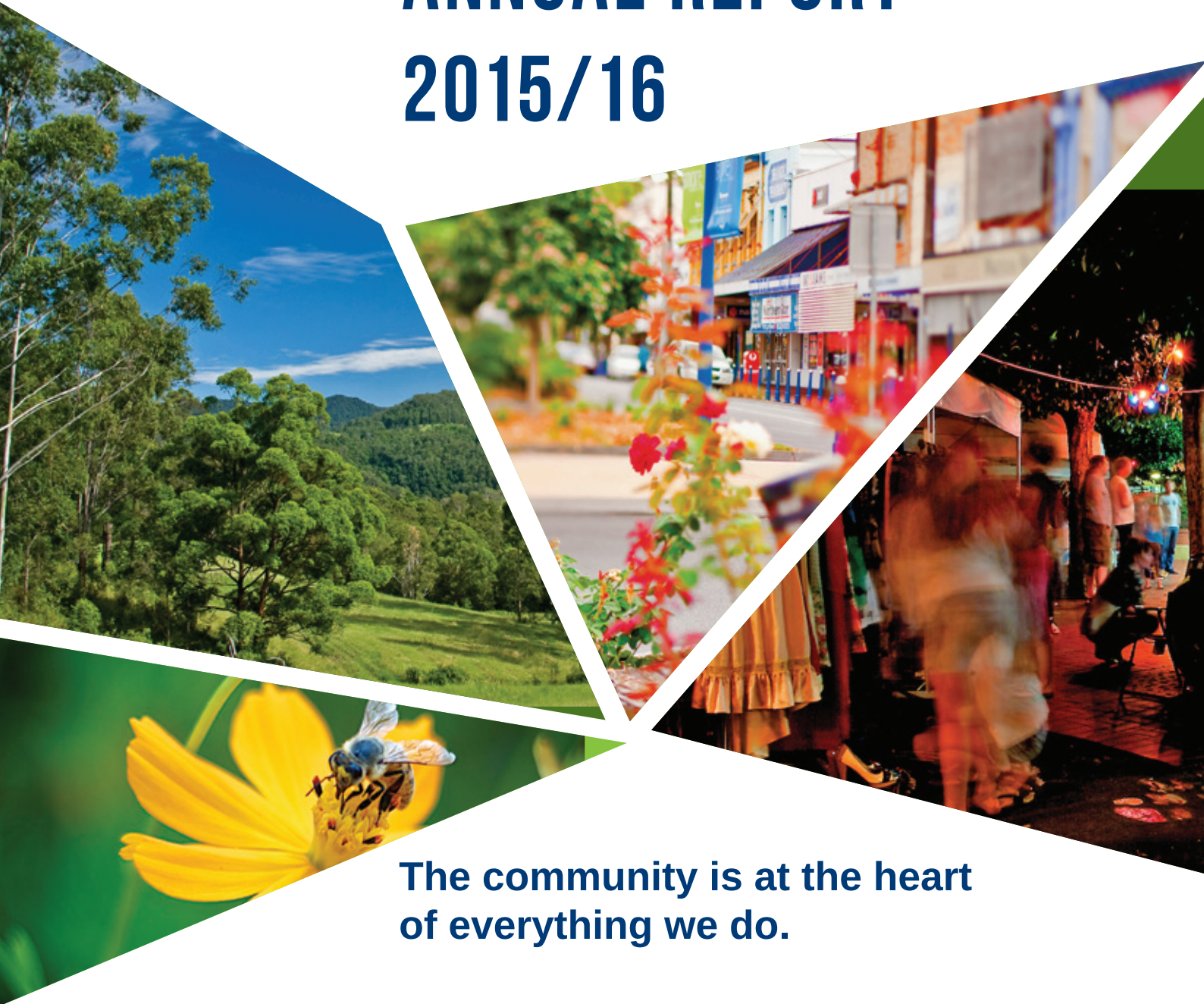




# ANNUAL REPORT 2015/16



**The community is at the heart  
of everything we do.**









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## FROM THE MAYOR

### Welcome to the 2015-16 Annual Report of Lismore City Council.

As I write this report I am conscious that this is my final report as Mayor of Lismore City Council. On the final day of the reporting period, I was mid-flight on my way back to Australia from visiting Eau Claire in USA.

While I was in Eau Claire for the opening of The Lismore Hotel, I opened my speech by acknowledging the First Nation people of the Chippewa Valley and talked about the Bundjalung people of our region. My acknowledgement was widely applauded as it is highly unusual for such a statement of respect to be made. The feedback I received reinforced the significance of words in showing respect. We are indeed fortunate to have the oldest living culture on earth practised and shared in our region and I again here declare my and Council's respect to Elders past and present for their thousands of years of living in harmony with and on the land.

Respect and Relationships are at two of the pillars of our Reconciliation Plan. The third, Opportunities, has provided the impetus for increased employment for Aboriginal people at Council. I'm therefore delighted that we are well on the way to our goal of 6% Aboriginal workforce.

It's always difficult to outline the major achievements in a year in just a few hundred words. To help summarise my thoughts, I've grouped the highlights under headings of People, Partnerships, Planning, Projects, Passion, Pride and Purpose.

#### People

One of the major tasks of a Mayor is to lead the recruitment and performance review of the General Manager. I've been fortunate to have worked with two wonderful GMs. For the past five years, Gary Murphy has led the staff here at Council and has provided wise counsel for me and Councillors. I am pleased that Council and Gary agreed to renew his contract for a further three years to provide the stability and guidance to the new

#### Partnerships

In the past year, Council has built on or partnerships with business, the Local Health District, organisations and with our communities to deliver shared benefits. The partnership with the LHD has led to a 'whole of precinct' plan around the base hospital that will guide housing and other development, parking - and has led to workforce planning for the future. Partnerships with farmers and lifestylers through the Rural Landholder Initiative have proved to be very popular and are delivering results that demonstrate the multiplier effect of working together. The Community Panels that have formed in seven geographical precincts are delivering what those communities need with a little help from Council. Also innovatively, Council and NORPA have formed a Cultural Alliance that is a meeting of equals for shared outcomes based on a new level of mutual regard.

#### Planning

The planning of land use for any community is one of the most important functions of Council. The preparation of a Local Environmental Plan is not easy especially when State Governments have ultimate power to veto or delay the making of an LEP. After years of delay, the Lismore LEP was approved and eventually this year, the removed Environmental (E) zones for North Lismore Plateau (NLP) were re-inserted. The first houses on the NLP are yet to eventuate but it is hoped that the new council sees the fruits of the very long labour associated with this development.

Affordable housing remains a challenge for Lismore and much of our region. While the planning policies and concessions introduced by LCC are conducive to increased supply, more housing including greater choice and variety is yet to become a reality.

#### Projects

Lismore has seen a boom in building projects in the past twelve months. The new hospital extension and associated carpark, the Bennett's building, the new Toyota development, the purchase of a new site for the Rescue

Helicopter and the start of construction of the Wilson Street link road and bridge send messages of confidence to our community and beyond. Infrastructure investments for North Lismore Plateau are also well progressed. Proposals for developments at Oakes Oval and Albert Park are well developed for future funding announcements.

### **Passion**

Like many in our community, I am a strong supporter of the arts for building social capital and as an economic driver. After many decades of frustrations, it was an absolute highlight in December to receive funding for a new Regional art Gallery. The passion of many supporters was matched by pledges that have now been converted to donations to demonstrate the strong community support for the new gallery and its associated green open space in our CBD.

Environmental initiatives and a passion for community engagement have also led to plans for two community funded solar farms developed with the collaboration with Starfish Initiatives.

### **Pride**

One of the changes I've witnessed in my eight years as Mayor has been the development of community pride about Lismore. Our waste management innovations continue to rate highly with our community and beyond and are a consistent source of pride. Council staff formed a Civic Pride unit committed to improving the look of our city by being more responsive to issues of cleanliness, graffiti, weeds and general maintenance. The gift of a recycled Christmas tree was an example of our staff's generosity and innovation – and they really appreciated the positive feedback from the community.

### **Purpose**

Much of the past twelve months and the year prior was spent planning and evidence gathering to demonstrate that Lismore City Council is Fit For the Future. I was very pleased that the Minister for Local Government agreed that we should not be subject to a forced amalgamation.

More recently, IPART has approved our application for a Special Rate Variation for biodiversity management. Added to the success of our Rural Landholder Initiative, we have laid the groundwork for significant environmental enhancement in partnership with willing rural landholders. Despite the many highlights, Council has not lost sight of the need to do the basics better. A thorough examination of our road building and repair processes has led to many changes that are starting to reap rewards. We are getting more value for our money and the change in community attitudes towards Council's ability to deliver better results on our roads is noticeable.

