

MAYOR

Steve Krieg

DEPUTY MAYOR

Jeri Hall

Adam Guise

Harper Dalton-Earls

Jasmine
Knight-Smith



Electra Jensen

Gianpiero Battista

Andrew Gordon

Andrew Bing

Virginia Waters

Big Rob

Briefings Committee

Members of Council are requested to attend.

An Ordinary Meeting of Lismore City Council Briefings Committee will be held at the Council Chambers on Tuesday 3 March 2026 at 6:00 PM

Eber Butron
General Manager
26 February 2026



ETHICAL DECISION MAKING AND CONFLICTS OF INTEREST

A guiding checklist for councillors, staff and community committees

Ethical decision making

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

Conflict of interest

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

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

The test for conflict of interest

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

Identifying problems

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

Disclosure and participation in meetings

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

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

Non-pecuniary Interests - Must be disclosed in meetings.

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

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

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

Agenda

- 1. Opening of Meeting**
- 2. Acknowledgement of Country**
- 3. Pause for reflection**
- 4. Apologies and Applications for Leave of Absence or Attendance by Audio-Visual Link**
- 5. Confirmation of Minutes**
- 6. Disclosures of Interest**
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Reports of the General Manager



Report

Subject	Disability Inclusion Action Plan
TRIM Record No	BP26/150:EF19/23-8
Prepared by	Acting Stakeholder Engagement Coordinator
Reason	
Strategic Theme	Community
Strategy	Foster safe, healthy and inclusive communities for all ages, cultures and abilities
Action	Facilitate access to essential services in our city and villages for all ages, cultures and abilities

Executive Summary

This presentation is to inform the Briefing Committee on the development of the Disability Inclusion Action Plan (DIAP) 2026-2030, as we progress towards adoption by Council in the June Council meeting.

Recommendation

That the Committee note the presentation on the Disability Inclusion Action Plan.

Attachment/s

1. [↓](#) DIAP Presentation
2. [↓](#) Draft DIAP
3. [↓](#) Draft DIAP Actions

Disability Inclusion Action Plan 2026-2030

Briefing Committee

Tuesday 3 March 2026
Rebecca Sproule – Stakeholder Engagement Coordinator

Lismore
City Council

Why are we here?

- Provide an update to the Briefing Committee on the development of the Disability Inclusion Action Plan (DIAP) 2026-2030, as we progress towards adoption by Council in the June Council meeting.

What do we need from the Briefing Committee?

- Information only.

Risk level

- Low.

Overview

- Council's DIAP is a four-year framework outlining the key principles, strategies and actions to be delivered by Council in its commitment to disability access and inclusion in the Lismore LGA.
- These align with the principles of the United Nations Convention on the Rights of Persons with Disabilities, Australia's Disability Strategy 2021-2031, various State and Federal Disability and Discrimination Acts, the NSW Disability Inclusion Act 2014, as well as the NSW State Disability Inclusion Plan which specifies four focus areas that require consistent effort from Government and the wider community to create long-term change, including:
 1. Developing **positive** community **attitudes and behaviours**.
 2. Creating **liveable communities**.
 3. Supporting access to **meaningful employment**.
 4. Improving access to mainstream services through **better systems and processes**.
- Council has made strong progress in delivering the actions outlined in the DIAP 2022-2025 over the past four years and recognises the need to strive for further improvements in disability inclusion across the Lismore LGA.
- The DIAP 2026-2030 will outline key areas of Council's focus for the next four years.
- It is being guided by a solid consultation process with our Disability and Inclusion Advisory Group (DIAG), our community and our staff.

Community Consultation

When developing the DIAP 2026-2030, various channels and initiatives were used to consult the community, including:

1. A dedicated Your Say page was developed where the community could complete a feedback survey (242 visits | 69 interactions | 23 action | 16 stay connected)
2. Five announcements were posted on Council's social media channels (reach 2,000+ | 18,000+ impressions).
3. Eight interviews were conducted with local disability service providers.
4. Staff attended a Person-Centred Emergency Preparedness workshop for people with disabilities to engage with presenters and participants.
5. An email promoting the feedback survey was sent to Northern Rivers Disability Interagency database (80).
6. The feedback survey was promoted on the Northern Rivers Disability Interagency LinkedIn page (88 followers).
7. A workshop and in-depth interviews were conducted with 17 Council departments.
8. 11 employees completed the staff survey.
9. Council's DIAG was engaged to offer counsel and reviewed and endorsed the draft DIAP 2026-2030.

Key insights received

Positive community attitudes and behaviours

- Continue to build awareness and understanding of the diversity of disabilities in our community.
- Better promote Council initiatives developed to serve people with disabilities.
- Further train staff on disability, with particular focus on managers.

Liveable communities

- Ensure events are accessible and inclusive for people with seen and unseen disabilities.
- Extend staff's understanding of accessibility beyond compliance to better ensure our accessible car parks, playgrounds, and amenities adequately meet the needs of the communities they are designed to serve.
- Provide additional accessible parks and playgrounds for children with special needs.
- Ensure all works on footpaths and roads are adequately signed to accommodate people with disabilities.

Supporting access to meaningful employment

- Make Council an exemplary employer of people with disabilities.
- Improve our recruitment processes to better promote accessibility and inclusion.
- Continue to ensure our office spaces adequately support people with disabilities.

Accessible systems and processes

- Explore the possibility of Council joining the global (Hidden Disabilities) Sunflower network.
- Improve our support for the disabled community in the lead-up to and during emergencies or natural hazards.
- Maintain close liaison with Council's DIAG and the disability community to continue to seek their input and expertise in this domain and inform Council decisions.

DIAP 2026-2030 focus

- Actions have been listed under the four focus areas stipulated by the NSW State Disability Inclusion Plan.
- For the first time, actions centring on ensuring our emergency management, events, and project management (including roads, open spaces and infrastructure) practices to enable all people in our community to participate in our services, activities and programs are featured.
- Likewise, actions to support Council becoming an exemplar employer of people with disabilities have been included.
- The team responsible, the targeted audience, and the year the action will be delivered have been listed to promote accountability.

Next steps

Task	Date
Briefing Committee presentation	3 March
Presentation of draft DIAP for Council approval to go to public consultation (April Council meeting)	14 April
Draft DIAP available for public consultation	14 April-13 May
Presentation of final DIAP for Council adoption (June Council meeting)	9 June



Thank you

DISABILITY INCLUSION ACTION PLAN 2026-2030**Acknowledgement of Country**

Lismore City Council acknowledges the Widjabul/Wia-bal people of the Bundjalung Nation, traditional owners of the land on which we work, live and play. Lismore City Council acknowledges the Widjabul/Wia-bal people of the Bundjalung Nation, traditional owners of the land on which we work, live and play. We acknowledge their continuing connection to the land, sea and community. We pay our respects to the Widjabul/Wia-bal people, their culture, their elders and community leaders past, present and emerging.

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3. Meaningful Employment
4. Equitable access to systems and processes

Delivering the Plan & Reporting

Mayor's Message

I am pleased to present Lismore City Council's Disability Inclusion Action Plan (DIAP) 2026-2030. We have worked consistently to create a region that is accessible and inclusive. As leaders in the community, Council has invested in upgrading physical access to community buildings and improving inclusive practices at our events and facilities. We are proud of our role as advocates for an inclusive community and recognise our responsibility to ensure every person can participate in meaningful ways across Lismore and its surrounding villages.

Council has made strong progress in delivering the actions outlined in the DIAP 2022–2025 over the past four years. While much has been achieved, we acknowledge this work is ongoing and continue to strive for further improvements in disability inclusion.

The DIAP 2026-2030 outlines the key areas of Council's focus for the next four years. Its development was guided by community consultation and our values. We are also privileged to be supported by our Disability and Inclusion Advisory Group (DIAG), which includes members of the Lismore Local Government Area (LGA) community with a lived experience of disability, as well as individuals who support people with disability. The DIAG has worked tirelessly to advocate for the community, promoting a culture of access and inclusion. I want to thank them for their ongoing assistance over the past four years and for their contribution to this DIAP.

Council will continue to advocate for the rights of people with disability by breaking down discrimination barriers, enabling people with disability to live and participate meaningfully in the community. The implementation of our DIAP requires cooperation and involvement from the community, associated agencies and groups, and I look forward to working together to ensure its success.

Councillor Steve Krieg
Mayor

General Manager's Message

Council is committed to promoting accessibility and inclusion for our staff, residents and visitors with disabilities. The DIAP 2026-2030 guides the improvement of inclusive practices across our facilities, our approaches to recruitment and training and the future development of Lismore and surrounding villages.

Council has achieved many milestones in improving our city's liveability and advocating for an inclusive community. This DIAP builds on our achievements to date, promoting fair and equitable access to services and employment for people with disability. Working through the DIAP involves a cross-section of Council teams and departments. This collaboration as one team demonstrates the whole-of-Council approach required to promote equal rights for our community. The DIAP is also underpinned by Council's policies, legislative and regulatory requirements.

This Plan will be incorporated into Council's Delivery Program and annual Operational Plan, and responsibilities will be allocated throughout the organisation to support accountability and delivery. Council looks forward to continuing to work with our community to address our collective access and inclusion needs.

Eber Butron
General Manager

About this Plan

Lismore City Council recognises its social responsibility to break down the barriers to inclusive and accessible participation in our communities, to protect the rights of people with disability, and to promote diversity in the community.

Council's DIAP is a four-year framework outlining the key strategies and actions Council will deliver to support disability access and inclusion within the Lismore LGA.

This DIAP sets out a series of principles, strategies, and actions to guide Council operations over the next four years. These align with the principles of the United Nations Convention on the Rights of Persons with Disabilities, Australia's Disability Strategy 2021-2031, various State and Federal Disability and Discrimination Acts, the NSW Disability Inclusion Act 2014, as well as the NSW State Disability Inclusion Plan which specifies four focus areas which require consistent effort from Government and the wider community to create long-term change.

These include:

1. Developing positive community **attitudes and behaviours**.
2. Creating **liveable communities**.
3. Supporting access to **meaningful employment**.
4. Improving access to mainstream services through better **systems and processes**.

Council has listed the actions in the DIAP under these focus areas to clearly define how the organisation will make targeted, ongoing efforts to reduce barriers across the Lismore LGA for people living with disabilities.

The impact of the unprecedented flooding events of February and March 2022 has led Council to pay particular attention to updating our emergency management approach, with a greater focus on accessibility and inclusion. This has resulted in a series of bespoke actions that Council will undertake for the first time with concerted focus.

Likewise, a deliberate effort has been made to ensure Council's DIAP actions address the needs of people living with both seen and unseen disabilities.

Council's ambition is for everyone to have the opportunity to participate in our services, activities, and programs. The DIAP 2026-2030 will help us deliver on that promise.

Community Profile

Lismore is located in the heart of the Northern Rivers.

As a regional city and services hub, Lismore supports a large urban population and provides vital services to many outlying villages, hamlets, and rural areas.

Lismore's population of around 44,000 encompasses a diverse range of people from all walks of life. Lismore is a city where difference is embraced, and community is strong. Our population is projected to reach 48,021 by 2036.

According to the 2021 Census, 3,133 people (or 7.1% of the population) in Lismore City reported needing help in their day-to-day lives due to disability. This was a 1% increase from 2016. (profile.id)

Disability Facts and Figures

While Council's focus is on our local community, we recognise the importance of also understanding the broader Australian context.

The 2022 Survey of Disability, Ageing and Carers (SDAC), released in July 2024, identified that:

- There were 5.5 million Australians with a disability*, which represents 21.4% of the population, up from 17% in 2018.
- Just over three-quarters (75.3%) reported a physical condition as their long-term health condition, a decrease since 2018 (77.4%). Approximately one-quarter (24.7%) reported a mental or behavioural disorder as their main condition, up from 22.6% in 2018.
- 7.9% of all Australians have a profound or severe disability.
- Almost 4.8 million people (87.4%) have a limitation with at least one of the core activities of communication, mobility or self-care, and/or a schooling or employment restriction.
- The prevalence of disability increases with age; one in seven (15.0%) people aged 0- 64 years and just over one in two (52.3%) people aged 65 years and over have disability.
- Disability prevalence was similar for males (21.0%) and females (21.8%).
- Most people with disability were living in households (96.8%), with only a small minority (3.3%) living in care accommodation (hospitals, nursing homes and aged care hostels).
- Almost half (45.3%) of people with disability who were 15 years or older and living in households had completed year 12 or an equal level of education, a 33.4% increase from 2018. And among those of working age, over half (56.1%) were employed, compared with 82.3% of people without a disability.
- There were 1.2 million primary carers in Australia, and of these, 43.8% had a disability themselves.

