

# Imagine Lismore Delivery Program 2017 – 2021

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## PROGRESS REPORT June 2019












# Imagine Lismore Delivery Program

## Progress Report







For the period 01/01/2019 to 30/06/2019






<b>Status Legend:</b>	 On Track/ Completed	 Watch	 Off Track
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Delivery Program Strategies	Operational Plan Activities	Responsibility	Activity Type	Status	Progress Comment
A1.1 Support community members to participate in healthy eating and active living.	A1.1.2 Work in collaboration with partners to deliver the 'Feel Blue, Touch Green' initiative, engaging people suffering depression and related disorders in supported nature-based activities in woodland environments.	Integrated Planning	Action		Two Feel Blue Touch Green Events held Signage installed 14 week bush therapy program current
	A1.1.4 Deliver the Edible Streetscape Strategy	Integrated Planning	Project		COMPLETE. At the 12 June 2018 Council meeting the Proposed Policy and Guidelines for Edible Streetscapes were not adopted. Although the result was no Strategy, this action completes the project.
	A1.1.5 Deliver Learn -to-Swim programs to encourage water safety within the community from infants to adults.	Major Recreation & Cultural Facilities	Action		
	A1.1.6 Hold events and awareness activities during Water Safety Week.	Major Recreation & Cultural Facilities	Action		
	A1.1.7 Offer and promote a range of programs for seniors at the Goonellabah Sports & Aquatic Centre including Aqua and Gentle Moves classes.	Major Recreation & Cultural Facilities	Action		
	A1.1.8 Operate a 24-hour gym facility with state-of-the-art equipment that offers a broad variety of fitness classes, personal training and small group training programs.	Major Recreation & Cultural Facilities	Action		
	A1.1.9 Provide access to swimming, recreational and water safety facilities.	Major Recreation & Cultural Facilities	Action		






	A1.1.10 Support and provide school groups with specific swim/fitness programs to suit all ages and abilities.	Major Recreation & Cultural Facilities	Action	●	
A1.2 Provide responsive emergency management and emergency prevention services.	A1.2.2 Lead and participate in the Northern Rivers Emergency Management Committee.	Assets	Action	●	
	A1.2.3 Provide funding and in-kind support to NSW Rural Fire Service to provide local brigade vehicles, firefighting equipment, training and building maintenance.	Assets	Action	●	
	A1.2.4 Provide funding to Fire and Rescue NSW to operate the service.	Assets	Action	●	
	A1.2.6 Participate in regular meetings of Floodplain Management Committee to monitor flood risk and mitigation needs.	Integrated Planning	Action	●	
	A1.2.7 Restrict development in areas at high-risk of flooding.	Development & Compliance	Action	●	
	A1.2.8 Provide up-to-date information on flood risk to the community.	Assets	Action	●	
	A1.3 Maintain public health, safety and amenity.	A1.3.1 Inspect and register commercial businesses offering food for sale or skin penetration/beauty treatments to ensure compliance with food safety and public health standards.	Development & Compliance	Action	●
A1.3.2 Certify and audit commercial and industrial buildings to ensure adequate fire safety.		Development & Compliance	Action	●	
A1.3.3 Inspect swimming pools to ensure compliance with NSW legislation.		Development & Compliance	Action	●	
A1.3.4 Undertake regular parking patrols to ensure compliance with adopted parking strategies.		Development & Compliance	Action	●	
A1.3.5 Encourage responsible pet ownership through education programs and take appropriate action in response to complaints about companion animals.		Development & Compliance	Action	●	

A1.3 Maintain public health, safety and amenity.	A1.3.6 Remove abandoned vehicles and wandering stock from public places in accordance with adopted procedures and NSW legislation.	Development & Compliance	Action	●	
	A1.3.7 Implement and manage CitySafe program in the Lismore CBD. CitySafe includes the provision and maintenance of Lismore and Nimbin CCTV cameras, representation on the CitySafe Committee, Lismore Late Nighter bus service etc.	Development & Compliance	Action	●	
	A1.3.8 Review and update Crime Prevention Plan to access grant funding opportunities	Development & Compliance	Project	●	NOT PROGRESSING. Project was deferred per March Council resolution.
	A1.3.10 Take compliance action in response to customer requests/complaints relating to public health, safety and amenity.	Development & Compliance	Action	●	
	A1.3.11 Maintain street lighting.	Assets	Action	●	
A2.1 Provide opportunities for Aboriginal and Torres Strait Islander people to participate in community events and programs.	A2.1.1 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.	Major Recreation & Cultural Facilities	Action	●	
	A2.1.2 Host Aboriginal Learn to Swim holiday program.	Major Recreation & Cultural Facilities	Action	●	Program did not take place as funding from Department of Sport and Recreation was ceased.
	A2.1.3 Encourage participation in healthy activities and lifestyle programs at Goonellabah Sports & Aquatic Centre and Lismore Memorial Baths during NAIDOC Week.	Major Recreation & Cultural Facilities	Action	●	
	A2.1.4 Support annual Aboriginal Knockout event at Oakes Oval.	Major Recreation & Cultural Facilities	Action	●	
	A2.1.5 Actively seek new events that support and recognise Aboriginal and Torres Strait Islander community and cultures.	Major Recreation & Cultural Facilities	Action	●	
	A2.1.6 Foster opportunities for additional Indigenous tourism initiatives and developments.	Major Recreation & Cultural Facilities	Action	●	












A2.2 Support and promote Aboriginal and Bundjalung art and artists.	A2.2.2 Work with Lismore City Council's Aboriginal Advisory Group to ensure consultation and engagement with the Aboriginal and Torres Strait Islander community.	Major Recreation & Cultural Facilities	Action		Gallery Director and Quad Placemaking Officer attended Advisory Group meetings to ensure relevant consultation.
A2.3 Implement actions in the Reconciliation Action Plan (RAP).	A2.3.1 Implement Aboriginal and Torres Strait Islander Employment Strategy to achieve 6% Aboriginal and Torres Strait Islander representation within Council's workforce. In addition and to support this action, implement recruitment measures to reach target employee pool	People and Workforce Development	Action		Transformation Programme Project includes the introduction of a Change Management framework for any new initiative coming into the organisation.  Approach to this strategy changed through this Financial Year. Next FY the plan is to move to one Diversity Strategy (EEO Management Plan) incorporating actions to support: <ul style="list-style-type: none"> <li>• people with disability</li> <li>• people who identify as Aboriginal and Torres Strait Islander</li> <li>• gender equity in employment</li> </ul>
A2.3 Implement actions in the Reconciliation Action Plan (RAP).	A2.3.2 Ensure RAP actions are implemented with oversight from RAP Working Group.	People and Workforce Development	Action		RAP working group met regularly throughout the FY to track and monitor delivery of RAP outcomes, consult with staff who identify as ATSI and plan the next RAP approach. Next FY will see the RAP steering committee have a change of Chairperson as it moves to become the responsibility of People and Safety team.
	A2.3.3 Celebrate and participate in National Reconciliation Week (NRW).	People and Workforce Development	Action		Council's celebration of National Reconciliation week included events at the Gallery and Quad,
	A2.3.4 Develop and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes through Lismore City Council's Aboriginal Advisory Group.	People and Workforce Development	Action		
	A2.3.5 Raise internal and external awareness of the RAP to promote reconciliation across business and community sectors.	People and Workforce Development	Action		

	A2.3.7 Engage staff in cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements.	People and Workforce Development	Action		
	A2.3.8 Engage staff in understanding the significance of Aboriginal and Torres Strait Islander cultural protocols, such as Welcome to Country and Acknowledgement of Country, and ensure these protocols are observed at Council meetings and events.	People and Workforce Development	Action		
	A2.3.9 Investigate opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity within the organisation.	Finance	Action		Action has been delayed due to competing priorities and limited staff resources within the Procurement Team.
	A2.3.10 Increase staff awareness of state and federal policy developments with implications for local government and/or Aboriginal and Torres Strait Islander stakeholders.	People and Workforce Development	Action		
	A2.3.11 Report RAP achievements, challenges and lessons to Reconciliation Australia as well as internally and externally.	General Manager's Office	Action		
A2.4 Conserve items, areas and places of Aboriginal cultural heritage significance.	A2.4.1 Ensure Council rezoning planning proposals, development applications, road and other infrastructure works address potential Aboriginal cultural heritage significance and ensure any impact is avoided.	Integrated Planning, Development & Compliance, Assets	Action		
	A2.4.2 Ensure protection of Aboriginal objects and places consistent with the NSW Office of Environment & Heritage guideline Due Diligence Code of Practice for the Protection of Aboriginal Objects in NSW, 2010.	Integrated Planning, Development & Compliance	Action		






	A2.4.3 Ensure rezoning planning proposals, other relevant LEP amendments and development applications are referred to Council's Aboriginal Advisory Group and Ngulingah Local Aboriginal Land Council for comment and advice.	Integrated Planning, Development & Compliance	Action		
A2.5 Ensure workforce planning strategies, Human Resources practices and all stages of employment lifecycle reflect Reconciliation Action Plan (RAP) commitments and responsibilities.	A2.5.1 Develop a cultural mentoring network for existing staff and managers.	Human Resources	Action		Transformation Programme Project includes the introduction of a Change Management framework for any new initiative coming into the organisation.  Approach to this strategy changed through this Financial Year. Next FY the plan is to move to one Diversity Strategy (EEO Management Plan) incorporating actions to support: <ul style="list-style-type: none"> <li>• people with disability</li> <li>• people who identify as Aboriginal and Torres Strait Islander</li> <li>• gender equity in employment</li> </ul>
	A2.5.2 Support Aboriginal and Torres Strait Islander leadership.	Human Resources	Action		
	A2.5.3 Develop and implement Aboriginal and Torres Strait Islander employment pathways for traineeships or internships.	Human Resources	Action		The Aboriginal Advisory Committee have been an effective consultative body sharing cultural information and insights, with senior staff and councillors and advising on internal and external programs.
	A2.5.4 Implement Change Management Plan to improve systems, processes and organisational understanding to deliver workforce planning, employment opportunities and pathways that are culturally appropriate for Aboriginal and Torres Strait Islander peoples.	Human Resources	Action		This is addressed through the Equal Employment Opportunity Plan.
	A2.5.5 Provide Cultural Awareness and Competency Training for all staff at induction.	Human Resources	Action		Transformation Programme Project includes the introduction of a Change Management framework for any new initiative coming into the organisation.  Approach to this strategy changed through this Financial

