

# Imagine Lismore Delivery Program 2017 – 2021

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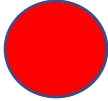


## PROGRESS REPORT

Quarter 1- July to Sept 2019



## How to Read this Report

Action Code	Action Name	Authoriser	Status	Schedule	Budget	Comments
This is the activity's reference number in the Delivery Program/ Operational Plan	This is the description of the activity as it appears in the Delivery Program/ Operational Plan	This is the position title of the person who Authorises the quarterly updates detailed in this report	This describes the status of the activity at the end of the quarter and the definitions for status types can be found below	For Project activities, a traffic light is provided to show whether or not the project is on schedule. Traffic light info has not been provided for Business as Usual (BAU) activities. The key for the traffic lights is below	For Project activities, a traffic light is provided to show whether or not the project is on budget. Traffic light info has not been provided for Business as Usual (BAU) activities	This comment provides an update on progress including details of any milestones, highlights, issues or changes.

Status Option	Definition	Traffic Light Key	
Not updated	No update has been entered for this action.	No	
Not progressing	There is an issue that has delayed progress with this action or it has not started due to an issue.		
Progressing	Things are progressing as they should with this action. For BAU, this option will usually be selected.	Yes	
Completed	The action has been completed for the year and there will be no further resources needed to deliver it.		
Not due to start	This action is not scheduled to start until later in the year and can be updated in the relevant quarter.	Watch	
Cancelled/Deferred	It has been formally agreed that this action will not happen at all or will be deferred to a later time.		

## Theme A: An inclusive and healthy community



### A1: Our community is safe, happy and healthy

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

Action Code	Action Name	Authoriser	Status	Schedule	Budget	Comments
A1.1.1	Offer and promote a range of aquatic and fitness programs at the Goonellabah Sports and/or Aquatic Centre and Lismore Memorial Baths	Manager Major Recreation & Cultural Facilities	Progressing			We are sitting above revenue target for aquatic and fitness programs to date for GSAC. LMB season yet to commence.

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

Action Code	Action Name	Authoriser	Status	Schedule	Budget	Comments
A1.2.1	Participate in the Northern Rivers Local Emergency Management Committee.	Director Infrastructure Services	Progressing			LEMC Meetings are being held as per schedule and Council is attending and participating.
A1.2.2	Provide funding and in-kind support to NSW Rural Fire Service to provide local brigade vehicles, firefighting equipment, training and building maintenance.	Director Infrastructure Services	Progressing			BFMC Meetings are being held as scheduled and Council is attending and participating.

Action Code	Action Name	Authoriser	Status	Schedule	Budget	Comments
A1.2.3	Provide funding to Fire and Rescue NSW to operate the service.	Director Infrastructure Services	Progressing			Quarterly contributions being made as required.
A1.2.4	Participate in regular meetings of Floodplain Management Committee to monitor flood risk and mitigation needs.	Manager Integrated Planning	Progressing			This is a BAU activity. It is not known how many meetings will occur so a regular reporting interval has been chosen. The first meeting occurred on 12 September 2019.
A1.2.5 P	Review and update the Lismore Floodplain Risk Management Plan 2015. Milestones for 2019-20 include: - Secure State Government funding - Engage consultant to prepare new Plan	Manager Integrated Planning	Not Due To Start			Awaiting advice that Council has received funding to allow the project to proceed.
A1.2.6 P	Excavate the Lismore floodway. Milestones for 2019-20 include: - Engage contractor - Complete site establishment and preparation - Commence excavation	Manager Assets & Support Services	Progressing			Contractor has been engaged, site establishment to occur this week (starting 7th October) with excavation to commence shortly there after