Source: [Disability, Ageing and Carers, Australia: Summary of Findings, 2022 | Australian Bureau of Statistics](#)

** In the SDAC, a person is considered to have a disability if they have any limitation, restriction or impairment that restricts everyday activities and has lasted, or is likely to last, for six months or more.*

Policy and Legislative Framework

The definition of disability in the Disability Inclusion Act 2014 is what guides our understanding and approach to the DIAP.

It describes disability as: *“the long-term physical, mental, intellectual, or sensory impairment which, in interaction with various barriers, may hinder the full and effective participation in society on an equal basis with others.”*

The Disability Inclusion Act 2014 requires all NSW Government agencies and councils to develop Disability Action Inclusion Plans to ensure their services, infrastructure, and community facilities are more accessible to people with disability.

Council’s DIAP 2026-2030 has been informed and developed through a series of dedicated consultations and prepared in accordance with the following Australian and international legislations:

- United Nations Convention on the Rights of Persons with Disabilities
- Australia’s Disability Strategy 2021-2031
- Commonwealth Disability Discrimination Act 1992
- Disability (Access to Premises – Buildings) Standards 2010
- NSW Anti-Discrimination Act 1977
- NSW Disability Inclusion Act 2014
- NSW State Disability Inclusion Plan
- NSW Government Sector Employment Act 2013
- National Disability Insurance Scheme Act 2013
- Federal Equal Opportunity Act 1987

Key Achievements of DIAP 2022-2026

Over the past four years, Council has worked hard to deliver many of the actions outlined in the existing DIAP. While some remain a work in progress, our achievements to date include:

Positive community attitudes and behaviour

- Lismore Regional Gallery staff undertook regular accessibility training through Accessible Arts.
- Increased Council staff awareness of what it means to live with a disability, what disability can 'look' like and how this effects people in the workplace.

- Lismore Regional Gallery hosted one exhibition per year with an artist/s living with a disability.
- Council promoted support that is available for all (especially relevant to those with a disability).
- Lismore Regional Gallery provided accessible community engagement programs for people living with a disability and the Deaf and Hard of Hearing community.

Liveable communities

- The DIAG worked with Council to identify key spaces for accessibility upgrades around the Lismore CBD.
- The DIAG worked with Council to inform accessibility needs at existing parks and facilities.
- Accessibility and connectivity through Heritage Park were improved.
- Attention was given to major community events to ensure each was accessible to all members of the community. These included Legends of Cricket, the Lismore Lantern Parade and the Jets versus Roar Soccer game.
- Developed and implemented a promotional campaign and a usage agreement for better awareness and use of the beach wheelchair.
- Developed and implemented a promotional campaign to increase awareness and use of the accessible facilities and equipment at GSAC and Lismore Memorial Baths.
- The DIAG worked with Council, providing feedback to inform the design of the Nimbin Rainbow Walk.
- Transitioned from text-heavy to more iconography-focused signage to ensure all signage and communications on public facilities meet accessibility guidelines.
- Provided accessible communications during emergencies and natural hazards. This included having AUSLAN interpreters in disaster centres during the 2022 floods.
- Provided accessible destination and tourism resources to ensure residents and visitors could easily plan region-wide accessible experiences.
- Delivered capital works and renewals upgrades at industry standards, to support connectivity across the transport network.
- Introduced the dyslexia reading collection at Richmond Tweed Regional Library.

Supporting access to meaningful employment

- Ensured the positions vacant page was compatible with screen readers.
- The recruitment process was updated to include unconscious bias training for all panel members.
- Included assessment and provision of accessible workplace equipment/modifications for each employee (as required) at induction.
- Recruited staff for attitudes towards diversity and inclusion.
- Ensured application and interview questions included themes around attitude towards diversity and inclusion.

Accessible systems and processes

- Consulted with the DIAG before publishing the updated Lismore City Council website, to ensure all accessibility standards were met.

Community Consultation

Council is committed to continuing to address barriers to accessibility and inclusion across the Lismore LGA, protecting the rights of people with disability, and promoting diversity in the community. Fundamental to achieving this ambition is empowering the community to play an integral role in improving the lives of those with disabilities and determining the goals, strategies, and actions we take.

When developing the DIAP 2026-2030, Council used various channels and initiatives to consult with the community. The key results of the engagement are captured below:

- Council's DIAP 2026-2030 *Your Say* page received a total of:
 - 242 people who visited the page
 - 69 people who interacted with the page
 - 23 people who took action
 - 16 people who wanted to stay connected.
- The feedback survey was promoted via the *Your Say Lismore* eNewsletter (3,793)
- Five announcements were posted on Council's social media channels resulting in a reach of over 2,000 people and more than 18,000 impressions.
- Eight interviews were conducted with local disability service providers.
- Staff attended a Person-Centred Emergency Preparedness workshop for people with disabilities to engage with presenters and participants.
- An email promoting the feedback survey was sent to Northern Rivers Disability Interagency database (80).
- The feedback survey was promoted on the Northern Rivers Disability Interagency LinkedIn page (88 followers).
- A workshop and in-depth interviews were conducted with 17 Council departments.
- 11 employees completed the staff survey.
- Council's DIAG was engaged to offer counsel.

The feedback received provided Council with further insight into what it's like to live with a disability in the Lismore region and where opportunities exist to provide improvements. The key findings from the community are included below. This has been summarised into the four focus areas outlined in the NSW State Disability Inclusion Plan as follows:

- Developing positive community **attitudes and behaviours**.
- Creating **liveable communities**.
- Supporting access to **meaningful employment**.
- Improving access to mainstream services through better **systems and processes**.

What we heard:

Positive community attitudes and behaviours

- Continue to build awareness and understanding of the diversity of disabilities in our community.
- Better promote Council initiatives developed to serve people with disabilities.
- Need for further staff training on disability, with particular focus on managers.

Liveable communities

- Ensure all events are accessible and inclusive for people with seen and unseen disabilities.
- Extend Council staff's understanding of accessibility beyond compliance to include lived experience, ensuring our accessible car parks, playgrounds, and amenities adequately meet the needs of the community they are designed to serve.
- Provide additional accessible parks and playgrounds for children with special needs.
- Ensure all works on footpaths and roads are adequately signed to accommodate people with disabilities.

Supporting access to meaningful employment

- Make Council an exemplary employer of people with disabilities.
- Improve our recruitment processes to promote accessibility and inclusion better.
- Continue to ensure our office spaces adequately support people with disabilities.

Accessible systems and processes

- Explore the possibility of Council joining the global (Hidden Disabilities) Sunflower network.
- Improve our support of the disabled community in the lead-up to and during emergencies or natural hazards.
- Maintain close liaison with Council's DIAG and the disability community to continue to seek their input and expertise in this domain and inform Council decisions.

Key outcome areas and actions

SEE SEPARATE EXCEL DOCUMENT

Delivering the Plan & Reporting

Lismore City Council's Executive Leadership team is committed to supporting the implementation of this Plan and to improving access and inclusion in the Lismore LGA.

Council will liaise regularly with its DIAG to monitor the progress of the actions outlined in this Plan, ensure the priorities listed remain relevant and that Council delivers on community needs.

Council will also include an update on the actions listed in this Plan in its Annual Report, which will be published on Council's website.

Furthermore, in accordance with the Disability Inclusion Act 2014, Council will, each year, inform the Disability Inclusion and Reporting team at the NSW Government Department of Communities and Justice of outcomes against the actions outlined in this Plan.

In the final year of this Plan, Council will measure community satisfaction through a survey and other engagement activities.

Promoting positive community attitudes and behaviours

Aim: To build community awareness of the rights and abilities of people with disability, and to support the development of positive attitudes and behaviours toward people with disability.

No.	Action	Responsibility (proposed new structure) Team	Audience	Year				
				Internal	External	1	2	3
1	Train Council's Sign Shop team on best-practice accessible design standards as required annually to maintain inclusive signage across all Council facilities.	Roads and Infrastructure	External		x	x	x	x
2	Develop and incorporate standard demographic questions into Council's Your Say community engagement surveys and associated workshops, to report on diverse participation in consultation for Council projects.	City Brand & Advocacy	External		x	x	x	x
3	Continue to communicate and engage with the disability sector bi-monthly through Council's DIAG and as required with the Northern Rivers Disability Interagency provider group to gain insight for consultation outcomes on Council projects.	City Brand & Advocacy	External		x	x	x	x
4	Establish communities of interest maps and profiles to understand where to source inclusive feedback from various demographic groups in the Lismore region.	Emergency Management	External		x	x		
5	Update the Lismore City Council Event Guide for organisations delivering community events in the Lismore LGA to include clear, best-practice guidance on access and inclusion, supported by practical, off-the-shelf access-enhancing options that can be easily integrated into their event planning.	City Activation & Sports	External		x			
6	Include a disclaimer in communications and promotions for Council events outlining possible behavioural triggers for people with disabilities.	City Activation & Sports	External		x	x	x	x
7	Provide and promote a channel for people with disabilities to contact Council to request access requirements at non-ticketed Council events.	City Activation & Sports	External		x	x	x	x
8	Ensure all ticketed Council events include opportunities for people with disabilities to identify and request any specific access needs.	City Activation & Sports	External		x	x	x	x

9	Collate deidentified disability-related data to develop precinct-level vulnerability priorities, and integrate this information into emergency management planning to better inform Council, supporting agencies and functional areas on preparedness, response and recovery activities.	Emergency Management	External	x	x	x	
10	Advocate and work collaboratively with the Department of Communities and Justice and relevant agencies, through the Northern Rivers Local Emergency Management Committee, to ensure local evacuation centre activation plans include disability inclusion, accessibility and priority support considerations.	Emergency Management	External	x	x		
11	Include the use of captioned videos, interactive maps and virtual reality tools to make planning concepts easy to understand by all people, including those with a disability.	Planning and Environment	External	x	x	x	x
12	Conduct an audit of both digital and physical planning processes for compliance and best practice for accessibility annually.	Planning and Environment	External	x	x	x	x
13	Explore the possibility of Council joining the global (Hidden Disabilities) Sunflower network.	People & Culture	Internal External	x			

Creating liveable communities

To increase participation of people with disability in all aspects of community life, through targeted approaches to address barriers in housing, transport, health and wellbeing.