					Year. Next FY the plan is to move to one Diversity Strategy (EEO Management Plan) incorporating actions to support: <ul style="list-style-type: none"> <li>• people with disability</li> <li>• people who identify as Aboriginal and Torres Strait Islander</li> <li>• gender equity in employment</li> </ul>
	A2.5.6 Develop professional development pathways for Aboriginal and Torres Strait Islander staff.	Human Resources	Action		An appropriate mentor has been provided to support staff who identify as ATSI. The mentor has enabled these staff to achieve career development and training goals and navigate their employment journey successfully.
	A2.5.7 Provide opportunities for Aboriginal and Torres Strait Islander staff to engage with their culture and communities, e.g. attending NAIDOC Week, and for non-Aboriginal and Torres Strait Islander staff to learn about cultures at Council's NAIDOC Week event.	Human Resources	Action		The 2018 NAIDOC celebrations were supported and promoted internally for staff who identify as ATSI.
A3.1 Provide a major parkland that caters for the local and regional community while providing economic benefits to the CBD.	A3.1.1 Pursue the development of a major regional recreation space, 'Lismore Park', that incorporates facilities for all ages including a free water play space, various playgrounds, exercise park, café/function building and plaza, pedestrian promenades, youth plaza and water features.	Major Recreation & Cultural Facilities	Project		PROGRESSING. Draft Masterplan 80% completed. Vee Design to undertake final stages of Master Plan in coming 12 weeks. Council's application to the Regional Growth Fund seeking funding to support the development of Lismore Parkland was unsuccessful. Following further investigation regarding the re-lodgement of this project to the Regional Growth Fund the application was not resubmitted, however a Business Case has been developed to support future funding opportunities. Grant funding opportunities being pursued (ongoing) but ongoing works required to enable grant applications.
A3.2 Provide high quality open spaces, parks and reserves.	A3.2.1 Maintain open spaces, parks and gardens.	Civic Services	Action		
	A3.2.4 Develop a plan for future passive recreational use and habitat management of the Lismore Lake precinct.	Major Recreation & Cultural Facilities, Assets	Project		NOT PROGRESSING. Project was deferred per March Council resolution.



	A3.2.5 Provide support to the Lismore A&I Society with the planning and design for upgrades to Lismore Showground.	Major Recreation & Cultural Facilities, Lismore A&I Society	Action		Support limited to encouragement through letters of support and meetings. Completed
	A3.2.7 Investigate feasibility and funding for Nimbin Walking Trail.	Major Recreation & Cultural Facilities	Project		CANCELLED. Project was cancelled per March 2019 Council resolution.
	A3.2.8 Plan and design a recreational Walking Trail throughout Lismore.	Major Recreation & Cultural Facilities, Assets	Project		CANCELLED. Project was cancelled per March 2019 Council resolution.
	A3.2.9 Continue to plan for and upgrade existing parks, reserves and recreational facilities, including:	Major Recreation & Cultural Facilities, Assets	Projects		
	▶ Upgrade Heritage Park Recreational Facility including waterplay, adventure and toddler equipment				DELAYED. Funding for Heritage Park was confirmed at \$350,000. Project has not commenced. Completion expected in 2020. Planning to commence in July 2019.
	▶ Upgrade Nesbitt Park				PROGRESSING Funding for an upgrade to be applied for through the SCCF Round 3 to replace the Dirt Bike Track with a Pump Track. Applications close September
	▶ Upgrade Riverview Park amenities				PROGRESSING. Consultation completed. RFQ process commenced.
	▶ Upgrade Dawson Street amenities				PROGRESSING. Project is part of the Oakes Oval Upgrade - Stage 1. Only in design stage.
	▶ Improve walkways throughout Birdwing Butterfly Walk				ON HOLD Funding application not successful.
	▶ Upgrade Kadina Park recreational facilities				COMPLETE.
▶ Upgrade flood lighting at Hepburn Park				DELAYED. Milestones with the Office of Premier and Cabinet were changed and agreed upon. Initial procurement did not find appropriate goods and services. Now rectified. Currently awaiting delivery of poles and lights. Installation due to start July and August.	
▶ Upgrade facilities at Hepburn Park off-leash dog area				ON HOLD. No funding approved	

	► Upgrade Thistles Park lighting			●	COMPLETE.
A3.3 Provide high quality sporting facilities to meet the diverse needs of the community.	A3.3.1 Operate the Goonellabah Sports and Aquatic Centre and the Lismore Memorial Baths aquatic facilities.	Major Recreation & Cultural Facilities	Action	●	
	A3.3.2 Operate the Lismore, Goonellabah and Nimbin Skateparks.	Major Recreation & Cultural Facilities	Action	●	
	A3.3.4 Operate SWITCH 24-hour gym.	Major Recreation & Cultural Facilities	Action	●	Operating successfully as a 24/7 facility with Fitness Passport numbers at a record high of over 2000 visitations per month.
	A3.3.6 Upgrade the Roder Oval practice cricket facility including new netting, fencing, synthetic grass and storage facility.	Major Recreation & Cultural Facilities	Project	●	COMPLETE.
	A3.3.7 Upgrade Mortimer Oval amenities block.	Major Recreation & Cultural Facilities	Project	●	COMPLETE. This project is now complete and in maintenance, defects and liability period.
	A3.3.8 Redevelop Albert Park Baseball/Softball Complex into the leading high performance training centre in Oceania through the redevelopment of both Albert Park and Baxter Field.	Major Recreation & Cultural Facilities	Project	●	PROGRESSING. Progress <ul style="list-style-type: none"> <li>• Stage 1 works completed. All grant conditions and works delivered on time and on budget.</li> <li>• Stage 2 commenced this calendar year.</li> <li>• Reconstruction and expansion of Field 1 and 3 are completed. Some minor works remain on Field 3 however it is playable.</li> <li>• Fields 1 and 3 have hosted national competitions over the past 2 months and have met expectations.</li> <li>• Works underway on shared path bordering facility.</li> </ul> Problems <ul style="list-style-type: none"> <li>• Ground conditions on Fields 3 and 4 have been a risk (due to presence of former landfill site).</li> <li>• Field 3 was redesigned and graded differently to achieve minimal disturbance. The same methodology will be used for Field 4.</li> <li>• Risk of building prices exceeding the budget will be addressed by letting the works in two distinct packages</li> </ul>

					<p>(one for the storage facility and clubhouse, and another for the new “hub”). If required the Hub design will be adjusted to suit the budget.</p> <p>Plans</p> <ul style="list-style-type: none"> <li>• Final plans for reconstruction of Fields 2 and 4 to be complete by July. Works will commence soon after and are not to interfere with scheduled usage.</li> <li>• Clubhouse redevelopment plans and storage facility plans to be finalised for Tender by August 2019.</li> </ul>
	A3.3.10 Redevelop Oakes Oval.	Major Recreation & Cultural Facilities	Project		<p>PROGRESSING.</p> <p>Project Completion Letter for Stage 1 Oakes Oval from the Department of Infrastructure received in February 2019. A number of issues were identified within the defects liability period in May 2019. Most of these have since been addressed.</p> <p>In March 2019, a further \$6 million grant was announced to fund Stage 2 of the Oakes Oval upgrade.</p>
	A3.3.11 Upgrade Crozier Field.	Major Recreation & Cultural Facilities	Project		<p>PROGRESSING.</p> <p>Contract has been signed for the T2019/7 Lismore City Regional Sports Hub Oakes &amp; Crozier Oval - Stage 1, Detail Design and Specifications with Planit Consulting. Funding Milestone 1 has been achieved. Start new fences, repairs to the Gordon Pavilion grandstand and started work on the spectator mounds.</p>
	A3.3.12 Investigate the feasibility of a regional sports hub incorporating a Winter Olympics facility.	Integrated Planning, Major Recreation & Cultural Facilities	Project		<p>NOT PROGRESSING.</p> <p>Project was deferred per March Council resolution.</p>
A3.4 Continue improvement of Lismore’s sport and recreation facilities.	A3.4.1 Review and update the Sport and Recreation Plan.	Major Recreation & Cultural Facilities	Project		<p>PROGRESSING.</p> <p>Draft Sport &amp; Recreation Plan completed.</p>
	A3.4.2 Preliminary planning and investigation of a ‘Sports House’ complementing existing soccer facility, as well as netball, artificial track and field facility and sports house.	Major Recreation & Cultural Facilities	Project		<p>NOT PROGRESSING.</p> <p>Project was deferred per March Council resolution.</p>

A4.1 Promote positive attitudes and behaviours toward people with disability.	A4.1.1 Facilitate quarterly Access Committee meetings aimed at providing advice to Council on disability access and inclusion.	Integrated Planning	Action		
	A4.1.2 Provide education to assist designers, developers, property owners and property managers to identify ways of improving access to, into and throughout their new or existing properties.	Integrated Planning	Action		
	A4.1.3 Promote the 'Missed Business Guide' to business owners to encourage better access and thus increase patronage.	Economic Development	Action		Article in Local Matters July 2018
	A4.1.4 Provide accessible resources at Lismore Library.	Richmond Tweed Regional Library	Action		
	A4.1.6 Ensure community engagement activities are inclusive of people with disabilities.	Integrated Planning	Action		
A4.2 Create liveable communities for all.	A4.2.1 Review Cycleway Plan.	Integrated Planning	Project		NOT PROGRESSING. Project was deferred per March Council resolution. A review of the Cycleway Plan review cannot commence until funding is secured from the state government. A funding application has been made.
	A4.2.2 Continue to establish shared pathway network as funding opportunities become available.	Assets	Action		Works are continuing and grant funds are being carried over to complete the Cycling Towns grant funded project.
	A4.2.3 Ensure the incorporation of accessible standards e.g. footpaths and cycleways (shared paths) into infrastructure design.	Assets	Action		
	A4.2.5 Progressively upgrade Council-owned assets to meet access to premises standards.	Assets	Action		
	A4.2.6 Update the 'Tradies Good Guide to Access' booklet.	Integrated Planning	Action		
	A4.2.7 Provide the 'Tradies Good Guide to Access' for use by local tradespeople.	Integrated Planning	Action		