So it has been another momentous year at Lismore City Council. As in every year, there are many things achieved that had their genesis in decisions of previous councils. It is a cliché that we stand on the shoulders of giants who went before us. Similarly, I hope that the groundwork this Council has laid provides a strong foundation or springboard for the new Council.

Thank you to Councillors for their diligence and collegiality. Although we may have differing political views and priorities for Council's activities, no-one should ever doubt the commitment and passion each Councillor has for the community. Similarly, we are indeed fortunate to have a professional and skilled staff committed to delivering services with efficiency and care. Thank you all.

In two months and 10 days, Lismore will have a new Mayor and a new Council. I wish the new team well for a wonderful 4 year term. I hope you, like me, discover that being on Council is the highest form of community service available. Being on Council is not without its challenges but the most important things in the world are never easy.

Good bye and good luck.

**Jenny Dowell JP**  
**Mayor of Lismore**



## Council's mission

To work with the community to maintain Lismore as the regional centre in a healthy rural setting.

## Council's values



- We cultivate a sense of belonging for everyone.
- We are honest and build trust between each other.
- We consider our actions and our reactions to others.
- We are understanding, caring and respectful of differences.
- We are accountable for all that we do and support others in their responsibilities.

### Show mutual respect



- We are determined, disciplined, consistent and realistic.
- We plan, prepare and take ownership of our efforts.
- We show leadership through professionalism.
- We support each other to achieve our best.
- We work safely together.

### Strive to do our best



- We are passionate about the work we do.
- We improve and look for better ways to do things.
- We care about each other and our community.
- We recognise and reward hard work.
- It's ok to have fun.

### Love doing what we do



- We encourage participation and inclusion in all our communications.
- We are transparent, fair and accountable.
- We are trained to do our jobs well.
- We communicate respectfully.

### Connect, Listen and learn

# YOUR ELECTED COUNCILLORS



## Cr Isaac Smith

148 Dibbs Street  
Lismore NSW 2480

M: 0412 807 806

Isaac.Smith@lismore.nsw.gov.au

[www.facebook.com/MrLismore](http://www.facebook.com/MrLismore)

[www.twitter.com/Lismore2015](http://www.twitter.com/Lismore2015)



## Cr Gianpiero Battista

20 Ashgrove Drive  
Goonellabah NSW 2480

M: 0412 579 571

P: 6625 1059

Gianpiero.Battista@lismore.nsw.gov.au

[www.facebook.com/for.the.love.of.lismore](http://www.facebook.com/for.the.love.of.lismore)



## Cr Greg Bennett

PO Box 1081  
Lismore NSW 2480

M: 0434 918 808

Greg.Bennett@lismore.nsw.gov.au

[www.facebook.com/Councillor.Greg.Bennett](http://www.facebook.com/Councillor.Greg.Bennett)



## Cr Simon Clough

90 Beardow Street  
Lismore Heights NSW 2480

M: 0428 886 217

P: 6624 2894

Simon.Clough@lismore.nsw.gov.au

[www.facebook.com/clrsimonclough](http://www.facebook.com/clrsimonclough)



## Cr Glenys Ritchie

18 Panorama Road  
Lismore NSW 2480

M: 0416 224 258

Glenys.Ritchie@lismore.nsw.gov.au



## Cr Jenny Dowell

Mayor  
12 Carramar Drive  
Goonellabah NSW 2480

M: 0402 651 394

P: 6625 0404

Jenny.Dowell@lismore.nsw.gov.au

[www.facebook.com/jenny.dowell.5](http://www.facebook.com/jenny.dowell.5)

[www.twitter.com/Mayorjd](http://www.twitter.com/Mayorjd)



## Cr Ray Houston

7 Kallee Place  
Goonellabah NSW 2480

M: 0488 246 761

P: 6624 2761

Ray.Houston@lismore.nsw.gov.au



## Cr Neil Marks

PO Box 4076  
Goonellabah NSW 2480

M: 0419 284 827

Neil.Marks@lismore.nsw.gov.au

[www.facebook.com/NeilMarksCouncillorLismore](http://www.facebook.com/NeilMarksCouncillorLismore)

[www.twitter.com/NeilMarks](http://www.twitter.com/NeilMarks)



## Cr Graham Meineke

43 Beaumont Drive  
Lismore NSW 2480

M: 0428 221 749

P: 6622 1749

Graham.Meineke@lismore.nsw.gov.au



## Cr Vanessa Ekins

16 Simes Street  
Lismore Heights 2480

P: 6624 5500

Vanessa.Ekins@lismore.nsw.gov.au

[www.facebook.com/vanessa.ekins.5](http://www.facebook.com/vanessa.ekins.5)

[www.twitter.com/vanessaekins](http://www.twitter.com/vanessaekins)



## Cr Mathew Scheibel

375 Jiggi Road  
Goolmangar NSW 2480

M: 0407 299 870

Mathew.Scheibel@lismore.nsw.gov.au

[www.facebook.com/mathewscheibelcouncillor](http://www.facebook.com/mathewscheibelcouncillor)

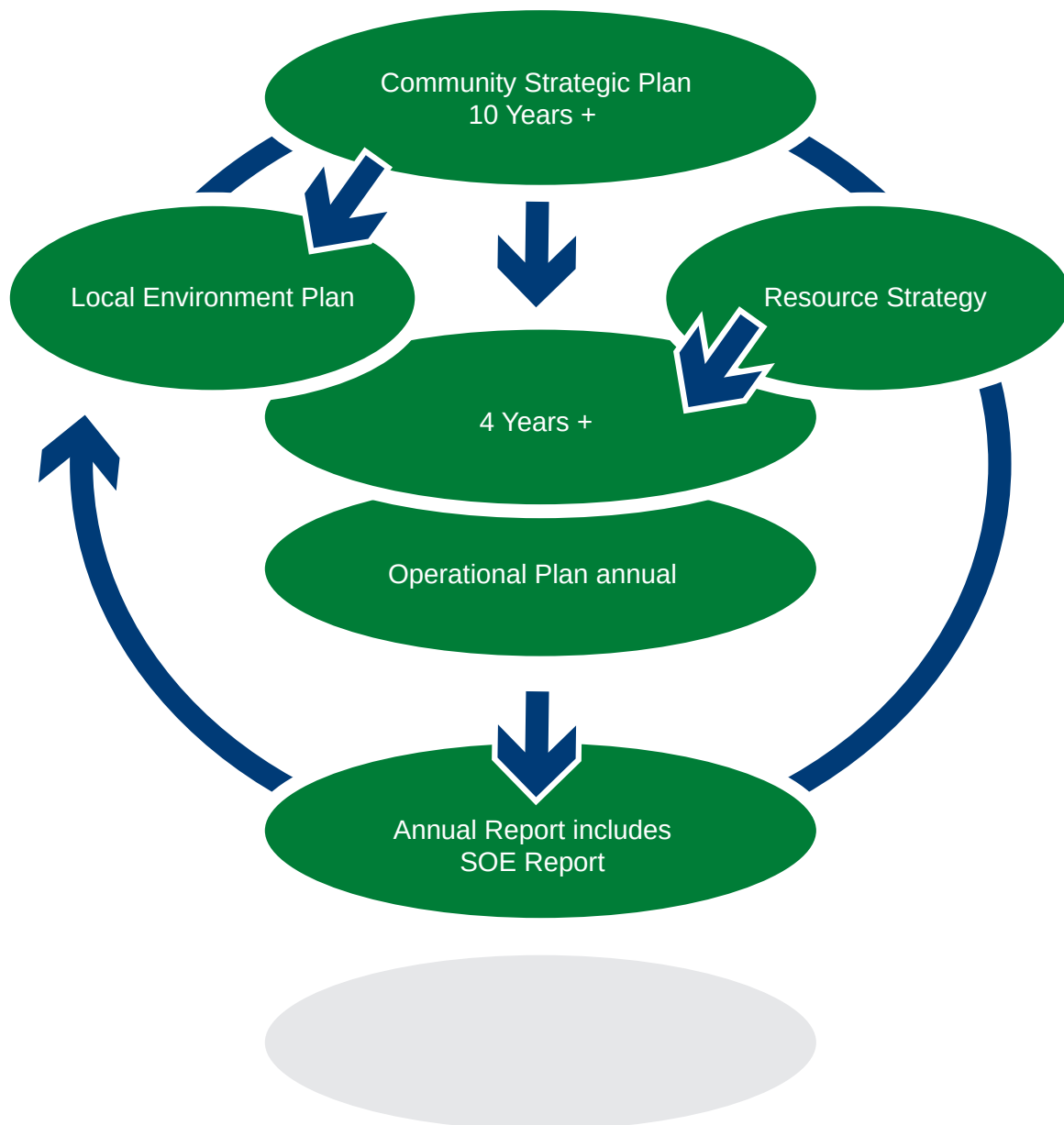
# STRATEGIC FOCUS

## Corporate planning

Lismore City Council is introducing a fully integrated corporate planning framework that will encompass all of our activity. Sustainability principles within this framework will drive our service provision as we strive to meet the demands of our environment, economy and community over the next 10 years.