Aim:

No.	Action	Responsibility (proposed new structure) Team	Audience		Year			
			Internal	External	1	2	3	4
1	Ensure Council's community engagement approach is accessible by using plain language and offering multiple channels, engagement times, and locations, making it easy for everyone in our community to participate, as outlined in Council's Community Engagement Strategy 2025.	City Brand & Advocacy		External	x	x	x	x
2	Establish a minimum standard checklist for engagement events to ensure that engagement locations and venues are accessible to all attendees.	City Brand & Advocacy City Activation & Sports		External	x			
3	Conduct an audit of all Council event facilities, sports fields and venues across the Lismore LGA to identify where work is needed to meet compliance with best-practice access and inclusion standards to inform future forward works plans.	City Activation & Sports		External	x			
4	Publish detailed access information for each Council event facility in relevant marketing materials.	City Activation & Sports		External	x			
5	Ensure information about access options at Council events is readily available before and during the event.	City Activation & Sports		External	x	x	x	x
6	Support local disability and community service providers to deliver person-centred emergency planning (PCEP) activities, assisting people with disability and hard-to-reach community members to prepare for disasters.	Emergency Management		External	x	x	x	x
7	Consult the DIAG and Australian Standards to develop a 'Guide to accessibility at Council' to inform the design and construction of future Council building assets and forward works (including swipe access height, door size, electrical socket placement, self-service counter heights, etc).	Roads and Infrastructure		External Internal		x		

8	Review the suitability of accessible car spaces, pathways and access at the Lismore Memorial Gardens with the aim of improving accessibility in future maintenance and upgrades.	Parks and Open Spaces	External		x			
9	Actively seek grant funding to target accessibility and inclusion improvements within parks, playgrounds and recreational areas in line with key priority areas.	Parks and Open Spaces	External	x	x	x	x	
10	Consider and incorporate access and inclusion in the planning, design, and upgrades of parks, playgrounds, and recreational areas in line with Council's Open Space Strategy 2024-2034.	Parks and Open Spaces	External	x	x	x	x	
11	Ensure the National Public Toilet Map is updated regularly to reflect upgrades and closures of Council's disabled facilities.	Parks and Open Spaces	External	x	x	x	x	
12	Improve infrastructure planning on future works and maintenance projects to enhance access and inclusion (including gutter ramps, footpaths, and disabled car parking).	Roads and Infrastructure Strategic Planning Waste Water and Open Spaces	External	x	x	x	x	
13	Actively seek grant funding to target access and inclusion improvements for roads, footpaths and other capital works projects.	Roads and Infrastructure Strategic Planning Waste Water and Open Spaces	External	x	x	x	x	
14	Map and analyse the physical journeys of people with disabilities across Lismore's road and footpath network to identify gaps for consideration in future capital works programs.	Roads and Infrastructure Waste Water and Open Spaces	External	x				
15	Use the insights gleaned in Action 14 to prioritise targeted infrastructure projects that progressively deliver continuous, compliant, accessible pathways across Council's transport network.	Roads and Infrastructure Waste Water and Open Spaces	External		x	x	x	
16	Continuously review development standards to maintain compliance with national and state transport and accessibility guidelines, including Austroads Guides, Australian Standards and the Disability Standards for Accessible Public Transport, with the aim of embedding access improvements into new capital works and renewals and strengthening connectivity of accessible paths of travel across the transport network.	Roads and Infrastructure	External	x	x	x	x	

17	Communicate and engage with the DIAG to enhance Local Traffic Internal Working Group (LTIWG) and Local Traffic Committee (LTF) outcomes by sending a delegate to represent the LTIWG and LTF outcomes to the DIAG for feedback on decisions.	Roads and Infrastructure	External	x	x	x	x
18	Nominate a ringfenced annual budget to address/support reactive works arising from LTIWG, DIAG and community-identified critical issues.	Roads and Infrastructure	External	x	x	x	x
19	Ensure all Council planning documents, including Development Controls, Place Plans and Master Plans, consider the needs of people with disabilities by incorporating accessible urban design features, such as clear and interactive signage, accessible paths, and dedicated disability parking, into the design of public spaces.	Planning and Environment	External	x	x	x	x
20	Ensure the parking audit conducted across Lismore CBD, the Health Precinct, and South Lismore includes an assessment of the supply, demand, and quality of our accessible parking bays, and integrate the results into Council's ongoing parking strategy and operations.	Planning and Environment Road and Infrastructure Law Enforcement	External	x	x	x	x

Supporting access to meaningful employment

To increase the number of people with disability in meaningful employment, thereby enabling people with disability to plan for their future and exercise choice and control as a result of economic security.

Aim:

No.	Action	Responsibility (proposed new structure) Team	Audience	Year			
				1	2	3	4
			Internal External				
1	Develop an annual training program on Council's standards, language and commitments to diversity, equity and inclusion.	Learning and Development	Internal	x			
2	Train staff on Council's standards, language and commitments to diversity, equity and inclusion and roll out training annually.	Learning and Development	Internal		x	x	x
3	Develop a peer reference group to support employees with a disability and provide an internal avenue for engagement in organisational change that may impact accessibility and inclusion.	People & Culture	Internal		x		
3	Conduct annual psychosocial safety audit of Council, communicate results and set actions for required improvements.	People & Culture	Internal		x	x	x
4	Review all HR policies and procedures annually, to ensure Council meets current Australian legislative standards and requirements related to accessibility and inclusion.	People & Culture	Internal	x	x	x	x
6	Develop accessible, inclusive onboarding resources.	People & Culture	Internal	x			
6	Distribute accessible, inclusive resources to new Council staff during onboarding, as required.	People & Culture	Internal		x	x	x
7	Collect diversity data on current employees annually through a survey, asking how employees can be best supported by the organisation.	People & Culture	Internal	x			
8	Ensure all managers and other recruitment panel members participate in bi-annual training courses focused on inclusion and unconscious bias to support access from the beginning of an employee lifecycle.	People & Culture	Internal		x		x

9	Develop and implement a Workplace Adjustment Procedure to facilitate open conversations and document processes for reasonable workplace modifications to accommodate employees with disabilities, ensuring they can perform their roles effectively and inclusively.	People & Culture	Internal	x
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Improving access to services through better systems and processes

Aim: To ensure that people with disability are able to make informed choices about available services and easily and efficiently access mainstream Council services.

No.	Action	Responsibility (proposed new structure) Team	Audience Internal External	Year			
				1	2	3	4
1	Develop and update a centralised disability access and inclusion information point on Council's website and Nest pages, clearly outlining available services, like the supply of MLAK keys.	City Brand & Advocacy	External	x	x	x	x
2	Whenever possible, include Australian Sign Language (Auslan) on Council videos produced during emergency events.	City Brand & Advocacy	External	x	x	x	x
3	Review public ticketing systems to find an appropriate, accessible option.	City Activation & Sports	External	x			
4	Develop a Local Guide providing an overview of accessible attractions in and around Lismore and publicise it through Visit Lismore channels.	City Brand & Advocacy	External	x			
6	Ensure Council's correspondence standards are reviewed annually to ensure compliance with Australian Standards.	City Brand & Advocacy	External	x	x	x	x

Report

Subject	Investment Strategy
TRIM Record No	BP26/155:EF19/23-8
Prepared by	Director Corporate Sustainability
Reason	
Strategic Theme	Leadership
Strategy	Ensure effective governance, advocacy, engagement and partnerships with a focus on long-term financial sustainability
Action	Provide responsible, transparent and accountable leadership with sustainable management of Council finances, assets, risks and human resources

Executive Summary

This presentation is to inform the Briefing Committee on the proposed Investment Strategy prior to a report to the March Council meeting.

Recommendation

That the Committee note the presentation on the Investment Strategy.

Attachment/s

1. [Investment Strategy Presentation](#)

Briefing Committee

Tuesday 3 March 2026

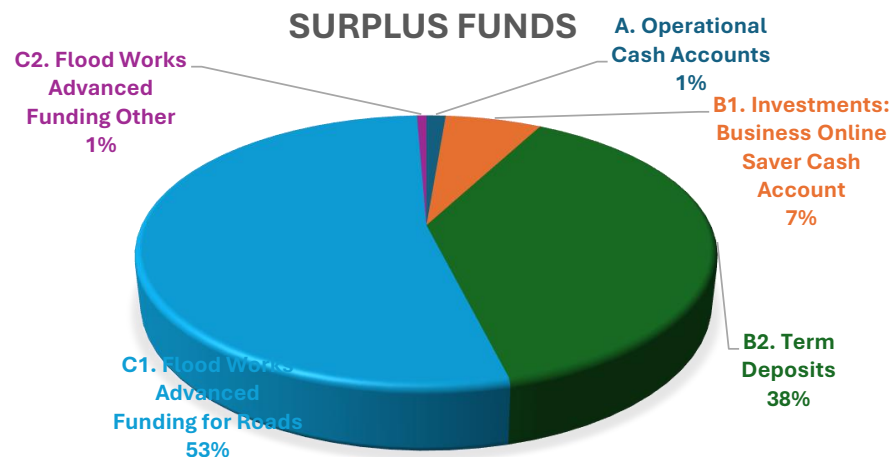


Background and context

- Management has undertaken a review of the Councils Investment Strategy with external Investment Advisors (Prudential Investment Services). **Their advice is attached.**
- The Review identified investment options which could improve the risk adjusted returns on Councils investment portfolio (valued at circa \$113m).
- In addition, it is proposed that Council consider investing a portion of the FRP forward funded amounts into term deposits
- Purpose of this presentation is to inform Council of the findings of the review and potential alternative investment options and associated investment risk appetite.



Current Investments – Dec 25: \$244m

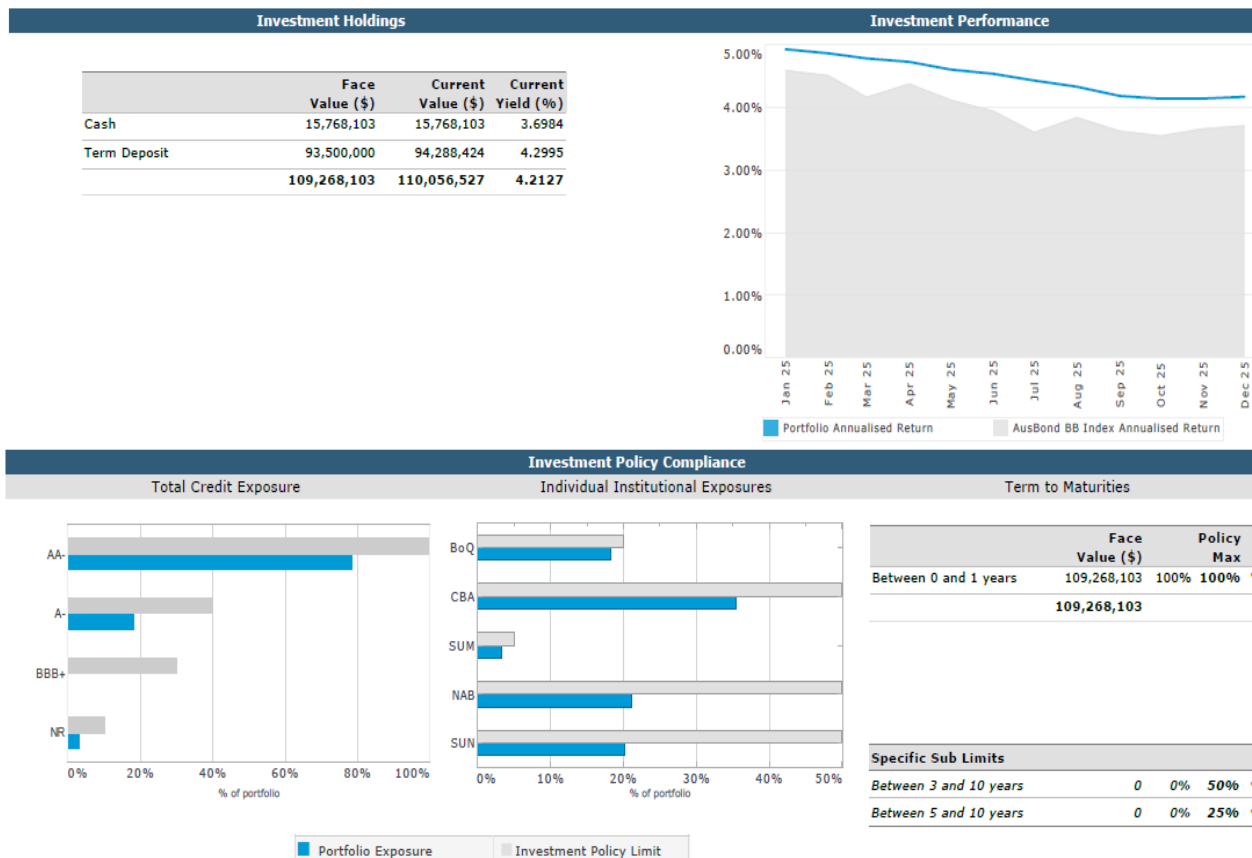


Surplus Funds	Dec
A. Operational Cash Accounts	3,147
B1. Investments: Business Online Saver Cash Account	15,753
B2. Term Deposits	93,515
C1. Flood Works Advanced Funding for Roads	129,810
C2. Flood Works Advanced Funding Other	1,547
Total	243,773

Relevant portfolio	Dollar size (million \$)
Council Investment Portfolio	\$113m*
FRP Portfolio	\$131m
Total	\$244m

*includes \$110m investment portfolio + \$3m general account (operating account) held CBA

Current Council Investment Portfolio, Returns and Objectives



- Portfolio invested is approximately \$110m and is generating 4.2% pa on average, with AusBond Bank Bill Index as the investment benchmark.
- Current Dollar investment return = \$4.62m annually
- Investment portfolio composition includes both Internally and Externally Restricted Reserves.
- Internally Restricted Reserves are approximately \$32 (when fully funded)
- Further details in Appendix 1