	A4.2.8 Investigate options and seek external funding to install a 'Changing Place' (adult change table) at the Lismore Transit Centre and Lismore Library.	Assets	Action	●	
	A4.2.9 Provide and maintain hoists at the Lismore Memorial Baths and Goonellabah Sports & Aquatic Centre.	Major Recreation & Cultural Facilities	Action	●	
	A4.2.10 Ensure Council and community events are accessible to all members of the community.	Major Recreation & Cultural Facilities	Action	●	
	A4.2.11 Continue to investigate options to improve accessibility of the circulation desks at Lismore Library.	Richmond Tweed Regional Library	Action	●	
	A4.2.12 Waive fees for development applications for accessibility improvements.	Development & Compliance	Action	●	
A4.3 Support access to meaningful employment to cater for community diversity.	A4.3.1 Provide Council employees with inclusiveness training at induction.	Human Resources	Action	●	Transformation Programme will oversee Induction Program refresh. Approach to this action changed through this Financial Year. Next FY the plan is to move to one Diversity Strategy (EEO Management Plan) incorporating actions to support: <ul style="list-style-type: none"> <li>• people with disability</li> <li>• people who identify as Aboriginal and Torres Strait Islander</li> <li>• gender equity in employment</li> </ul>
	A4.3.2 Identify the physical, cognitive and interpersonal 'inherent requirements' of new vacancies to provide this detail when people with disability apply.	Human Resources	Action	●	Approach to this action changed through this Financial Year. Next FY the plan is to move to one Diversity Strategy (EEO Management Plan) incorporating actions to support: <ul style="list-style-type: none"> <li>• people with disability</li> <li>• people who identify as Aboriginal and Torres Strait Islander</li> <li>• gender equity in employment</li> </ul>
	A4.3.3 Identify best avenues to improve notification of vacancies and to encourage applicants with disability.	Human Resources	Action	●	A number of placements were successfully undertaken for people with disability this FY.

					<p>Approach to this action changed through this Financial Year. Next FY the plan is to move to one Diversity Strategy (EEO Management Plan) incorporating actions to support:</p> <ul style="list-style-type: none"> <li>• people with disability</li> <li>• people who identify as Aboriginal and Torres Strait Islander</li> <li>• gender equity in employment</li> </ul>
	A4.3.4 Engage disability services through social enterprise agreements for staffing where appropriate.	Commercial Services	Action	●	
A4.4 Improve systems and processes to ensure accessibility for all.	A4.4.1 Provide news and information in a variety of accessible formats.	Information Services	Action	●	
	A4.4.2 Provide hearing loop in Council Chambers.	Information Services	Action	●	
	A4.4.3 Live stream ordinary meetings held in Council Chambers.	Information Services	Action	●	
	A4.4.5 Provide AUSLAN interpreter services at Council meetings, corporate events and Lismore Regional Gallery events on request.	Major Recreation & Cultural Facilities	Action	●	AUSLAN services have been provided at the Gallery and during projects that have funding to provide the services.
	A4.4.6 Identify funding to review Pedestrian Access and Mobility Plan (PAMP).	Assets	Action	●	An application to Roads and Maritime Services has been made to facilitate the review.
	A4.4.7 Review Pedestrian Access and Mobility Plan (PAMP).	Assets	Project	●	NOT PROGRESSING. Project was deferred per March 2019 Council resolution.
	A4.4.8 Comply with the Web Content Accessibility Guidelines 2.0AA (WCAG).	Information Services	Action	●	
	A4.4.9 Implement eBusiness initiatives to enable electronic access to development application documentation.	Development & Compliance	Action	●	
	A4.4.10 Investigate options for making corporate documentation and stationery available in more accessible formats.	Information Services	Action	●	

	A4.4.11 Increase the visibility of people with disability in our publications and communications.	Information Services	Action	●	
	A4.4.12 Advocate for accessibility considerations through development advisory services.	Development & Compliance	Action	●	
	A4.4.14 Provide regular updates on Disability Inclusion Action Plan progress to staff and the community.	Integrated Planning	Action	●	
	A4.4.15 Report on Disability Inclusion Action Plan preparation and implementation in the Annual Report.	Integrated Planning	Action	●	DIAP report included in Lismore City Council's Annual Report 2017-18 and provided to State Government.
	A4.4.16 Provide relevant section of the Annual Report to FACS and the Minister for Disability Services detailing the implementation of disability inclusion planning.	Integrated Planning	Action	●	
A5.1 Provide suitable and well-planned cemeteries, chapel and crematorium services.	A5.1.1 Maintain the Lismore Memorial Gardens, Crematorium and cemeteries across the Lismore Local Government Area.	Commercial Services	Action	●	
	A5.1.2 Provide a range of memorial options and burial advice to the community.	Commercial Services	Action	●	
	A5.1.3 Develop master plan for facilities and landscaping at cemetery sites to ensure better service to the community.	Commercial Services	Action	●	
	A5.1.4 Acquire land to extend cemeteries.	Commercial Services	Action	●	
A5.2 Assist in improving regional health facilities and services in Lismore.	A5.2.1 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.	Integrated Planning	Action	●	The progression of the 'Smart Move' Health Professionals campaign was revoked in early 2019 as a result of insufficient funding capacity to meet the ongoing demands of the project. Health sector stakeholders remain engaged through the second round of Prospectus Advocate videos, released in February 2019 and ongoing collaboration.
B1.1 Support and encourage a diverse and competitive mix	B1.1.2 Seek opportunities to deliver, develop, promote and support the outcomes of the 'Business Retention and Expansion' survey.	Economic Development	Action	●	Ongoing work has been undertaken to actively support business retention and expansion through the provision of business facilitation support to expanding and developing






of business and industry.					businesses. A significant amount of energy has also been placed on supporting the entry of new businesses into the Local Government Area.
	B1.1.3 Collaborate and encourage workforce development and education for 'pathways to employment' in the health, agribusiness and creative industry sectors.	Economic Development	Action	●	Ongoing collaboration occurs within the Infrastructure Skills Legacy Program Lismore Base Hospital Stage 3B Working Group to support work targets, Aboriginal participation, female participation and employment of the under 25 demographics. The development of the Creative Industries Prospectus has supported the promotion of the industry, assisting with workforce development opportunities.
	B1.1.4 Build and maintain relationships and partner with external private sector business and industry stakeholders, reference groups, business networks, and state and federal government agencies on projects of community and economic benefit.	Economic Development	Action	●	Ongoing relationships maintained and new relationships developed with key stakeholders throughout the region, including the expansion of relationship development with key industry stakeholders.
	B1.1.5 Continue to facilitate and advance the 'Buy Local Project Northern Rivers'.	Economic Development	Action	●	The progression of Phase 2 of the Buy Local program has been delayed due to a desire to explore a more regional approach through the Economic Development Group. The project has the capability to build on the success of the NSW Business Chambers 'Bigger Backyard' and "In Good Company" campaigns run in 2018, Until the opportunity to explore the progression of this project collaboratively with other local government areas, the project will not continue.
	B1.1.6 Encourage critical 'City Futures' smart infrastructure such as ultra-high speed broadband to support business development, innovation and greater economic activity and benefits.	Economic Development	Action	●	Provision of continued support and research to support City Futures initiatives.
	B1.1.7 Create a new collection of marketing materials to market investment and business assistance services available.	Economic Development	Action	●	A second round of Lismore Prospectus videos were commissioned showcasing the following Advocate experiences: Wayne Jones, Ross Bailie, Ben Lamont, NORPA, RealArtWorks and Northern Rivers Podiatrist - a business that established itself in Lismore, as a result of receiving the 2015 Prospectus. These videos were released in February 2019.



B1.2 Promotion of Lismore city centre through the Lismore Business Promotion Program.	B1.2.1 Manage activities outlined in the Lismore Business Promotion Program and the effective governance of Lismore Business Panel.	City Centre Management	Action		Coordinated 4 x Visual merchandising Workshops for local retailers, in conjunction with the Lantern Parade and their Enchanted Windows Competition. 24 attendees. 24 entrants in competition. Presented by Natalie Coulter from Belle Flaneur.
	B1.2.2 Review 2016-2018 Lismore Business Promotion Program Business Plan.	City Centre Management	Action		
	B1.2.4 Promote, advertise and market Lismore and its businesses through an audit of the existing 'Come to the Heart' brand and other measures	City Centre Management	Action		"Christmas in the Heart" campaign included multiple media platforms. Key features included Santa's Wonderland and Shop & Win competition. A new TV commercial is in production for the Come to the Heart brand to attract new shoppers to the CBD. Due to go to the market by March. Come to the Heart website currently under review.
B2.1 Facilitate ongoing growth opportunities and improvements within the Lismore CBD.	B2.1.1 Facilitate construction of serviced apartment accommodation in close proximity to the CBD.	Assets	Project		NOT PROGRESSING. This project is linked to the development of the car park site adjacent to the Quad (B2.1.5) and the office space project (B2.1.2). Council has reviewed its approach to this project and considered a report at its June 2019 meeting. Council resolved to discontinue the previous process and resolved to:  Council conduct an Expression of Interest for development of the entire Harold Fredericks Car Park site to be developed for the provision of a curatorial 'place making' driven response to:  a) Serviced apartments accommodation, b) A Grade commercial office space, c) Public car parking, d) Public open space to link the Quad to Dawson Street and beyond to Lismore Park and Oakes/Crozier Ovals.
	B2.1.2 Investigate the establishment of a new Council Corporate Centre and A-grade office space in close proximity to the Lismore CBD.	Assets	Project		NOT PROGRESSING. This project is linked to the development of the car park site adjacent to the Quad (B2.1.5) and the serviced apartments project (B2.1.1). No further progress has been made with this as no suitable funding opportunities have arisen.

