



Delivery Program Progress Report

1 July 2023 to 31 December 2023


LEGEND: Not Updated On Track Taking Action To Address Needs Critical Attention Not Due to Start Cancelled/Deferred Completed

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A: An inclusive and healthy community

A1: Our community is safe, healthy and happy.

A1.1: Support community members to participate in healthy eating and active living.






Code	Action	Progress	Quarterly Update	Status	Responsible Division
A1.1.01	Offer and promote a range of aquatic and fitness programs at the Goonellabah Sports and/or Aquatic Centre and Lismore Memorial Baths	50%	Aquatic and fitness programs are current being held and promoted at Goonellabah Sports and Aquatic Centre and Lismore Memorial Baths on a daily timetable.		Chief Community Office

A1.2: Provide responsive emergency management and emergency prevention services.





Code	Action	Progress	Quarterly Update	Status	Responsible Division
A1.2.01	Facilitate Council's Floodplain Management Committee to monitor flood risk and mitigation	50%	Ongoing. Business as usual task for strategic planning.		Chief Community Office
A1.2.02	Review and update the Lismore Floodplain Risk Management Plan	50%	Progressing. The new Floodplain Risk Management Plan is on track to be adopted by Council by July 2024.		Chief Community Office
A1.2.03	Improve access to flood information through the implementation of automated flood certificate software	90%	Flood certificate software was made available on Council's website in 2023. An expanded geographical area is intended to be added by July 2024.		Chief Community Office
A1.2.04	Prepare a Lismore Local Government Area Climate Resilience and Adaptation Strategy	25%	In progress		Chief Community Office

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Code	Action	Progress	Quarterly Update	Status	Responsible Division
A1.2.05	Facilitate meetings of the Community Resilience Network	40%	Ongoing facilitation of Community Resilience Network being undertaken by Community Recovery Officers with next meeting scheduled for February 2024. Officers due to complete their contracts with council in June 2024. Clarity required on the ongoing purpose, roles, responsibilities and governance of the CRN within the larger Emergency Management operations for the LGA. No plan currently from council or the State with regard to the continued support and operation of the CRN post June 2024.		Chief Community Office
A1.2.06	Execute the deliverables associated with the Community Recovery Officer Workplan including establishing operations, developing plans and facilitating community events	50%	Community Recovery Officer Workplan on track with monthly reports provided to funding body NSW Reconstruction Authority and NEMA. Draft Local Recovery Action Plan in development. Community events continuing with up to 412 engagements achieved monthly across events, meetings and engagement activities. CRN meetings ongoing with next meeting scheduled for February 2024.		Chief Community Office
A1.2.07	Manage and maintain the Lismore Levee System and Flood Telemetry Network to ensure it is functional and operational when required for flood mitigation	50%	Quarterly maintenance completed and up to date. (MEX Maintenance Software) Levee inspections completed with Rous County Council.		Chief Operating Office
A1.2.08	Review the Northern Rivers Emergency Management Plan in line with Government requirements and LEMC direction	50%	Recruitment of dedicated Emergency Management resource underway		Chief Operating Office
A1.2.09	Participate in the Northern Rivers Local Emergency Management Committee (LEMC)	50%	Council's Local Emergency Management Officer (LEMO) participates in the LEMC meetings.		Chief Operating Office

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Code	Action	Progress	Quarterly Update	Status	Responsible Division
A1.2.10	Provide funding and in-kind support to NSW Rural Fire Service to provide local brigade vehicles, firefighting equipment, training and building maintenance	50%	There is an ongoing rate subsidy for Rural Fire Service brigades.		Chief Operating Office
A1.2.11	Provide funding to Fire and Rescue NSW to operate the service	50%	Funding has been provided.		Chief Operating Office
A1.2.12	Participate in the Northern Rivers Bushfire Management Committee (BFMC) and Zone arrangement with Richmond Valley and Kyogle Councils	50%	Council's Local Emergency Management Officer (LEMO) participates in all BFMC meetings.		Chief Operating Office
A1.2.13	Review the Northern Rivers Bushfire Risk Management Plan	50%	This review is in progress.		Chief Operating Office

A1.3: Maintain public health, safety and amenity.

Code	Action	Progress	Quarterly Update	Status	Responsible Division
A1.3.01	Inspect swimming pools to ensure compliance with NSW legislation	50%	Inspections are undertaken and are on track.		Chief Operating Office
A1.3.02	Certify and audit commercial and industrial buildings to ensure adequate fire safety	50%	Fire Safety Audit program has recommenced post 2022 flood and inspections are underway.		Chief Community Office
A1.3.03	The running and maintenance of CCTV system in strategic locations	75%	CCTV has been restored to most sites, with The Quad as one of the last remaining sites to be restored. The system is running as expected and has been providing evidence to police as requested.		Chief Financial Office
A1.3.04	Undertake fire hazard reduction activities in line with Rural Fire Service	50%	Fire hazard reduction activities are undertaken when requests are received from RFS.		Chief Operating Office


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Code	Action	Progress	Quarterly Update	Status	Responsible Division
A1.3.05	Maintain operational Pound facility - Impound companion animals	50%	Pound operations are on track.		Chief Operating Office
A1.3.06	Inspect and register commercial businesses offering food for sale or skin penetration/beauty treatments to ensure compliance with food safety and public health standards	50%	Commercial business application assessment and annual inspections ongoing.		Chief Operating Office
A1.3.07	Undertake regular parking patrols to ensure compliance with adopted parking strategies	50%	Routine parking patrol program has been implemented.		Chief Operating Office
A1.3.08	Encourage responsible pet ownership through education programs and take appropriate action in response to complaints about companion animals	50%	Law enforcement response to companion animal complaints ongoing.		Chief Operating Office
A1.3.09	Remove abandoned vehicles and wandering stock from public places in accordance with adopted procedures and NSW legislation	50%	Abandoned vehicles and wandering stock are managed in accordance with NSW legislation.		Chief Operating Office
A1.3.10	Implement and manage CitySafe program in the Lismore CBD including the provision and maintenance of Lismore and Nimbin CCTV cameras, representation on the CitySafe Committee, Lismore Late Nighter bus service	50%	Lismore's Late Nighter bus service is operational. CCTV cameras are operational and Beat Patrol services are ongoing.		Chief Operating Office
A1.3.11	Take compliance action in response to customer requests or complaints relating to public health, safety and amenity	50%	Compliance action is ongoing and on track.		Chief Operating Office


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Code	Action	Progress	Quarterly Update	Status	Responsible Division
A1.3.12	Work with Essential Energy to ensure appropriate street lighting is provided and properly maintained within the Lismore LGA	50%	Head of Fleet and Open Spaces have taken ownership of the lighting within the CBD and adjacent areas. Head has also made connections to relative section in Essential Energy.		Chief Operating Office

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A2: We recognise our Aboriginal and Torres Strait Islander community and cultures.


A2.1: Provide opportunities for Aboriginal and Torres Strait Islander people to participate in community events and programs.

Code	Action	Progress	Quarterly Update	Status	Responsible Division
A2.1.01	Celebrate and participate in National Reconciliation Week by hosting events to promote reconciliation within Council	0%	Reconciliation Week is held within the second half of the year, therefore nothing to report.		General Manager's Office

A2.2: Support and promote Aboriginal and Bundjalung art and artists.




Code	Action	Progress	Quarterly Update	Status	Responsible Division
A2.2.01	Work with Lismore City Council's Aboriginal Advisory Group to ensure consultation and engagement with the Aboriginal and Torres Strait Islander artist community	50%	Undergoing consultation process to present ProppaNOW: OCCURRENT AFFAIR inside and outside the Gallery in 2025, seeking permission to facilitate Richard Bell's Tent Embassy in the Lismore Quadrangle, with the agenda driven by local Bundjalung leaders. The group has provided advice on managing the community's expectations and sensitivities surrounding a particular work, the Tent Embassy, by Richard Bell.		Chief Community Office
A2.2.02	Facilitate a minimum of one major art project with Aboriginal and Bundjalung content biennially	50%	In discussions with Naomi Moran and Arts Northern Rivers about the shape of the Koori Mail Indigenous Art Award in 2024.		Chief Community Office

A2.3: Implement actions in the Reconciliation Action Plan.


Code	Action	Progress	Quarterly Update	Status	Responsible Division
A2.3.01	Continue to observe cultural protocols, such as Welcome to Country and Acknowledgement of Country at the commencement of all Council meetings, external meetings and public events	50%	A Welcome to Country or Acknowledgement of Country is performed at all council meetings and events.		General Manager's Office

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Code	Action	Progress	Quarterly Update	Status	Responsible Division
A2.3.02	Continue to display Aboriginal and Torres Strait Islander flags in Council Chambers and hoist daily at Council's Corporate Centre	50%	Aboriginal and Torres Strait Islander flags displayed daily at Council's Corporate Centre.		Chief Community Office
A2.3.03	Host annual NAIDOC Family Day to provide information and services to local Aboriginal and Torres Strait Islander people and encourage understanding and cultural sharing between Aboriginal and non-Aboriginal community members	100%	Complete for 2023-2024. Planning and consultation for event underway for 2024-2025.		Chief Community Office
A2.3.04	Facilitate the implementation of the Reconciliation Action Plan across our workforce	20%	Recruitment for Reconciliation Action Plan (RAP) coordinator to commence in Q3		Chief Financial Office



A2.4: Conserve items, areas and places of Aboriginal cultural heritage significance.

Code	Action	Progress	Quarterly Update	Status	Responsible Division
A2.4.01	Provide Native Title advice in respect of any proposed activity/lease/ development affecting crown land	50%	Council has appointed a Native Title Manager. Education had been provided with a presentation to the Senior Leadership Team. Native Title advice is being provided on an ongoing basis in respect of any proposed activity/lease/ development affecting crown land.		Chief Operating Office


A2.5: Ensure workforce planning strategies, human resource practices and all stages of the employment lifecycle reflect Reconciliation Action Plan commitments and responsibilities.

Code	Action	Progress	Quarterly Update	Status	Responsible Division
A2.5.01	Support Aboriginal and Torres Strait Islander leadership	10%	Reconciliation Action Plan (RAP) Coordinator commencing March 2024		Chief Financial Office



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Code	Action	Progress	Quarterly Update	Status	Responsible Division
A2.5.02	Award the Cory James Memorial Scholarship annually	80%	Selection process has been undertaken. Award to be conferred in May 2024		Chief Financial Office
A2.5.03	Provide opportunities for Aboriginal and Torres Strait Islander staff to engage with their culture and communities, and for non-Aboriginal and Torres Strait Islander staff to learn about cultures, at Council's NAIDOC Week event	70%	Although NAIDOC week is in July - NAIDOC Celebrations were held 29 June 2023 at Lismore Turf Club. Program of events was put together by indigenous staff working with our events team. Project lead has been recruited and planned to commence in March to support cultural awareness across the organisation.		Chief Financial Office

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A3: Our sporting facilities and recreational spaces encourage active and passive community participation.







A3.1: Provide major parklands that caters for the local and regional community while providing economic benefits to the CBD.








Code	Action	Progress	Quarterly Update	Status	Responsible Division
A3.1.01	Complete construction of the new Lismore Skate Park and Youth Precinct	30%	Ground conditions requiring attention and causing delays to completion of design. Additional funding required to address - staff seeking additional grant funding. External consultation with community complete Project may need to extend grant milestone to June 2025 due to delays caused by ground conditions.		Chief Community Office



A3.2: Provide high-quality open spaces, parks and reserves.