Current Investment Policy

(updated following February 2026 Council meeting)

- Investment policy objectives
 - Investments are expected to achieve a *market average rate of return* in line with Risk Management Guidelines
 - Preservation of capital is the principal objective of the investment portfolio.
 - Investments are to be placed in a manner that seeks to ensure security and safeguarding the investment portfolio.
 - This includes managing credit and interest rate risk within identified thresholds and parameters.
 - Investment capital must be allocated cognizant of sufficient liquidity (funding needs to ensure cash outflow can be met as required)
- Risk Management Guidelines – 3 key aspects
 - Investment risk (liquidity, market, credit risk),
 - Diversification benefits (many asset classes etc)
 - Preservation of capital – prevent losses in the investment value
- The current policy objectives are being achieved.
- **The current Investment Policy provides for much broader asset allocation ranges than is being implemented.**

Current Investment Strategy

1. When benchmarked against other NSW Councils, LCC Investment Portfolio has one of the lowest investment returns.
2. There is inadequate diversification across sub-asset classes (2 out of potential 6)
3. Most NSW Councils are invested in more than 2 asset classes (in comparison to LCC)

Sample NSW Councils	Cash	Fixed Rate Bonds	Floating Rate Notes	Term Deposits	NSW TCorp Medium Term Growth Fund	NSW TCorp Long Term Growth Fund	1yr Return to Nov 2025	3yr Return to Nov 2025
Portfolios with Growth Asset Managed Funds								
NSW Council 1	6%	1%	21%	49%	15%	8%	5.80%	5.58%
NSW Council 5	6%	5%	27%	36%	0%	25%	6.28%	5.28%
NSW Council 2	10%	0%	25%	57%	0%	7%	5.09%	5.07%
NSW Council 4	10%	2%	18%	65%	5%	0%	5.03%	4.83%
NSW Council 11	14%	0%	2%	73%	11%	0%	4.84%	4.78%
NSW Council 3	22%	0%	12%	58%	8%	0%	4.95%	4.74%
NSW Council 13	1%	0%	3%	88%	8%	0%	4.93%	4.72%
Portfolios with TDs / FRNs / Bonds no Growth Assets								
NSW Council 9	4%	3%	58%	35%	0%	0%	4.92%	5.01%
NSW Council 7	3%	2%	45%	50%	0%	0%	4.97%	4.81%
NSW Council 8	37%	4%	26%	33%	0%	0%	4.63%	4.81%
Portfolios with Cash and Term Deposits only								
NSW Council 6	13%	0%	0%	87%	0%	0%	4.77%	4.72%
NSW Council 14	18%	0%	0%	82%	0%	0%	4.65%	4.71%
NSW Council 12	19%	0%	0%	81%	0%	0%	4.68%	4.69%
Lismore City Council	24%	0%	0%	76%	0%	0%	4.55%	4.52%

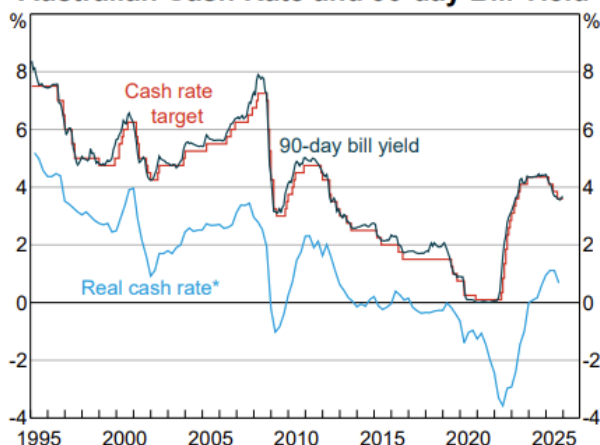
Regulatory Framework – 2011 Ministerial Order

- Council has limited investment options to increase investment return. Council investments are highly regulated by OLG Act and Ministerial Order (following GFC). Mostly “fixed interest” securities.
- Eligible investments categories.
 - securities issued by Cth, State or Territory
 - Interest bearing deposits/bonds issued by an ADI (excluding subordinated debt obligations)
 - Bills of exchange guaranteed by an ADI
 - Deposits with NSW TCorp and/or investments in TCorp managed funds
- Non-permissible investments eg shares, digital assets, non-bank corporate bonds
- SPV investments require OLG approval
- Growth assets can only be accessed by TCorp managed funds

Future investment returns on Councils current investment portfolio are highly dependent on future interest rates...which are expected to be remain lower in the long term

- Generally, the higher the prevailing/forecast interest rates the higher the return (and vice versa). RBA cash rate has varied

Australian Cash Rate and 90-day Bill Yield



* Calculated using average of year-ended weighted median inflation and year-ended trimmed mean inflation.
Sources: ABS; AFMA; ASX; RBA.

Bank	Aus. Credit Rating	Long/Short	30Days	60Days	90Days	120Days	150Days	180Days	210Days	240Days	270Days	300Days	330Days	365Days
ANZ	✓	AA-/A1+	3.72	3.96	4.22	4.24	4.29	4.32	4.35	4.39	4.43	4.46	4.49	4.52
CBA	✓	AA-/A1+	3.82	4.10	4.22	4.28	4.33	4.37	4.41	4.44	4.48	4.51	4.53	4.56
NAB (With <\$50m in Total NAB TDs)	✓	AA-/A1+	3.40	3.90	4.15	4.25	4.35	4.45	4.45	4.50	4.55	4.55	4.60	4.60
NAB (With >\$50m in Total NAB TDs)	✓	AA-/A1+	3.40	3.85	4.15	4.20	4.30	4.40	4.45	4.45	4.50	4.50	4.55	4.55
Suncorp (non-fossil fuel bank) ROLLOVERS ONLY	✓	AA-/A1+	0.00	0.00	4.18	4.30	4.43	4.55	4.55	4.55	4.02	4.00	4.52	4.55
Westpac Commercial (WA and Commercial Clients Only)	✗	AA-/A1+	1.20	1.40	4.33	4.38	4.43	4.49	4.54	4.59	4.64	4.69	4.73	4.78
Westpac (Green/Social)	✓	AA-/A1+					4.40	4.42	4.47	4.50	4.52	4.53	4.50 (q)	
Westpac Treasury	✓	AA-/A1+	3.25	3.35	4.22	4.29	4.35	4.45	4.47	4.52	4.55	4.57	4.58	4.55 (q)
Macquarie (<\$2m Individual TD)	✗	A+/A1	2.10	2.10	4.15	4.15	4.15	4.35	4.35	4.35	4.35	4.35	4.35	3.83
Macquarie (\$2m - \$5m Individual TD)	✗	A+/A1	2.10	2.10	3.95	3.95	3.95	4.10	4.10	4.10	4.10	4.10	4.10	4.13
ING Bank Aus	✓	A/A1	3.62	3.73	3.95	4.06	4.19	4.32	4.36	4.45	4.47	4.51	4.56	4.60
Rabobank Aus	✗	A/A1					4.58	4.58	4.58	4.61	4.61	4.61	4.65	4.65
Bank of Queensland (non-fossil fuel bank)	✓	A-/A2	3.50	3.70	4.00	4.10	4.25	4.40			4.35			4.30
Bendigo Bank (non-fossil fuel bank)	✓	A-/A2	3.50	3.80	4.10	4.25	4.35	4.45			4.40			4.40
AMP Bank (non-fossil fuel bank) - MAX \$20m in Total AMP TDs	✗	BBB+/A2	0.10	0.20	4.10	3.80	3.90	4.30	3.95	3.75	4.35	3.75	3.75	4.40
AMP *(Above rate + Prudential 0.15% rebate to Client)	✗	BBB+/A2	0.25	0.35	4.25	3.95	4.05	4.45	4.10	3.90	4.50	3.90	3.90	4.55
Heritage People First Bank	✓	BBB+/A2	3.85	4.00	4.10	4.05	4.00	3.95	3.95	3.90	3.90	3.85	3.80	3.80

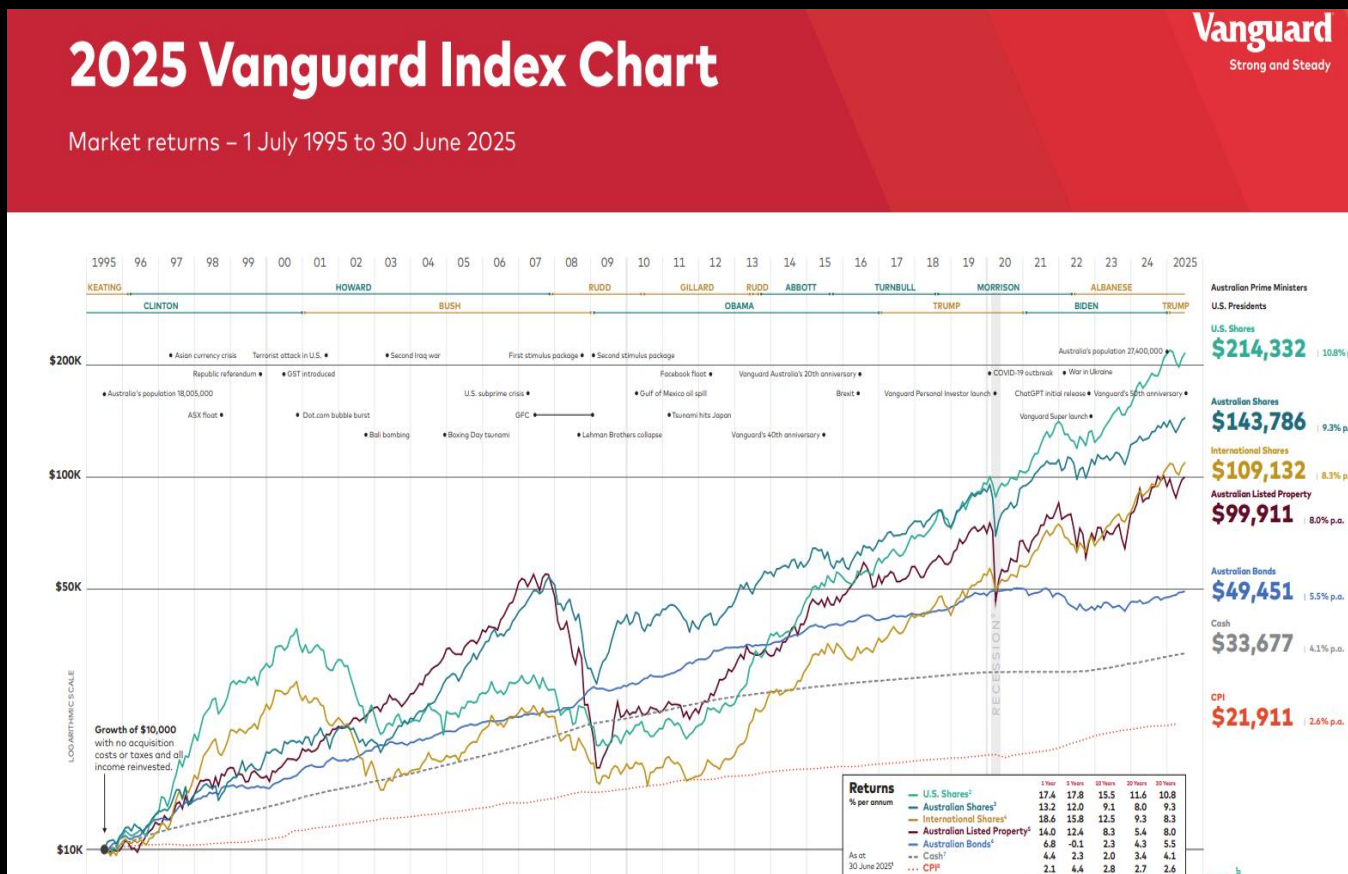
- Current RBA cash rate – 3.85% in February 26.

In general, TD rates have increased 20-30 basis points as a result of the rate hike

- Future interest rates are uncertain. IMF Forecast –Australian 5 year cash rate will be around 3-4%



Other investment asset classes have historically produced better investment returns. See below 30 year history of investment returns across asset classes. Growth assets can be accessed via TCorp Managed Funds



3 key observations

- Growth assets have outperformed materially in the long terms
- Growth assets can experience volatility on short term basis
- Cash and fixed interest assets are lowest returning asset classes

Some alternative investment options to consider.