					<p>Council has reviewed its approach to other projects in close proximity to the library and considered a report at its June 2019 meeting. Council resolved to discontinue the previous process and resolved to:</p> <p>Council conduct an Expression of Interest for development of the entire Harold Fredericks Car Park site to be developed for the provision of a curatorial 'place making' driven response to:</p> <p>a) Serviced apartments accommodation,  b) A Grade commercial office space,  c) Public car parking,  d) Public open space to link the Quad to Dawson Street and beyond to Lismore Park and Oakes/Crozier Ovals.</p> <p>The proposed commercial component would be a potential location for a new library, possibly in conjunction with a Council Corporate Centre in the CBD.</p>
	B2.1.4 Design Lismore Transit Centre forecourt upgrade including new seating, footpath works and retaining walls.	Civic Services, Assets	Project	●	<p>NOT PROGRESSING.  Project was deferred per March Council resolution.</p>
	B2.1.5 Investigate funding opportunities to provide a new library and underground public carpark in conjunction with the serviced apartments and A-grade office space in the CBD precinct of the Central Growth Corridor.	Integrated Planning, Assets	Project	●	<p>NOT PROGRESSING.  This project is linked to the development of office space project (B2.1.1) and the serviced apartments project (B2.1.1).  Council has reviewed its approach to this project and considered a report at its June 2019 meeting. Council resolved to discontinue the previous process and resolved to:  Council conduct an Expression of Interest for development of the entire Harold Fredericks Car Park site to be developed for the provision of a curatorial 'place making' driven response to:</p> <p>a) Serviced apartments accommodation,  b) A Grade commercial office space,</p>

					<p>c) Public car parking, d) Public open space to link the Quad to Dawson Street and beyond to Lismore Park and Oakes/Crozier Ovals.</p> <p>The proposed commercial office space would be a potential location for a Council Corporate Centre in the CBD.</p>
B2.2 Use placemaking to enhance, activate and manage the CBD, Quadrangle and CBD riverbank precincts.	B2.2.1 Install community-constructed street furniture and expand mood lighting.	City Centre Management, Major Recreation & Cultural Facilities	Project	●	<p>COMPLETE.</p> <p>Street furniture and shading - all planned activities 100% complete. Bench seats rejuvenated in partnership with Work for the Dole program. No further funding allocations expected.</p> <p>Mood lighting: Council application for Stronger Country Communities Fund to install mood lighting throughout the CBD was unsuccessful.</p>
	B2.2.2 Increase the amount of greenery and install planter boxes in the CBD.	City Centre Management, Major Recreation & Cultural Facilities	Project	●	<p>NOT PROGRESSING.</p> <p>Project was deferred per March Council resolution. To be reconsidered when CBD footpath replacement is due to proceed.</p>
	B2.2.3 Create regular events beside the Lismore Transit Centre such as outdoor cinema/music concerts and contract food vendors to service these audiences.	City Centre Management	Action	●	
	B2.2.4 Transform the open space beside the Lismore Transit Centre with planted and visual elements that reference the Wilsons River.	City Centre Management, Major Recreation & Cultural Facilities, Assets	Project	●	<p>NOT PROGRESSING.</p> <p>Project was deferred per March Council resolution</p> <p>Stockpot Kitchen had alleviated some of the ongoing social and behavioural issues around the Transit Centre.</p>
	B2.2.5 Support the strategic expansion of the Back Alley Gallery, commission a series of murals on blank walls in the CBD and develop a Street Art Master Plan.	City Centre Management	Action	●	Council has undertaken the scoping and design of the Back Alley Gallery expansion plan
	B2.2.6 Create 'parklets' throughout the CBD and commission mobile pop-up vans for events.	City Centre Management, Major Recreation & Cultural Facilities	Project	●	<p>NOT PROGRESSING.</p> <p>Project was deferred per March Council resolution. To be reconsidered when CBD footpath replacement is due to proceed.</p>

	B2.2.8 Manage the progressive rollout of WiFi in the CBD and provide power outlets for events in the city centre.	City Centre Management	Project		NOT PROGRESSING. Project was deferred per March 2019 Council resolution. May be revisited as part of CBD masterplan project.
B2.3 Facilitate unique events that celebrate our diversity.	B2.3.1 Host and support a range of annual events including Lismore Lantern Parade, Masters Games, Eat the Street, Peggy Pop Art gallery tours and education programs	Major Recreation & Cultural Facilities	Action		Eat the Street Festival – with over 25,000 attendees. Won an Excellence Award for Local Economic Contribution (Highly Commended) at the Local Government Professionals Awards.
	B2.3.2 Collaborate with partner organisations to generate events to activate the Quadrangle space.	Integrated Planning, Major Recreation & Cultural Facilities, and partners	Action		Collaborative partnerships have helped generate a range of activities including Art vs Science; Innovate/Situate; Playground Festival; Dungurimba Wandarah; Youth Festival. Key partners include Southern Cross University, Dream Bigger, Lismore Library and NR Conservatorium.
	B2.3.3 Create new events to become landmark community celebrations such as ‘City Lights, Winter Nights’, film and music festivals, youth and family-oriented events.	City Centre Management	Action		2018 Christmas in the Heart: The Lismore CBD was a buzz with Christmas activities to entice shoppers into the city centre over December. With great opportunities for businesses and shoppers to participate and win. Some of the activities included: <ul style="list-style-type: none"> <li>• Santa’s Wonderland at 100 Molesworth Street was visited by over 11,000 parents and kids with activations</li> <li>• ShopnWin with Daily Giveaways was a huge success with over 5,000 entries, culminating in a giveaway holiday to Fiji. Volumes of positive feedback received from retailers on the activation.</li> <li>• Retailers Window Display Competition to celebrate the Lismore Christmas Campaign. With over 34 stores entering the competition, the calibre of displays was outstanding.</li> </ul>
	B2.3.4 Provide support for the Lismore Business Panel’s approved ‘signature’ and major annual events.	City Centre Management	Action		The CCM has continued to support Lismore events including: <ul style="list-style-type: none"> <li>• Lismore Lantern Parade</li> <li>• Eat the Street Lismore</li> <li>• Lismore Friendship Festival</li> <li>• Lismore Carols in the Heart</li> <li>• Lismore Masters Games</li> <li>• Darryl Chapman Fun Run</li> </ul>









B2.4 Provide socially inclusive, vital and welcoming services that support the educational, social and recreational needs of the community.	B2.4.1 Operate the Lismore and Goonellabah Libraries.	Richmond Tweed Regional Library	Action	●	
	B2.4.2 Deliver free or low-cost programs through the Lismore and Goonellabah Libraries	Richmond Tweed Regional Library	Action	●	Successful grant application for \$15000 to support Be Connected program from Telstra
	B2.4.3 Promote and display the Richmond Tweed Regional Library collection to the community.	Richmond Tweed Regional Library	Action	●	Promotion and display of the collections is ongoing and is achieved in the branches or online via social media and through visits to schools and community organisations and events.
	B2.4.4 Encourage the community to support the library through donations of resources.	Richmond Tweed Regional Library	Action	●	Allows book sales to be held to support library programs
	B2.4.5 Provide a Mobile Library to outlying villages in the region.	Richmond Tweed Regional Library	Action	●	In a collaboration with staff and community the Mobile Library was re-branded making it even more distinctive on the road as it travels throughout the region. The library was also refreshed and updated internally. The Mobile Library was on display at the NSW Public Library Association conference at Coffs Harbour in November 2018 as part of the Mobile Muster, Mobile Library vehicles from Richmond Tweed Regional Library, Richmond Upper Clarence Regional Library and Clarence Regional Library were on display for over 300 delegates from around the State.
	B2.4.6 Lead and coordinate a review of the Mobile Library to meet community needs while remaining cost effective and sustainable.	Richmond Tweed Regional Library	Action	●	
B3.1 Provide arts and cultural facilities and experiences for a wide audience.	B3.1.1 Operate the Lismore Regional Gallery.	Major Recreation & Cultural Facilities	Action	●	
	B3.1.2 Host approximately 30 exhibition projects annually.	Major Recreation & Cultural Facilities	Action	●	29 exhibitions staged
	B3.1.3 Support the careers of Northern Rivers-based artists through exhibitions and exposure to a diverse program.	Major Recreation & Cultural Facilities	Action	●	Exhibition program of 29 exhibitions staged, with associated talks, workshops and events
	B3.1.4 Stage regular workshops, talks and creative events for community to connect and learn.	Major Recreation & Cultural Facilities	Action	●	550 Events, Tours, Workshops held attended by 15,845 people
	B3.1.5 Provide learning opportunities for children and young people through workshops, public programs and exhibitions.	Major Recreation & Cultural Facilities	Action	●	- Monthly Peggy Popart sessions held - After school workshops for Primary and Secondary students started in February 2019, 2 per week











					<ul style="list-style-type: none"> <li>- Playground Festival staged in October 2018</li> <li>- School holiday events staged</li> <li>- 177 education tours staged for 2708 participants</li> </ul>
B3.2 Support the careers of Aboriginal and Bundjalung artists.	B3.2.1 Facilitate a minimum of one major project with Aboriginal and Bundjalung content biennially.	Major Recreation & Cultural Facilities	Action	●	
	B3.2.2 Work with Lismore City Council's Aboriginal Advisory Group.	Lismore Regional Gallery	Action	●	Gallery Director attended Advisory Group meetings
B3.3 Provide a framework for ongoing public art and cultural growth.	B3.3.1 Activate Council's Public Art Policy where required.	Major Recreation & Cultural Facilities	Action	●	Limited application of public art policy in 2018/19, but has been applied as necessary
	B3.3.2 Develop a Public Art Register.	Major Recreation & Cultural Facilities	Action	●	Has not been progressed due to staff capacity. Aim to develop in 2019/20
	B3.3.3 Develop a Cultural Plan to ensure greater success across the sector and provide unified methods for growth.	Integrated Planning	Project	●	COMPLETE. Brochure completed and distributed to stakeholders and added to website.
B3.4 Support cultural partnerships and collaborations.	B3.4.1 Work with NORPA to support the Cultural Alliance.	Major Recreation & Cultural Facilities	Action	●	NORPA/LCC Cultural Alliance currently under review. This process will be concluded by December 2019
B4.1 Maintain regular passenger transport to Lismore and the region.	B4.1.1 Undertake airport upgrade, including general aviation lighting, plane parking, amenities and development of general aviation areas.	Commercial Services	Project	●	<p>DELAYED.</p> <p>Progress: Funding re-submission made to funding body and extension requested for the project. As at 13/6 still awaiting notification.</p> <p>Problems: Original intent of the funding included development of blocks which once valued and costed out was not a viable option for Council without additional funding injection. Safety concerns highlighted the greater need for security fencing to be installed at the airport before development and therefore request for funding to be used for fencing instead of block development has been made.</p> <p>Plans: If successful in changing the funding scope, plans for fencing and procurement activities will be undertaken in the next 6 months.</p>
	B4.1.3 Retain CASA airport compliance.	Commercial Services	Action	●	