The framework has four key elements:

- A 10-year Community Strategic Plan, which outlines our broad vision for the future;
- A four-year Delivery Plan, accompanied by a full budget, that details exactly what we will do to implement the Community Strategic Plan;
- An Operational Plan, which will record the planned activity and expenditure for each year; and
- An Annual Report, which provides the community with a detailed account of what we have achieved each year and the progress made towards the implementation of the Delivery Program and Community Strategic Plan.





# Imagine Lismore



## Community

- Aboriginal recognition
- An inclusive and aware community and community participation in decision making
- Safety and wellbeing
- Affordable health
- Lismore as a sporting centre
- Affordable housing
- Community cultural centre
- Transport



## Environment

- Wilsons River
- Environmental leadership
- Lismore as a model of sustainability



## Economy

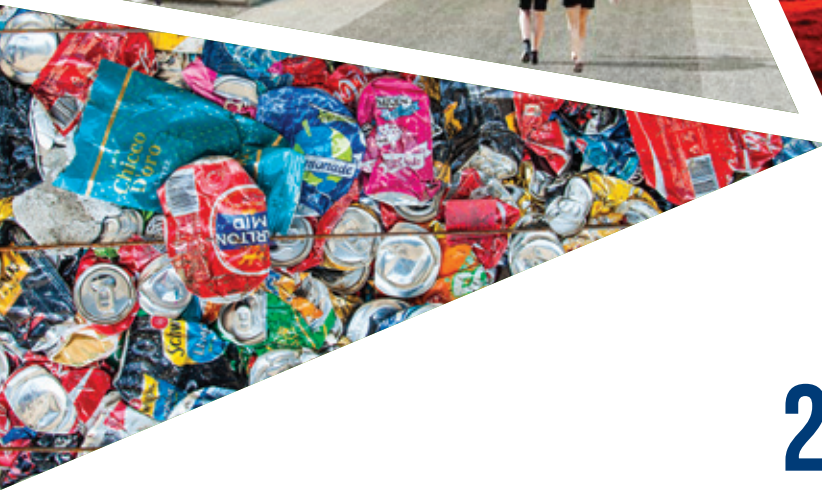
- A vibrant CBD
- A resilient economy



## Services

- Waste
- Strategic planning, assessment and construction
- Parks
- Water cycle management
- Transport and infrastructure
- Civic leadership/management





# 2015/16 IN REVIEW



## SECTION 1

### Delivery Plan Progress

*Local Government Act 1993 – Section 428*

We are changing the way that we are reporting on our performance both in terms of our progress on the Delivery Plan and our corporate performance. As a result the Delivery Plan progress is not available at the time of publishing. Once the changes have been made this report will be updated.



## SECTION 2

### Financial Summary and Asset Management Reporting

*Local Government Act 1993 – Section 428*

#### Overview

The 2015/16 Financial Reports show a net operating result for the year of a \$13.926 million profit. At the same time, the net operating result before capital amounts is a \$3.391 million profit. These results, especially the before capital amounts result, indicates the Council is generating sufficient revenues to fund the range of works, services and programs Council delivers including the planned replacement of infrastructure.

Council's net assets increased during 2015/16 by \$42.541 million to \$1.097 billion. A relatively stable net assets position is essential to long-term financial stability, and management continues to look for new ways to improve this position.

To gain some perspective on the size of Council operations, total income from continuing operations was \$112.005 million and total expenses from continuing operations were \$98.079 million for the year.

Council continued to invest in infrastructure upgrading to bring long-term benefits to the community during 2015/16. Ongoing capital works for urban and rural roads, bridges, footpaths, cycleways, stormwater, plant and the renewal of water and wastewater mains were highlights of Council's \$30.107 million investment in infrastructure, property, plant and equipment.

Council is in a sound financial position with a net operating result before capital amounts profit reported, net equity increasing, and cash, cash equivalents and investments at reasonable levels, liabilities such as loans at a manageable level, and key performance indicators mostly within acceptable ranges.

To be financially sustainable, adequate funding must be provided to replace infrastructure assets as and when required. For 2015/16, this was achieved as the net operating result before capital amounts a \$3.391 million profit.

Ongoing effort is required to increase funding for infrastructure asset renewal and backlog. Having an agreed position on asset management requirements and integrating these into the long term financial plan to determine the balance between assets, works, services and programs provided by Council is essential to financial sustainability.

Based on the results and indicators included reported in the 2015/16 Financial Reports, Council has taken a step towards achieving financial sustainability.

## Key Financial Results

The following is a summary of the key financial results:

- Net Operating Result for the Year is a \$13.926 million surplus,
- Net Operating Result for the year before Capital Grants and Contributions is a \$3.391 million surplus,
- Total Income from Continuing Operations increased by \$9.190 million to \$112.005 million,
- Total Expenses from Continuing Operations decreased by \$3.861 million to (\$98.079) million,
- Total Equity increased by \$42.540 million to \$1.097 billion,
- Cash, Cash Equivalents and Investments total \$38.25 million,
- Unrestricted Current Ratio 1.45x,
- Debt Service Cover Ratio 4.35x,
- Rates, Annual Charges, Interest & Extra Charges Outstanding 10.71%,
- Building, Infrastructure & Other Structures Renewal Ratio 98.21%,
- Infrastructure Backlog Ratio 21.55%, and
- Asset Maintenance Ratio 0.99.

Generally, these indicators support the fact that Council is moving towards its goal of financial sustainability however significant ongoing work is still required to achieve this target by 2022/23.

## Income Statement

The net operating result for 2015/16 is a \$13.93 million surplus. The following table displays the summarised information from 2013/14 to 2015/16:

Item	2015/16 (\$'000)	% Change	2014/15 (\$'000)	% Change	2013/14 (\$'000)
Income from continuing operations	112,005	8.94%	102,815	2.05%	100,749
Expenses from continuing operations	98,079	(3.79%)	101,940	7.30%	95,003
<b>Net operating result for the year – Profit/(Loss)</b>	<b>13,926</b>	<b>1491.54%</b>	<b>875</b>	<b>(84.77%)</b>	<b>5,746</b>
<b>Net operating result before capital grants and contributions – Profit/ (Loss)</b>	<b>3,391</b>	<b>204.02%</b>	<b>(3,260)</b>	<b>0.52%</b>	<b>(3,277)</b>

A summary of the major movements from 2014/15 to 2015/16 follows:

For income from continuing operations:

- Increase in rates & annual charges \$1.90 million
- Increase in user charges & fees \$683,000
- Decrease in other revenue (\$801,000)
- Increase in grants & contributions for operating purposes \$1.05 million
- Increase in grants & contributions for capital purposes \$6.40 million



For expenses from continuing operations:

- Increase in employee benefits & on-costs (\$2.06) million
- Decrease in materials & contracts \$4.10 million
- Decrease in loss on disposal of assets \$2.16 million

## Statement of Financial Position

The Statement of Financial Position is used to summarise the total net assets (assets – liabilities = net assets/equity) under Council's control. As at 30 June 2016, total net assets were \$1.09 billion. During 2015/16, net assets increased by \$42.54 million from \$1.05 billion in 2014/15. The main contributors were the operating result for the year \$13.93 million and the increase in Infrastructure, Property, Plant & Equipment assets of \$28.61 million for 2015/16. This was primarily the result of land improvements and other structures being revalued during the year of \$5.71 million, the indexation of transport, water and wastewater assets of \$21.01 million, and art gallery collection revaluation of \$1.89 million.

The major component of Council's net assets is infrastructure assets. Net infrastructure assets total \$857.3 million as at 30 June 2016 and include the following major categories and amounts:

Infrastructure Assets	At Fair Value (\$m)	Accumulated Depreciation (\$m)	Carrying Value (\$m)	Accumulated Depreciation/ %
Roads, Bridges, Footpaths & Earthworks	762.4	212.7	549.7	27.9
Stormwater Drainage	78.4	27.8	50.6	35.4
Water Supply Network	128.3	54.0	74.3	42.0
Wastewater Services Network	316.0	133.3	182.7	42.2
<b>Total Infrastructure Assets</b>	<b>1,285.1</b>	<b>427.8</b>	<b>857.3</b>	<b>33.3</b>

## Income from continuing operations

Income from continuing operations increased by \$9.19 million or 8.94% compared to 2014/15.