Indicative returns

Option 1 – Maintain status quo	Option 2 – Add Australian bonds (example 30% allocation)	Option 3 – Add Australian bank bonds + TCorp Managed Funds (35%)																																																																																								
<p>Current Investment Mix - Option 1 ~4.32% return</p> <table border="1"> <thead> <tr> <th>Asset Class</th> <th>% of Portfolio</th> <th>\$ (M)</th> <th>Return (%)</th> </tr> </thead> <tbody> <tr> <td>Cash at Call</td> <td>17%</td> <td>19</td> <td>3.70%</td> </tr> <tr> <td>TD's</td> <td>83%</td> <td>94</td> <td>4.44%</td> </tr> <tr> <td>FRN</td> <td>0%</td> <td>0</td> <td>n/a</td> </tr> <tr> <td>T-Corp</td> <td>0%</td> <td>0</td> <td>n/a</td> </tr> <tr> <td>Total</td> <td></td> <td>112</td> <td></td> </tr> <tr> <td></td> <td>100%</td> <td></td> <td></td> </tr> </tbody> </table>	Asset Class	% of Portfolio	\$ (M)	Return (%)	Cash at Call	17%	19	3.70%	TD's	83%	94	4.44%	FRN	0%	0	n/a	T-Corp	0%	0	n/a	Total		112			100%			<p>Option 2, add bonds, ~4.84% return</p> <table border="1"> <thead> <tr> <th>Asset Class</th> <th>% of Portfolio</th> <th>\$ (M)</th> <th>Return (%)</th> </tr> </thead> <tbody> <tr> <td>Cash at Call</td> <td>15%</td> <td>17</td> <td>3.70%</td> </tr> <tr> <td>TD's</td> <td>50%</td> <td>56</td> <td>4.44%</td> </tr> <tr> <td>FRN</td> <td>45%</td> <td>50</td> <td>4.59%</td> </tr> <tr> <td>T-Corp</td> <td>0%</td> <td>0</td> <td>n/a</td> </tr> <tr> <td>Total</td> <td></td> <td>112</td> <td></td> </tr> <tr> <td></td> <td>110%</td> <td></td> <td></td> </tr> </tbody> </table>	Asset Class	% of Portfolio	\$ (M)	Return (%)	Cash at Call	15%	17	3.70%	TD's	50%	56	4.44%	FRN	45%	50	4.59%	T-Corp	0%	0	n/a	Total		112			110%			<p>Option 3, add bonds & T-corp, ~ 5.09% return</p> <table border="1"> <thead> <tr> <th>Asset Class</th> <th>% of Portfolio</th> <th>\$ (M)</th> <th>Return (%)</th> </tr> </thead> <tbody> <tr> <td>Cash at Call</td> <td>15%</td> <td>17</td> <td>3.70%</td> </tr> <tr> <td>TD's</td> <td>20%</td> <td>22</td> <td>4.44%</td> </tr> <tr> <td>FRN</td> <td>30%</td> <td>34</td> <td>4.59%</td> </tr> <tr> <td>T-Corp - MTGF</td> <td>10%</td> <td>11</td> <td>5.40%</td> </tr> <tr> <td>T-Corp - LTTGF</td> <td>25%</td> <td>28</td> <td>6.90%</td> </tr> <tr> <td>Total</td> <td></td> <td>112</td> <td></td> </tr> <tr> <td></td> <td>100%</td> <td></td> <td></td> </tr> </tbody> </table>	Asset Class	% of Portfolio	\$ (M)	Return (%)	Cash at Call	15%	17	3.70%	TD's	20%	22	4.44%	FRN	30%	34	4.59%	T-Corp - MTGF	10%	11	5.40%	T-Corp - LTTGF	25%	28	6.90%	Total		112			100%		
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<p>Portfolio return – 4.32%, \$4.85m return p.a on \$112m current funds</p>	<p>Portfolio return – 4.84%, \$5.42m return p.a on \$112m current funds (\$570k pa & 52bps uplift)</p>	<p>Portfolio return – 5.09%, \$5.70m return p.a on \$112m current funds (\$840k pa & 77bps uplift)</p>																																																																																								
<p>Very low risk of capital loss Relatively lower returns</p>	<p>Highly rated bonds only (but some capital loss risk if forced bond sales in rising interest rate market) Marginally higher returns</p>	<p>Growth assets normally produce higher returns over the longer term but can be volatile in the shorter term.</p>																																																																																								

Pro's/Cons on Alternative Investment Options

OPTION 1 – MAINTAIN STATUS QUO

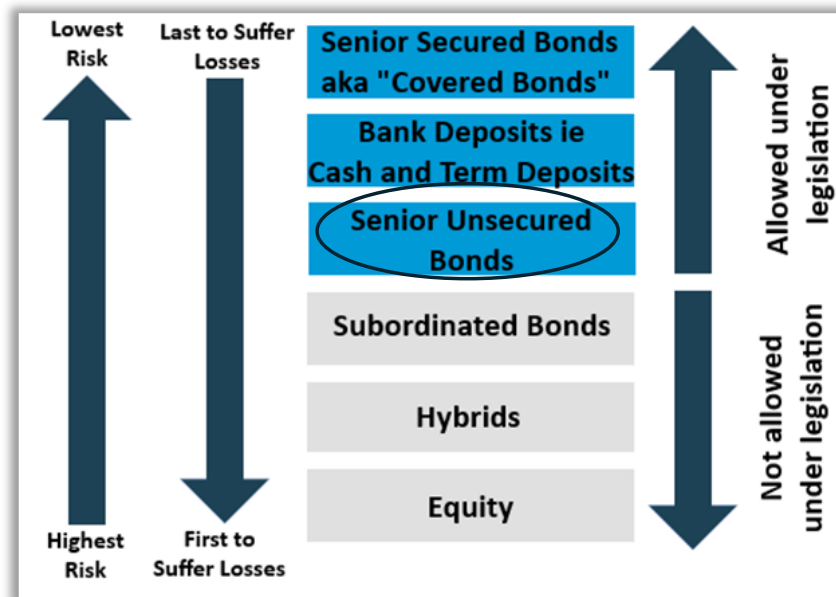
- **Pro's** - safe, conservative, easy to manage investing, Preservation of capital is all but guaranteed, low risk and steady conservative returns, with low volatility month over month, on \$100m @ 4.32% = \$4.32m revenue p.a .
- **Con's** – Relatively very conservative. Lower returns and no growth potential

OPTION 2 – ADD BONDS IN ADDITION TO CASH & TD'S,

Bonds come in both fixed and floating rate forms. The former are known as 'fixed rate bonds' (FXD) and the latter are known as 'floating rate notes' (FRNs) .

FRNs have less sensitivity to interest rate movements than FXDs and hence Prudential prefers that clients invest in FRNs

- **Pro's** – FRN's can be sold & converted to cash as required. ADI issued FRNs only
- **Con's** – Slightly higher risk than cash & term deposits, margins change over time depending on market conditions.



Investment Proposal/ Options – Option 3

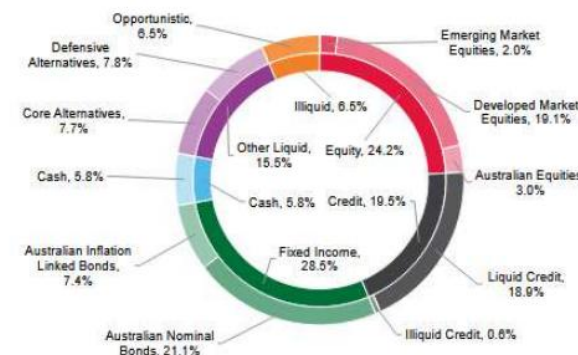
OPTION 3 – ADD BANK BONDS AND TCORP FUNDS

TCorp offers 2 managed funds with growth asset exposure, each with different risk profiles

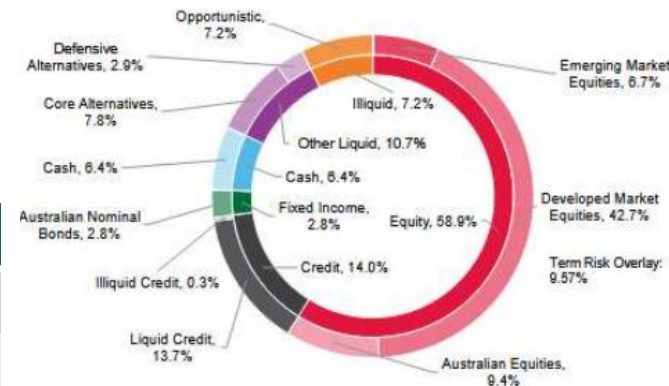
- Medium Term Growth Fund (MTGF) The MTGF’s stated Investment Objective is: “To produce returns of CPI + 2.0 % p.a. over rolling 5–year periods, on an after fees and expenses basis”.
- Long Term Growth Fund (LTGF) The LTGF’s stated Investment Objective is: “To produce returns of CPI + 3.5 % p.a. over rolling 10- year periods, on an after fees and expenses basis”.
- The managed funds are liquid and can be sold & converted to cash as required.

Fund	Return Objective
Long Term Growth Fund	CPI + 3.5% (currently ~ 7.0%)
Medium Term Growth Fund	CPI + 2.0% (currently ~ 5.5%)

TCorp Funds – Asset Allocation
 MTGF currently has 24% of its portfolio invested in shares while the LTGF has 59%.



Medium Growth Fund Asset Allocation



Long Term Growth Fund Asset Allocation



Investment Proposal/ Options – Option 3

Introduces potential volatility which can be managed by reducing total asset allocation (in the context of overall portfolio) and proactive asset management

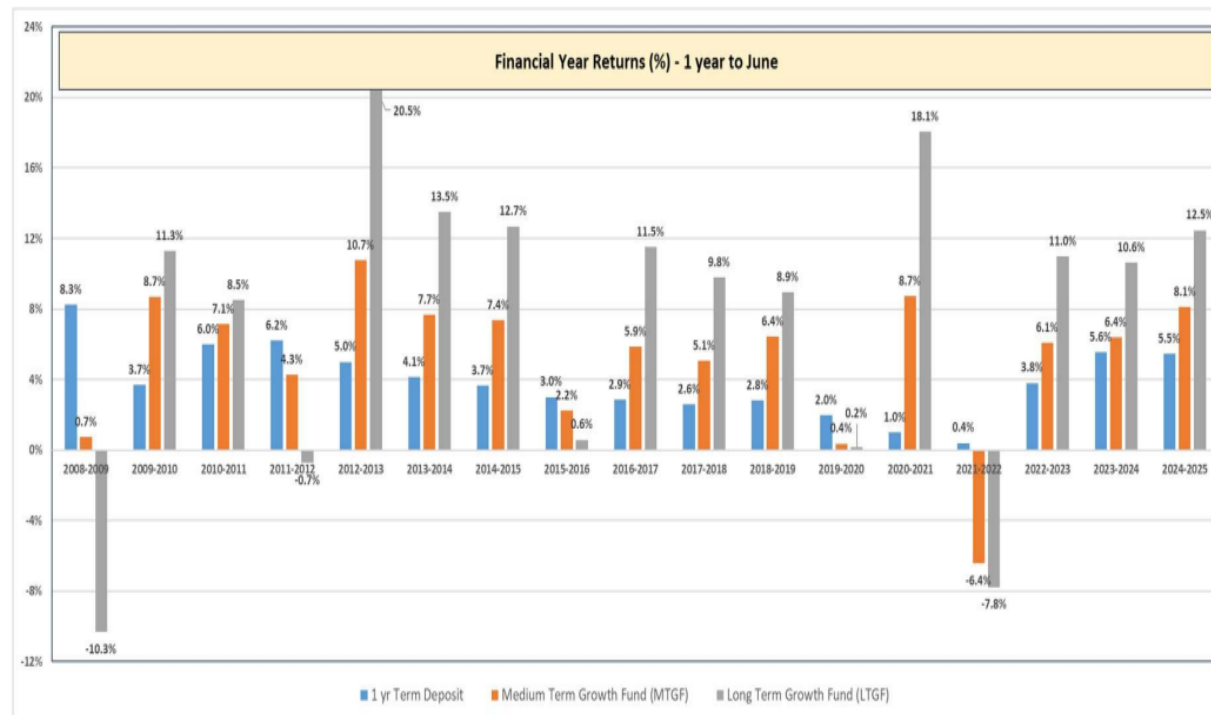
Variability of returns reduces over time

Graph highlights

- Medium Term and Long Term Growth Funds have generally outperformed term deposit rates.
- However, over 17-year time frame (see graph) there were 2 years of negative returns for the LTGF and 1 year of negative return for the MTGF.