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

Action Code	Action Name	Authoriser	Status	Schedule	Budget	Comments
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.	Manager Development & Compliance	Progressing			Inspections are being undertaken on a daily basis and consistent with licensing and KPI's
A1.3.2	Inspect swimming pools to ensure compliance with NSW legislation.	Manager Development & Compliance	Not Due To Start			<p>The mandatory pool inspection program is undertaken with the annual pool quality testing regime and is proposed to commence in the next quarter up to December.</p> <p>Other pool inspections are undertaken in response to complaints to ensure satisfactory fencing standards achieved.</p>
A1.3.3	Certify and audit commercial and industrial buildings to ensure adequate fire safety.	Manager Development & Compliance	Progressing			This task is on-going and undertaken & currently at least 1-3 premises per month are inspected for fire safety
A1.3.4	Undertake regular parking patrols to ensure compliance with adopted parking strategies.	Manager Development & Compliance	Progressing			Parking controls are completed on a daily basis in all precincts and appropriate enforcement actions undertaken

Action Code	Action Name	Authoriser	Status	Schedule	Budget	Comments
A1.3.5	Encourage responsible pet ownership through education programs and take appropriate action in response to complaints about companion animals.	Manager Development & Compliance	Progressing			Complaints are investigated upon registration in accordance with the Complaint's Registration Management process & education undertaken on a daily basis with both companion animal owners & the community.
A1.3.6	Remove abandoned vehicles and wandering stock from public places in accordance with adopted procedures and NSW legislation.	Manager Development & Compliance	Progressing			Part of the daily activities within the Ranger Group and upon demand. These works have been completed on many occasions throughout the quarter
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.	Manager Development & Compliance	Progressing			The new replacement CCTV project has been completed, with additional cameras to now be sought.  The late nighter bus continues to run and where required staff from city safe and or equivalent attend meetings
A1.3.8	Take compliance action in response to customer requests/complaints relating to public health, safety and amenity.	Manager Development & Compliance	Progressing			CRMs are investigated on a daily basis and are an integral part of some roles. Outcomes are reviewed and compliance initiated where required.

Action Code	Action Name	Authoriser	Status	Schedule	Budget	Comments
A1.3.9	Work with Essential Energy to ensure appropriate street lighting is provided and properly maintained within the Lismore LGA.	Director Infrastructure Services	Progressing			Council completed the replacement of its street lighting infrastructure with LED lighting in February 2019. Savings have been realised in energy usage and charges and infrastructure charges levied by Essential Energy and are slightly higher than anticipated.



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

**A2.3: Implement actions in the 'Innovate' Reconciliation Action Plan (RAP) to build relationships and respect, and provide employment and procurement opportunities.**

Action Code	Action Name	Authoriser	Status	Schedule	Budget	Comments
A2.3.1	Ensure Council's Aboriginal Advisory Group meets quarterly to provide community representation and advice to Council on local government matters affecting Aboriginal and Torres Strait Islander people.	Director Partnerships Planning & Engagement	Progressing			The Aboriginal Advisory Group met on 15 August 2019 to discuss review the Advisory Group Terms or Reference, the update on Lismore Regional Gallery Goanna storyboard project, report on the Quadrangle digital project 'Talk To Me', progress on Council's third Reconciliation Action Plan..

Action Code	Action Name	Authoriser	Status	Schedule	Budget	Comments
A2.3.2	Continue to observe cultural protocols, such as Welcome to Country and Acknowledgement of Country at the commencement of all Council meetings, external meetings and public events.	Director Corporate Services	Progressing			Business as usual.
A2.3.3	Continue to display Aboriginal and Torres Strait Islander flags in Council Chambers and hoist daily at Council's Corporate Centre.	Director Corporate Services	Progressing			BAU
A2.3.4	Celebrate and participate in National Reconciliation Week by hosting events to promote reconciliation within Council.	Director Corporate Services	Completed			Completed for 2019
A2.3.5	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.	Manager Major Recreation & Cultural Facilities	Completed			Completed



Action Code	Action Name	Authoriser	Status	Schedule	Budget	Comments
A2.3.6	<p>Improve Aboriginal and Torres Strait Islander employment outcomes within Council's workforce. Priorities for 2019-20 include:</p> <ul style="list-style-type: none"> <li>- Maintain at least 6% Aboriginal and Torres Strait Islander representation within Council's workforce</li> <li>- Provide traineeships and apprenticeships for Aboriginal and Torres Strait Islander applicants that lead to ongoing employment opportunities</li> </ul>	Director Corporate Services	Progressing			On track
A2.3.7 P	<p>Provide Cultural Awareness and Competency Training for new staff at induction. Milestones for 2019-20 include:</p> <ul style="list-style-type: none"> <li>- Identify appropriate content and method of delivery</li> <li>- Coordinate training delivery</li> <li>- Evaluate and report quarterly to RAP Working Party</li> </ul>	Director Corporate Services	Progressing			To be considered in the development of a new Induction and On-boarding process to be completed by 30 June 2020