Code	Action	Progress	Quarterly Update	Status	Responsible Division
A3.2.01	Cleaning and maintenance of BBQ and picnic areas	60%	BBQs are on a regular cleaning service with cleaning contractor ISS. Any maintenance is undertaken once detected or advised.		Chief Operating Office
A3.2.02	Maintain existing open spaces, parks and gardens by undertaking inspections and routine maintenance of playgrounds	50%	Have an annual parks inspection and quarterly playground inspections. Currently being benched at the moment as the parks inspector has gone on extended leave. Will be promoting again from April 2024.		Chief Operating Office
A3.2.03	Develop and implement parks upgrade program according to the Open Spaces Asset Management Plan	60%	Parks playground audit completed. Prioritising upgrade and align to the 4 year delivery plan and Open Space strategy. also just completed a play hierarchy for Social and Family recreation. These are categorised into Local, Neighbourhood, District and Regional Parks. The play hierarchy provides provisions and considerations that form the play offering. Offerings should complement others within the catchment area providing diversity of play across all ages. Barriers such as major roads, railways or waterbodies are not included in the walkable radius.		Chief Operating Office



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Code	Action	Progress	Quarterly Update	Status	Responsible Division
A3.2.04	Maintain and clean public amenities	60%	Public amenities operating as usual. Being serviced by various contract cleaners. Jungle Patrol (Nimbin), ISS (Lismore areas), Rod Green (Sports fields and where required), The Channon (The Channon), Clunes (Clunes).		Chief Operating Office
A3.2.05	Review of sporting use for Hepburn Park	50%	Currently used by Cricket, hockey, touch, Oz-tag and for special events.		Chief Operating Office
A3.2.06	Complete design and construction of Albert Park Riverwalk	95%	Project is complete, including all concrete footpaths, seating installed, revegetation planted, ordinance signage to be completed end March 2024. Funding closeout.		Chief Operating Office
A3.2.07	Complete design and construction of Nimbin Rainbow Walk	20%	Construction contractor awarded, due to start in March 2024.		Chief Operating Office
A3.2.08	Complete construction of the Lismore to Bentley stage of the Northern Rivers Rail Trail	50%	Construction has started with an expected completion date of October 2024.		Chief Operating Office
A3.2.09	Develop masterplan for Wade Park and seek funding opportunities to construct	40%	Masterplan 90% complete. Final changes underway and required prior to presentation to council for adoption. Proposed to go to Council March 2024. No funding submissions underway at this stage.		Chief Community Office



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Code	Action	Progress	Quarterly Update	Status	Responsible Division
A3.2.10	Identify and develop projects that increase the amenity and accessibility of public open spaces throughout the LGA, including seeking funding. Projects include Nimbin Village Wayfinding and Her Way	50%	<p>Projects undertaken during this period include Nimbin Village Wayfinding, Safer Cities Her Way and the Business Centre Illumination. Nimbin Village Wayfinding saw the installation of the pedestrian walkway, trial speed humps and parklet commencement. The Safer Cities Her Way Project saw the collaborative development of two sites for improvements, detailed design development and the release of the artist EOI and Construction Tender. The Business Centre Illumination delivered 11 fairy lit illuminated sites across the Lismore CBD and Goonellabah, ready for Christmas 2023.</p> <p>Ongoing project work has occurred to develop shovel ready packages to support future funding opportunities.</p>		Chief Community Office
A3.2.11	Seek funding opportunities to implement the Open Spaces strategy	0%	Strategy drafted and due for adoption by Council March 2024. Funding applications for delivery of strategy not yet started.		Chief Community Office



A3.3: Provide high-quality sporting facilities to meet the diverse needs of the community.








Code	Action	Progress	Quarterly Update	Status	Responsible Division
A3.3.01	Maintain the Lismore, Goonellabah and Nimbin Skate parks	60%	Lismore, Goonellabah and Nimbin skate parks are on regular fortnightly grounds maintenance and litter schedules.		Chief Operating Office
A3.3.02	Maintain the Nesbitt Park pump track and mountain bike track	60%	Nesbitt Park pump track and mountain bike track is being maintained as required and have a minor budget for maintenance requirements.		Chief Operating Office

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Code	Action	Progress	Quarterly Update	Status	Responsible Division
A3.3.03	Operate the Goonellabah Sports and Aquatic Centre and the Lismore Memorial Baths aquatic facilities	50%	Operations of the facility continuing as per operations plan. Lismore Memorial Baths reopened to the public in December 2024. Visitation and use data being collected and reported weekly. Centre Management Software tender process complete but on hold subject to findings of the GSAC review report being presented to full council by Economic Development team in February 2024.		Chief Community Office
A3.3.04	Upgrade Goonellabah Skatepark	30%	Stronger Country Community Fund grant to upgrade the skatepark. Design underway. Being project managed by Assets.		Chief Community Office





A3.4: Continued improvement of Lismore's sport and recreation facilities.


Code	Action	Progress	Quarterly Update	Status	Responsible Division
A3.4.01	Review and create new sport and recreation plan	0%	Not yet commenced. No budget approved for consultant in 2023-2024 budget endorsed by council. Applying for funding as part of 2024-2025 budget process. Due to be completed end 2024.		Chief Community Office
A3.4.02	Undertake upgrades to Albert Park Baseball/Softball Complex inline with State Plan	20%	Currently looking at options for the Hub Building. Baseball have agreed to look at container style amenities which should be a cheaper option. Waiting for Assets to finalise pricing.		Chief Community Office

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A4: Our community is a desirable place to live, an easy place to work and a welcoming place to visit.








A4.1: Promote positive attitudes and behaviours toward people with disability.

Code	Action	Progress	Quarterly Update	Status	Responsible Division
A4.1.01	Program activities for artists and audiences living with a disability	50%	<p>LRG is dedicated to being a place for everybody, with a longstanding commitment to supporting the needs of audiences and artists with disabilities through continuing access programs, including:</p> <ul style="list-style-type: none"> - Auslan-led exhibition tours with Sigrid MacDonald - Auslan interpretation available at all events - Art and Dementia program under review post-flood and COVID - Accessible Arts NSW/Diversity Arts Australia Ripple Internship <p>LRG is recognised for Auslan programming, like Deaf-led programs, for which we were the first regional gallery in the country to introduce and have since formed a solid connection with the Deaf community.</p>		Chief Community Office
A4.1.02	Provide regular updates to the community on progress of implementation of the Disability Inclusion Action Plan (DIAP), including through progress reports and the annual report	40%	DIAP has been reviewed and draft new DIAP will be reported to Council in Q3		Chief Community Office
A4.1.03	Deliver on actions from the Disability Inclusion Action Plan	40%	DIAP has been reviewed and draft new DIAP will be reported to Council in Q3.		Chief Community Office
A4.1.04	Develop and adopt a Disability Inclusion Action Plan 2022-2026	50%	Disability Inclusion Action Plan has been updated and peer reviewed it will be presented to Advisory Group and Council in Q3		Chief Community Office


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A4.2: Create liveable communities for all.




Code	Action	Progress	Quarterly Update	Status	Responsible Division
A4.2.01	Provision of hoists at the Lismore Memorial Baths and Goonellabah Sports & Aquatic Centre	100%	Hoists are at both locations		Chief Community Office
A4.2.02	Maximise accessibility of all Council events for all members of the community	50%	Accessibility has been included on Council organised events and has been carried out by external event organisers		Chief Community Office
A4.2.03	Development of a Digital City Strategy	5%	Planning is underway to commence this work but has been delayed due to resourcing constraints.		Chief Financial Office
A4.2.04	Install an adult change facility at the Lismore Transit Centre	15%	Construction RFQ completed, awaiting builders commencement in May.		Chief Operating Office
A4.2.05	Continue to establish the shared pathway network which incorporates accessible standards as funding becomes available	35%	Projects are currently in design phase		Chief Operating Office
A4.2.06	Facilitate Visioning Strategy for Lismore post-flood	50%	Lismore Vision and Blueprint program designed and community engagement commenced. Program paused in December 2023. Process redesign underway and due April 2024.		Chief Community Office








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A4.3: Support access to meaningful employment to cater for community diversity.

Code	Action	Progress	Quarterly Update	Status	Responsible Division
A4.3.01	Support access to meaningful employment to cater for community diversity through alignment between workforce management plan, EEOMP, RAP & DIAP	70%	Ongoing - LEAP program, we recently recruited for a variety of new apprentices and trainees including two indigenous school-based apprentices/trainees. Our recruitment processes welcome applications from individuals of all backgrounds, including those with disabilities. Adjustments can be made throughout the application and selection process to support applicants with a disability.		Chief Financial Office


A4.4: Improve systems and processes to ensure accessibility for all.

Code	Action	Progress	Quarterly Update	Status	Responsible Division
A4.4.01	Provide AUSLAN interpreter services at Lismore Regional Gallery and Council events as required or upon request	50%	Lismore Regional Gallery has a program of exhibitions. Each exhibition we host an Auslan tour led by Sigrid MacDonald for people who are Deaf or Hard of Hearing. The tours take place on a Saturday from 11am - 12pm. Our creative program includes events, talks, workshops and more. Most talks are Auslan-interpreted, and we arrange interpreters upon request.		Chief Community Office
A4.4.02	Council's website maintains technologies to make more accessible for people with a vision impairment	90%	The new website was designed to meet all guidelines, and has a reader built in for the visually impaired.		Chief Financial Office
A4.4.03	Continue to build the collection of accessible resources at the Lismore Area Library	50%	Expansion of accessible Library materials and resources continuing and on par with state-wide collection ratios per capita.		Chief Community Office


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A5: Our community has access to essential services.

A5.1: Provide suitable and well-planned cemeteries, chapel and crematorium services.

Code	Action	Progress	Quarterly Update	Status	Responsible Division
A5.1.01	Operate the Lismore Memorial Gardens, Crematorium and cemeteries across the Lismore LGA, and provide memorial options and burial advice to the community	50%	Lismore Memorial Gardens, Crematoriums and cemeteries are operating efficiently.		Chief Operating Office

A5.2: Assist in improving regional health facilities and services in Lismore.






Code	Action	Progress	Quarterly Update	Status	Responsible Division
A5.2.01	Continue partnership with Lismore Base Hospital, University Centre for Rural Health, Southern Cross University, St Vincent's Private Hospital and allied health professionals to address emerging health needs	50%	Monthly meeting held with SCU held to facilitate collaboration on key projects and programs. Discussion with Local Area Health Service executive and new CEO on priorities and challenges. Business Insights Forum held with CEO Northern NSW Local Health District. Attended Northern NSW Local Health District Annual General Meeting.		Chief Community Office

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B: A prosperous and vibrant city

B1: Our community has diverse business and industry as well as opportunities for investment and growth.


B1.1: Support and encourage a diverse and competitive mix of business and industry.