A summary of the individual categories and comparisons for the last three years is provided below:

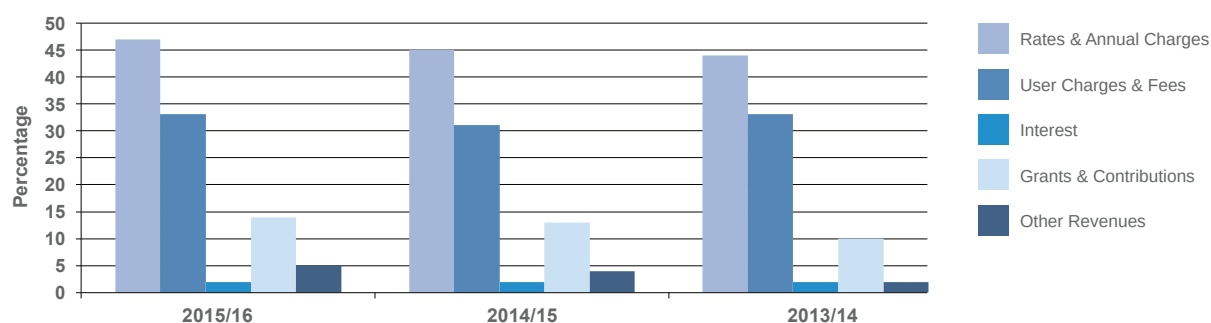
Type	2015/16 (\$'000)	% Change	2014/15 (\$'000)	% Change	2013/14 (\$'000)
Rates & Annual Charges	47,343	4.18	45,443	4.32	43,562
User Charges & Fees	32,558	2.14	31,875	(3.52)	33,038
Interest	1,720	(2.16)	1,758	(17.66)	2,135
Other revenues	5,464	(12.78)	6,265	157.61	2,432
Grants & Contributions – Operating	14,385	7.84	13,339	27.58	10,455
Grants & Contributions – Capital	10,535	154.78	4,135	(54.17)	9,023
Net share of interests in Joint Ventures & Associated Entities	0	N/A	0	N/A	104
<b>Total</b>	<b>112,005</b>	<b>8.94</b>	<b>102,815</b>	<b>2.05</b>	<b>103,142</b>

### Commentary on the major movements from 2014/15 to 2015/16 follows:

- Rates & Annual Charges** – Increased by 4.18% or \$1.90 million. Income from rates increased by 2.41% which is in line with rate pegging and anticipated growth. Annual charges increased by 6.52% or \$1.27 million with the major areas being Wastewater \$597,000, Water \$603,000 and Domestic Waste Management \$167,000.
- User Charges & Fees** – Increased by 2.14% or \$683,000. The major movements are attributable to Roads & Maritime Services (RMS) charges \$855,000, Waste Disposal charges \$431,000, RTRL Contributions from Member Councils \$133,000. This was offset by a decrease in Northern Rivers Quarry & Asphalt fees (\$909,000).
- Other revenues** – Decrease by 12.79% or (\$801,000). The major movements are an increase in income generated from recycling operations \$587,000 along with income received from class actions recovery of \$1.11 million (net amount \$654,000). This is offset by a \$2.30 million reduction in the provision for waste facility remediation which is an accounting adjustment to reflect the annual review and recalculation of the provision for changes in interest rate, inflation rate or timing of the remediation works to be carried out.
- Grants & Contributions – Operating** – Increased by 7.84% or \$1.04 million. The major movements are an increase in the Roads to Recovery Grant \$1.63 million and Natural Disaster Emergency Grant \$569,000. This was offset by a decrease in RMS contributions (\$927,000), Financial Assistance Grants (\$193,000) and Recreation and Culture Grants (\$333,000).
- Grants & Contributions – Capital** – Increased by 154.78% or \$6.40 million. The grant funding increase was mainly due to additional Roads & Maritime Services (Blackspot, Regional Roads Repair, Wilson Street Bridge) funding of \$3.83 million, Developer Charges \$1.04 million, Dedications \$2.79 million and contributions to the Art Gallery \$524,000 offset by a decrease in funding for Recreation and Culture (\$1.58) million attributable to the Clifford Park Project.

The following graph represents the main types of income from continuing operations expressed as a percentage of total continuing operations for 2015/16, 2014/15 and 2013/14. It clearly shows Council's reliance on Rates & Annual Charges: -

Major income types as a % of total income from continuing operations



## Expenses from continuing operations

Expenses from continuing operations have decreased by \$3.86 million or 3.79% from 2014/15 to 2015/16.

A summary of the individual categories and comparisons for the last three years is provided below:

Type	2015/16 (\$'000)	% Change	2014/15 (\$'000)	% Change	2013/14 (\$'000)
Employee Benefits & On-Costs	32,065	6.86	30,007	4.58	28,693
Borrowing Costs	3,074	(6.22)	3,278	(11.41)	3,700
Materials & Contracts	35,757	(10.30)	39,862	12.87	35,318
Depreciation & Amortisation	20,885	1.38	20,601	2.56	20,087
Other Expenses	5,233	5.00	4,984	2.09	4,882
Loss on Disposal of Assets	1,003	(68.32)	3,166	36.29	2,323
Net share of interests in Joint Ventures & Associated Entities	62	47.62	42	n/a	0
<b>Total</b>	<b>98,079</b>	<b>(3.79)</b>	<b>101,940</b>	<b>7.30</b>	<b>95,003</b>

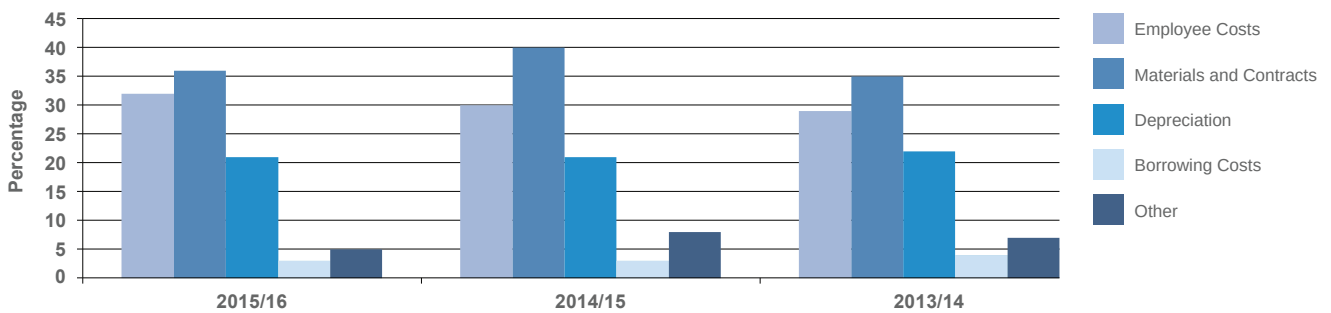


Commentary on the major movements from 2014/15 to 2015/16 follows:

- **Employee Benefits & On-Costs** – Increased by 6.86% or (\$2.05) million. The majority of this increase relates to works undertaken on roads which are not owned by Council, hence these costs are expensed.
- **Materials & Contracts** – Decrease by 6.22% or \$4.10 million. This is due to significant one off works on RMS owned roads for a) Building Better Regional Cities project and b) RMS projects, during 2014/15 either not repeated or not undertaken to the same extent in 2015/16.
- **Loss on Disposal of Assets** – Decreased by 68.32% or \$2.16 million. This relates to a \$1.35 million reduction in the write off of infrastructure assets on disposal, a profit on sale of real estate \$387,000 and sale of property \$524,000.

The following graph represents the types of expenses from continuing operations expressed as a percentage of total continuing expenses for 2015/16, 2014/15 and 2013/14:

Expenses from continuing operations



## Cash, Cash Equivalents and Investments

Council has total cash, cash equivalents and investments of \$38.25 million as at 30 June 2016. Compared to 2014/15, this is a decrease of (\$333,000). Typically, Council’s total cash, cash equivalents and investments are reasonably stable, but can fluctuate depending on the timing of cash flows and investment decisions.

Council is required to recognise investments held at 30 June each year at their market value.

For 30 June 2016, all cash, cash equivalents and investments are either restricted by external legislation e.g. developer contributions - Section 94 \$4.74 million, Wastewater Services \$19.19 million, Water Supply Services \$2.33 million, Unexpended Grants \$1.54 million, Stormwater Management \$1.12 million, Domestic Waste Management \$908,000, Other Waste Minimisation \$263,000, Art Gallery Gift Account \$679,000 and Trust Fund \$981,000, or internally in accordance with Council’s reserves policy \$6.31 million or unexpended loans \$185,000.