B4.2 Maintain and develop airport and aviation services.	B4.2.1 Pursue general aviation block development and provision of services.	Commercial Services	Project	●	This action has been deferred and funding requested by grant funding body to be reallocated to other areas at the airport at this time. The cost of developing and servicing the blocks was of an amount much higher than the blocks could recover through sale. Other opportunities to fund hangar development may be explored in future funding opportunities should they present. An airport use and growth study is being conducted to determine options for development and alternate funding opportunities available in the future.
	B4.2.2 Improve security and governance activities.	Commercial Services	Action	●	Review of compliance activities required documented and raised in corporate risk register. Funding unavailable to undertake all activities at this time.
B4.3 Advocate for regional integrated transport services.	B4.3.1 Participate in Sustain Northern Rivers Transport meetings.	Integrated Planning	Action	●	
	B4.3.3 Provide support to the operation of the Lismore Late Nighter bus service.	Development & Compliance	Action	●	
B4.4 Provide footpaths, cycle ways and pedestrian access that is safe and serviceable.	B4.4.1 Develop annual capital works programs for cycle ways.	Assets	Action	●	
	B4.4.2 Implement Cycleway Plan.	Assets	Action	●	
	B4.4.3 Undertake annual renewals of the footpath and cycleway network.	Assets	Action	●	
	B4.4.4 Investigate a Rail Trail for the Northern Rivers.	Major Recreation & Cultural Facilities	Project	●	NOT PROGRESSING. Project was deferred per March 2019 Council resolution.
	B4.4.5 Upgrade existing footpaths within the main CBD block of Lismore	Assets	Project	●	NOT PROGRESSING. Project was deferred per March 2019 Council resolution.
	B4.4.6 Undertake annual footpath/cycleway condition inspections to identify safety defects and hazards.	Assets	Action	●	
	B4.4.7 Undertake annual footpath/cycleways maintenance programs and respond to community requests.	Civic Services	Action	●	
	B4.4.8 Improve pedestrian access by upgrading existing facilities to meet current standards.	Assets	Action	●	
	B4.4.9 Install rainbow painted road pavement treatment in Magellan Street.	Assets, Civic Services	Project	●	COMPLETE. Project completed in December 2018.

C1.1 Enhance riparian vegetation and manage off-stream impacts to improve water quality.	C1.1.1 Collaborate with landowners to implement the Coastal Zone Management Plan and restore riparian vegetation in rural areas.	Integrated Planning	Action	●	
	C1.1.2 Undertake weed control and revegetation in priority urban riparian areas.	Assets, Development & Compliance	Action	●	
	C1.1.3 Manage the impacts of development in water catchment areas through compliance with the Lismore Local Environment Plan (clause 6.4) and Council's On-Site Wastewater Management Strategy.	Development & Compliance	Action	●	
C1.2 Provide a safe and serviceable stormwater drainage system.	C1.2.1 Develop annual stormwater renewal programs.	Assets	Action	●	
	C1.2.2 Undertake construction of the annual stormwater capital works program including projects identified in the Urban Stormwater Management Plan.	Assets	Action	●	
C2.1 Provide effective and efficient waste collection and disposal services.	C2.1.1 Provide efficient waste and resource recovery collection services to residents through the Lismore Recycling & Recovery Centre, Nimbin Transfer Station and Lismore Revolve Shop.	Commercial Services	Action	●	
	C2.1.2 Provide a range of cost-effective waste services to businesses.	Commercial Services	Action	●	
	C2.1.3 Increase capacity for residents to recycle through the implementation of the 360L bin service.	Commercial Services	Action	●	
C2.2 Maximise resource recovery and minimise waste to landfill.	C2.2.1 Maintain and develop retail operations associated with sustainable waste management.	Commercial Services	Action	●	
	C2.2.2 Research and develop future resource recovery options.	Commercial Services	Action	●	Temporarily on hold due to fire at waste facility
	C2.2.3 Ensure compliance across all waste operation activities including leachate system management.	Commercial Services	Action	●	Leachate and Ground Water Management Plan developed to outline required activities and ongoing monitoring and reporting requirements to ensure compliance of the site. Legacy issues require addressing and have been costed out to take place over a period of time.



	C2.2.4 Upgrade waste leachate system.	Commercial Services	Project		Detailed plans have been completed and are sitting with the EPA for approval. Tender documents will soon be prepared in anticipation of approval from EPA. Physical work will occur next FY so the budget will need to be carried forward. We are aiming for physical completion of the project within the next 6 months.
	C2.2.7 Improve capacity and efficiency of the Materials Recovery Facility.	Commercial Services	Action		Ongoing activity. Grant funding to improve efficiency for second optical sorter under review given costs and need to the operation. Capacity increase not required currently due to reduction in feed stock. Improvements in efficiency identified through value stream mapping exercise have been implemented and funding to be reallocated to areas of greatest need.
	C2.2.8 Increase landfill capacity, including Landfill Cell B	Commercial Services	Project		PROGRESSING. Three separate procurement processes were completed early in the year and work is now well underway. There is a variation expected with one of the contracts (the Construction Quality Assurance Engineer) which stems from the construction program being unknown at the inception of the contract. At the time, we couldn't afford to wait until the program was known due to other time constraints. We anticipate the completion of the project on budget within the next 6 months.
	C2.2.10 Develop a plan for the relocation of Brewster Street Recycling Drop-off Centre.	Commercial Services	Project		ON HOLD. This project was abandoned during the year as it will only be required should the Lismore Park Development occur, and as such will be done as part of that project. Preliminary community engagement was undertaken to gauge community use and feedback on the facility. There are no further plans for this project at this point.
	C2.2.12 Operate the collection depots for NSW Container Deposit Scheme.	Commercial Services	Action		
	C2.2.13 Provide educational and marketing support for the NSW Container Deposit Scheme.	Commercial Services	Action		

	C2.2.14 Undertake an expansion of the compost pad at the Resource and Recovery Centre.	Commercial Services	Project		Affected by fire, currently on hold
C2.3 Provide community education on resource recovery, waste management and recycling.	C2.3.1 Implement successful community and business education programs and produce educational materials on sustainable waste management.	Commercial Services	Action		
C3.1 Make Council self-sufficient in electricity from renewable sources.	C3.1.1 Implement the Renewable Energy Master Plan	Integrated Planning/Assets	Project		NOT PROGRESSING. Project was deferred per March Council resolution.
	C3.1.2 Investigate feasibility of a mid-scale renewable energy plant.	Integrated Planning	Project		NOT PROGRESSING. Project was deferred per March Council resolution.
C3.2 Ensure sustainability principles are understood and applied in Council's business operations.	C3.2.1 Monitor and report on Council's greenhouse gas emissions.	Integrated Planning	Action		
	C3.2.2 Identify target areas to implement initiatives to reduce Council's greenhouse gas emissions.	Integrated Planning	Action		
	C3.2.3 Raise internal awareness of the Renewable Energy Master Plan, greenhouse gas emissions reduction programs and corporate sustainability initiatives.	Integrated Planning	Action		
C3.3 Build corporate and community sustainability through active partnerships.	C3.3.1 Participate in and support community capacity building projects including National tree Day, Farming the Sun community energy projects and Regional Sustainability Forums	Integrated Planning	Action		
	C3.3.2 Retain membership and support for corporate membership programs, including NSW Office of Environment and Heritage Sustainability Advantage and Sustain Northern Rivers.	Integrated Planning	Action		
C4.1 Protect and improve biodiversity on public and private land in Lismore's urban and rural landscapes.	C4.1.1 Ensure best-practice environmental management within Council through planning, processes and training within the community.	Integrated Planning	Project		PROGRESSING. Highlights: <ul style="list-style-type: none"> <li>Establishment of the koala zone on Wyrallah Tuckurimba Roads completed with installation of vehicle-activated flashing signs.</li> <li>Stage 2 roadkill mitigation report received.</li> </ul>

					<ul style="list-style-type: none"> <li>• Veg mapping in the green zone completed.</li> <li>• Contracts awarded for baseline fauna surveys in reserves, and verification of HCV vegetation on roadsides.</li> <li>• Continued work on backlog of Vegetation Management Plan monitoring</li> <li>• Staff tree planting day held</li> <li>• Attended workshops for Richmond River Governance and Funding Project. Reviewed draft final report. Briefing provided to Council.</li> </ul> <p>Challenges:</p> <ul style="list-style-type: none"> <li>• Lack of established system over many years to track Vegetation Management Plans and other environmental requirements of DAs has created a backlog of unknown volume and complexity.</li> <li>• Lack of spatial data capacity has constrained our ability to meet requirements for mapping habitat lost and gained, as well as to identify opportunities to reduce future maintenance costs for open space. It also adds to the time involved in assessments and planning generally.</li> </ul>
	C4.1.2 Implement the Rural Landholder Initiative to promote best practice biodiversity conservation and land management.	Integrated Planning	Project		<p>PROGRESSING.</p> <p>Highlights:</p> <ul style="list-style-type: none"> <li>• EOI completed and 25 new onground projects chosen to begin from 1 July 2019.</li> <li>• Current 29 projects completed first year of onground works and progressing as per expectations.</li> <li>• 3 field days completed with 99 landholder participants.</li> <li>• 15 projects coming to completion at end June 2019</li> </ul>
	C4.1.3 Implement the Urban Green Corridors Plan to increase habitat and improve connectivity in urban bushland.	Integrated Planning	Project		<p>PROGRESSING.</p> <p>Highlights:</p> <ul style="list-style-type: none"> <li>• Continued restoration and regeneration work as per schedule.</li> </ul>