Code	Action	Progress	Quarterly Update	Status	Responsible Division
B1.1.01	Develop a business investment and attraction action plan	50%	Two Business Insight forums conducted. Review of insurance challenges and case studies commenced with report due Feb 2024. Input provided into Northern Rivers Employment Lands Strategy. Back Lismore campaign showcased of business recovery case studies.		Chief Community Office
B1.1.02	Develop an Economic Development Strategy	0%	Economic Background Paper completed. Economic and Investment Strategy to be delivered as part of the Lismore Vision and Blueprint. A twelve month Economic Action Plan to be completed in March 2024.		Chief Community Office
B1.1.03	Work collaboratively to build and maintain relationships with private and public sector stakeholders to support projects of economic and social benefit	50%	Staff have continued to work closely with the business community to establish and maintain relationships with stakeholders supporting new business establishment, business development and growth as well as relocation and diversification.		Chief Community Office
B1.1.04	Support business development, innovation and economic activity through strategic initiatives.	60%	During this period an Economic Background Paper was completed and two Business Insight Forum held (August and November 2023) to provide information and support to businesses. An Economic Action Plan is due to be completed in the next quarter.		Chief Community Office
B1.1.05	Provide access to comprehensive information on available grants to the community via web site based 'Grant Guru' digital platform	50%	Regular information regarding available grants are provided to business and community through the monthly Business Newsletter. The program has seen a consistent upward trend in registrations.		Chief Community Office





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B1.2: Promote Lismore city centre through the Lismore Business Promotion Program.



Code	Action	Progress	Quarterly Update	Status	Responsible Division
B1.2.01	Deliver business activation initiatives in accordance with the Business Activation Plan (BAP)	50%	Scheduled activities occurred between July and December 2023 in accordance with the Business Activation Plan (BAP) to enhance, activate and manage the CBD and its open spaces. Activation highlights included: New business community photoshoot and banners, business renewal engagement, economic insights, CBD parklet relocations, support to FLOW, Storywalk and Wellbeing Day, Loving Local Gift Card expansion, Back Lismore this Christmas - activations, promotions and tree lighting and CBD Occupation Audit.		Chief Community Office

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B2: Our city and villages are attractive meeting places that provide for diverse activity and strengthen our social connections.

B2.1: Facilitate ongoing growth opportunities and improvements within the Lismore CBD.






Code	Action	Progress	Quarterly Update	Status	Responsible Division
B2.1.01	Work with key business stakeholders to update Business Activation Plan to plan to drive economic priorities for the CBD	100%	Engagement with key business stakeholders continued in September 2023 with a CBD Walkshop, two forum sessions and engagement via Lismore's Your Say Page. This engagement delivered sound buy-in with all stakeholders for the update of the Business Activation Plan. The insights collected delivered four focus areas including: Vibrancy and visitation, enhancing CBD experience, economic development enablers and stories and big ideas for growth. Following the changes to the Plan in November 2023, work has continued to drive economic priorities for the CBD including its activation during the Christmas 2023 period.		Chief Community Office
B2.1.02	Develop a business investment and attraction action plan for the CBD	0%	Development of a CBD masterplan and investment plan is included as a deliverable in the Lismore Vision and Blueprint. To be completed in late 2024.		Chief Community Office

B2.2: Use placemaking to enhance, activate and manage the CBD, Quadrangle, and riverbank precincts.



Code	Action	Progress	Quarterly Update	Status	Responsible Division
B2.2.01	Use placemaking to enhance, activate and manage the CBD, quadrangle and riverbank precinct	50%	Scheduled activities occurred between July and December 2023 to enhance, activate and manage the CBD and its open spaces. Activation highlights included: New business community photoshoot and banners, business renewal engagement, economic insights, CBD parklet relocations, support to FLOW, Storywalk and Wellbeing Day, Loving Local Gift Card expansion, Back Lismore this Christmas - activations, promotions and tree lighting and CBD Occupation Audit.		Chief Community Office








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B2.3: Facilitate unique events that celebrate our diversity.









Code	Action	Progress	Quarterly Update	Status	Responsible Division
B2.3.01	Coordinate activities associated with Australia Day/Citizenship Celebrations	50%	Two ceremonies were held at the Council Chambers in July and September 2023 with a total of 41 conferees.		General Manager's Office
B2.3.02	Mentor, support and train local event practitioners and provide research and evaluation assistance to local events	50%	This has been undertaken when events are held. The new Event Strategy will assist event organisers in completing their evaluation documents		Chief Community Office
B2.3.03	Develop an Events Strategy that activates vibrant events through the integration of sport, culture, and tourism	85%	Events Strategy has been developed. Draft will be presented to Council in Q3		Chief Community Office
B2.3.04	Develop annual event calendar	50%	Under development with live calendar		Chief Community Office
B2.3.05	Host, support and promote a range of annual events including Lismore Lantern Parade, Masters Games, Eat the Street, Carols by Candlelight	50%	Masters Games was successfully held in September 2023 with 1200 participants. Carols was also held in December 2023 with over 4000 in attendance. Eat the Street will not be held this year due to budget constraints.		Chief Community Office

B2.4: Provide socially inclusive, vital and welcoming services that support the education, social and recreational needs of the community.

Code	Action	Progress	Quarterly Update	Status	Responsible Division
B2.4.01	Washing and maintenance of tourism and information signs in LGA	5%	Tourist and information signs will be put included in a schedule for maintenance and cleaning. Vehicle will be set up to clean signage.		Chief Operating Office
B2.4.02	Maintain entrances to City and villages	70%	Entry statement signage and gardens were upgraded at Bruxner Highway Goonellabah, Bangalow Road, Wyrallah Road, and North Lismore. Maintenance is ongoing.		Chief Operating Office



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Code	Action	Progress	Quarterly Update	Status	Responsible Division
B2.4.03	Operate a Mobile Library to service outlying villages in the region	50%	Mobile Library services continuing to operate across the RTRL member councils.		Chief Community Office
B2.4.04	Explore option of fixed library solution for Nimbin	100%	Options for a fixed library for Nimbin have been explored and it has been determined that it will require new funding or a cost neutral solution for the RTRL. No funding has been included in the 2023-2024 budget or the 2024-2025 budget as endorsed by the RTRL Committee.		Chief Community Office
B2.4.05	Operate the Lismore and Goonellabah Libraries as per the Service Level Agreement (SLA)	50%	Operation of temporary pop-up libraries in Lismore and operation of the Goonellabah library continuing as per SLAs and as reported to the SLG and RTRL Committees quarterly.		Chief Community Office
B2.4.06	Deliver a wide range of community programs to cater to all ages through the Lismore and Goonellabah Libraries, including book clubs, story time, baby bounce, and author talks	50%	Programs and events continuing to operate through the support of grant funding. No dedicated RTRL funding included in RTRL budget as endorsed by member councils through the RTRL Committee.		Chief Community Office
B2.4.07	Implement innovative technology and programs across multiple locations	0%	To be considered as part of the 2024-2025 budget for approval of the RTRL Committee		Chief Community Office


LEGEND:  Not Updated  On Track  Taking Action  To Address Needs  Critical Attention  Not Due to Start  Cancelled/Deferred  Completed

B3: Our community has a diverse and thriving arts and cultural life.


B3.1: Develop a diverse gallery program resonating with wide audiences.








Code	Action	Progress	Quarterly Update	Status	Responsible Division
B3.1.01	Operate the Lismore Regional Gallery and the Quadrangle	50%	Operations and management continuing as renovation and redesign work occurs in and around the space.		Chief Community Office
B3.1.02	Stage regular exhibitions, workshops, talks and creative events at the Lismore Regional Gallery for the community to connect and learn	50%	Lismore Regional Gallery has delivered exhibitions and projects with local and interstate artists at its pop-up space and offsite locations.		Chief Community Office


B3.2: Support the careers of Aboriginal and Bundjalung artists.

Code	Action	Progress	Quarterly Update	Status	Responsible Division
B3.2.01	Facilitate a minimum of one major art project with Aboriginal and Bundjalung content biennially	50%	Lismore Regional Gallery are in discussions with the Koori Mail regarding the next Koori Mail Indigenous Art Award as a biennial offering.		Chief Community Office



B3.3: Provide a framework for ongoing public art and cultural growth.








Code	Action	Progress	Quarterly Update	Status	Responsible Division
B3.3.01	Implement public art projects	100%	Delivery of the Creative Fencing Project, ArtVenture Project has been completed. Support was provided with the artist selection for public artworks with the Nimbin Rainbow Road. Public Art has not been implemented in new developments as required. Public art has not been implemented in new developments as required.		Chief Community Office

LEGEND:  Not Updated  On Track  Taking Action To Address  Needs Critical Attention  Not Due to Start  Cancelled/Deferred  Completed

Code	Action	Progress	Quarterly Update	Status	Responsible Division
B3.3.02	Undertake an Arts & Cultural strategy for Lismore	40%	Monthly Arts and Culture Collaborators meetings held, coordination of arts and culture grants. Input into NSW Government Creative industry policy and Northern Rivers Cultural Infrastructure Feasibility Study. Framework for Lismore Creative Industry Strategy developed based on People, Audience, Infrastructure. Review of role of City Hall in the arts and culture ecosystem completed. Cultural Infrastructure Audit due for completion July 2024.		Chief Community Office


B3.4: Support cultural partnerships and collaborations.

Code	Action	Progress	Quarterly Update	Status	Responsible Division
B3.4.01	Collaborate with partner organisations to generate and promote a diverse cultural program to activate the Quadrangle space	50%	Collaborations and partnerships continuing to support diverse cultural program activation of the Quadrangle		Chief Community Office
B3.4.02	Work with NORPA to support the Cultural Alliance and the continued operation of Lismore City Hall	70%	To enable a focus on delivering performances rather than managing facilities, NORPA advised that they would like to exit the Cultural Alliance Agreement. NORPA will remain based in Lismore and conduct performances in various venues including Lismore City Hall once restored. A Deed of Surrender and Memorandum of Understanding has been drafted. The restoration of the City Hall has commenced with the works funded by EPAR due to be completed June 2024 and the balance of the works funded by Create NSW due to be completed in late 2024. A review of future use and management of City Hall is underway and due to be completed in February 2024.		Chief Community Office



LEGEND:  Not Updated  On Track  Taking Action To Address  Needs Critical Attention  Not Due to Start  Cancelled/Deferred  Completed

B4: Our community is connected and convenient.


B4.1: Maintain regular passenger transport to Lismore and the region.








Code	Action	Progress	Quarterly Update	Status	Responsible Division
B4.1.01	Operate and maintain the Lismore Regional Airport for passenger flights, general aviation, aviation business, aviation training and emergency services	60%	The draft masterplan is due to be returned early February 2024. The masterplan should guide Councils next steps towards promoting the airport. Terminal upgrade from flood is due for completion by June 2024. Currently only being used for light aircraft and small training exercises.		Chief Operating Office

B4.2: Maintain and develop airport and aviation services.





Code	Action	Progress	Quarterly Update	Status	Responsible Division
B4.2.01	Review airport masterplan	50%	Review of existing Airport masterplan completed. Scope developed and consultant engaged to undertake an economic review of airport masterplan. Due to be completed February 2024.		Chief Community Office
B4.2.02	Ensure regulatory compliance of Lismore Regional Airport	55%	Preparation for annual audit which is due to take place February 2024. Results of the audit will be used to plan repair of any found defects.		Chief Operating Office








B4.3: Advocate for regional integrated transport services.