## Key Performance Indicators

To clarify the meaning and implication, a simple definition of each indicator is listed below:

- a. **Operating Performance Ratio** – This ratio measures Council's achievement of containing operating expenditure within operating revenue. The benchmark is greater than 0%.
- b. **Own Source Operating Revenue Ratio** – This ratio measures fiscal flexibility. It measures Council's reliance on external funding sources such as operating grants and contributions. Council's financial flexibility improves the higher the level of its own source revenue. The benchmark is greater than 60%.
- c. **Unrestricted Current Ratio** – This ratio represents Council's ability to meet short term obligations as they fall due. It is the total cash or cash convertible assets available to meet liabilities within the next twelve months, or current period, expressed on a dollar for dollar basis excluding assets and liabilities. The benchmark is greater than 1.5.
- d. **Debt Service Cover Ratio** – This ratio measures the availability of operating cash to service debt including interest, principal and lease payments. The benchmark is greater than 2.
- e. **Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage** – This ratio is to assess the impact of uncollected rates and annual charges on liquidity and the adequacy of recovery efforts. This percentage is based on the amount outstanding as a percentage of the amount to be collected for rates and annual charges for the current year and outstanding from previous years. The benchmark for this ratio is <10%.
- f. **Cash Expenses Cover Ratio** – This liquidity ratio indicated the number of months Council can continue paying for its immediate expenses without additional cash inflows. The benchmark is greater than 3 months.

The following table is a summary of the key performance indicators from 2013/14 to 2015/16:

Performance Indicator	2015/16	2014/15	2013/14
Operating Performance Ratio	4.39%	(2.46%)	(1.54%)
Own Source Operating Revenue Ratio	77.75%	82.61%	80.58%
Unrestricted Current Ratio	1.45x	1.51x	1.72x
Debt Service Cover Ratio	4.35x	3.26x	2.34x
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	10.71%	11.38%	11.45%
Cash Expense Cover Ratio (months)	5.16	5.25	4.65

Commentary on all performance indicator results is provided below:

- a. Operating Performance Ratio – Favourable. The result is above the benchmark.
- b. Own Source Operating Revenue – Favourable. The result is above the benchmark.
- c. Unrestricted Current Ratio – Unfavourable. This result is below the benchmark. The unrestricted Current Ratio has fallen slightly below the benchmark. This situation will require monitoring however it is anticipated to improve to be above the benchmark by 30 June 2017.
- d. Debt Service Cover Ratio – Favourable. This result is above the benchmark.
- e. Rates, Annual Charges, Interest and Extra Charges Outstanding Percentage – Unfavourable. This result is above the benchmark, however there continues to be improvement compared to previous years. On a fund by fund basis the percentages are Rates 7.95%, Water 24.49% and Wastewater 12.97%. Part of the reason why Water is high is that the last quarter's water charges were issued on 30 June 2016, hence no payment recognised in this calculation. A comprehensive approach to debt recovery has been implemented and continued improvement is anticipated over time.
- f. Cash Expenses Cover Ratio – Favourable. This result is above the benchmark.

## Asset Management Reporting

The summary of Council's financial position with regard to its infrastructure is included in the 2015/16 Financial Reports under 'Special Schedule No. 7 – Condition of Public Works'.

The information prepared for all assets is based on the outcomes of the fair value revaluation processes that Council progressively undertakes for all of its assets in accordance with the requirements of the Office of Local Government. These processes include a re-assessment of the asset inventory and a condition assessment at the times when revaluations are undertaken.

For the 2015/16 financial year a revaluation of Council's Land Improvements and other Structures asset group has been undertaken.

Council has been continuing with its strategy of focussing its spending on pavement re-seals in the transport asset area. This strategy will continue for a further 2 years to ensure that a water-proof seal is maintained on roads with sound pavements, thus ensuring that those pavements last for their expected useful lives.

To assist in its decision making processes on where to spend allocated budgets in the water and wastewater renewal programs, Council has implemented and adopted an optimised decision making tool. This software system analyses all of our condition data and can recommend which water or sewer mains should receive funding for renewal. This tool has further strengthened Council's strategic decision making capabilities in this area.

A review of Council's Urban Stormwater Management Plan (USMP) commenced early in 2015 and was completed in early 2016. The review brought together Council's previously disparate approaches to water quantity and water quality issues. The newly adopted USMP will now feed into a further review of the asset management plan for stormwater.

One matter highlighted by the review is that Council is not allocating any specific funding towards renewal of stormwater assets. Opportunities are often taken in conjunction with road rehabilitation and reconstruction projects to renew or augment stormwater drainage systems and fund those works from the project budget. Whilst Council does not yet have a significant renewal need within its trunk stormwater drainage network, this will be a challenge for the future and needs to be addressed in the medium term.

1. Council has not yet determined a clear definition of the satisfactory standard of infrastructure in terms of what the community is prepared to pay. Establishing these standards along with the corresponding cost implications to the community is a key component of Council's asset management improvement program. Council is undertaking a service review project which will include consultation with the community on service levels. This will be a key factor in determining what is affordable and satisfactory for our community.
2. The current Asset Management Plans for Council's infrastructure have identified the anticipated funds required to sustain the current standard of infrastructure and compares this to the available funding in the Long Term Financial Plan. The impact of this shortfall will be the basis of consultation with the community when determining the agreed and affordable service levels for infrastructure.



A summary of the required and available funding as described in the Asset Management Plans is shown in the table below:

AMP Category	Annual average forecast requirements for the next 10 years (\$000s)	Annual average funding available over the next 10 years (\$000s)	Annual average shortfall for the next 10 years (\$000s)	10-year Financing Indicator (LTFP Budget exp/10yr projected requirements) %
Buildings	\$1,946	\$1,866	\$80	95.9
Land Improvements	\$3,264	\$3,164	\$100	96.9
Stormwater	\$2,316	\$824	\$1,492	35.6
Transport	\$29,132	\$18,562	\$10,571	63.7
Sewer	\$13,937	\$13,648	\$289	97.9
Water	\$7,391	\$7,259	\$132	98.2
Totals	\$44,470	\$39,267	\$5,203	88.3

3. Special Schedule 7 has been updated to reflect the recently adopted Asset Management Plans for each asset class. A number of assumptions pertaining to the estimated cost of the assets to be brought up to a satisfactory condition/standard and the required and current maintenance have been changed. These are noted below:

- **Estimated cost to bring up to a satisfactory condition/standard**

–Satisfactory refers to the estimated cost to bring the asset to a satisfactory condition as deemed by Council. It does not include any planned enhancements to the existing asset. According to the guidelines provided by the Division of Local Government, it is the estimate to bring any assets that are deemed to be in Condition 3, 4 or 5 back to a Condition 2. The methodology used to attain the figures are:

Condition Rating	Useful Life Consumed	Cost to Bring to Satisfactory (Condition 2)
1	0-25%	0
2	25-50%	0
3	50-75%	25% of Depreciable Amount
4	75-100%	50% of Depreciable Amount
5	100%	75% of Depreciable Amount

- **Required Annual Maintenance**

–Required Annual Maintenance is what should be spent to maintain assets to a satisfactory standard. Maintenance is deemed to be the total of Operations and Maintenance expenditure required to keep the assets at the current level of service as reported in Council's Asset Management Plans and the Annual Report (428).

**Current Annual Maintenance**

–Current Annual Maintenance is what has been spent in the current year to maintain assets. Maintenance is deemed to be the total of Operations and Maintenance expenditure as reported in Council's Asset Management Plans and the Annual Report (428).

## SECTION 3

### Statutory Report

Local Government Act 1993 Section 428

### Councillor expenses and facilities

Clause 217 (1) (a1) (i) to (viii)

Council's Payment of Expenses and Provision of Facilities Policy lists the expenses that will be paid and the facilities provided to the Mayor, Deputy Mayor and Councillors in relation to discharging the duties of civic office. Our policy recognises that Councillors, in performing their civic functions, are entitled to be provided with certain facilities and be reimbursed for expenses noted in the policy. A listing of this policy can be read and downloaded from Council's website at [www.lismore.nsw.gov.au](http://www.lismore.nsw.gov.au). The following is a summary of Councillor expenses and facilities that were provided during the financial year.