Action Code	Action Name	Authoriser	Status	Schedule	Budget	Comments
A2.3.8	Actively monitor the implementation of actions in the RAP through the RAP Working Group.	Director Partnerships Planning & Engagement	Progressing			The LCC Reconciliation Action Plan (RAP) Working Group met on 11 September 2019 to discuss the review of the current RAP and brainstorming actions for 2020-22 RAP.
A2.3.9 P	Review, refresh and update RAP. Milestones include: - Seek feedback and endorsement from Reconciliation Australia on updated RAP - Launch updated RAP	Director Partnerships Planning & Engagement	Progressing			The revised 2020-22 RAP is scheduled to go to the December 2019 Council meeting.

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

Action Code	Action Name	Authoriser	Status	Schedule	Budget	Comments
A2.4.1	Ensure Council rezoning planning proposals, and development applications, and all infrastructure works address potential Aboriginal cultural heritage and significance to ensure any impact is avoided.	Manager Integrated Planning	Progressing			BAU staff are progressing rezoning planning proposals in a way that addresses potential Aboriginal cultural heritage significance issues.









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

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


Action Code	Action Name	Authoriser	Status	Schedule	Budget	Comments
A3.1.1 P	Continue to pursue the development of a major regional recreation space, 'Lismore Park'.	Director Partnerships Planning & Engagement	Progressing			Currently working on the masterplan and the finalisation. The SRV consultation for parks is currently being undertaken, once completed this will help to inform of the support for ongoing development of Lismore Park

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



Action Code	Action Name	Authoriser	Status	Schedule	Budget	Comments
A3.2.1	Maintain existing open spaces, parks and gardens.	Director Infrastructure Services	Progressing			Facilities are being maintained in accordance with service levels.







Action Code	Action Name	Authoriser	Status	Schedule	Budget	Comments
A3.2.2 P	Upgrade Heritage Park recreation facilities including water play, adventure and toddler equipment. Milestones for 2019-20 include: - Concept design finalised - Contractor engaged - Construction completed	Manager Assets & Support Services	Not Due To Start			First consultation with internal staff now underway.
A3.2.3 P	Upgrade Riverview Park amenities. Milestones for 2019-20 include: - Contractor engaged - Demolition and reconstruction completed	Manager Assets & Support Services	Progressing			Quotes currently being sought. Project due to commence in the 2nd quarter.
A3.2.4 P	Upgrade Dawson Street amenities. Milestones for 2019-20 include: - Secure required approvals for construction - Engage contractor - Complete construction	Manager Assets & Support Services	Progressing			Currently in the planning stage and this project is scheduled to be underway in Quarter 2
A3.2.5 P	Upgrade flood lighting at Hepburn Park. Milestones for 2019-20 include: - Engage contractor - Complete installation	Manager Assets & Support Services	Progressing			Poles and Lights are installed. Currently completing power connects. Aiming and Switching to come.











Action Code	Action Name	Authoriser	Status	Schedule	Budget	Comments
A3.2.6 P	Lobby support for the Tweed Byron Hinterland Trails project. Milestones for 2019-20 include:  - Engage stakeholders to identify project objectives - Explore funding opportunities	Director Partnerships Planning & Engagement	Progressing			Working in collaboration with the Tweed Byron Hinterland Trails Project Manager to explore opportunities to support this project further.
A3.2.7	Maintain the Lismore, Goonellabah and Nimbin Skate parks	Director Infrastructure Services	Progressing			Skate parks are being maintained in accordance with service levels.