Code	Action	Progress	Quarterly Update	Status	Responsible Division
B4.3.01	Provide support to the operation of the Lismore Late Nighter bus service	50%	Ongoing. Council to further discuss/provide input with Bus lines and the Local Liquor Accord.		Chief Operating Office

LEGEND:  Not Updated  On Track  Taking Action To Address  Needs Critical Attention  Not Due to Start  Cancelled/Deferred  Completed

B4.4: Provide footpaths, cycle ways and pedestrian access that is safe and serviceable.




Code	Action	Progress	Quarterly Update	Status	Responsible Division
B4.4.01	Develop a Walking and Cycling Plan for pedestrian and cycling paths in urban and village environments	80%	Progressing. Strategy to be completed and adopted by March 2024.		Chief Community Office
B4.4.02	Undertake annual inspections and required maintenance of the footpath and cycleway network	50%	Maintenance program underway. Annual inspections due third quarter		Chief Operating Office
B4.4.03	Cleaning of CBD footpaths	60%	CBD footpath cleaning on a 10 day fortnight cleaning schedule on weekdays. Also on a quarterly high pressure clean of bins and seating within the CBD area.		Chief Operating Office
B4.4.04	Seek funding opportunities to implement a Cycle & Walkway Strategy	0%	Walking, Cycling and Micromobility Strategy to be completed in March 2024.		Chief Community Office

LEGEND:  Not Updated  On Track  Taking Action To Address  Needs Critical Attention  Not Due to Start  Cancelled/Deferred  Completed


C: Our natural environment

C1: Our waterways and catchments are healthy.

C1.1: Enhance riparian vegetation and manage off-stream impacts to improve water quality.



Code	Action	Progress	Quarterly Update	Status	Responsible Division
C1.1.01	Implement and review the Urban Green Corridors Plan	50%	Riparian sites are being managed according to best practice bush regeneration techniques and available funds. Additional funds were made available to help address increased impacts following flood damage		Chief Community Office
C1.1.02	Collaborate with the NSW State Government, neighbouring Councils, and community groups to develop and implement strategies to improve the health of the Wilsons and Richmond Rivers	50%	Work underway in collaboration with neighbouring councils and Rous County Council to develop Coastal Management Plan (replaces CZMP). Other work with community groups in the Lismore Urban landscapes to fund riparian improvements is ongoing.		Chief Community Office
C1.1.03	Manage the impacts of development in water catchment areas through compliance with the Lismore Local Environment Plan and Council's On-Site Wastewater Management Strategy	50%	On-Site Sewage Management systems (OSSM) application assessments and annual inspections are ongoing and on track. More than 20 inspections undertaken each month.		Chief Operating Office

C1.2: Provide a safe and serviceable stormwater drainage system.








Code	Action	Progress	Quarterly Update	Status	Responsible Division
C1.2.01	Complete the annual stormwater capital works program including projects identified in the Urban Stormwater Management Plan (USMP)	30%	James Street Dunoon completed. Planning for Newbridge Street upgrade is underway with works due to commence March - April 2024 USMP currently being reviewed by consultant. Community consultation next step. 75% review complete.		Chief Operating Office

LEGEND: Not Updated On Track Taking Action To Address Needs Critical Attention Not Due to Start Cancelled/Deferred Completed







Code	Action	Progress	Quarterly Update	Status	Responsible Division
C1.2.02	Undertake annual inspections and required maintenance and renewal of stormwater drainage network	30%	Condition assessment required across network		Chief Operating Office
C1.2.03	Review and update the Urban Stormwater Management Plan (USMP)	90%	The USMP Review is approximately 90% complete. Additional projects resulting from the 2022 Flood investigations have been proposed and are currently being reviewed for scope and funding requirements. The final implementation plan for the review is now due, and will be sent to Finance in March for support. Once complete, the Implementation Plan, including the overall USMP, will be sent for consultation by Council's Engagement team. A Council workshop or similar is anticipated by May 2024.		Chief Operating Office

LEGEND: Not Updated On Track Taking Action To Address Needs Critical Attention Not Due to Start Cancelled/Deferred Completed


      

C2: We are committed to resource recovery, waste management and recycling innovation

C2.1: Provide effective and efficient waste collection and disposal services.



Code	Action	Progress	Quarterly Update	Status	Responsible Division
C2.1.01	Provide effective, efficient waste and resource recovery services to residents and businesses	50%	Waste & resource recovery services are provided on an ongoing basis in accordance with council guidelines and relevant legislation.		Chief Operating Office
C2.1.02	Review waste operating model and implement 4 year improvement pathway to be efficient, effective and compliant	10%	Review undertaken and a proposed option was endorsed by Council. An implementation plan is to be developed.		Chief Operating Office
C2.1.03	Provide kerbside domestic and commercial waste collection services	50%	Kerbside waste collections were provided for both domestic and commercial services during the Q1 & Q2. Any delays or issues were addressed at the time to ensure services were provided.		Chief Operating Office
C2.1.04	Provide waste bins and collection in public places, parks, and town centres, and for public events	50%	Provision of waste collection in public places (parks and town centres) continued by our waste collections team in both landfill and recycling streams. New public place bin cabinets were provided as part of the Keen St redevelopment. New bins & waste management needs in parks are assessed on a case-by-case basis. Events bins were provided for a number of Council & community events, including Carols in the Heart at Oakes Oval in December.		Chief Operating Office

C2.2: Maximise resource recovery and minimise waste to landfill.



Code	Action	Progress	Quarterly Update	Status	Responsible Division
C2.2.01	Deliver capital compliance projects for the waste facility	35%	Capital project delivery progressing, some adjustments to timeline to accommodate safety at site entrance. Actions being taken to address. Business requirements in development.		Chief Operating Office








LEGEND: Not Updated On Track Taking Action To Address Needs Critical Attention Not Due to Start Cancelled/Deferred Completed




Code	Action	Progress	Quarterly Update	Status	Responsible Division
C2.2.02	Develop Landfill Management Plan for Lismore Resource Recovery Centre	10%	The Landfill Management Plan is on hold until site remediation is completed and business as usual is re-established. Approximate revised completion date if FY2026-2027 following delivery of capital and flood restoration works.		Chief Operating Office
C2.2.03	Ensure environmental compliance across all waste operation activities in accordance with Environmental Protection Authority license conditions	50%	Significant scope of capital infrastructure improvement and flood recovery works in progress.		Chief Operating Office


C2.3: Provide community education about resource recovery, waste management and recycling.

Code	Action	Progress	Quarterly Update	Status	Responsible Division
C2.3.01	Operate a NSW Container Deposit Scheme and assist the scheme through promotion and community education	50%	Container Deposit Scheme operating effectively. Community education planned for January/February 2024.		Chief Operating Office
C2.3.02	Conduct community and business education programs and produce educational materials on sustainable waste management	50%	Various community, schools and business waste education programs have been delivered over July to December 2023: - Stall presence at local events (eg Lismore Heights PS Sustainability Festival & Elders Back Lismore Show, Nimbin Show, Lismore Housing Expo - in partnership with North East Waste's education team - School bus tours through the Lismore Recycling & Recovery Centre and guided walks through Lismore Rainforest Botanic Gardens - Promotion of regional events & initiatives (eg Second Hand Saturday, Reuse & Repair Trail, safe disposal of lithium batteries) - The Upcycled Christmas Tree in Lismore CBD		Chief Operating Office

LEGEND:  Not Updated  On Track  Taking Action To Address  Needs Critical Attention  Not Due to Start  Cancelled/Deferred  Completed

Code	Action	Progress	Quarterly Update	Status	Responsible Division
C2.3.03	Provide support to the Lismore Rainforest Botanic Gardens to continue building the gardens as a community asset for education and visitation	50%	<p>Council has continued to provide support to the Lismore Rainforest Botanic Gardens through:</p> <ul style="list-style-type: none"> - Paying an annual contribution of \$16,500 for 2023-2024 for administration and projects - Ongoing operational & work, health & safety support on site, including through the Botanic Gardens Officer - Coordinating schools activities on site with the Waste Education Officer (eg STEM schools activity with 96 students in October 2023) - Coordinating liaison meetings approximately every 2 months (in August, September & November 2023) - Promotional & logistical support for events (eg Big Scrub Rainforest Day at the gardens on 16 November 2023) 		Chief Operating Office

LEGEND: Not Updated On Track Taking Action To Address Needs Critical Attention Not Due to Start Cancelled/Deferred Completed










C3: We are committed to environmental sustainability.


C3.1: Make Council self-sufficient in electricity from renewable sources.








Code	Action	Progress	Quarterly Update	Status	Responsible Division
C3.1.01	Ensure that the Lismore Community floating solar farm is included in any rebuild options considered	0%	Listed as a business requirement to be included in future design and construction of new Wastewater Treatment plant.		Chief Operating Office

C3.2: Ensure sustainability principles are understood and applied in Council's business operations.

Code	Action	Progress	Quarterly Update	Status	Responsible Division
C3.2.01	Review Council business operations for potential carbon reduction initiatives	0%	Role tasked with this initiative has been advertised and incumbent to be appointed in Q3.		Chief Community Office







C3.3: Build corporate and community sustainability through active partnerships.

Code	Action	Progress	Quarterly Update	Status	Responsible Division
C3.3.01	Maintain collaborative partnerships with Govt agencies and NGOs in Northern Rivers	50%	Staff continue to engage with government agencies and NGO's to bring collaborative and informed projects to improve environmental values to the Local Government Area (LGA). Regular meetings were held with Northern Rivers Joint Organisation NRM Working Group, Northern Rivers Joint Organisation NetZero working group, Regional Koala Partnerships Group, Northern Rivers Koala Network, NE Coastal and Estuary Practitioners Network, LGA Invasive Species Group, Koala Implementation Group, as well as numerous meetings with agencies and groups developing collaborative grant proposals, reviewing flood recovery programs, attending steering committees managing ongoing collaborative projects.		Chief Community Office


LEGEND:  Not Updated  On Track  Taking Action To Address  Needs Critical Attention  Not Due to Start  Cancelled/Deferred  Completed

C4: Our diverse natural environment is protected and enhanced.



C4.1: Protect and improve biodiversity on public and private land in Lismore’s urban and rural landscapes.

Code	Action	Progress	Quarterly Update	Status	Responsible Division
C4.1.01	Finalise the review of the Local Environmental Plan (LEP) deferred matters in the Lismore rural areas	0%	There was a resolution of Council (187/23) in September 2023 that Council take no further action on this matter.		Chief Community Office
C4.1.02	Review options for land use controls, including LEP overlay maps, to define high priority areas for biodiversity conservation.	0%	No action taken in this reporting period. This issue will form part of a discussion paper as part of the development of a Rural Land Use Strategy (D3.2.02)		Chief Community Office
C4.1.03	Provide support and education for biodiversity conservation to residents and groups in urban areas throughout the Lismore LGA	50%	Groups are supported with a small grant for operational costs each year and included in collaborating for external grants where available. Community engagement activities delivered including wildlife show, tree planting events, schools-based activities, citizen science projects, sponsorship of Science in the Pub events.		Chief Community Office
C4.1.04	Undertake a review of the Biodiversity Management Strategy (BMS)	0%	Nil action to date.		Chief Community Office
C4.1.05	Implement Biodiversity Management Strategy (BMS) framework for Internal operations	50%	Development Application process improvements continued with focus on vegetation management plan tools; improved tracking of koala habitat loss/gain associated with vegetation management plans. Roadside high conservation value sites reviewed post flood impacts.		Chief Community Office
C4.1.06	Implement Biodiversity Management Strategy (BMS) framework for Rural landholders	50%	Current Rural Landholder projects monitored and reported. Expressions of Interest call for new projects complete. Field event program developed and delivered events at Jiggi, Goolmangar, and Lismore Show,		Chief Community Office


LEGEND:  Not Updated  On Track  Taking Action To Address  Needs Critical Attention  Not Due to Start  Cancelled/Deferred  Completed








Code	Action	Progress	Quarterly Update	Status	Responsible Division
C4.1.07	Implement Biodiversity Management Strategy (BMS) framework for urban environment	50%	The delivery of biodiversity-focussed actions in the Lismore urban environment includes delivery of Landcare group sponsorships, support to Landcare groups for on-ground education and restoration activities, promotion of environmental values in the urban environment, delivery of restoration and maintenance works in Parks and Reserves. Review of the Urban Green Corridors Plan is due in 2024.		Chief Community Office

C4.2: Protect and improve Lismore’s koala population.