	2015/16	2014/15
<b>Councillor Expenses &amp; Facilities Expenses</b>	\$'000	\$'000
Communication and Office Facilities	13	18
Conferences & Seminar Attendance	9	11
<b>Total</b>	<b>22</b>	<b>29</b>



## Legal Proceedings

Clause 217 (1) (a3)

Total legal expenses and costs incurred during the financial year 2015/16 were:

Details	\$ Costs	Status	Result
LCC v Purnell	1,095	Final	Successful
LCC v Vivian	11,526	Ongoing	N/A
LCC v Jari Ihalainen & Heidi Zenzmaier	257,518	Final	Unsuccessful
LCC v Reeves	530	Ongoing	N/A
LCC v Tutin	11,570	Ongoing	N/A
LCC v Ryan Rezoning North Lismore Plateau	10,052	Ongoing	N/A
ALZ v Lismore City Council (Appeal)	700	Ongoing	N/A
Advice General (Sustainable Development)	8,974	N/A	N/A
Advice General (Various)	8,016	N/A	N/A
Advice General (Employment Matters)	7,011	N/A	N/A
Advice Landslip 37 Woodland Avenue Lismore Heights	240	Final	N/A
Advice Starfish Enterprises (Farming the Sun)	4,500	N/A	N/A
Advice Gardner Road Jiggi Encroachment	3,212	Ongoing	N/A
Advice Quarry for DA 19192/532/2	15,123	Final	N/A
Advice Swimming Pool Act 1992	1,170	N/A	N/A
Advice The Buttery	6,399	Final	N/A
Advice Metgasco	13,465	Final	N/A
Advice Mount Pleasant Estate	2,430	Final	N/A
Advice Sale of 9 Cadboll Street	3,116	N/A	N/A
Advice Widjabul Title	3,267	N/A	N/A
<b>Total Legal Expenses</b>	<b>369,914</b>		

## Works carried out on private land (S67)

Clause 217 (1) (a4)

There were no private works reported to Council this year.

## Financial Assistance (S356) provided by Council

Clause 217 (1) (a5)

During the year, Council resolved to make donations totalling \$199,459. These were allocated as follows:

Beneficiary	Amount
Ace Community Colleges Ltd	1,500.00
Anna-Leeza Hull	100.00
Anthony & Belinda Smith	100.00
Australian Youth Football Institute	100.00
Bexhill Public Hall Inc.	2,000.00
Billen Cliffs Hall	2,000.00
BJ & DM Beardow	50.00
Blue Knob Hall Inc.	2,000.00
Cain McClelland	50.00
Caniaba Springrove Community Hall	2,000.00
Care-Ring Children's Centre	5,000.00
Clunes Christmas Carols	100.00
Clunes Community Pre-School Association	1,840.00
Clunes Coronation Hall Inc.	2,000.00
Coffee Camp Public Hall	2,000.00
Corndale Hall	2,000.00
CWA of NSW Far North Coast	100.00
Deaf Society Of NSW	750.00
DL Gray	50.00
Dorroughby/Glenview Centre	2,000.00
Dungarubba Memorial Hall	2,000.00
Dunoon & District Sports & Recreation Club	3,500.00
Dunoon Hall Committee	2,000.00
Dunoon Preschool Incorporated	700.00
Eltham Public Hall	2,000.00
Eltham Public Parents and Citizens Association	2,000.00
Five Loaves Mobile Soup Kitchen	2,000.00
Friends of the Koala	4,153.00
Goolmangar Hall	2,000.00
Interrelate Family Centre	2,000.00
Jarjum Centre Inc.	100.00
Jiggi P & C Association	3,000.00
Jiggi School Of Arts Inc.	2,000.00
Kaynan Davis	50.00
Keerrong Public Hall Reserve Trust	2,000.00

Beneficiary	Amount
Kerry Wanstall	50.00
Koonorigan Hall	2,000.00
Kynan Lee Davis	50.00
Lauren Battese	50.00
Life Education NSW	5,000.00
Lismore Blind & Vision Impaired Support Group	2,000.00
Lismore Home Garden Education Club	1,100.00
Lismore Men and Community Shed	1,500.00
Lismore NAIDOC Committee	7,765
Lismore Musical Festival Society	10,000.00
Lismore Showground Trust	10,000.00
Lismore Women's Health Centre	100.00
Mark Arnold	50.00
Mayors for Peace	23.06
Men & Family Centre Inc.	1,500.00
Mental Health Support Group	1,350.00
Nimbin Neighbourhood and Information Centre	3,500.00
Nimbin School Of Arts	3,209.00
Nimbin School of Arts	2,000.00
North Coast Academy Of Sport	5,000.00
North Coast National A & I Society	10,100.00
Northern Rivers Conservatorium	100.00
Northern Rivers K9 Sports Club	2,500.00
Northern Rivers Roller Derby	2,000.00
Northern Rivers Social Development Council	8,500
Numulgi Hall Committee	2,000.00
P Hatzinicolaou & K L Gibson	100.00
Rainbow Region Community Farms	4,333.00
Realising Every Dream Incorporated	5,000.00
Repentance Creek Public Hall	2,000.00
Richmond River Historical Society	1,799.00
Rock Valley Hall Incorporated	2,000.00
Rosebank Public Hall Committee	2,000.00
Roy Wardell Community Centre Incorporated	2,000.00
Ruthven Hall Committee Inc.	2,000.00
Sanctuary Northern Rivers Inc.	100.00



Beneficiary	Amount
South Gundurimba Public Hall Trust	2,000.00
Southern Cross University	145.45
St Carthage's Primary School	100.00
St Johns College Woodlawn	100.00
The Channon Public Hall Trust	2,000.00
Tregeagle Hall Inc.	2,000.00
Tropical Fruits	1,500.00
Tullera Community Hall Inc.	2,000.00
Tuntable Creek Public Hall	2,000.00
Whian Whian Hall	2,000.00

Beneficiary	Amount
Women Up North Housing	4,970.00
Woodburn Riverside Festival	100.00
Wyrallah Hall Association Inc.	1,730.00
Wyrallah Hall Association Inc.	2,000.00
Whian Whian Hall	2,846
William J Townend Planning	261
WIRES Northern Rivers	1,930
Women Up North Housing Inc.	100
Wyrallah Hall Association Inc.	2,000

## External bodies – functions delegated by Council

Clause 217 (1) (a6)

### Rous County Council – water supply

Rous County Council is commissioned to provide bulk water supply to its constituent councils. Lismore City Council, along with Ballina, Byron and Richmond Valley councils purchase water for reticulation to the residents of their respective urban areas. The County Council Executive is comprised of eight members elected from the participating councils. Each of the constituent councils appoints two representatives. Lismore City Council's representatives were Councillors Vanessa Ekins and Simon Clough.

### Richmond River County Council – flood mitigation

The Richmond River County Council is responsible for all flood mitigation within the council areas of Lismore, Ballina and Richmond Valley. The council comprises of four members elected from the participating councils. Lismore City representatives were Councillors Neil Marks and Graham Meineke.

### Far North Coast County Council – weed control

The Far North Coast County Council is responsible for the eradication of noxious plants within the council areas of Lismore, Ballina, Byron, Kyogle, Richmond Valley and Tweed. Membership of the Far North Coast County Council comprises one representative from each constituent council. Lismore City Council's representative is Councillor Ray Houston.

### Dorroughby Glenview S355 Committee – Dorroughby Community Hall

Council has delegated the care, control and management of the Dorroughby Community Hall. Membership of the committee comprises nominated citizen representatives whose positions are endorsed by Council.

### Lismore City Hall

Council previously engaged Northern Rivers Performing Arts Inc (NORPA) to manage Lismore City Hall on its behalf under a management contract arrangement. Council paid NORPA a management fee to operate, manage and maintain the building, and Council paid the rates and major building maintenance, and maintained the surrounds. The contract expired on 31 December 2015.

Council determined to deliver these services into the future via an alliance style contract and called tenders on this basis in late 2015. The contract was awarded to NORPA and they continue to manage the facility on Council's behalf.

### Nimbin Caravan Park and Pool

The Nimbin Caravan Park is leased to a third party under a lease agreement. The Nimbin Pool is managed for a fee by the same party that leases the caravan park. The pool is a free public facility and, as such, is a budgeted cost to Council. Council receives a lease fee from the caravan park operators and the operators are carrying out infrastructure improvements as part of the terms of their lease. The agreement will next be reviewed in 2017 when the lessee has an option to extend the lease. A market rental review will also be undertaken at that time.

The management agreement for maintenance of the Nimbin Pool was reviewed in July 2015. The next review has been aligned with the option for extension of the lease.

## Controlling interest held by Council in corporations, partnerships, trusts, joint ventures, syndicates or other bodies

Clause 217 (1) (a7)

Council did not hold a controlling interest in any corporations, partnerships, trusts, joint ventures syndicates or other bodies during the financial period.

## Council participation in corporations, partnerships, trusts, joint ventures, syndicates or other bodies

Clause 217 (1) (a8)

### Richmond Tweed Regional Library

Llismore City Council has separate agreements with Ballina Shire Council, Byron Shire Council and Tweed Shire Council to operate a regional library service known as the Richmond Tweed Regional Library (RTRL).

Lismore City Council is the 'Executive Council' for the regional library service and all financial reporting for RTRL is consolidated into Council's financial reports.

In the event Council withdrew from the regional library service, its share of regional library assets and liabilities would be determined by the RTRL Committee. If agreement was not reached, the NSW State Library would be asked to determine.