Investment risk appetite

- Does Council have investment risk appetite for:
 - 1 year out of 17 years capital loss for MTGF
 - 2 years out of 17 years capital loss (1 year out of 8.5 years on average)

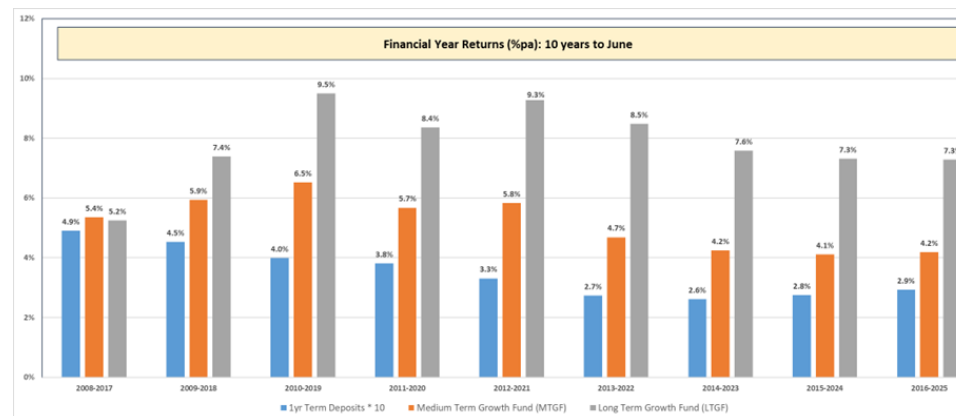
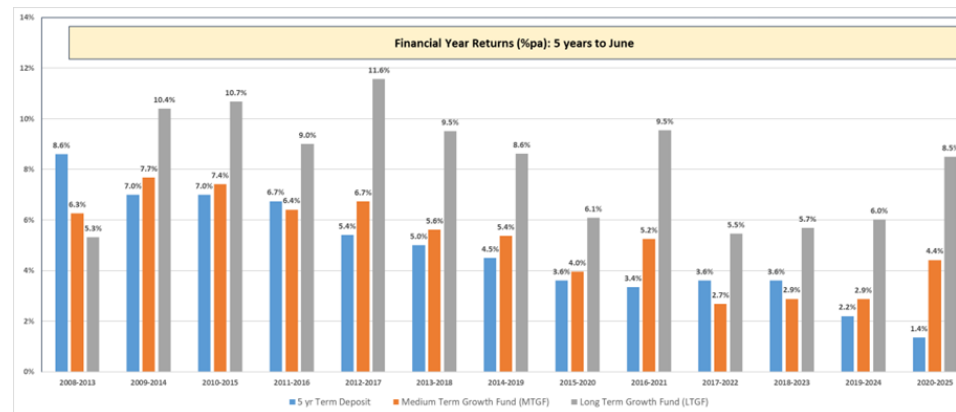


Investment Proposal/ Options – Option 3 Rolling Returns

However, variability of returns reduces over time:

Over 5 and 10 Year Time Horizons the LTGF has outperformed over 5/10 year year Term Deposit across all 5 year time horizons except for 2008-2013

Historically, the longer investments are held in growth funds the higher chance they have to outperform a term deposit portfolio.



Prudential advice with regards to T-Corp managed funds

We DO NOT recommend investments in growth funds if the intent is to hope to have a good 1 year return and withdrawal shortly after that.

Therefore, before deciding to invest in any growth funds it is important to determine whether those funds will be required for longer term.

An important test is the Long Term Financial Plan (LTFP) that Council prepares every year.

Potential longer term funds

- Water and Sewer Fund (align with investment horizons)
- Rolling pool of capital eg developer contributions – capital is constantly being replenished

NOTE – TCorp Fund are highly liquid. Can be redeemed immediately at the prevailing unit price.

Potential asset allocation range

Asset Class	Allocation Range
Cash at Bank	15-100%
Term Deposits	20-80%
Bank Bonds	0-30%
TCorp Managed Funds	0-25%

Rationale

- These ranges provide an opportunity to increase investment returns over the longer term
- When benchmarked against NSW Council peer group, these asset allocation ranges are not unreasonable
- There is continuing to flexibility to reduce allocation to Bonds and Tcorp Managed Funds if investment strategy change is required in the future

Socially responsible investment

Council Investment Policy states policy position of the Council

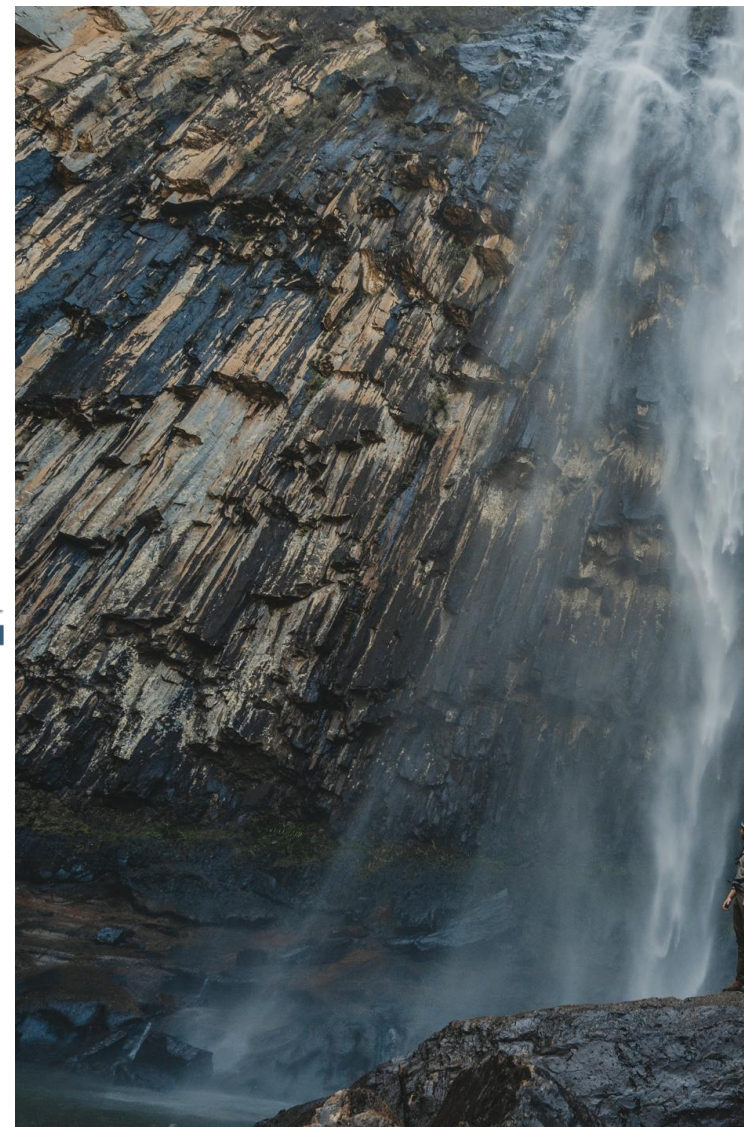
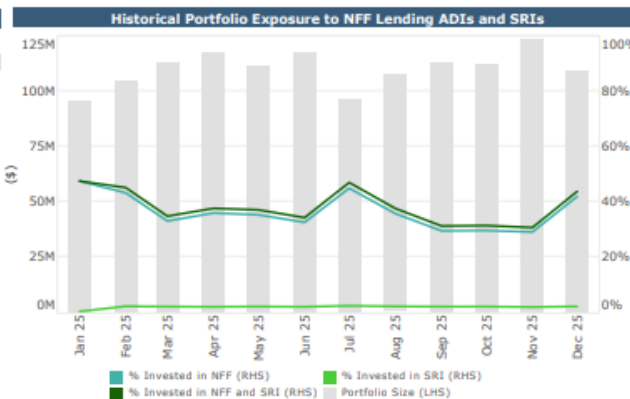
“Where financial institutions are offering equivalent investment returns with the same credit rating and assessed financial risk and the investment fit...it may be considered for investment capital allocation”

It not proposed to change Council’s Socially Responsible Investment policy Setting

Lismore City Council
Environmental Commitments Report - December 2025



Current Breakdown		
ADI Lending Status *	Current Month (\$)	Previous Month (\$)
Fossil Fuel Lending ADIs		
Commonwealth Bank of Australia	38,753,043	52,829,707
National Australia Bank	23,000,000	33,000,000
	61,753,043 57%	85,829,707 70%
Non Fossil Fuel Lending ADIs		
AMP Bank	15,061	15,036
Bank of Queensland	20,000,000	10,000,000
Summerland Bank	3,500,000	3,500,000
Suncorp Bank	22,000,000	22,000,000
	45,515,061 42%	35,515,036 29%
Socially Responsible Investment		
Westpac Group (Green TD)	2,000,000	2,000,000
	2,000,000 2%	2,000,000 2%
	109,268,103	123,344,743



FRP Portfolio

- The Flood Restoration Advanced funding currently has a balance of \$131m as at Dec 25
- Currently all funds are held in cash, our investment policy guidelines allow these funds to be invested in other asset classes, consistent with the broader council investment guidelines.
- There is an opportunity to prudently invest a portion of the FRP Advanced Funding in term deposits to incrementally enhance the current investment income
- Based on recent agreement with RA - interest accrued or investment income from advanced payments can be utilised on range of funding needs (including ineligible costs, betterment and expenses aligned to Property Strategy).



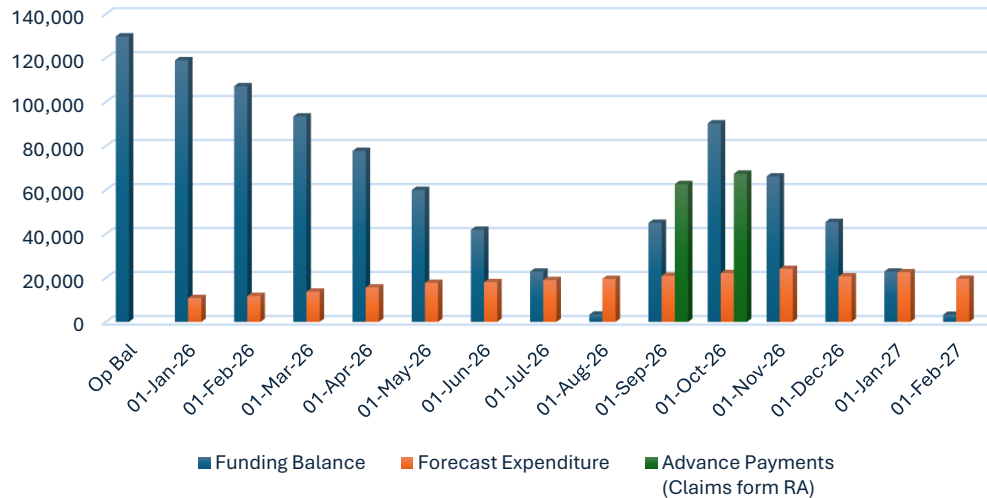
FRP Portfolio – investment opportunity to incrementally improve returns by adding term deposits or bonds

- We have worked with the FRP team to gain a line of sight on ongoing cash flow requirements and funding expectations in order to determine what funds are required to remain on call & what can be placed in term deposits
- Based on the forecast model provided, approx. 40% can be immediately invested in TD/FRN (2 x \$20m + 1 x \$10m tranche) with the balance remaining 60% 'at call'



FRP - Capital expenditure/drawdown

Forecast Cashflow 2026



- Forecast expenditure is expected to average \$18m per mth in 2026
- Advance payments from RA are scheduled for Sept (\$63m) & Oct (\$67m) based on 3mths of claims to RA
- Strategy to retain circa 6 months of f/c cash requirement ‘at call’ and invest balance in 180 day TD’s or Bonds in order to enhance returns