Code	Action	Progress	Quarterly Update	Status	Responsible Division
C4.2.01	Conserve and improve health of Lismore's Koala population	50%	Koala activity survey and report underway; Revegetation and restoration works are ongoing through the biodiversity management strategy funded projects, supplemented by grant funding		Chief Community Office
C4.2.02	Identify and implement strategies in relation to reducing wildlife death and injury from road strike	50%	Program boosted by external grants providing variable message board Signing, maintenance of Skyline Rd koala exclusion fence, and construction of koala exclusion fence on Bruxner Hwy.		Chief Community Office

C4.3: Report on the condition of our environment.








Code	Action	Progress	Quarterly Update	Status	Responsible Division
C4.3.01	Support the development of a regional State of the Environment Report	0%	Prepared every three years, the NSW State of the Environment (SoE) reports on the status of key environmental issues facing New South Wales. The next report is due in 2024		Chief Community Office

LEGEND:  Not Updated  On Track  Taking Action To Address  Needs Critical Attention  Not Due to Start  Cancelled/Deferred  Completed

D: Our built environment

D1: Our city and village services are well managed and maintained.






D1.1: Provide a road network that is safe and serviceable.

Code	Action	Progress	Quarterly Update	Status	Responsible Division
D1.1.01	Develop capital works programs for the road network for according to the Transport Asset Management Plan	50%	development and delivery of program underway		Chief Operating Office
D1.1.02	Develop resurfacing program for the road network for according to the Transport Asset Management Plan	70%	Program developed and underway		Chief Operating Office
D1.1.03	Develop rehabilitation and capital works program for bridges according to the Transport Asset Management Plan	45%	Program developed and funding applications ongoing		Chief Operating Office
D1.1.04	Maintain streetscapes	60%	CBD streetscapes are maintained on regular schedules. CBD footpath sweeping, litter collection completed weekdays 9 days per fortnight. Due to budget constraints, weekend services are not feasible. CBD Gardens are on a 6 weekly schedule, but can be weekly if watering is required.		Chief Operating Office
D1.1.05	Undertake annual road maintenance programs	50%	Routine Maintenance program underway		Chief Operating Office
D1.1.06	Undertake annual bridge inspections and carry out maintenance program	45%	Identified bridges for renewal and maintenance tasks.		Chief Operating Office
D1.1.07	Undertake annual car park maintenance program	10%	Full condition assessment required on all 16 car parks		Chief Operating Office


LEGEND: Not Updated On Track Taking Action To Address Needs Critical Attention Not Due to Start Cancelled/Deferred Completed



D1.2: Plan for infrastructure that meets the needs of the community.






Code	Action	Progress	Quarterly Update	Status	Responsible Division
D1.2.01	Develop Essential Public Asset Restoration (EPAR) program and implement for all impacted asset classes	5%	Assets classified as 'Essential' under the Disaster Funding Recovery Arrangements are constrained to the Roads and Waste Programs only. To date, we have received a partial response from the NSW Government.		Chief Operating Office
D1.2.02	Scope and deliver the Flood Restoration Portfolio of works for Roads and Bridges	5%	To date, the Roads and Bridges team has successfully completed asset restorations valued at approximately \$70 million. Efforts are ongoing to refine the methodology for landslip restoration.		Chief Operating Office
D1.2.03	Scope and deliver the Flood Restoration Portfolio of works for Water & Wastewater	5%	Program Manager for Water & Wastewater appointed October 2023 and is actively engaged in finalising an agreement to restore the Council's assets by NSW Public Works Advisory.		Chief Operating Office
D1.2.04	Scope and deliver the Flood Restoration Portfolio of works for Buildings & Community Assets	45%	The restoration of Council's Buildings & Community Assets are progressing smoothly, with a fully operational program management team and contractor, Bennetts, working under a mature delivery model.		Chief Operating Office
D1.2.05	Scope and deliver the Flood Restoration Portfolio of works for Flood Mitigation Assets	5%	Flood Mitigation Assets have been successfully identified, with funding agreements now in place. The Program Manager position has been appointed, and we are presently advancing through the development phase for all projects.		Chief Operating Office

D1.3: Provide Council buildings that are safe and fit for purpose.


Code	Action	Progress	Quarterly Update	Status	Responsible Division
D1.3.01	Undertake a strategic review of existing and potential future Council-owned property	0%			Chief Operating Office








LEGEND: Not Updated On Track Taking Action To Address Needs Critical Attention Not Due to Start Cancelled/Deferred Completed






Code	Action	Progress	Quarterly Update	Status	Responsible Division
D1.3.02	Undertake annual inspections and required maintenance for buildings.	30%	Currently a report is completed on council buildings at the commencement and completion of leases. Maintenance services for buildings are provided when notified or on request. Planning recruitment of a position that will coordinate and drive annual inspections and maintenance.		Chief Operating Office
D1.3.03	Develop renewal program for buildings according to the Buildings Asset Management Plan	10%	Planning recruitment of a position that will coordinate and drive the renewal program for buildings.		Chief Operating Office
D1.3.04	Undertake an analysis of assets to be repaired following the 2022 floods and prioritise asset rebuilds with greater social and economic benefits	100%	All damages have been identified and prioritised using a ranking system that considers social and economic benefits		Chief Operating Office
D1.3.05	Manage Council's property portfolio and develop and implement policies and procedures that align with Crown Lands Review 2031	50%	Recruitment of Property Manager position being undertaken. Property Officer was vacant for much of Q1 & Q2. Recruitment will reduce risk of actions not being completed.		Chief Operating Office
D1.3.06	Manage Council's Land Register and update as required	50%	Recruitment of Property Manager position being undertaken. Property Officer was vacant for much of Q1 & Q2. Recruitment will reduce risk of actions not being completed		Chief Operating Office


D1.4: Provide a safe water supply and associated services.

Code	Action	Progress	Quarterly Update	Status	Responsible Division
D1.4.01	Review and update Asset Management Plans to reflect annual budget allocations	20%	Under review with Morrison Low. Further update in conjunction with draft budget. Workshops with staff to be scheduled for April.		Chief Operating Office


LEGEND:  Not Updated  On Track  Taking Action To Address  Needs Critical Attention  Not Due to Start  Cancelled/Deferred  Completed









Code	Action	Progress	Quarterly Update	Status	Responsible Division
D1.4.02	Develop Water and Wastewater renewal and capital works program according to the Water & Wastewater Asset Management Plan	10%	Existing 30 year Water and Wastewater capital works program is inaccurate and was previously put together without asset condition reporting. A Strategic Water and Wastewater Engineering position identified through shared services embedded in water, sewer and planning will address this issue and inaccuracies in current 30 year programs. This position will be responsible for the update and continual upkeep of this program.		Chief Operating Office
D1.4.03	Develop and implement Water and Wastewater maintenance program	50%	Water and Wastewater maintenance programs up to date and on budget.		Chief Operating Office
D1.4.04	Complete construction of new static water supplies, improve turnaround areas on narrow roads and upgrade facilities at the Nimbin and Lismore Showgrounds to improve readiness for bushfire response	80%	Lismore showground work completed November. Nimbin showground work on track for completion March 2024. Turnaround areas completed. Static water supply on track.		Chief Operating Office


D1.5: Provide wastewater supply and associated services.

Code	Action	Progress	Quarterly Update	Status	Responsible Division
D1.5.01	Operate and maintain sewage treatment plants across the Lismore LGA	50%	Operations and maintenance up to date, noting that both the East and South Wastewater treatment plants suffered extensive damage in 2022 floods and require a lot of operator intervention. Plants are achieving and meeting license requirements.		Chief Operating Office

D1.6: Provide quality road materials and asphalt production.

Code	Action	Progress	Quarterly Update	Status	Responsible Division
D1.6.01	Operate efficient and cost-effective quarries, including the production of quarry materials	30%	A resource estimate report has been completed.		Chief Operating Office

LEGEND:  Not Updated  On Track  Taking Action  To Address  Needs Critical Attention  Not Due to Start  Cancelled/Deferred  Completed

Code	Action	Progress	Quarterly Update	Status	Responsible Division
D1.6.02	Ensure regulatory and licencing compliance of all Council-owned quarry sites	50%	Working through operational compliance resourcing re-alignment		Chief Operating Office

LEGEND:

Not Updated



On Track



Taking Action To Address



Needs Critical Attention



Not Due to Start



Cancelled/Deferred




Completed











D2: Our built environment is managed and enhanced to meet the needs of our growing community.

D2.1: Ensure new development enhances the area in which it is located.





Code	Action	Progress	Quarterly Update	Status	Responsible Division
D2.1.01	Monitor and review the Lismore Development Control Plan to include contemporary controls that will result in development that improves the local area	45%	Ongoing Business as usual task for strategic planning.		Chief Community Office








D2.2: Provide development assessments in a timely, customer friendly and sustainable manner.

Code	Action	Progress	Quarterly Update	Status	Responsible Division
D2.2.01	Process development applications in accordance with relevant legislation and Council policies, to ensure development is compatible with its surrounding area	25%	Peer review process implemented in Q2 to ensure compatibility.		Chief Community Office
D2.2.02	Process locality boundary, street numbering and road naming, and update council's property and parcel register	50%	Recruitment of Property Manager position being undertaken. Property Officer was vacant for much of Q1 & Q2. Recruitment will reduce risk of actions not being completed		Chief Operating Office
D2.2.03	Provide relevant, accurate and timely planning advice	50%	Duty planning and duty building surveyor services provided in person, via email and phone on a weekly basis.		Chief Community Office
D2.2.04	Review and implement new software to streamline processing of development applications	0%	Needs analysis needs to be undertaken to understand market availability in light of NSW artificial intelligence planning program.		Chief Community Office

LEGEND:  Not Updated  On Track  Taking Action To Address  Needs Critical Attention  Not Due to Start  Cancelled/Deferred  Completed





D2.3: Ensure new buildings and infrastructure meets relevant standards.