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

Action Code	Action Name	Authoriser	Status	Schedule	Budget	Comments
A3.3.1	Operate the Goonellabah Sports and Aquatic Centre and the Lismore Memorial Baths aquatic facilities.	Manager Major Recreation & Cultural Facilities	Progressing			On track with delivery for September 2019
A3.3.2 P	Review and update the Sport and Recreation Plan. Milestones for 2019-20 include: - Completion of draft plan - Council adoption of draft plan - Public exhibition	Director Partnerships Planning & Engagement	Progressing			Currently working with the consultant to finalise workshop with Council

Action Code	Action Name	Authoriser	Status	Schedule	Budget	Comments
A3.3.3 P	Continue to redevelop Albert Park Baseball/Softball Complex. Milestones for 2019-20 include:  - Renovate all four fields - Complete refurbishment of grandstand and office spaces	Manager Assets & Support Services	Progressing			Grandstands complete, carpark upgraded, fields 1 and 3 complete including irrigation, dugouts, back nets and new fencing - handed over to users, fields 2 and 4 commenced, buildings designed with tenders currently being prepared. Cycle and pedestrian path complete around entire facility.
A3.3.4 P	Continue to develop Oakes and Crozier Sporting Precinct. Milestones for 2019-20 include:  - Complete detailed design - Call for tenders for construction of public amenities, grandstand refurbishment, and spectator facilities - Engage contractors - Commence construction	Manager Assets & Support Services	Progressing			Consultants have been engaged, preliminary drawings underway. Commenced the rectification of the concrete cancer in the Gordon Pavilion.
A3.3.5 P	Construct an international standard mountain bike facility at Southern Cross University. Milestones for 2019-20 include:  - Complete design for the circuit - Call for tenders for constructions - Commence construction	Manager Assets & Support Services	Progressing			Review of Environmental Factors started.

Action Code	Action Name	Authoriser	Status	Schedule	Budget	Comments
A3.3.6 P	<p>Redevelop Lismore Netball Complex. Milestones for 2019-20 include:</p> <ul style="list-style-type: none"> <li>- Complete shade and shelter enhancements and construction of two new bitumen courts</li> </ul>	Manager Assets & Support Services	Progressing			Review of Environmental Factors started. Final Design being prepared.
A3.3.7 P	<p>Enhance the Italo football facility with the provision of new lighting, fencing and spectator facilities. Milestones for 2019-20 include:</p> <ul style="list-style-type: none"> <li>- Complete lighting, shading and spectator enhancements</li> </ul>	Manager Assets & Support Services	Progressing			This action has progressed as expected during the quarter, with no issues or delays. It is expected to be delivered within budget according to the grant milestones.
A3.3.8 P	<p>Enhance the Lismore Basketball Stadium. Milestones for 2019-20 include:</p> <ul style="list-style-type: none"> <li>- Complete stadium enhancements</li> <li>- Refurbish carpark</li> </ul>	Manager Assets & Support Services	Progressing			Floor has been sanded and resealed, quotes sought for painting, and a new entrance floor coating to be completed.
A3.3.9 P	<p>Upgrade Regional Hockey Centre grandstands at Hepburn Park. Milestones for 2019-20 include:</p> <ul style="list-style-type: none"> <li>- Complete construction of six grandstands</li> </ul>	Manager Assets & Support Services	Completed			All works Complete. Milestone 3 report being prepared to send to Grant Approvers.

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

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

Action Code	Action Name	Authoriser	Status	Schedule	Budget	Comments
A4.1.1	Facilitate quarterly Disability Access & Inclusion Advisory Group meetings aimed at providing advice to Council on disability access and inclusion.	Manager Integrated Planning	Progressing			The first meeting for 2019/20 for the Disability Access and Inclusion was held in August 2019
A4.1.2	Promote the 'Missed Business Guide' to business owners to encourage better access and patronage for people with a disability.	Director Partnerships Planning & Engagement	Not Due To Start			Promotion of this activity is scheduled for the first quarter of 2020.
A4.1.3	Assist developers and property owners to identify ways of improving accessibility through the 'Tradies Good Guide to Access' booklet.	Manager Development & Compliance	Progressing			This is a daily occurrence with staff especially building surveyors advising developers, property owners, consultants & the general public on accessible access and facilities.  The Tradie document is readily available and distributed accordingly.