Prudential advice and options - summary

Option 1 – Maintain status quo

Current Investment Mix - Option 1 ~3.70% return

Asset Class	% of Portfolio	\$ (M)	Return (%)
Cash at Call	100%	131	3.70%
TD's	0%	-	n/a
FRN	0%	0	n/a
T-Corp	0%	0	n/a
Total		131	

100%

\$4.85m return p.a on \$131m current funds

Very low risk of capital loss, 100% of funds are on call, relatively lower returns

Option 2 – Add Term Deposits (60% cash & 40% TD/FRN's)

Option 2, add Term Deposits/Bonds ~ 4.03% return

Asset Class	% of Portfolio	\$ (M)	Return (%)
Cash at Call	60%	79	3.70%
TD's	15%	20	4.44%
FRN	25%	33	4.59%
T-Corp	0%	0	n/a
Total		131	

100%

\$5.28m return p.a on \$131m current funds (~ \$440k pa & ~33bps uplift)

Low risk of capital loss
Relatively better returns than option 1



Total Portfolio View – Asset Allocation and Investment Returns

Portfolio	Asset Allocation	Benchmark
Council Investment Portfolio	Cash Account Term Deposits Floating Rate Notes TCorp Managed Fund	RBA Cash Rate – 3.85% 90 Day Bank Bill – 3.74%
FRP Portfolio	Cash Account Term Deposits Floating Rate Notes	Australian Bank Bills Index (same as current)



Implementation pathway

- ✓ If Council approves new Investment Policy, acquiring new investment assets in line with revised asset allocation will take 1-2 months)

No	Portfolio	Time
1	Council portfolio	1-2 month implementation (for FRN issuance and TCorp Fund)
2	FRP Portfolio	Implementation to occur in February

- ✓ Council will continue to receive regular reporting on performance of the investment portfolio within the Monthly Finance and Investment Report.
- ✓ Council will arrange an in-person meeting with TCorp to ensure the expectations of Council is well understood.
- ✓ Prudential will continue monitoring the portfolio and provide advisory services if any alterations are required



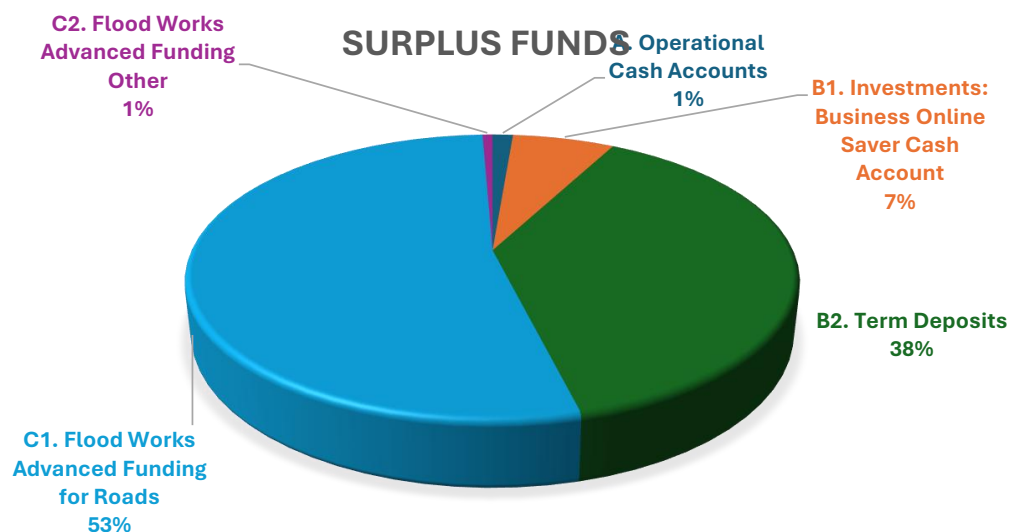
Thank You

Lismore
City Council

Appendix



Composition of the Council Investment Portfolio – 31 Dec 25



	Dec-25
Cash and Investment Breakdown	
A1: Operational Cash Accounts	936,500
A2: Restricted Operational Cash Accounts	2,210,723
A Total Operational Cash Accounts	3,147,223
B1: Investments: Business Online Saver Cash Account	15,753,043
B2: Other Investment including Term Deposits	93,515,061
B Total Investments including Term Deposits	109,268,103
C1: Flood Works Advanced Funding for Roads	129,809,983
C2: Flood Works Advanced Funding for Buildings	19,916
C3: Flood Works Advanced Funding for Waste	1,527,580
C Total Flood Works Advanced Funding	131,357,478
Total Cash, Investments and Advanced Funding	243,772,804

Internal & External Restricted Reserves

- For financial reporting purposes Council must categorise its cash, cash equivalents and investments as either externally restricted or internally restricted.
- Funds that are externally restricted, typically by legislation, can only be used for the purpose received. Funds internally restricted can be used for any purpose determined by Council.
- Council has identified **\$36.264m** (\$36.967m LY) in funding is required in internal reserves however as at 30 June 25 council did not have sufficient unrestricted cash to fund these reserves.
- In accordance with the Reserves Policy adopted in Dec 25 & reporting requirements council can only recognise reserves held in cash. **\$21.41m** (LY\$14.026m)
- Timing issue only, \$18.8m is owed to council in grant expenditure incurred but not reimbursed. Grant funds are now reimbursed, these funds have been applied to fully fund the identified reserves of \$36.264m. Council adopted the internally restricted annual report stating this detail in Dec 2025.

Reserves (Internally Restricted)

As at 30 June 2025

Reserve Categories	(\$m)
Fleet Replacement	2.652
Special Rate Variation	1.325
Carry Forward & Reworks	3.797
Public Infrastructure & Building Assets	9.128
Employee Leave Entitlements	3.817
Onsite Sewerage Management	0.323
Total Reserves Held	21.042

Working Funds Cashflow

Carry Forward Works	6.610
Emergencies	1.100
Economic Development & Growth	1.000
Public Infrastructure & Building Assets	6.513
Sub total	15.223

Total Internal Restrictions **36.265**

Legislative & Regulatory Requirements

Section 625 of the Act specifies how councils may invest surplus funds

Section 625 of the *Local Government Act 1993* (NSW)

Section 625 outlines the **investment powers of councils**:

- Councils may invest money **not immediately required** for operational purposes.
- Investments must be in forms **approved by the Minister** or prescribed by regulations.
- Councils must comply with any **Ministerial investment orders** and their own **investment policy**.
- The aim is to ensure **security, liquidity, and compliance** with statutory requirements.

Clause 212 of the *Local Government (General) Regulation 2021* (NSW)

Clause 212 deals with **reports on council investments**. It states:

- The **responsible accounting officer** of a council must provide the council with a **written report** detailing all money invested under **Section 625 of the Local Government Act 1993**.
- This report must:
 - Be presented at the council's ordinary meeting (either the only meeting in the month or as determined by resolution if there are multiple meetings).
 - Include a **certificate** confirming whether the investments comply with:
 - The Act
 - The Regulation
 - The council's investment policies.
- The report must cover investments up to the **last day of the month immediately preceding the meeting**.

Prudential – Rate Forecast Table

Lismore - Forecast Worksheet											
Long Term Inflation and Returns Forecasts	0	1	2	3	4	5	6	7	8	9	10
	Current Actual	2026/27 Forecast	2027/28 Forecast	2028/29 Forecast	2029/30 Forecast	2030/31 Forecast	2031/32 Forecast	2032/33 Forecast	2033/34 Forecast	2034/35 Forecast	2035/36 Forecast
Australian CPI (annual avg)	3.40%	3.50%	3.00%	2.80%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
RBA Cash Rate (annual avg)	3.60%	3.85%	3.60%	3.35%	3.10%	2.85%	2.85%	2.85%	2.85%	2.85%	2.85%
90 Day Bank Bill (annual avg)	3.74%	4.10%	3.85%	3.60%	3.40%	3.15%	3.10%	3.10%	3.10%	3.10%	3.10%
Cash Returns	3.60%	3.85%	3.60%	3.35%	3.10%	2.85%	2.85%	2.85%	2.85%	2.85%	2.85%
6mo TD Returns (90d BB + 0.70%)	4.44%	4.80%	4.55%	4.30%	4.10%	3.85%	3.80%	3.80%	3.80%	3.80%	3.80%
FRN Returns (90d BB +0.85%)	4.59%	4.95%	4.70%	4.45%	4.25%	4.00%	3.95%	3.95%	3.95%	3.95%	3.95%
TCorp MTGF Target Returns (CPI + 2% over rolling 5yrs)	5.40%	5.50%	5.00%	4.80%	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%
TCorp LTGF Target Returns (CPI + 3.5% over rolling 10yrs)	6.90%	7.00%	6.50%	6.30%	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%
<i>Sources: ASX; Refinitiv; Reserve Bank of Australia</i>											

Report

Subject	Flood Restoration Portfolio Capital Program
TRIM Record No	BP26/157:EF19/23-8
Prepared by	Executive Director Flood Restoration Portfolio
Reason	
Strategic Theme	Environment
Strategy	Value and protect local biodiversity, natural landscapes and waterways, and strengthen resilience to natural hazards
Action	Facilitate increased resilience to natural hazards and disasters

Executive Summary

This presentation is to inform the Briefing Committee on the Flood Restoration Portfolio capital program.

Recommendation

That the Committee note the presentation on the Flood Restoration Portfolio Capital Program.