Code	Action	Progress	Quarterly Update	Status	Responsible Division
D2.3.01	Take compliance action in response to community concerns about unlawful development in accordance with Council policy	50%	Compliance being undertaken on a risk based basis in accordance with policy guideline and staffing resources.		Chief Community Office
D2.3.02	Certify and inspect new buildings and infrastructure in accordance with NSW legislation and Council policies, strategies and procedures	50%	Building and infrastructure inspection and certification programs are functioning effectively.		Chief Community Office
D2.3.03	Provide access to new buildings and facilities for people with disabilities in accordance with legislation	50%	The Disability Discrimination Act requirements are a statutory consideration in assessments.		Chief Community Office
D2.3.04	Assess development applications and associated approvals in accordance with NSW legislation and Council's planning controls	25%	Peer review process for all Development Assessments has been implemented in Q2 and will be an ongoing process.		Chief Community Office

LEGEND:  Not Updated  On Track  Taking Action To Address  Needs Critical Attention  Not Due to Start  Cancelled/Deferred  Completed




D3: Our land use planning caters for all sectors of the community.

D3.1: Ensure land is available and serviced to meet population growth in locations that are accessible, close to services and employment, and suitable for development.

Code	Action	Progress	Quarterly Update	Status	Responsible Division
D3.1.01	Review the S7.11 Contributions Plan	70%	In progress. S7.11 Contributions Plan to be finalised and adopted by June 2023.		Chief Community Office
D3.1.02	Process rezoning planning proposals	50%	Ongoing. Business as usual function of strategic planning.		Chief Community Office
D3.1.03	Monitor development activity and update the Strategic Business Plan for Water Supply and Wastewater Services as required	5%	Water and Sewer Strategic Engineer position became vacant. Water and Sewer Strategic Planning Engineering role is an identified position within the shared services team to be embedded in Water, Sewer and Planning to monitor development and update strategic Business plan for Water & Sewer services. To be advertised after consultation period.		Chief Operating Office
D3.1.04	Review the Growth & Realignment Strategy (GARS)	0%	The GARS was adopted by Council in December 2022. Conditional approval was granted by the Department of Planning and Environment (DPE) in June 2023, with a request for additional information to support the strategic merit of additional employment lands at Oliver Avenue, Goonellabah. An addendum to the GARS addressing these issues was provided and conditionally approved by DPE in September 2023.		Chief Community Office

LEGEND:  Not Updated  On Track  Taking Action To Address  Needs Critical Attention  Not Due to Start  Cancelled/Deferred  Completed


D3.2: Ensure a diverse range of land use and development opportunities are available.

Code	Action	Progress	Quarterly Update	Status	Responsible Division
D3.2.01	Monitor the Local Environmental Plan (LEP) and amend as required in response to community and development industry needs	50%	Ongoing Business as usual task for strategic planning		Chief Community Office
D3.2.02	Develop and implement a Rural Land Use Strategy	20%	Work commenced.		Chief Community Office
D3.2.03	Facilitate development of Master Planning Projects including: East Lismore, CBD, North & South Lismore, Clunes and Nimbin	5%	RFQ for consultant to assist with Nimbin project released in December 2023. Nimbin project to be completed by July 2024. Others to be rolled out over the 4 years of the delivery program.		Chief Community Office

D3.3: Protect resources, including prime agricultural land and extractive industries, for future use by the community.

Code	Action	Progress	Quarterly Update	Status	Responsible Division
D3.3.01	Implement and monitor changes to Local Environmental Plan to facilitate agritourism in line with updated planning rules	100%	Amendments to both the Local Environmental Plan and Development Control Plan have been completed and gazetted in July 2023. Implementation will be ongoing beyond 2024-2025.		Chief Community Office



D3.4: Provide opportunities for community engagement in the preparation of land-use strategies and zone reviews.

Code	Action	Progress	Quarterly Update	Status	Responsible Division
D3.4.01	Provide opportunities for community engagement in the preparation of land use strategies and zone reviews	50%	Community and industry engagement completed for the draft Flood DCP, Housing Expo, etc.		Chief Community Office

LEGEND: Not Updated On Track Taking Action To Address Needs Critical Attention Not Due to Start Cancelled/Deferred Completed












D3.5: Contribute to state and federal government planning and related policy and legislation reviews.

Code	Action	Progress	Quarterly Update	Status	Responsible Division
D3.5.01	Review and make submissions on proposed changes to Environment Protection & Assessment Act and associated regulations and planning policies as opportunities arise	50%	Ongoing. Business as usual task for strategic planning.		Chief Community Office
D3.5.02	Review Local Strategic Planning Statements as part of the strategic land use planning framework	0%	Scheduled for 2026-2027.		Chief Community Office

D4: Our community has a diversity of affordable housing options

D4.1: Plan for a mix of housing needs and facilitate increased supply of affordable housing.






Code	Action	Progress	Quarterly Update	Status	Responsible Division
D4.1.01	Facilitate the delivery of affordable housing on Council-owned land	15%	In progress. Tender process to be launched in January 2024 to select a Community Housing Provider partner.		Chief Community Office
D4.1.02	Implement affordable and diverse housing strategy	30%	Ongoing. This is a 10 year strategy adopted in 2023.		Chief Community Office

LEGEND:  Not Updated  On Track  Taking Action To Address  Needs Critical Attention  Not Due to Start  Cancelled/Deferred  Completed

E: Leadership and participation

E1: We engage and communicate with our community.


E1.1: Provide effective communication and information delivery, marketing, and promotions.

Code	Action	Progress	Quarterly Update	Status	Responsible Division
E1.1.01	Consult with the community to review the Community Strategic Plan in line with the Local Government election cycle	0%	Community Strategic Plan consultation will commence after the September 2024 elections		Chief Financial Office
E1.1.02	Support and encourage inclusive public engagement methods which invite comment from a diverse range of community members	50%	57 active Your Say projects, 13.6k total visits, 1,057 engaged participants. Top project was Northern Rivers Rail Trail.		Chief Community Office
E1.1.03	Disseminate timely and accurate information to all sectors of the community through the use of various media	50%	On track with 24 media releases and 891 media mentions for the Q2 as well as weekly and monthly newspaper columns, fortnightly community newsletters, regular Your Say and LinkedIn publications, and daily Facebook and Instagram posts.		Chief Community Office
E1.1.04	Inform and educate the community about Council activities, projects and events through the development of flyers, brochures, educational campaigns, videos and other marketing collateral	50%	On track. Major marketing campaigns included Back Lismore, Carols in the Heart, Santa's wonderland and Lismore Delights. Several video developed and rolled out to inform the public on major project completions and milestones, regular wrap ups on council decisions communicated via video, online and printed material.		Chief Community Office
E1.1.05	Review and update Communications Plan	40%	Communications Plan review underway due for completion June 2024		Chief Community Office


LEGEND: Not Updated On Track Taking Action To Address Needs Critical Attention Not Due to Start Cancelled/Deferred Completed



E1.2: Coordinate and initiate community engagement in Council activities and decision-making.

Code	Action	Progress	Quarterly Update	Status	Responsible Division
E1.2.01	Support and report on Council Advisory and Action Groups	50%	Council Advisory Group meetings supported quarterly through formal meetings with key recommendations and outcomes reported to Council.		Chief Community Office


E1.3: Engage with rural communities to encourage community involvement, connectedness, and cohesion.

Code	Action	Progress	Quarterly Update	Status	Responsible Division
E1.3.01	Encourage community engagement with the development and implementation of a Rural Land Use Strategy	0%	Rural Land Use Strategy review to begin in Q3		Chief Community Office


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E2: We collaborate with other agencies to achieve great outcomes.

E2.1: Embrace a partnership approach to achieve community outcomes.

Code	Action	Progress	Quarterly Update	Status	Responsible Division
E2.1.01	Stakeholder relationship management to encourage collaboration with regional partners	50%	The Mayor and General Manager continue to actively participate in meetings of the Northern Rivers Joint Organisation, Regional Cities NSW and Country Mayors Association meetings and activities. The General Manager also regularly meets with the General Managers from across the region, and via NSW Local Government Professionals to develop working relationships and regional collaboration. An example has been in the development of a response to the issue of threatening behaviours towards employees which has been shared across the region with other Northern Rivers local governments.		General Manager's Office


E2.2: Build capacity of and provide support to community organisations and groups.

Code	Action	Progress	Quarterly Update	Status	Responsible Division
E2.2.01	Financially assist rural halls through the section 356 donations program as a rebate of annual general rates	100%	Financial assistance of \$2,000 each was provided in December 2023 for 30 halls.		Chief Financial Office



LEGEND: Not Updated On Track Taking Action To Address Needs Critical Attention Not Due to Start Cancelled/Deferred Completed

E2.3: Facilitate programs and activities that celebrate young people, older people and multiculturalism.



Code	Action	Progress	Quarterly Update	Status	Responsible Division
E2.3.01	Offer and promote a range of programs at the council facilities that celebrate young people, older people and multiculturalism	50%	Young Writer's Masterclass - in partnership with Byron Writer's Festival. Three youth book clubs Youth school holiday activities, such as Zine Making and bird identification workshop and Birds around the block CBD scavenger hunt Lismore Social Circle - weekly program to reduce social isolation in seniors. Goonellabah Craft group - Weekly program for seniors for creative hobbies. Digital literacy programs. The library maintains a collection of materials and resources to support multicultural community, in the form of an information hub, learning English books, ESL test materials and foreign language books from the State Library.		Chief Community Office

E2.4: Develop working relationships with government, non-government, private sector and community-based agencies.


Code	Action	Progress	Quarterly Update	Status	Responsible Division
E2.4.01	Collaborate and coordinate with NRRC, local planning panel and other agencies to deliver post-flood strategic planning	50%	Ongoing. (Note: the NRRC is now known as the NSW RA and the local planning panel has been disbanded).		Chief Community Office
E2.4.02	Actively build, seek and strengthen strategic and working relationships with local and regional organisations and groups	50%	The Mayor and General Manager continue to actively participate in Northern Rivers Joint Organisation, Regional Cities NSW and Country Mayors Association meetings and activities. The General Manager regularly meets with government departments, private organisations and community based agencies to develop working relationships.		General Manager's Office

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Code	Action	Progress	Quarterly Update	Status	Responsible Division
E2.4.03	Advocate for open communication channels with NRRC to ensure integration with Council activities	50%	The General Manager and Chief Operating Officer continue to actively participate in meetings and maintain strong relationships with government departments and funding bodies including NRRC/NSW Reconstruction Authority, Transport for NSW, Public Works etc to ensure support for business as usual activities and disaster related recovery.		General Manager's Office
E2.4.04	Work with ICO NRRC to collaborate and coordinate on relevant major infrastructure projects	30%	The Flood Restoration Portfolio regularly attends and coordinates with the NSW Reconstruction Authority's Infrastructure Coordination Office.		Chief Operating Office

E2.5: Participate in cultural relationships.


Code	Action	Progress	Quarterly Update	Status	Responsible Division
E2.5.01	Organisation of a Student Exchange Program with Yamato Takada, Japan	50%	Successful Student Exchange Program completed in 2023 with positive feedback. Planning underway for 2024 exchange.		Chief Community Office

E2.6: Manage regional services with other councils.