### Residential Land

Council is party to a joint venture with Chevina Pty Ltd and John Newton for the development of residential land. A total of 47 lots have been created and 46 sold.

In brief, the agreement between Council, Chevina and Newton is:

- Council holds title to the land.
- Chevina and Newton develop and professionally market the developed lots for sale.
- Council receives an agreed land value amount for each lot sold and one half of the profit from each lot after development, sale and legal costs are deducted.

### North East Weight of Load Group

Lismore City Council, in conjunction with Ballina, Byron, Clarence Valley, Kyogle, Richmond Valley, Tenterfield and Tweed councils, is members of NEWLOG.

NEWLOG operates with the objective to generally advance the aims of reducing damage to Council and classified roads and promotion of road safety, by policing of vehicle weights as prescribed in the Acts and Regulations pertinent to overloading.

NEWLOG's equity at 30 June 2016 is \$181,002 with Lismore City Council's share being \$22,705.

The existing Deed of Agreement, which details the management and functions of NEWLOG, has been extended on a month by month basis.

## Equal Employment Opportunity

*Reference Section 428 (2) (n)*

Council's Executive Committee underwent training in Bullying, Discrimination and Harassment Prevention during 2015/16 and further training for supervisors in this area is currently being developed. This supports Council's commitment to provide, model and encourage a workplace free from all forms of discrimination, harassment, bullying and victimisation.

Our commitment is reflected in our Aboriginal Employment Strategy, Reconciliation Action Plan and Equal Employment Opportunity Policy. Our focus on supporting internal recruitment continues. This approach will be reviewed on a regular basis to ensure EEO principles are being adhered to.

It is recognised that the level of female representation in local government is low and that gender diversity is a key challenge for Council. A discussion paper regarding a Gender Action Plan (GAP) has been produced and there is Executive Support for the establishment of formal GAP

### Human Resource Activities

Improvements to our recruitment, performance management and training processes continue.

A number of specific initiatives implemented during 2015/16 include:

- An Enterprise Agreement negotiated with Goonellabah Sports & Aquatic Centre resulting in direct employment of 50 people
- Delivery of Frontline Leaders programs designed to clarify expectations for supervisors and to focus on building better relationships with staff and improving performance management skills
- Delivery of a Frontline Staff Training Program with a focus on improving our culture
- Continued auditing of compliance training requirements to ensure training is in line with business needs and legislative requirements.
- Development of a comprehensive 'Service Offering' for People Services to define the services provided and how they will be measured.
- Continued implementation of the Human Resource Information System (HRIS) to have comprehensive information on all staff in terms of qualifications and skills.
- Continued participation in benchmarking data via the Local Government Effectiveness Survey enabling comparison of LCC HR metrics with other Councils statewide and regionally.
- Continued automating and updating of manual People Services related processes and procedures to allow faster decision-making at the operational level.

### Enhanced Work Health and Safety (WHS) initiatives and incident prevention measures

The WHS team continued working on the review of Council's WHS Management System and a number of new protocols have been adopted.

Council's overall improvement in its WHS performance was reflected in the results of a StateCover Audit during the period that showed significant compliance improvement across a number of areas.

The WHS team also commenced a program of WHS audits across Council fixed worksites and continued to undertake ad-hoc audits of Council's mobile sites. This has also been effective in assisting with continuous improvement in all aspects of safety, particularly for outdoor workers undertaking high risk construction work.

The team continues to have a strong working relationship with WorkCover to ensure that safety is a prime consideration in all Council works.

## EEO Awareness

Reference Section 428 [2] [n]

The EEO Management Plan 2012-2016 is in a review phase with the majority of the strategies and key action plans achieving results. Work is ongoing with policy/procedure reviews and updates to ensure there is alignment with EEO principles in achieving social inclusion and participation for current and future staff. We have now piloted online structured cultural awareness and competence training to a representative group of staff, and have delivered a program to staff across Council designed to build resilience and help staff better manage work relationships and stress.

### Aboriginal Employment Strategy

Council continues to encourage and support initiatives to promote Aboriginal employment opportunities. The revision and redevelopment of the Aboriginal Employment Strategy is a key focus area within Council's Reconciliation Action Plan (RAP).

One of the initiatives is to increase Aboriginal employment participation to reflect the total percentage of Aboriginal community members. Council successfully applied for Federal Government support through the Indigenous Employment Program. This has supported the employment of nine Aboriginal trainees.

As we enter the third year of our RAP, Councillors and staff believe our RAP activities continue to make a positive contribution to their understanding of reconciliation. Council is committed to achieving an improvement in participation rates and outcomes.

Council continues to work with the local community in raising awareness and understanding about Indigenous culture for staff.

## Total remuneration package – General Manager

Clause 217 (1) (b)

For 2015/16, remuneration applicable to the General Manager's was:

	2015/16	2014/15
Salary	213,138	216,035
Bonus/Performance payments	0	0
Superannuation	23,161	21,333
Non-cash benefit	30,662	17,653
Fringe Benefits Tax payable	9,754	8,923
Total Remuneration	276,715	263,945

## Total remuneration package – senior staff

Clause 217 (1) (c)

For 2015/16, remuneration applicable to the two senior officers was:

	2015/16	2014/15
Salary	370,164	294,363
Bonus/Performance payments	0	0
Superannuation	54,536	35,910
Transfer of leave entitlement	0	77,957
Non-cash benefit	1,159	4,356
Fringe Benefits Tax	1,219	4,259
Total Remuneration	427,078	416,846



## Stormwater levies

### Clause 217 (1) (e)

The Stormwater Management Services (SMS) charge provides funds to deliver council's Cleaner Waterways Program (the Program). The Program focuses on improving stormwater quality in the Wilsons River and Tucki Tucki Creek catchments of Lismore's urban area. The Program has enabled Council to construct and maintain stormwater treatment devices, remediate stormwater channels and undertake community education.

The major activity for 2014/15 was to revise the current Urban Stormwater Management Plan 2007. The aim of this revision is to develop a plan that considers holistic and long-term approaches to urban stormwater management. The revised Plan will integrate both stormwater quality and quantity objectives to be delivered within the context of Council's asset management framework. Work on this revision is well advanced and is expected to be presented to Council for adoption in early 2016.

Under the 2013/14 Program, construction of the flagship Slaters Creek Constructed Wetland at North Lismore was completed in November 2013. Successful establishment of the wetland vegetation has also been a focus of work in 2014/15.

Moreover, in partnership with EnviTE and supported by the Work for the Dole program, on-ground works including weeding, mulching and revegetation of natural stormwater treatment sites including Nesbitt Park, Albert Park, Gasworks Creek, Keen Street, Magellan Street was undertaken.

Supported by the Program and in partnership with Rous Water, Southern Cross University and Big Scrub Landcare, Council took part in the 2015 Arts vs Science Festival. Council promoted 'Landscaping for Water Quality' through information stalls, workshop presentations and a design competition.

## Companion animals

### Clause 217 (1) (f)

The *Companion Animals Act* was introduced into New South Wales on 1 July 1999 to protect pets, people and the wider community. The principle objective of the *Companion Animals Act* is to provide for the effective and responsible care and management of companion animals. This also extends to councils providing appropriate management and care for animals that come into their custody, including accurately managing records of these animals. Enforcement, education and information service expectations of the *Companion Animals Act* and associated regulation are delivered through resources of Council's Compliance and Administration groups.

The following matters are relevant to this reporting period:

- In accordance with Section 67A of the Act, pound data collection return (reporting on the seizing and holding of companion animals) has been reported to the department.
- In accordance with clause 33A of the regulation, Council's Compliance Officers (Law Enforcement) report any relevant information regarding a dog attack incident using the dog incident reporting module of the Companion Animals Register. Further reporting is provided quarterly to the department. For the reporting period, a total of 58 attacks were reported.
- Council funded companion animal management (enforcement, education and information service) activities to the value of \$360,000.
- Council currently provides three (3) off-leash areas – Riverside Park South (fenced area), Lismore Gasworks and Elizabeth Gardens. Council has also determined to establishment of a further area within Goonellabah – Hepburn Park Recreational Area.
- The following companion animal community education programs were participated in by Council to promote and assist in the de-sexing of dogs and cats: North Coast National (Lismore Show) and National Desexing Network – A program of The Animal Welfare League of QLD.
- The following arrangements are employed by Council for complying with Section 64 of the Act to seek alternatives to euthanasia for unclaimed animals in Council's control:
- Maintenance of a database of customers currently seeking to re-home a companion animal from Council's pound. Re-homing is facilitated where an animal is declared suitable (successful temperament and health assessment) and an appropriate match is identified.
- Maintenance of relationships with Animal Rights and Rescue, Animal Welfare League NSW, Companion Animals Welfare Inc, 11 Hour Rescue, Australian working Dogs Rescue and Wally's Rescue to facilitate the re-homing of suitable animals.