					<ul style="list-style-type: none"> <li>Contractor panel for next two years established and all contractors inducted</li> <li>Planned and delivered "Meet your Wild Neighbours" event at Tucki Tucki Recreation Park. Included survey of interests and attitudes to inform future development of Good Bush Neighbours program</li> <li>In the next six months, rapid assessment of bushland condition to inform update of bush regeneration schedule</li> </ul> <p>Challenges:</p> <ul style="list-style-type: none"> <li>Spatial data capability limits our capacity to capture, analyse, report on and effectively use information about restoration works completed</li> </ul>
	C4.1.4 Implement the Biodiversity Management Strategy.	Integrated Planning	Action	●	Refer to updates for C4.1.1, C4.1.2, C4.1.3, C4.1.6
	C4.1.6 Provide education and community involvement in improving biodiversity values through:	Integrated Planning	Action	●	
	C4.1.7 Provide support to the Lismore Rainforest Botanic Gardens to continue building the gardens as a community asset for education and visitation.	Commercial Services	Action	●	
C4.2 Protect and improve Lismore's koala population.	C4.2.1 Implement the management actions in Table 1 in the Comprehensive Koala Plan of Management in the south east of the Local Government Area as referenced in the Biodiversity Management Strategy.	Integrated Planning	Project	●	<p>PROGRESSING.</p> <p>A number of activities have been completed or are underway for the KPOM, including:</p> <ul style="list-style-type: none"> <li>New koala zones have been established along Wyrallah Road and Tuckurimba Road to reduce koala road deaths</li> <li>Council have partnered with Friends of the Koala to undertake restoration works of koala habitat in Monaltrie funded by a 3 year Environmental Trust project.</li> <li>Koala food trees have been planted on private land in rural areas to provide habitat where windbreak removal threatened koala populations.</li> </ul>










					Planned activities for the next six months include: <ul style="list-style-type: none"> <li>• Implementing strategic Koala Habitat Restoration projects in high priority areas.</li> <li>• Partner with Friends of the Koala to deliver workshops focused on understanding and managing fire for koalas and their habitat.</li> </ul>
	C4.2.2 Review and monitor the implementation of the Comprehensive Koala Plan of Management in partnership with the Koala Implementation Group.	Integrated Planning	Action	●	
D1.1 Provide a road network that is safe and serviceable.	D1.1.1 Develop and implement annual rehabilitation and capital works programs for road network.	Assets	Action	●	The annual capital works program for roads is being progressively implemented. Some works need to be carried over to 2019/20.
	D1.1.2 Develop and implement annual resurfacing program for road network.	Assets	Action	●	Annual program was not fully completed. This is mainly due to the funding had to be cut to be put into reserve for the Beardow Street project
	D1.1.3 Update Council's four-year rolling capital works program.	Assets	Action	●	
	D1.1.4 Undertake routine inspections of sealed and unsealed road network identifying works related to safety and routine maintenance.	Assets	Action	●	
	D1.1.5 Undertake annual road maintenance programs and respond to community requests.	Civic Services	Action	●	
	D1.1.6 Develop and implement renewals program for bridges.	Assets	Action	●	
	D1.1.7 Undertake annual condition assessment inspections of bridges.	Assets	Action	●	
	D1.1.8 Undertake annual bridge maintenance program.	Civic Services	Action	●	
	D1.1.10 Undertake annual carpark condition inspections and identify maintenance works.	Civic Services	Action	●	
	D1.1.11 Implement annual carpark maintenance programs and respond to community requests.	Civic Services	Action	●	



D1.2 Provide infrastructure that meets the needs of the community.	D1.2.1 Undertake strategic asset modelling to ensure the lowest long-term cost can be achieved for infrastructure assets.	Assets	Action	●	
	D1.2.2 Develop and review infrastructure capital works programs.	Assets	Action	●	
	D1.2.3 Pursue grant funding opportunities to make infrastructure safer and up to community expectations (e.g. Black Spot funding).	Assets	Action	●	
	D1.2.4 Improve and maintain Council's asset management system and asset register to assist with the long-term maintenance and renewal of infrastructure.	Assets	Action	●	
	D1.2.5 Conduct asset revaluations according to State Government guidelines.	Assets	Action	●	
	D1.2.6 Review and update Asset Management Plans, strategy and policy.	Assets	Action	●	
D1.3 Provide Council buildings that are safe and fit for purpose.	D1.3.1 Inspect all buildings for maintenance requirements and safety provisions.	Assets	Action	●	
	D1.3.2 Provide maintenance and essential repairs efficiently and effectively.	Assets	Action	●	
	D1.3.4 Ensure any major building upgrades consider accessibility requirements.	Assets	Action	●	
	D1.3.5 Investigate possibilities to improve the energy efficiency of Council buildings.	Assets	Action	●	
	D1.3.6 Investigate possibilities to improve the water efficiency of Council buildings.	Assets	Action	●	
	D1.3.7 Manage contract with NORPA for the continued operation of Lismore City Hall.	Major Recreation & Cultural Facilities, Assets	Action	●	
D1.4 Provide a safe water supply and associated services.	D1.4.1 Develop and update the water infrastructure Asset Management Plan.	Assets	Project	●	ON HOLD Initial investigation, collation of data and financial modelling have been completed. Preparation of draft documents is substantially completed. It has been decided to include further work on this project within a broader context of a review of all of Council's

					rates, fees and charges. As a result, further work on this project is currently on hold.
	D1.4.2 Review the Strategic Business Plan for the Provision of Water Supply.	Assets	Action	●	
	D1.4.3 Establish optimal decision making model to assist in preparation of annual water asset renewal program.	Assets	Action	●	
	D1.4.4 Develop and implement the annual water infrastructure assets renewal program.	Assets	Action	●	
	D1.4.5 Undertake annual water main renewals and capital works program.	Assets	Action	●	
	D1.4.6 Undertake annual water main and water service maintenance programs and respond to community requests.	Civic Services	Action	●	
	D1.4.7 Secure a new reservoir site and complete survey, investigation and design of Stage 2 of North Lismore Plateau water supply.	Assets	Project	●	PROGRESSING. Significant progress has been made in the development and assessment of different design options. Further progress is dependent on the receipt of hydraulic modelling to be undertaken by Rous County Council. The continuing failure to secure a site for the reservoir continues to be a significant potential roadblock for this project. Once modelling data is received from Rous County Council, initial assessment of options is to be completed prior to moving to detailed design. Negotiations to secure a reservoir site to continue.
	D1.4.8 Ensure that necessary water infrastructure is provided to service new developments.	Assets	Action	●	
	D1.4.10 Design and construct Nimbin water supply upgrade Stage 2.	Assets	Project	●	PROGRESSING. A grant has been obtained to develop this project. The project is expected to progress to specification stage by October 2019.
D1.5 Provide wastewater supply	D1.5.1 Develop a Wastewater Infrastructure Asset Management Plan.	Assets	Action	●	ON HOLD

and associated services.					Initial investigation, collation of data and financial modelling have been completed. Preparation of draft documents is substantially completed. It has been decided to include further work on this project within a broader context of a review of all of Council's rates, fees and charges. As a result, further work on this project is currently on hold.
	D1.5.2 Review Strategic Business Plan for Wastewater Services.	Assets	Action	●	
	D1.5.3 Establish optimal decision making model to assist in preparation of annual wastewater asset renewal programs.	Assets	Action	●	
	D1.5.4 Develop the annual wastewater asset renewal programs.	Assets	Action	●	
	D1.5.5 Construct a new Sewage Treatment Plant in South Lismore.	Assets	Project	●	PROGRESSING. The project is 95% complete: there are only defects remaining to be completed and the contractor shall be released. There is a landscaping tender to be completed for ancillary landscaping work. The project is expected to be complete by November 2019.
	D1.5.6 Construct wastewater infrastructure to service Pineapple Road development.	Assets	Project	●	PROGRESSING. Concept design completed. Some aspects of the concept design report received from the consultant are deficient and the report will require amendment prior to moving to detailed design. Progress made in negotiation of acquisition of property and easements. Once these are complete proceed to preparation of contract documentation for a Design and Construct contract.
	D1.5.7 Ensure that necessary wastewater infrastructure is provided to service other developments as they occur.	Assets	Action	●	

	D1.5.8 Undertake annual maintenance programs associated with the provision of wastewater services and respond to community requests.	Civic Services	Action		
D1.6 Provide quality road materials and asphalt production.	D1.6.1 Produce quarry product to meet customer specifications.	Commercial Services	Action		
	D1.6.2 Provide efficient and cost-effective quarry operations.	Commercial Services	Action		New model of operation has been put in place for final quarter and into 19/20 to ensure cost effective operation. Consultancy report actions list undertaken to ensure improvements to efficiency and capture of costs encapsulated.
	D1.6.3 Ensure quarry compliance.	Commercial Services	Action		All compliance activities required for the site have been identified and put into an action plan. Increased resources required to implement management plans and periodic checklists to ensure site compliance. WIP.
	D1.6.4 Ensure effective community and customer engagement in relation to quarry operations and products.	Commercial Services	Action		
	D1.6.5 Conduct quarry groundwater investigations.	Commercial Services	Project		PROGRESSING. Amended Groundwater Assessment Report submitted to Department of Environment & Planning and approved with conditions. Regulator has required Council to obtain a Groundwater Licence for 70ML per year, which has not been accounted for in the FY19/20 budget. Once associated costs are identified, Finance will be immediately advised for next Quarterly Budget Review.
	D1.6.6 Provide effective management of asphalt production.	Commercial Services	Action		
	D1.6.7 Provide suitable quarry product for asphalt production.	Commercial Services	Action		
D2.1 Ensure new development enhances the area in which it is located.	D2.1.1 Monitor and review the Lismore Development Control Plan to include contemporary controls that will result in development that improves the local area.	Integrated Planning	Action		