Action Code	Action Name	Authoriser	Status	Schedule	Budget	Comments
A4.1.4	Waive fees for development applications for accessibility improvements.	Manager Development & Compliance	Progressing			Again this is on-going and is applied when specific articulated DAs are made for this purpose such as accessible lifts for residences, accessible ramps & facilities where not part of DA legislative upgrades anyway.
A4.1.5	Continue to build the collection of accessible resources at the Lismore Library.	Regional Library Manager	Progressing			Resources are acquired on an ongoing basis and added to the collection to be accessible to all.
A4.1.6	Program activities for artists and audiences living with a disability.	Manager Major Recreation & Cultural Facilities	Progressing			Ongoing actions being undertaken to support program
A4.1.7	Provide regular updates to the community on progress of implementation of the Disability Inclusion Action Plan, including through progress reports and the annual report.	Manager Integrated Planning	Progressing			Updates on the implementation of the Disability Inclusion Action Plan have been included in the Imagine Lismore, Delivery Program Progress Report June 2019 and will be included in the 2018/19 Annual Report scheduled for November 2019

#### A4.2: Create liveable communities for all

Action Code	Action Name	Authoriser	Status	Schedule	Budget	Comments
A4.2.1	Continue to establish the shared pathway network which incorporates accessible standards as funding becomes available.	Manager Assets & Support Services	Not Progressing			No grant funding was received for the 2019/20 financial year. Staff will apply for grant opportunities when available to continue to establish the shared path network as per the adopted Cycleway Strategy and PAMP.
A4.2.2	Provide and maintain hoists at the Lismore Memorial Baths and Goonellabah Sports & Aquatic Centre.	Manager Major Recreation & Cultural Facilities	Progressing			Hoists provided and staff trained in operation.
A4.2.3	Ensure Council events are accessible to all members of the community.	Manager Major Recreation & Cultural Facilities	Progressing			Continuing to support all accessible events to the community

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

Action Code	Action Name	Authoriser	Status	Schedule	Budget	Comments
A4.3.1 P	<p>Review current recruitment, induction and on boarding practices to improve accessibility for applicants with disability. Milestones for 2019-20 include:</p> <ul style="list-style-type: none"> <li>- Identify opportunities for improvement</li> <li>- Conduct Request for Quote process for service providers in disability employment to provide recruitment process advice</li> <li>- Develop business case and project plan</li> <li>- Develop and implement action plan</li> </ul>	Director Corporate Services	Not Progressing			Resources are not available to address this action. We will revisit it before the end of the 2019 calendar year. Note that some aspects of this action will be considered in the development of a new Induction and On-boarding process to be completed by 30 June 2020
A4.3.2	Encourage external applicants with a disability to apply by including relevant information about job requirements.	Director Corporate Services	Completed			Details included in all external job advertisements.



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

Action Code	Action Name	Authoriser	Status	Schedule	Budget	Comments
A4.4.1 P	Review the Pedestrian Access and Mobility Plan (PAMP). Milestones for 2019-20 include:  - Secure funding from Roads and Maritime Services - Engage consultant to review and update PAMP - Council adoption	Manager Assets & Support Services	Not Progressing			No grant funding was received for the 2019/20 financial year. Staff will apply for grant opportunities when available to continue to try and secure funding from Transport for NSW.
A4.4.2	Ensure Council's ordinary meetings held in Council Chambers are delivered via live streaming and with a hearing loop.	Director Corporate Services	Progressing			BAU, Tested and Working as Expected
A4.4.3	Maintain Read Speaker technology to make Council's website more accessible for people with a vision impairment.	Director Corporate Services	Progressing			BAU - Tested and Working as Expected
A4.4.4	Provide AUSLAN interpreter services at Lismore Regional Gallery and Council events upon request.	Manager Major Recreation & Cultural Facilities	Progressing			Progressing



**A5: Our community has access to essential services**

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

Action Code	Action Name	Authoriser	Status	Schedule	Budget	Comments
A5.1.1	Operate the Lismore Memorial Gardens, Crematorium and cemeteries across the Lismore LGA, and provide memorial options and burial advice to the community.	Director Infrastructure Services	Progressing			On track against planned scope and budget
A5.1.2 P	Extend the footprint of Lismore Memorial Gardens and Crematorium. Major milestone for 2019-20 includes:  - Finalise subdivision of acquired land - Prepare for the sale of adjacent properties	Manager Commercial Services	Progressing			Buffer planting required before both properties can be sold. No budget was carried forward to undertake the subdivision or planting. Newton Denny and Chapelle planning \$10,000, buffer planting \$20,000. To be managed via Q1 QBRS process.