## Rates and charges written off

Clause 132

The amount of rates and charges written off during 2015/16 are as follows:

	2015/16	2014/15
General	732,448	726,405
Water	242,493	237,836
Wastewater	228,872	226,594
Domestic Waste	183,640	183,720
<b>Sub Total</b>	<b>1,387,453</b>	<b>1,374,555</b>

Other Abandonments	16,701	19,186
Postponed Rates & Interest	0	8,054
Written off due to hardship	522	5,557
<b>Total</b>	<b>1,404,676</b>	<b>1,407,352</b>

## 2013-14 to 2017-18 Special Rate Variation Approval

### *Instrument under Section 508 (2)*

The Independent Pricing and Regulatory Tribunal (IPART) approved a special rate variation (SRV) application for the 2013-14 to 2017-18 rating years. In addition to the rate peg, the SRV comprised a business promotion component of \$106,500. The business promotion component continues to be collected from business-rated properties in the Lismore urban area. For 2015/16, this equated to approximately \$111,500.

For 2015/16, the following table represents the total income received, expenditure per project/program and outcomes achieved.

Projects/ Programs	Income	Spend	Purpose	Amount	Outcomes
1 Marketing	\$33,000	\$33,464	CBD Magazine	\$23,556	Published quarterly, cubed showcases our diverse and dynamic community with feature stories on local businesses and identities, plus news, events and interesting snippets. It encourage locals to shop locally and entice visitors and residents from throughout the wider region to discover the delights of our city. It provides Lismore business with an opportunity to promote their products and services directly to a very targeted audience – our avid shoppers! The magazine is be distributed in the Lismore CBD, urban fringe, other Northern Rivers towns and villages and through cafes, restaurants, retailers, medical and dental surgeries, professional offices, the Lismore Visitor Information Centres around the region, travel agencies, hotels and clubs, accommodation houses, all major events and festivals, consumer and trade shows.
			12 Days of Christmas Promotion	\$18,174	The 12 days of Christmas marking campaign involved television & newsprint promotion, Santa and Street theatre performances to attract shoppers into the CBD for a Christmas experience.
			Sponsorship	\$5,000	Sample Food Festival - A major "out of market" branding exercise used a vehicle to promote Lismore and out major Events including Eat the Street

Projects/ Programs	Income	Spend	Purpose	Amount	Outcomes
2.Events – three Signature Events	\$44,000	\$44,167	Furniture	\$746	Up-cycled street furniture for use at Events
			Masters Games	\$8,000	One of the bi-annual events held in Lismore that brings more than 1,500 competitors into town over 3 days
			Eat the Street	\$31,421	The 2nd year of this major new event for Lismore attracting more than 20,000 people into the CBD up 50% from the first event.
			Arts in August	\$4,000	Now in its second year, the Arts in August program features world-class performance, productions and works in poetry, visual arts, live theatre, music and dance and includes guided arts and heritage trails, exhibitions, gallery tours, live shows, pop-up shops, street parties, celebrations and creative workshops. Arts in August showcases why Lismore, Nimbin and villages are famous for being a creative hotspot. Arts in August brings together some of our finest art with something for all ages and all interests. Our challenge to everyone is to see or do at least one thing out of your comfort zone. That's what art is all about – new and interesting experiences that challenge us.



Projects/ Programs	Income	Spend	Purpose	Amount	Outcomes
3. Placemaking	\$14,000	\$14,771	Light up Lismore	\$14,771	Lighting of the CBDs Trees with LED Fairy Lights to create an ambient environment
			Back Alley Gallery Street Party	\$11,726	The Back Alley Gallery is a free open air, art gallery showcasing street artworks by artists from across the country and the globe. It has transformed the laneways from drab, vandalised, unwelcoming places to a tourist destination, with people coming from across Australia to see the art and locals enjoying and using the unique laneways as a way to move throughout the city. Since the artworks have been in place limited graffiti has been done over them. The project is still ongoing and each year a Street Party is held with bands and entertainment and further art being added. This is a popular youth event and activates the back alleys of Lismore.
4. Business and Community	\$20,500	\$21,673	Optimise your Business	\$8,933	A business improvement training program was developed and implemented in association with the Lismore Chamber of Commerce and Industry. It involved 7 local retail businesses undertaking a secret shopper, a business audit and an action plan on how to improve each business
			CBD Decorations	\$5,240	Christmas decorations were purchased to enhance the overall consumer experience within the Central Business District
			Business Plan Review	\$7,500	Business Plan Review
<b>Totals</b>	<b>\$111,500</b>	<b>\$114,075</b>		<b>\$114,075</b>	

## SECTION 4

### Audited 2015/16 Financial Reports

*Section 428 (4) (a)*

The audited 2015/16 Financial Reports were presented to the community at Council's 8 November 2016 meeting. The document can be found at [www.lismore.nsw.gov.au/page.asp?f=RES-FVY-11-04-76](http://www.lismore.nsw.gov.au/page.asp?f=RES-FVY-11-04-76).



## SECTION 5

### State of the Environment Report

#### Section 428 (1)

In line with statutory obligations, Council develops a four-year regional State of the Environment Report (SoE). Council is currently developing its SoE report for 2012 to 2015.

A summary of progress in 2015/16 against objectives detailed in the *Imagine Lismore 4 Year Plan 2013-2017* is listed below. It should be noted that this list does not include recurrent activities that Council conducts to manage the environment.

Project	4 Year Plan reference	Progress 2015/16
Wilsons River Regeneration and River Walk	12.1	<ul style="list-style-type: none"> <li>Primary restoration/revegetation works from Rowing Club to Fawcetts Bridge was completed on time in early 2015, and the site is currently being monitored and maintained.</li> <li>Walking track build from Rowing Club to Henley Car Park completed on time in early 2015.</li> </ul>
River restoration and education (Coastal Zone Management Plan)	12.3	<ul style="list-style-type: none"> <li>Distribution of the Living on the waterways of the Richmond Catchment Education Toolkit, which is a resource kit for riparian landholders.</li> <li>Completed a joint funding application with partner Council and Richmond River County Council to the NSW Government for funding to implement the CZMP. This was not successful, however a further application was encouraged for 2016/2017.</li> </ul>
Rural partnering initiative	13.1	<ul style="list-style-type: none"> <li>Conducting a collaborative research project with Southern Cross University develop a targeted RLI program.</li> <li>Held eleven field days on rural landholder champion properties throughout the LGA.</li> <li>Provided labor and material assistance to eleven rural landholder projects to protect and enhance biodiversity.</li> </ul>
Koala Plan of Management implementation	13.2	<ul style="list-style-type: none"> <li>The plan identifies 38 management actions:               <ul style="list-style-type: none"> <li>Completed – 1, 9, 10, 16, 18, 21, 25, 34, 35.</li> <li>Commenced – 3, 4, 6, 7, 8, 9, 20, 22, 23, 24.</li> <li>Commenced and ongoing – 2, 12, 14, 15, 17, 27, 30, 31, 36.</li> </ul> </li> </ul>
Biodiversity Management Strategy	13.3	<ul style="list-style-type: none"> <li>Council adopted the BMS in April 2015</li> <li>NSW Government approved Council's application for a special rate variation of \$500,000 annually to implement the BMS. The SRV commenced 1 July 2016.</li> <li>Currently implementing priority BMS programs.</li> </ul>
Farming the Sun	14.1	<ul style="list-style-type: none"> <li>Feasibility assessment and preliminary modelling completed.</li> <li>Council adopted a Heads of Agreement to undertake final project costing and business modelling.</li> <li>Farming the Sun conducted their share offer, which was fulfilled and raised the full amount through community loans.</li> </ul>



<p>100% self-sufficiency in electricity generation (REMP implementation)</p>	<p>14.2</p>	<ul style="list-style-type: none"> <li>• Council adopted the Renewable Energy Master Plan in late 2014.</li> <li>• Community Energy Efficiency Program completed.</li> <li>• Two tenders were approved by council in August 2016 to implement the following REMP and Farming the Sun funded projects (268kW in total):             <ul style="list-style-type: none"> <li>Solar PV systems at 5 various buildings: Library, Community Centre, Oaks Oval, Wyrallah Road depot, and GSAC (99 kW)</li> <li>Solar PV system – East Lismore Sewage Treatment Plant (floating solar panels)</li> </ul> </li> <li>• In the final stages of planning for LED lighting retrofits in 5 Council buildings: Blakebrook quarry, Lismore Airport, Brunswick street depot, Goonellabah community center, Wyrallah Road Depot, Oaks oval/Gordon Pavilion.</li> </ul>
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