Declaration of Human Rights seeking financial support towards purchase of wall hangings donated to Schools by 10-12-08

\$50.00

**d) Council Contributions to Charitable Organisations****Waste Facility – Policy 5.6.1 (GL390.965.15)**

Budget Approved: \$10,000 Budget available after this donation: \$2,922.65

Animal Right & Rescue	\$20.00
Challenge Foundation	\$75.00
Five Loaves	\$210.00
Friends of the Koala	\$12.73
Lismore Soup Kitchen Inc	\$27.27
LifeLine	\$210.00
Saint Vincent De Paul	\$2.73
Westpac Life Saver Rescue Helicopter	\$33.64

*In accordance with policy.*

TOTAL:

\$591.37

**e) Miscellaneous Donations**

Lismore & District Junior Cricket Association (08-9645:S164)

Requesting a donation to the sum of \$3,054.60 being for 90% of the normal fee (\$3,394) for hiring sporting fields over a four day period in early 2009 for the U12 Junior Cricket Carnival. This donation has been a traditional annual donation to the organisers of the event in recognition of the important regional significance and income from the families that come from all areas of NSW to participate.

**Comment:**

Council has supported this event for many years with the request being approved, the nominated fees being waived and the cost of the event absorbed within the Parks & Recreation budget. Given the relatively large reduction in revenue of \$3,054.60, it is suggested that the same approach as previous years be followed, however the organisers be advised that in future years, they will be required to make a submission to the draft 2009/10 Management Plan for this donation and that support is not guaranteed. That way, the donation will be treated the same as most other S356 donations with the donation coming directly from General Fund, not the Parks & Recreation budget.

**Recommendation:**

1. Approve a donation to the sum of \$3,054.60 being for 90% of the normal fee (\$3,394) for hiring sporting fields over a four day period in early 2009 for the U12 Junior Cricket Carnival.
2. The organisers be advised that for future events, they will be required to make a submission to the 2009/10 Management Plan for this donation and that support is not guaranteed.

**Recommendation**

In accordance with Section 356(1) of the Local Government Act 1993, the assistance to persons as listed above is hereby approved.