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

Action Code	Action Name	Authoriser	Status	Schedule	Budget	Comments
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.	Director Partnerships Planning & Engagement	Progressing			Two meetings have taken place with the General Manager to assess need.

Measure	Target	Actual
Number of Aboriginal Advisory Group meetings	4 per year	1
Number of Aboriginal and Torres Strait Islander trainees or apprentices	Please identify target	**
Number of community projects and campaigns delivered that raise awareness of the positive contributions that people living with a disability make to the community	2 per year (based on PM)	0
Number of companion animal seizures	<220 (based on 2018-19)	**
Number of companion animals euthanised	Trend only	**
Number of Council employees that identify as having a disability	12 (based on 2017-18)	**
Number of Disability Access & Inclusion Advisory Group meetings	4 (per year)	1
Number of dog attack incidents investigated	>64 (based on 2018-19)	**



Measure	Target	Actual
Number of fines for breaches of animal companion laws	>122 (based on 2018-19)	**
Number of gym memberships for GSAC	Please specify	1875
Number of inspections of existing on-site sewage management (OSSM) systems	720 per year (based on PM)	**
Number of private swimming pools fences inspected in compliance with NSW legislation	110 (based on 2018-19)	**
Number of public amenity inspections	300 (based on 2018-19)	**
Number of swim memberships for GSAC	Please specify	219
Number of swim memberships for LMB	Please specify	71
Number of visitors (door entry) to GSAC	Please specify	75503
Number of visitors (door entry) to LMB	Please specify	2707
Proportion of amenity inspections at parks sites completed on schedule	100%	**
Proportion of annual inspections of fixed, mobile, and temporary premises completed	100%	**
Proportion of levee inspections completed on schedule	100%	**
Proportion of total employees that identify as Aboriginal or Torres Strait Islander	6%	**

\*\* = Data not due to be captured in this quarter



## Theme B: A prosperous and vibrant city

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

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


Code	Action Name	Authoriser	Status	Schedule	Budget	Comments
B1.1.1	Work collaboratively to build and maintain relationships with private and public sector stakeholders to support projects of economic benefit.	General Manager	Progressing			Ongoing collaboration with State and Federal Government agencies to support private and public sector opportunities has been extensive including establishment of a Regional Deal agenda across the region.
B1.1.2 P	Support business development, innovation and economic activity through initiatives such as 'Smart Cities' and 'City Deals'.	General Manager	Progressing			This ongoing activity has progressed during the quarter including the collection of community feedback regarding smart city initiatives as a result of the Economic Development Strategy consultation. Regional meetings have been undertaken with Regional Development Australia, Ministers and industry leaders.
B1.1.3 P	Create a new collection of marketing materials to market investment and business assistance services available. Milestones for 2019-20 include:  - Development and design of content - Website content updates	Director Partnerships Planning & Engagement	Progressing			Work scheduled to commence in October 2019 to update website content.





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

Code	Action Name	Authoriser	Status	Schedule	Budget	Comments
B1.2.1 P	Promote, advertise and market Lismore and its businesses through the existing 'Come to the Heart' brand. Priorities for 2019-20 include stocktake sales, Christmas campaign and general ongoing marketing and promotion.	Director Partnerships Planning & Engagement	Progressing			'Come to the Heart' branding material requires consolidation.

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

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

Code	Action Name	Authoriser	Status	Schedule	Budget	Comments
B2.1.1 P	Work with key stakeholders to develop and document an action plan to inform economic priorities for the CBD. Milestones for 2019-20 include:  <ul style="list-style-type: none"> <li>- Secure project funding</li> <li>- Undertake consultation and research</li> <li>- Develop and document action plan</li> <li>- Promote initiatives identified</li> </ul>	Director Partnerships Planning & Engagement	Progressing			Initial engagement has been undertaken through the Economic Development Strategy consultation process to understand economic priorities for the CBD. In addition, work has been undertaken with consultants, Hip v Hype to establish the 'Shaping the Lismore CBD' report.