D2.2 Provide development assessments in a timely and customer friendly manner.	D2.2.1 Assess development applications and associated approvals in accordance with NSW legislation and Council's planning controls.	Development & Compliance	Action	●	
	D2.2.2 Provide relevant planning advice that is accurate and in a timely manner.	Development & Compliance	Action	●	
	D2.2.3 Take compliance action in response to community concerns about unlawful development in accordance with Council policy.	Development & Compliance	Action	●	
D2.3 Ensure new buildings and infrastructure meets relevant standards.	D2.3.1 Certify new buildings and infrastructure in accordance with NSW legislation and Council policies, strategies and procedures.	Development & Compliance	Action	●	
	D2.3.2 Inspect building and infrastructure works to ensure compliance with applicable standards.	Development & Compliance	Action	●	
	D2.3.3 Provide access to new buildings and facilities for people with disabilities in accordance with legislation.	Development & Compliance	Action	●	
D3.1 Ensure land is available and serviced to meet population growth in locations that are accessible, close to services and employment, and suitable for development.	D3.1.1 Process rezoning planning proposals.	Integrated Planning	Action	●	
	D3.1.4 Monitor development activity and update the Strategic Business Plan for Water & Wastewater if required.	Integrated Planning, Assets	Action	●	
D3.2 Ensure a diverse range of land use and development opportunities are available.	D3.2.1 Monitor the Local Environmental Plan and amend as required in response to community and development industry needs.	Integrated Planning	Action	●	
D3.3 Protect resources, including prime agricultural	D3.3.1 Approve development only in areas that will not alienate the use of land for resource use, including farming and extractive industries.	Development & Compliance	Action	●	











land and extractive industries, for future use by the community.					
D3.4 Provide opportunities for community engagement in the preparation of land-use strategies and zone reviews.	D3.4.1 Notify and invite the input of landowners and the local and broader community when any land-use strategies, Local Environmental Plan and Development Control Plan amendments are prepared or reviewed.	Integrated Planning	Action	●	
D3.5 Contribute to state and federal government planning and related policy and legislation reviews.	D3.5.1 Review proposed changes to the Environment Protection & Assessment Act and associated regulations and planning policies and make submissions as needed.	Integrated Planning, Development & Compliance	Action	●	
D4.1 Plan for a mix of housing needs and facilitate increased supply of affordable housing.	D4.1.1 Review and update the Lismore Housing Strategy based on up-to-date demographics, housing need and market analysis.	Integrated Planning	Project	●	NOT PROGRESSING. Project was deferred per March Council resolution. Review of housing data will be considered as part of a review of the Growth Management Strategy.
	D4.1.2 Monitor housing approvals and uptake of infrastructure contributions discounts.	Development & Compliance	Action	●	
	D4.1.6 Facilitate opportunities to work with other housing providers.	Integrated Planning	Action	●	
	D4.1.8 Establish partnerships to deliver affordable housing projects.	Integrated Planning	Project	●	PROGRESSING. Council resolution to progress an affordable housing project at 44 Bristol Circuit is in the process of being implemented. The Assets Manager is finalising a brief to engage a consultant to prepare the documentation required to then engage a design and construct project manager.
E1.1 Provide effective communication and	E1.1.1 Disseminate timely and accurate information to all sectors of the community through the use of various media including Local	Information Services	Action	●	

information delivery, marketing and promotions.	Matters, media releases, social media, websites etc.				
	E1.1.2 Inform and educate the community about Council activities, projects and events through the development of flyers, brochures, educational campaigns, videos and other marketing strategies.	Information Services	Action	●	
E1.2 Coordinate and initiate community engagement in Council activities and decision making.	E1.2.1 Support and encourage public engagement methods which invite comment from community and inform Council decision-making.	Integrated Planning	Action	●	
	E1.2.2 Ensure that all community and environmental planning processes are underpinned by collaborative engagement principles.	Integrated Planning	Action	●	
	E1.2.3 Increase public awareness and engagement through an online engagement portal.	Integrated Planning	Action	●	COMPLETE: Your Say Lismore was implemented in December 2019 and is now used for various online community engagement activities.
	E1.2.4 Develop Corporate Engagement Strategy and provide training to key staff.	Integrated Planning	Project	●	PROGRESSING: The Draft Engagement Strategy is scheduled to go to the 10 September 2019 Council meeting to be placed on public exhibition. The exhibition period from 16 September to 14 October 2019
	E1.2.5 Support and encourage public engagement methods that invite comment from young people within the community.	Integrated Planning	Action	●	Ongoing
E1.3 Engage with rural communities to encourage community involvement, connectedness and cohesion.	E1.3.1 Provide support to the Community Panels project to support rural communities to achieve the outcomes outlined in their Community Plans.	Integrated Planning	Action	●	Council at its 25 June 2019 meeting resolved to discontinue the Rural Community Panels project.
E2.1 Embrace a partnership approach to achieve	E2.1.1 Work with community and corporate partners to collaborate in developing emerging partnering opportunities and delivering the range	Integrated Planning	Action	●	While all actions have been completed within this reporting period, it should be noted that Council's







community outcomes.	of projects and initiatives detailed in the Partnering Strategy				Partnering Strategy has been concluded and will not be delivered, in the same format, into the future.
E2.2 Build capacity of and provide support to community organisations and groups.	E2.2.1 Coordinate and administer the Annual Community Grants Scheme.	Integrated Planning	Action	●	The administration and coordination of the ACG process was completed for the current reporting period. However, it is anticipated that there will be substantial change to process in the FY 2019/20
	E2.2.2 Facilitate annual information session 'How to get that Grant', to inform community members on the Annual Community Grants Scheme.	Integrated Planning	Action	●	Information Session held for the community prior to grant round being open.
E2.3 Facilitate programs and activities that celebrate young people, older people and multiculturalism.	E2.3.1 Provide support for the following: <ul style="list-style-type: none"> <li>• Lismore Transport Information Day</li> <li>• Youth Week</li> <li>• North Coast Seniors Expo</li> <li>• Harmony Day</li> <li>• Goonellabah Summer Party</li> <li>• National Aboriginal &amp; Torres Strait Islander Children's Day</li> </ul>	Integrated Planning	Action	●	Completed.
E2.4 Develop working relationships with government, non-government, private sector and community-based agencies.	E2.4.1 Regularly attend meetings and events by local and regional organisations, groups and politicians	General Manager's Office	Action	●	The General Manager has been actively seeking and attending meetings with all local, state and federal stakeholders
E2.5 Participate in cultural relationships.	E2.5.1 Provide support for sister city activities	General Manager's Office	Action	●	Italian and Japanese Sister City Delegations came to Lismore for the Lantern Parade. This included the Consul-Generals from both countries. Planning work is underway for the Sister City reciprocal exchange to Japan for 2019, with the Japanese contingent due to arrive on Friday 26th July 2019. The Panel has agreed on the six participants who will travel on the exchange program to Japan in September, with an Expression of Interest being advertised shortly for a chaperone.

E2.6 Manage regional services with other councils.	E2.6.1 Ensure implementation of the Deed of Agreement as the Executive Council for Richmond Tweed Regional Library.	Richmond Tweed Regional Library	Project	●	PROGRESSING. RTRL 2019 to 2029 Strategic Plan approved by the RTRL Committee May 2019.
	E2.6.3 Review staffing model as per Deed of Agreement.	Richmond Tweed Regional Library	Action	●	
	E2.6.4 Review Richmond Tweed Regional Library funding model annually.	Richmond Tweed Regional Library	Action	●	RTRL will remain with current funding model for 2019-20
E3.1 Manage Council meetings and provide support to Councillors in fulfilling their role.	E3.1.1 Meet legislative requirements and ensure Code of Meeting Practice and Council policies are adhered to.	Governance	Action	●	New Model Code of Meeting Practice 2018 adopted by Council in June 2019. Training provided for Councillors and old policies revoked as part of the new implementation
	E3.1.2 Provide Councillors with relevant information and access to professional staff to facilitate good decision-making practices.	Governance	Action	●	Briefing forums all completed in the period. GM Forums held with Councillors to facilitate open and frank conversations. Councillor requests used as a key tool to deliver information out to Councillors. Professional Development on Code of Conduct, Code of Meeting Practice and Audit Risk and Improvement Committee Training for Councillor Committee Members completed in this period.
	E3.1.3 Provide administrative support to enable active community engagement.	Integrated Planning	Action	●	
E4.1 Ensure the efficient and effective operation of Council.	E4.1.1 Provide corporate support services such as administration, printing, insurance, risk management and statutory reporting.	All corporate services	Action	●	
	E4.1.2 Conduct Service Level Review to identify the mix of services and funding arrangements that best meet the community's needs and help address the core themes of financial sustainability, value for money, and operational efficiency.	Integrated Planning	Project	●	PROGRESSING. Confidential Council meetings held to assist councillors to better understand our current financial position. Due diligence investigation completed, resulting in revision of the Delivery Program and a Council transformation programme covering various corporate and external services.
	E4.1.3 Regularly review savings, efficiencies and revenue opportunities.	Finance	Action	●	

E4.1.4	Oversee the development, implementation and reporting of the Community Strategic Plan, Delivery Program and Operational Plan.	Integrated Planning	Action		Revised Delivery Program adopted by Council in June 2019.
E4.1.5	Prepare the Annual Report.	Integrated Planning	Action		
E4.1.7	Encourage managers and leaders to build management and governance capability in their staff.	Human Resources	Project		PROGRESSING. Governance capability improvement initiatives in the period include training, pre-employment checking, procedural change, communication planning and performance discussions. A Governance Framework is also being developed through the transformation programme.
E4.1.8	Review Human Resource service delivery against anticipated benefits stated in Human Resources Review.	Human Resources	Action		
E4.1.9	Work toward better integration of Human Resources strategies and materials through the following measures: <ul style="list-style-type: none"> <li>• review and align procedure and practice for compliance and better governance</li> <li>• finalise People Strategy</li> <li>• deliver Workforce Plan</li> <li>• develop Corporate Learning Strategy</li> </ul>	Human Resources	Project		Awaiting appointment of new Human Resources Manager to review strategy and priorities going forward
E4.1.10	Perform all transactional, compliance and business insight aspects of finance and accounting functions.	Finance	Action		
E4.1.11	Integrate the four-year estimates of income and expenditure into the Delivery Program in line with the 10-year objectives.	Finance	Project		DELAYED. Project has been delayed due to the extraordinary financial circumstances encountered during the year requiring the development of a revised Delivery Program 2017/2021 and for key staff to be dedicated to preparing a Zero Based Budget for 2019/20.
E4.1.12	Develop business cases for broadening the use of corporate credit cards and associated reporting software; integration of all financial reporting packages; and introduction of electronic timesheets.	Finance	Project		DELAYED. Project has been delayed due to the extraordinary financial circumstances encountered during the year requiring the development of a revised Delivery Program

					2017/2021 and for key staff to be dedicated to preparing a Zero Based Budget for 2019/20.
E4.1.13 Complete a debt recovery tender.	Finance	Project	●		COMPLETE. A debt recovery services provider was appointed for five years. The provider offers a comprehensive and cost effective service. They are also very experienced in local government debt recovery.
E4.1.14 Review rate/water/debtor payment options	Finance	Project	●		DELAYED. Project has been delayed to commence after Council appointed a transactional banking service provider. The provider was appointed to commence from April 2019 and information on payment options has been received. Data on payments option used to 30 June 2019 is being collated and progress planned for August 2019.
E4.1.15 Implement electronic signatures in place of handwritten signatures, reduce the use of physical mail with email and automate the generation of documents wherever possible.	Information Services	Project	●		PROGRESSING. Corporate Procedure on Use of Council Seal has been updated. Third party signing of contracts should be next stage in project.
E4.1.16 Replace personal computers (PCs) in a timely and cost efficient manner for use by staff and the public; update and replace equipment; provide training and technology support to staff; and identify and test new technologies.	Information Services	Action	●		
E4.1.18 Provide business process support and identify opportunities to automate activities with technology, improve productivity and make system enhancements.	Information Services	Action	●		
E4.1.19 Meet requests for access to Council documents as per Government guidelines and manage paper and electronic files to ensure security to documents is maintained.	Information Services	Action	●		
E4.1.20 Support Council's online systems including websites, payment gateways and mobile apps.	Information Services	Action	●		