Attachment/s

1. [↓](#) FRP Capital Program

Lismore
City Council

Briefings Committee: FRP CAPITAL PROGRAM

Tuesday 3 March 2026

Charlotte Foy - Executive Director FRP



Agenda

- 1 General Update

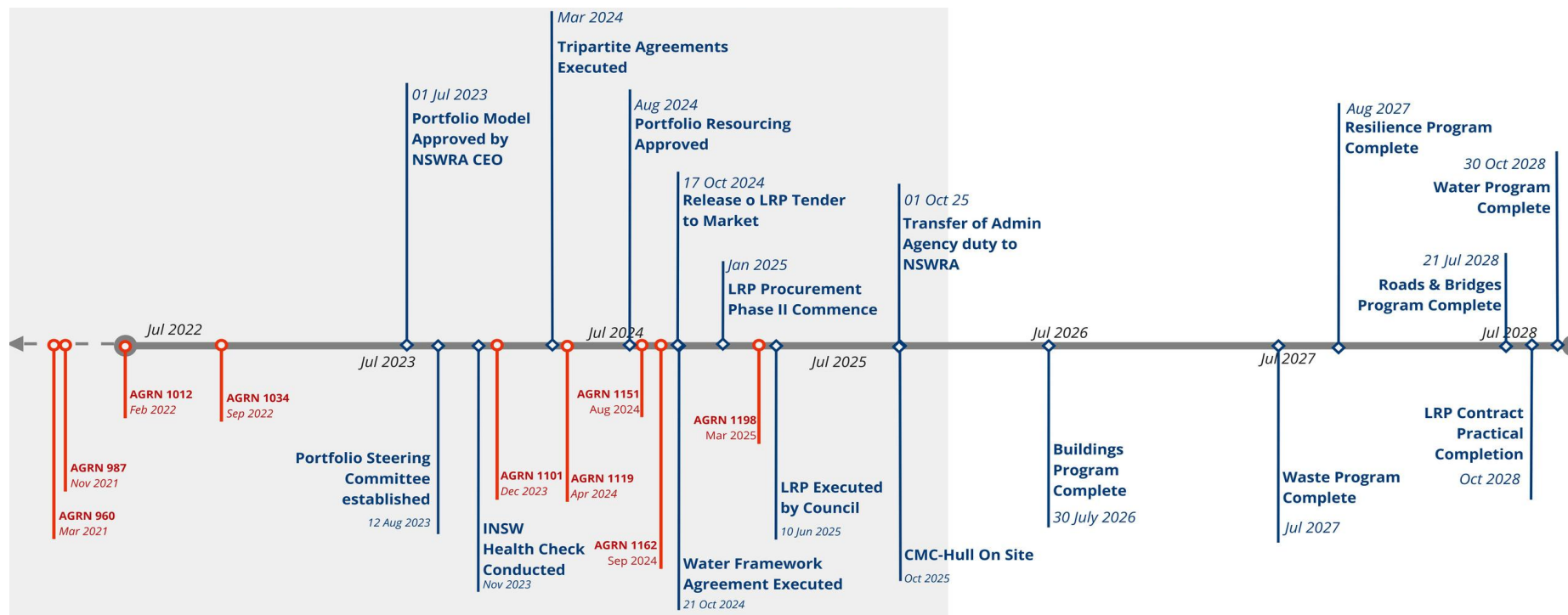
- 2 Acquittals Update

- 3 Comms Update



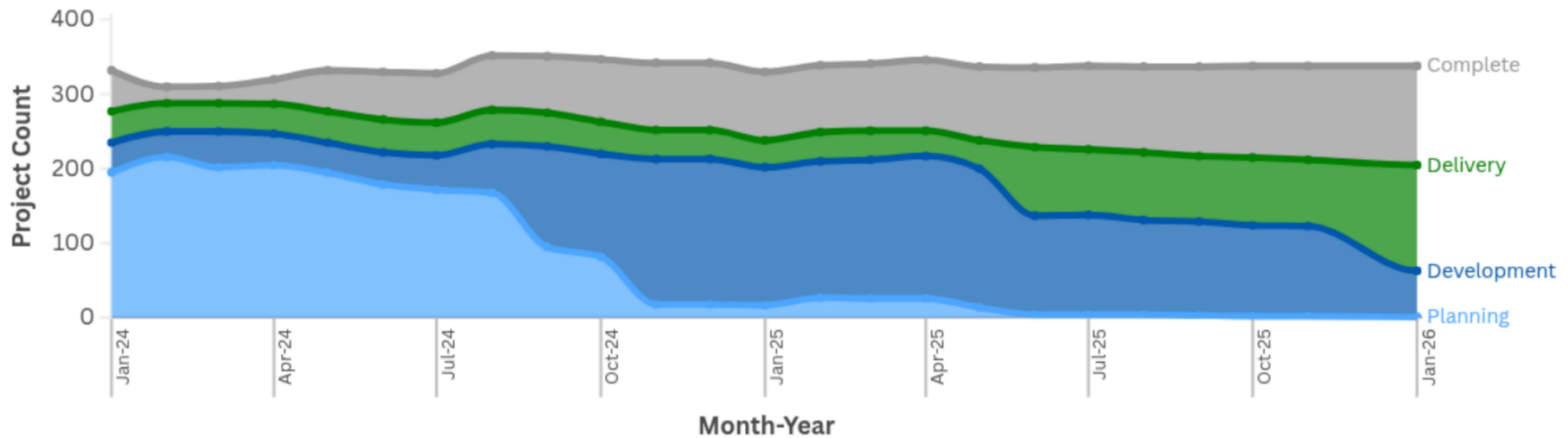
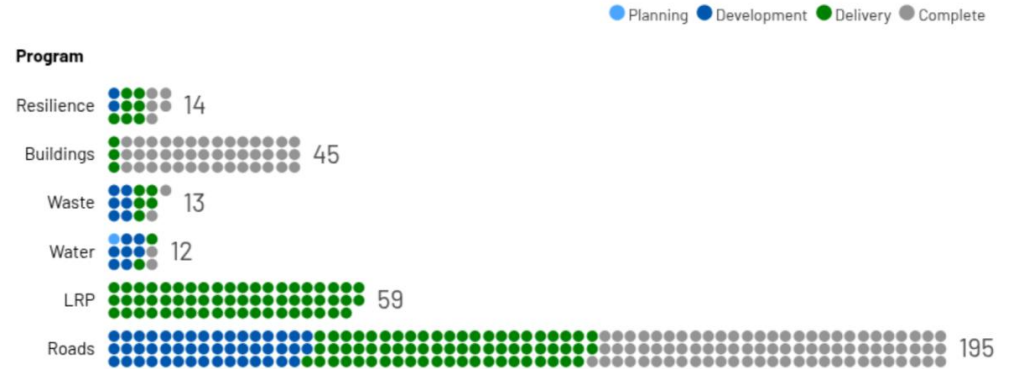
Portfolio Timeline

- LRP (59 Projects) in Delivery Phase (13 Sites in live Construction)
- AGRN1198 now incorporated under FRP
- Admin Agency responsibility now with NSW RA (formerly TfNSW and NSWPW)



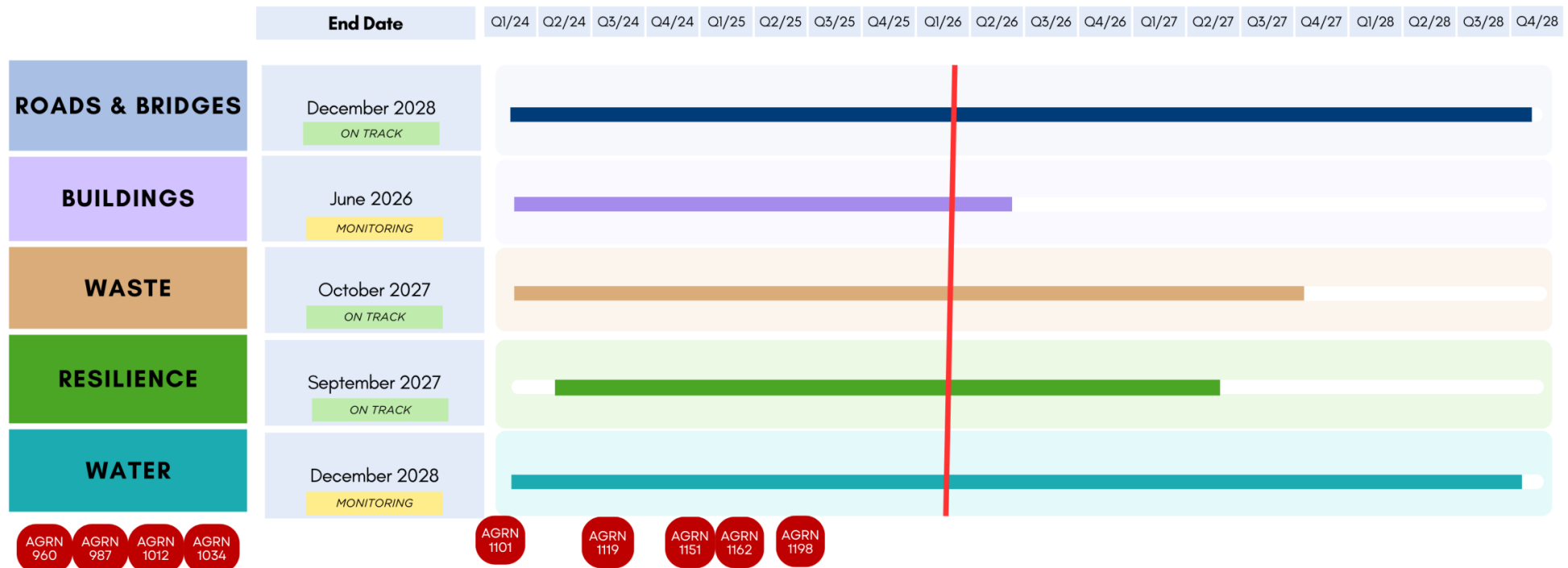
Portfolio Project Status

338 Projects	1	62	142	133	Q4 2028 FRP Closure
	Planning	Development	Delivery	Complete	
	▼ 1	▼ 60	▲ 51	▲ 10	Change since Oct 2025 briefing



Portfolio Schedule

- Roads and Bridges rebaseline completed in Nov 2025
- Actions to Progress Water (East Lismore STP) active



Financial Summary – Jan 2026

Program	Jan Spend (\$m)	CTD (\$m)	FFC (\$m)	Approved Funding (\$m)	Received Funding (\$m)	Cash Flow (\$m)	
Roads & Bridges	5.80	196.60	670.93	691.37	316.62	120.02	
Buildings	0.05	98.63	107.71	106.06	85.98	(12.66)	(3.24) CRC (\$4.9m Pmt Pending)
							(2.28) EPAR (\$2.3m Pmt Pending)
							(6.02) Grant (\$3.8m Pmt Pending)
							(0.88) Other (\$0.2m EW Pmt Pending)
							(0.23) Ineligible (intent to be funded via interest earned)
Water	0.06	14.43	87.92	87.92	14.11	(0.32)	
Waste	(0.10)	9.14	22.92	23.53	9.41	0.28	
Resilience	0.28	5.70	32.94	29.69	15.46	9.75	

→ FRP Funding	\$938.6m Total Approved (TULG)	\$441.6m Received To Date
→ FRP Forecast Final Cost (FFC)	\$922.4m Total	98.3% FFC to TULG
→ FRP Costs	\$67.7m YTD	\$324.5m To Date



Payments Lag on Council’s Cashflow

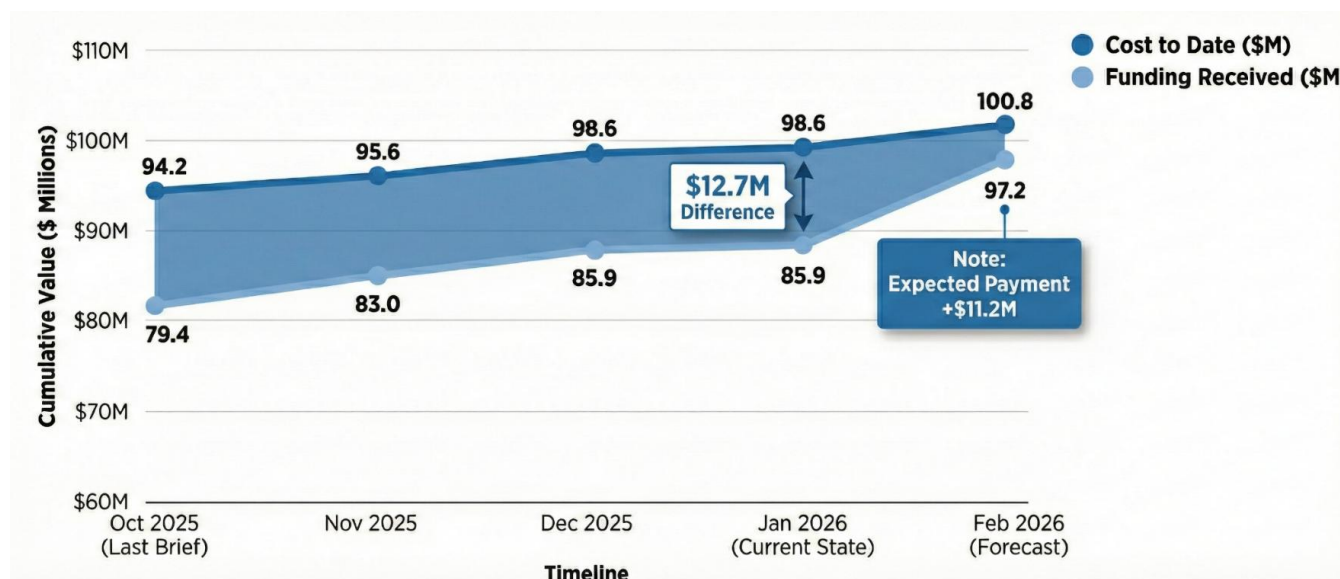
Operational and financial impacts of delays

- Delayed reimbursements force FRP to bridge cost gaps using Council’s General Ledger
- Prolonged timelines create risk – assessor expectations, evidence gaps.
- Extended lags erode corporate memory and historical context

Mitigation activities currently underway

1. Negotiations with NSWRA to pay advanced 99% payments
2. NSWRA has given commitment to increase recruitment
3. Acquittal tracking is being integrated into monthly reporting

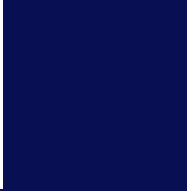
Buildings Cashflow and Liquidity Gap



Questions?

ismore

Confidential Business



Confidential Matters – Closed Meeting

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

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

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

Clause 34 of Council Code of Meeting Practice

Representations from the public as to whether part of the meeting should be closed to the public can be made after the motion to close the meeting has been moved and seconded for a period of 10 minutes.

Recommendation

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

Item	8.1 Flood Restoration Portfolio Waste Capital Program
Grounds for Closure	Section 10A(2) (c):
Public Interest	Discussion of this matter in an open meeting would on balance be contrary to the public interest because it relates to: information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business.