Code	Action	Progress	Quarterly Update	Status	Responsible Division
E2.6.01	Provide a leading edge library service which utilises current technology to meet the expectations of customers	0%	Asset audit undertaken during the quarter indicates RTRL libraries have an ageing and subpar fleet of assets requiring renewal. RTRL budget has not catered for such a renewal for at least 7 years. Asset management plan being developed with options for funding being investigated. Staff working to seek grant funding to address.		Chief Community Office
E2.6.02	Investigation to digitalise, protect local history documents and catalogue onto the library website	0%	Deferred until after the Lismore Library rebuild is complete - staff have not had the time or space to address this.		Chief Community Office

LEGEND: Not Updated On Track Taking Action To Address Needs Critical Attention Not Due to Start Cancelled/Deferred Completed








Code	Action	Progress	Quarterly Update	Status	Responsible Division
E2.6.03	Investigate innovative technology and programs across multiple locations, both in and outside of the library buildings	15%	Staff attended annual Switch conference to investigate new technologies and innovations in libraries. Investment required in replacement and upgrade of current tech and fleet of equipment to achieve current accessibility and user experience standards - will require grant funding to progress. Not likely to be actioned this financial year. Significant investment of funds required to address this across RTRL locations for consideration of the RTRL Committee in the 2024-2025 budget process.		Chief Community Office








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E3: Our decisions and actions are open, transparent, effective and in the interests of all.






E3.1: Manage Council meetings and provide support to Councillors in fulfilling their role.

Code	Action	Progress	Quarterly Update	Status	Responsible Division
E3.1.01	Provide Councillors with relevant information and access to professional staff through the Councillor Request System to facilitate good decision-making practices	50%	213 councillor requests were responded to between July to December 2023.		General Manager's Office
E3.1.02	Coordinate requests from the community to the Mayors Discretionary Fund to facilitate small grants for projects that represent or promote Lismore	50%	In November two requests were granted to Clunes Carols and Tropical Fruits.		General Manager's Office
E3.1.03	Enable our elected representatives to undertake their duties effectively through administration of the Councillor Expenses & Facilities policy and provision of ongoing professional development	50%	Councillors Expenses and Facilities have been administered in line with the policy.		General Manager's Office
E3.1.04	Ensure good governance through appropriate management of Code of Conduct matters, administration of Legislative compliance framework and maintenance of Fraud Prevention framework	35%	Code of Conduct matters are co-ordinated in accordance with Office of Local Government guidelines. Legislative compliance framework has been developed and will be implemented in the coming months. Fraud Prevention Framework has been implemented but still requires training to be conducted.		Chief Financial Office
E3.1.05	Administering updates and training on Code of Meeting Practice and Council policies	50%	Council's Code of Meeting Practice was updated in July and November. Council policies continue to be reviewed however there are still a number of policies that are outdated and long overdue for review. We will continue to review these as resources allow.		Chief Financial Office

LEGEND:  Not Updated  On Track  Taking Action To Address  Needs Critical Attention  Not Due to Start  Cancelled/Deferred  Completed







E4: We provide effective management and responsible governance.








E4.1: Ensure the efficient and effective operation of Council.






Code	Action	Progress	Quarterly Update	Status	Responsible Division
E4.1.01	Implement the Capability, Capacity & Recovery Roadmap (CCRR) to deliver long-term improvements to Council's sustainability as an organisation that can continue to provide valuable services to our community	50%	The CCRR project is progressing well. Quarterly reports for June 2023 and September 2023 quarters submitted to the Office of Local Government. CCRR committee met in July, October and November 2023.		Chief Financial Office
E4.1.02	Improve collaboration across Council services to ensure all our people think outside their own departments, plans, needs and budgets to consider the impact on the organisation and community as a whole	50%	The organisational structure was realigned in the last quarter 2022-2023 to ensure like functions were grouped together based on internal or external customer focus and on financial/people, assets/services or community focus. In addition, collaboration across the organisation and across portfolios has been a focus of these changes including the centralisation of services and the use of the business partner model.		General Manager's Office
E4.1.03	Oversee development of Integrated Planning & Reporting (IP&R) and coordinate activities to ensure alignment with strategic vision	0%	The 2024-2025 IP&R documents development will commence February 2024 for final adoption by Council in June 2024.		Chief Financial Office
E4.1.04	Implement the Integrated Planning & Reporting Framework	50%	Annual Report Completed November 2023. September QBRS adopted by Council November 2023.		Chief Financial Office
E4.1.05	Promote and support the progression of innovative ideas from across Council	50%	The Executive Leadership Team actively seeks ideas and suggestions from across the organisation and has established a Modernisation Squad (the 'Mod Squad') to lead the ideas to resolution including customer focused projects, internal process improvement ideas and coordination of strategy and policy delivery.		General Manager's Office








LEGEND: Not Updated On Track Taking Action To Address Needs Critical Attention Not Due to Start Cancelled/Deferred Completed


















Code	Action	Progress	Quarterly Update	Status	Responsible Division
E4.1.06	Engage an Internal Audit service provider to provide an independent view on Council's business activities, identify improvements and support compliance with legislation	50%	Grant Thornton has been engaged as Council's Internal Auditor. Two reviews have been conducted during the reporting period.		Chief Financial Office
E4.1.07	Coordinate and provide secretariat for the Audit Risk and Improvement Committee (ARIC)	50%	ARIC meetings were held 19th June 2023, 18th September 2023 & 27th November 2023. Secretariat was provided with meeting agendas and minutes being recorded in Infocouncil.		Chief Financial Office
E4.1.08	Coordinate completion of audit actions from external and internal audit reports	50%	Audit actions are recorded, tracked and reported to ARIC meetings.		Chief Financial Office
E4.1.09	Coordinate insurance claims	50%	Insurance claims are co ordinated with relevant insurers and claimants. Below excess claims are considered and managed by officers in the Governance team.		Chief Financial Office
E4.1.10	Coordinate the 2024 Local Government Elections and Councillor induction process	20%	NSW Electoral Commission has been engaged to conduct the 2024 Lismore City Council election. Officers are liaising with the commission regarding pre-poll locations and suitable locations for the returning officer. Planning will begin in Q3 for the councillor induction process.		Chief Financial Office
E4.1.11	Maintain and update Council's Delegations Register	45%	Council's delegation register has been operational in a specific software system (Pulse). It is updated upon notification of staffing changes and legislation changes. With the high number of employee movements it is a drain on resources to keep it updated but we are endeavouring to do this. We continue to request enhancement to the software that would allow a more streamlined approval process.		Chief Financial Office






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Code	Action	Progress	Quarterly Update	Status	Responsible Division
E4.1.12	Conduct asset revaluations according to State Government guidelines	30%	Stormwater revaluation has commenced with completion due June 2024.		Chief Financial Office
E4.1.13	Collect and manage all Council funds and provide information and advice to support sound financial decision making	50%	Quarterly Budget Review Statements (QBRs) adopted by Council for September and December. Monthly management reporting to Executive. Managers have access to live management reporting through Corporate System. Enhanced management reporting tool being implemented, due March 2024.		Chief Financial Office
E4.1.14	Effectively manage Council's finances to support long-term financial sustainability through continuous improvement of business processes for best practice delivery of financial services to stakeholders	60%	A 2023-2024 Budget, Long -Term Financial Plan (LTFP) and Asset Management Plan (ASM) was adopted in June 2023. The 2024-2025 Budget process has progressed, includes the Resourcing Strategies (LTTFP, AMP) and rates with completion due June 2024.. Quarterly Budget Review Statements (QBRs) for September and December 2023 have been adopted by Council. The 2023 Financial Reports lodged December 2023 in line with Office of Local Government (OLG) deadline. The General Ledger Restructure project was completed in November 2023. A Management reporting tool is progressing with completion due in early 2024.		Chief Financial Office
E4.1.15	Investigate and implement financial modelling tools to increase access of quality reports to internal users while also improving integration and automation	70%	Business Intelligence (BI) reports developed. Management reporting tool being implemented completion March 2024.		Chief Financial Office
E4.1.16	Implementation of business processes and procedures for Council's Name and Address Register (NAR)	10%	NAR training has been conducted and recorded for key staff. Further work is required to ensure those who have edit roles, know the impact of actions.		Chief Financial Office

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Code	Action	Progress	Quarterly Update	Status	Responsible Division
E4.1.17	Continuous improvement of Council's cyber security	40%	Council has employed a cyber security specialist, who is focused on improving our cyber defence posture. Phishing campaigns have been run as well as posters being designed to go up across Council sites.		Chief Financial Office
E4.1.18	Develop and implement plan to transform the recruitment, induction and onboarding processes	85%	Design and testing is underway. Anticipated launch in March with all new starters who commence in April.		Chief Financial Office
E4.1.19	Ensure all areas of Council have clear, achievable goals to align operations to strategic direction through performance development framework	5%	Project lead to be recruited in March 2024		Chief Financial Office
E4.1.20	Strive for exceptional workplace culture through development of expected behaviours, incentives and ways of working	10%	Project lead to be appointed in February 2024.		Chief Financial Office
E4.1.21	Design a development and training framework for workforce	20%	Project lead will be recruited in March 2024. An interim corporate training program will be in-place for Q4, and a detailed training needs analysis will be undertaken during Q4 to commence from 1 July 2024.		Chief Financial Office
E4.1.22	Develop leadership pathway framework for workforce	20%	Project lead will be recruited in March 2024. A proposal for a program will be provided to the Executive Leadership Team for in principal support in Q3.		Chief Financial Office
E4.1.23	Administer rates and water billing	50%	Rate and water billing notices issued in timely manner.		Chief Financial Office
E4.1.24	Upgrade Council intranet to support new technology and portability	100%	New council intranet launched in December 2023		Chief Community Office

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Code	Action	Progress	Quarterly Update	Status	Responsible Division
E4.1.25	Create, capture and dispose of records in accordance with the State Archives and Records Authority of NSW standards and provide enhancements to the records management system as required	50%	No substantial enhancements to the records management system have been provided. Eighteen lots of records were destroyed in the reporting period. Most of these were electronic records. In August 2023 there were a large number of hard copy finance records destroyed.		Chief Financial Office
E4.1.26	Meet requests for access to Council documents as per Government guidelines and manage paper and electronic files to ensure security of documents is maintained	50%	417 open access requests were processed. We have included a checkbox in the application regarding copyright, this has reduced processing time. 242 requests to view records were also processed.		Chief Financial Office
E4.1.27	Investigate record storage options	75%	Due to space limitation the size of the Content Manager document store was increased prior to the reporting period. Cost of digitising hard copy files for DA/BA, property & road files files was investigated. This is very expensive and cost prohibitive at the moment. There is an ongoing investigation regarding cloud storage & setting up separate datastore for videos &/or invoices.		Chief Financial Office
E4.1.28	Review depreciation methodology and numbers	90%	Was undertaken during the 2023-2024 Financial preparation.		Chief Financial Office
E4.1.29	Review project management framework to enable improved project delivery	20%	Appointment of Senior Project Manager (Infrastructure) finalised. Review of Project Management Framework including governance has commenced and includes trialling of Pulse project management system (underway).		Chief Operating Office

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E4.2: Provide a central point of contact for the community to interact with Council and access services.