	E4.1.21 Maintain Council's land and related information and provide public access to information via LisMaps.	Information Services	Action		
E4.2 Provide a central point of contact for the community to interact with Council and access services.	E4.2.1 Operate Customer Contact Centre to provide community access to Council through a front-of-house customer service model.	Information Services	Action		
E4.3 Provide a safe working environment to ensure the health and wellbeing of all Council staff and volunteers.	E4.3.1 Implement Safety Management Plan(s).	WHS	Action		The safety management plan (SMP) was not commenced until the final month of the FY. It is expected that it will be completed to final draft stage and ready for consultation by end of this FY. Next FY will see us refreshing all procedures, standard operation procedures, Safe work methods and safety documentation referred to in the SMP.
E4.3 Provide a safe working environment to ensure the health and wellbeing of all Council staff and volunteers.	E4.3.2 Induct staff in safe systems of work, follow policies and procedures, consult during period of workplace change, and meet and/or exceed statutory WHS obligations.	WHS	Action		Safety Induction program development has been outsourced. Due for completion in new FY
	E4.3.3 Achievement of good safety outcome milestones recognised and celebrated.	WHS	Action		A number of external audits in this Financial Year have revealed poor safety outcomes. Next financial year will see a range of foundational Safety documents introduced: <ul style="list-style-type: none"> <li>• Safety Management system reviewed</li> <li>• Safety Management Plan delivered</li> <li>• Safety Procedures reviewed and modernised</li> <li>• Safety templates and forms developed or refreshed</li> </ul>
	E4.3.4 Undertake active engagement with Safety Committee.	WHS	Action		Safety Committee struggled to achieve quorum at times in the past FY. In the next FY, the Health and Safety Representatives (HSRs) will be: <ul style="list-style-type: none"> <li>• formally trained in the responsibilities and obligations of these roles and</li> <li>• performance managed for not meeting the obligations of this role.</li> </ul>

E4.4 Improve gender equality in Council's workforce.	E4.4.1 Develop a Gender Action Plan 2017 – 2021.	Human Resources	Project	●	Awaiting appointment of new Human Resources Manager to develop priorities going forward
	E4.4.3 Include alignment with Gender Action Plan as criteria for evaluating Workforce Plan completeness.	Human Resources	Action	●	Approach to this strategy changed through this Financial Year. Next FY the plan is to move to one Diversity Strategy (EEO Management Plan) incorporating actions to support: <ul style="list-style-type: none"> <li>• people with disability</li> <li>• people who identify as Aboriginal and Torres Strait Islander</li> <li>• gender equity in employment</li> </ul>
E4.4 Improve gender equality in Council's workforce.	E4.4.4 Update policy, procedure and process for all people policies and services.	Human Resources	Action	●	The past Financial Year was intended to see the completion of several 'batches' of HR procedures. This was not delivered due to unexpected resource shortage in the HR team. Next FY, at a minimum there are planned amendments to: <ul style="list-style-type: none"> <li>• Corporate Leave Procedure</li> <li>• Performance Management Procedure</li> <li>• Induction Procedure</li> <li>• Higher Duties Procedure</li> </ul>
E4.5 Ensure well-managed buildings, land and property assets.	E4.5.1 Manage Council's property portfolio including Crown lands, and develop and implement policies and procedures aligned with return on investment methodology.	Assets	Action	●	
	E4.5.2 Manage and promote vendor and outdoor dining licenses.	Assets	Action	●	
	E4.5.3 Hold regular Reserve Trust meetings and facilitate reporting to the Crown.	Assets	Action	●	
	E4.5.4 Manage and report on Council's Land Register.	Assets	Action	●	
	E4.5.5 Manage Council land, property and roads to be compliant to the relevant Acts and Regulations.	Assets	Action	●	
	E4.5.6 Undertake and prioritise tasks in the Land & Property Work Plans in consultation with Council.	Assets	Action	●	

E4.6 Ensure sound risk management practices.	E4.6.1 Review and implement Enterprise Risk Management (ERM) Plan.	Governance	Project	●	DELAYED. Project has been delayed due to competing priorities and limited resources available. Implementing an Enterprise Risk Management Framework and developing Risk Registers is planned to commence in July 2019, as part of the transformation programme.
	E4.6.2 Review and implement the Business Continuity Plan.	Governance	Project	●	DELAYED. Project has been delayed due to competing priorities and limited resources available. Funding has been allocated to progress this project in 2019/20.
	E4.6.3 Ongoing claims management	Finance	Action	●	
E4.7 Ensure well-managed procurement, tendering and contracting services.	E4.7.1 Coordinate procurement through policy and procedure, systems, staff development and supplier engagement.	Finance	Action	●	
	E4.7.2 Undertake local business engagement.	Finance	Action	●	Action has been delayed due to competing priorities and limited staff resources within the Procurement Team.
E4.8 Ensure Council's fleet and workshop is well-maintained, managed and fit for purpose.	E4.8.1 Operate efficient fleet maintenance workshop.	Commercial Services	Action	●	
	E4.8.2 Operate efficient sign and metal fabrication workshops.	Commercial Services	Action	●	
	E4.8.3 Ensure a centralised fleet allocation system.	Commercial Services	Action	●	
	E4.8.6 Implement an efficient fleet replacement program.	Commercial Services	Action	●	
E4.9 Ensure the efficient operation of Richmond Tweed Regional Library.	E4.9.2 Manage a change leadership program to reskill and equip staff to provide a human-centric, customer service based approach utilising new technologies.	Richmond Tweed Regional Library	Action	●	The annual all staff training day held in October 2018 was used to refresh or build on existing skills, while introducing new technologies to some staff.
	E4.9.3 Assist area librarians to select resources for each local government area	Richmond Tweed Regional Library	Action	●	41,683 items were added to the collection in 2018/19.
	E4.9.4 Support the regional Library Management System	Richmond Tweed Regional Library	Action	●	Contract renewed using local procurement processes
	E4.9.5 Provide management and support for Richmond Tweed Regional Library	Richmond Tweed Regional Library	Action	●	

	E4.9.6 Provide executive support and administrative services to the Richmond Tweed Regional Library such as human resources, finance, administration, property and fleet.	Richmond Tweed Regional Library	Action	●	
E5.1 Attract new visitors and provide tourists with information and services to enable them to explore the Rainbow Region.	E5.1.1 Continue to operate and provide welcoming and informative Visitor Information Centres as a first point of contact for visitors to Lismore and Nimbin.	Major Recreation & Cultural Facilities	Action	●	
	E5.1.2 Produce a collection of marketing media to attract returning and new visitors to the area.	City Centre Management, Major Recreation & Cultural Facilities	Action	●	
	E5.1.3 Provide a Relocation Services Kit to entice prospective residents and meet the needs of those moving to the area.	Major Recreation & Cultural Facilities	Action	●	
E5.2 Ensure diverse events catering for a wide audience that deliver social and economic benefits to the community.	E5.2.1 Annually support over 30 events in the Lismore Local Government Area.	Major Recreation & Cultural Facilities	Action	●	
	E5.2.2 Develop and implement the Tourism and Events Strategy.	Major Recreation & Cultural Facilities	Action	●	
	E5.2.3 Develop one new event concept per year with appropriate partners.	Major Recreation & Cultural Facilities	Action	●	
	E5.2.4 Market and promote event activities to community and visitors.	Major Recreation & Cultural Facilities	Action	●	
	E5.2.5 Mentor, support and train local event practitioners and provide research and evaluation assistance to local events.	Major Recreation & Cultural Facilities	Action	●	
	E5.2.6 Promote and manage an annual calendar of events on behalf of the local events industry.	Major Recreation & Cultural Facilities	Action	●	
	E5.2.7 Proactively seek and bid for new events and conferences for the city.	Major Recreation & Cultural Facilities	Action	●	
E5.4 Facilitate the ongoing development of the Central Growth Corridor Project.	E5.4.1 Continue to scope, develop and implement each stage of the Central Growth Corridor Project	Integrated Planning, Assets, Economic Development, Major Recreation & Cultural Facilities	Project	●	PROGRESSING. Activities within Lismore's Central Growth Corridor has continued to progress at varying degrees over the period. Highlights:

					<ul style="list-style-type: none"> <li>• Advocate videos promoting private sector investment opportunities developed to support Lismore Prospectus</li> <li>• Council has continued to work with the hospital to support the interface between the hospital and public/community spaces through the enforcement of carparking.</li> <li>• Refer also updates for Lismore Park (A3.1.1), Oakes and Crozier (A3.3.10 and A3.3.11), A-grade office space (B2.1.1), serviced apartments (B2.1.2) and library and carpark (B2.1.5).</li> </ul>
E5.5 Support initiatives that grow Lismore as a regional city.	E5.5.1 Advocate for support from the State and Federal Government.	General Manager's Office	Action	●	Continued engagement with State and Federal Government, predominantly associated with advocating on behalf of businesses seeking to enter the Lismore environs
	E5.5.2 Advocate for, support and be the voice for business and industry stakeholders on matters of process, policy, planning and operations to ensure Council is business friendly and 'open for business'.	Economic Development	Action	●	Continued support with businesses and entrepreneurs to enter or grow within the Lismore environ working closely with numerous businesses to progress development applications through council and establishment in the Lismore LGA.
	E5.5.3 Develop effective regional partnerships.	Economic Development	Action	●	Ongoing work has been undertaken to establish and build relationships with key regional partners.
	E5.5.4 Support the State and Federal Governments' jobs and growth agendas and initiatives.	Economic Development	Action	●	Continued to support jobs and growth agenda and initiatives of the State and Federal Government as a conduit for information to businesses.