Code	Action	Progress	Quarterly Update	Status	Responsible Division
E4.2.01	Development of Complaints Management Framework	5%	Development of a complaints handling framework will be progressed through Q3 & Q4. This will be done in conjunction with Head of Customer Experience. This is following a change in reporting lines and areas of responsibilities.		Chief Financial Office
E4.2.02	Operate and continually improve Customer Contact Centre to provide community access to Council	50%	On track ongoing via regular internal stakeholder engagement and review of external customer demand and contact trend reporting. Engagement meetings held fortnightly internally to review current knowledgebase articles and generate new content with current or new processes for improved customer experience and more streamlined customer response.		Chief Community Office
E4.2.03	Full review of Council's Customer Relationship Management (CRM) system and implement efficiency change	50%	A review of the Rangers, Compliance and Open Spaces CRM categories have taken place in this quarter. This review ensured the workflow, questions and timing of CRM's are meeting current needs.		Chief Community Office
E4.2.04	Introduce online chats through the contact centre	0%	Online chat activation put on hold awaiting outcomes of Community survey conducted in October 2023. Specifically awaiting data related to demand from community for this functionality on the website.		Chief Community Office
E4.2.05	Implementation of new Customer Service Knowledge Management System to provide accurate and timely information to the community	50%	Customer Contact is ready to progress with the implementation however awaiting approval. Funding is approved under capacity funding.		Chief Community Office
E4.2.06	Improve customer engagement including full review of Council's Customer Service Charter	10%	Project plan to be determined.		Chief Community Office


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E4.3: Provide a safe working environment to ensure the health and wellbeing of all Council staff and volunteers.








Code	Action	Progress	Quarterly Update	Status	Responsible Division
E4.3.01	Continuous improvement in work health & safety to develop a culture of wellbeing	50%	New WHS turnaround strategy (12 months) approved including change in reporting lines to Chief Operating Officer. New structure and recruitment approved in December 2023.		Chief Operating Office
E4.3.02	Write and implement the Equal Employment Opportunity Management Plan (EEOMP)	10%	Project lead to be recruited early in 2024 and planning will commence in April.		Chief Financial Office
E4.3.03	Create strategy to adopt requirements under Australian Human Rights Commission (AHRC)	50%	Procedures reviewed to ensure requirements are met .		Chief Financial Office
E4.3.04	Implement initiatives determined in the Workforce Management Plan	25%	Initiatives to be delivered in 2024 include staff onboarding, performance management and a new EEO plan		Chief Financial Office

E4.4: Improve gender equality in Council's workforce.

Code	Action	Progress	Quarterly Update	Status	Responsible Division
E4.4.01	Implement actions in the workforce management plan to improve gender equality in Council's workforce	50%	Women's Career Development Program will be implemented in 2024.		Chief Financial Office

E4.5: Ensure well-managed buildings, land and property assets.





Code	Action	Progress	Quarterly Update	Status	Responsible Division
E4.5.01	Develop Plans of Management for Council land as required	0%	No plans of management have been required in the reporting period.		Chief Operating Office

LEGEND:  Not Updated  On Track  Taking Action To Address  Needs Critical Attention  Not Due to Start  Cancelled/Deferred  Completed


E4.6: Ensure sound risk management practices.








Code	Action	Progress	Quarterly Update	Status	Responsible Division
E4.6.01	Adapt Council's risk register to allow identification and early mitigation of risks to Council and our workforce	50%	Council's risk register is currently being reviewed and updated to allow compliance with OLG Guidelines and Local Government (General) Regulation 2021.		Chief Financial Office




E4.7: Ensure well-managed procurement, tendering and contracting services.

Code	Action	Progress	Quarterly Update	Status	Responsible Division
E4.7.01	Develop the strategic skills of the procurement and contracts team in order to pursue best practice and excellence in procurement	70%	Procurement staff have completed external courses and had increased exposure to contractual complexity. Training is underway for external users and will be provided by the Procurement and Contracts Team.		Chief Financial Office
E4.7.02	Ensure construction and infrastructure project payments are aligned with Security of Payment Act obligations	70%	All SOPA requirements are tabled and included within contract agreements.		Chief Financial Office
E4.7.03	Implement a new streamlined efficient and effective procurement and contract management process and guidelines.	80%	With the new Sustainable Procurement Policy being approved by Council and on a 28 day exhibition period, the rollout of the guidelines, templates and training is underway. Conclusion of this action is aligned to the conclusion of the exhibition period.		Chief Financial Office
E4.7.04	Update Council procurement and contract management template suite including new Council specific contract templates	100%	Approximately 30 templates are now live. This will continue to evolve but as the core templates are available, this action is considered "closed"		Chief Financial Office


E4.8: Ensure Council's fleet and workshop is well-maintained, managed and fit for purpose.








Code	Action	Progress	Quarterly Update	Status	Responsible Division
E4.8.01	Operate an efficient fleet management program, including replacement, allocation, and external hire	60%	The fleet department currently utilise a Budgeting and Procurement program and a fleet Transformation Project. Finer details attached.		Chief Operating Office

LEGEND:  Not Updated  On Track  Taking Action To Address  Needs Critical Attention  Not Due to Start  Cancelled/Deferred  Completed

Code	Action	Progress	Quarterly Update	Status	Responsible Division
E4.8.02	Operate an efficient maintenance workshop for Council fleet	60%	The Pit Ventilation Project has been completed and the Pits are now ventilated as per legislation requirements. Currently following up an upgraded Lube station which we have quotes, however waiting on assistance from the flood team as these items were damaged in the 2022 flood. The workshop has found funding to purchase specialist equipment/tools for a more efficient workshop. The workshop is currently recruiting for vehicle and diesel mechanics to boost the efficiencies and output in the workshop.		Chief Operating Office
E4.8.03	Operate efficient sign and metal fabrication workshops	60%	Sign shop running comfortably as usual and fabrication running best it previously run, however 1 staff member down slowing the maintenance processes. Currently advertising for an additional sheet metal worker.		Chief Operating Office
E4.8.04	Implement fleet transformation project	60%	The Fleet utilise Budget and Procurement process, and a fleet transformation project is in place. All details attached below.		Chief Operating Office




E4.9: Ensure the efficient operation of Richmond Tweed Regional Library.








Code	Action	Progress	Quarterly Update	Status	Responsible Division
E4.9.01	Administer the Deed of Agreement as the Executive Council for Richmond Tweed Regional Library	50%	On track and reported through to RTRL Committee quarterly. Budget being developed to present to RTRL Committee on 28 February 2024.		Chief Community Office

LEGEND:  Not Updated  On Track  Taking Action To Address  Needs Critical Attention  Not Due to Start  Cancelled/Deferred  Completed

E5: We continue to grow our reputation and capacity as a regional city

E5.1: Attract new visitors and provide tourists with information and services to explore the Rainbow Region.




Code	Action	Progress	Quarterly Update	Status	Responsible Division
E5.1.01	Produce and deliver a marketing strategy to attract visitors to the area to attract industry and investment	70%	Back Lismore campaign developed and delivered resulting in increased civic pride, activity and visitation. Campaign extended to June 2024.		Chief Community Office
E5.1.02	Develop a Visitor Economy Strategy	95%	The Destination Management Plan has been under development for the past 6 months having had significant key stakeholder and general public consultation. The draft Plan was presented to Councillors on 6 February 2024. A report to Council has been prepared for March 2024 for its adoption and formal activation.		Chief Community Office
E5.1.03	Facilitate Visitor Economy services across the Local Government Area to support business and visitor growth.	50%	Ongoing support has been provided to the business community over the past 6 months to activate and increase visitor growth. During this period activities have included: the redesign and production of the Northern Rivers Map, industry workshops in Lismore and Nimbin, face to face engagement and community consultation to develop the draft Destination Management Plan, launching of the Monthly What's On, launched the Lismore ArtVenture Trail, ran industry familiars with key Destination North Coast and Business NSW representatives to Nimbin, photoshoot with Nimbin businesses and a promotional campaign to increase holiday season trading across the Lismore Local Government Area.		Chief Community Office








LEGEND:  Not Updated  On Track  Taking Action To Address  Needs Critical Attention  Not Due to Start  Cancelled/Deferred  Completed

E5.2: Ensure diverse events catering for a wide audience that deliver social and economic benefits to the community.


Code	Action	Progress	Quarterly Update	Status	Responsible Division
E5.2.01	Proactively seek and bid for new events and conferences for the city and region.	50%	Council has secure several new event/conferences in the Gordon Pavilion Function space, however due the compliance certificate for the Tidal Building no events can be hosted until this is resolved.		Chief Community Office

E5.3: Attract private investment and public funding to the city.



Code	Action	Progress	Quarterly Update	Status	Responsible Division
E5.3.01	Lobby and advocate for support and funding with a specific focus on opportunities that support core assets	50%	The Mayor, General Manager and the members of the Executive Leadership Team continue to actively lobby government agencies for funding to assist disaster recovery activities		General Manager's Office
E5.3.02	Lobby and advocate for support from the State and Federal Government	50%	The Mayor, General Manager and the members of the Executive Leadership Team continue to actively participate in meetings and activities with government departments and funding bodies to ensure support for business as usual activities and those disaster related.		General Manager's Office
E5.3.03	Identify new areas for growth and investment potential including the research and development of business cases	20%	Economic Background Paper completed identifying key growth opportunities.		Chief Community Office








LEGEND:  Not Updated  On Track  Taking Action To Address  Needs Critical Attention  Not Due to Start  Cancelled/Deferred  Completed


E5.4: Facilitate the ongoing development of the Central Growth Corridor Project.

Code	Action	Progress	Quarterly Update	Status	Responsible Division
E5.4.01	Engage with State Government to encourage inclusion of Northern Rivers into regional growth priorities	50%	Ongoing liaison including meetings, submissions and correspondence with NSW Departments and Agencies including Premiers Department, NSW Reconstruction Authority, Department of Planning, Housing and Infrastructure, Create NSW, Public Works, Infrastructure NSW.		Chief Community Office

E5.5: Support initiatives that grow Lismore City as a regional centre.

Code	Action	Progress	Quarterly Update	Status	Responsible Division
E5.5.01	Develop and maintain Council's identified priority projects register	100%	During this period engagement was undertaken with Staff and Councillors to identify Lismore's Priority Projects. These projects were adopted by Council at the meeting of 21 November 2023. In order of priority: <ol style="list-style-type: none"> 1. Resilience Feasibility Study including Water Security and Flood Mitigation 2. Regional Airport Master Planning and Redevelopment 3. Northern Rivers Rail Trail Stage 2 (South Lismore to Booyong) 4. Event Legacy Program 5. Riverside Precinct Development (Bridge to Bridge). 		Chief Community Office
E5.5.02	Implement actions from the 2023-2033 Lismore Economic Development Strategy, which aims to highlight key industry sectors	0%			Chief Community Office

LEGEND:  Not Updated  On Track  Taking Action To Address  Needs Critical Attention  Not Due to Start  Cancelled/Deferred  Completed

Code	Action	Progress	Quarterly Update	Status	Responsible Division
E5.5.03	Facilitate ongoing research, business case development and funding applications to support the progression of Council's identified priority projects	50%	<p>During this period engagement was undertaken with Staff and Councillors to identify Lismore's Priority Projects. These projects were adopted by Council at the meeting of 21 November 2023. In order of priority:</p> <ol style="list-style-type: none"> 1. Resilience Feasibility Study including Water Security and Flood Mitigation 2. Regional Airport Master Planning and Redevelopment 3. Northern Rivers Rail Trail Stage 2 (South Lismore to Booyong) 4. Event Legacy Program 5. Riverside Precinct Development (Bridge to Bridge). Work will commence in 2024 to develop appropriate documentation and business cases to support the progression of these top five projects. 		Chief Community Office

LEGEND: Not Updated On Track Taking Action To Address Needs Critical Attention Not Due to Start Cancelled/Deferred Completed