Code	Action Name	Authoriser	Status	Schedule	Budget	Comments
B2.1.2	Facilitate construction of serviced apartment accommodation in close proximity to the CBD.	Director Infrastructure Services	Progressing			The project is to be rescoped to develop the car park site as a place making exercise. A project manager is to be appointed and a project plan developed. An Architectural design competition is to be conducted for the proposed design of the serviced apartments building.
B2.1.3 P	Facilitate construction of A-grade office space in close proximity to the Lismore CBD.	Director Infrastructure Services	Progressing			This project is linked to the serviced apartments project and has not progressed. It is an element of what is now a broader project to develop the entire Harold Fredericks car park site or other identified location.
B2.1.4 P	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.	Director Infrastructure Services	Not Progressing			No progress in the current quarter. Focus is currently on the serviced apartments aspect of this project.





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

Code	Action Name	Authoriser	Status	Schedule	Budget	Comments
B2.2.1	<p>Collaborate with partner organisations to generate and promote a diverse cultural program to activate the Quadrangle space. Key priorities for 2019-20 include:</p> <ul style="list-style-type: none"> <li>• Invitation for artistic companies to test new place making and creative ideas in the Quad, through the Plein Air Residency Program</li> <li>• Monthly Backyard Music program to showcase local emerging musicians</li> <li>• Public call out for sustainable and innovative solutions to provide shade in The Quad over summer</li> <li>• Playground Kids Festival</li> </ul>	Manager Major Recreation & Cultural Facilities	Progressing			Partnership and programming are well underway. Including Playground Festival 21st September 2019

**B2.3: Facilitate unique events that celebrate our diversity and deliver social and economic benefits to the community.**

Code	Action Name	Authoriser	Status	Schedule	Budget	Comments
B2.3.1	Host, support and promote a range of annual events including Lismore Lantern Parade, Masters Games, Eat the Street, Carols by Candlelight.	Manager Major Recreation & Cultural Facilities	Progressing			Planning and event delivery well underway



Code	Action Name	Authoriser	Status	Schedule	Budget	Comments
B2.3.2 P	Explore an event planning strategy to support economic activation. Milestones for 2019-20 include:  • Conduct research to investigate strategies and priorities	Director Partnerships Planning & Engagement	Not Due To Start			This activity requires collaboration with the Major Recreation and Cultural Facilities team in early 2020.
B2.3.3 P	Implement the event planning strategy (dependent on B2.3.2). Milestones for 2019-20 include:  • Commence implementation of priority actions	Manager Major Recreation & Cultural Facilities	Progressing			Ongoing event management in line with existing policy. Funding being sought for new events strategy through various government agencies
B2.3.4	Mentor, support and train local event practitioners and provide research and evaluation assistance to local events.	Manager Major Recreation & Cultural Facilities	Progressing			Ongoing event support and assistance provided to a range of existing and new events. Two event workshops held with operators in September
B2.3.5	Promote and manage an annual calendar of events on behalf of the local events industry.	Manager Major Recreation & Cultural Facilities	Progressing			Currently under development
B2.3.6	Proactively seek and bid for new events and conferences for the city and region.	Manager Major Recreation & Cultural Facilities	Progressing			Currently identifying possible event opportunities

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

Code	Action Name	Authoriser	Status	Schedule	Budget	Comments
B2.4.1	Operate the Lismore and Goonellabah Libraries.	Regional Library Manager	Progressing			Both libraries support the entire community in Lismore City Council area
B2.4.2	Deliver free or low cost literacy programs through the Lismore and Goonellabah Libraries, including book clubs, story time, baby bounce, and author talks.	Regional Library Manager	Progressing			Programs are running on a permanent basis as well as one-off events. Storytime, Baby Bounce, Toddler Time, books clubs for both adult and youth, coding workshops, ESL. The Library partners with community events to promote the enjoyment of literature, books, digital platforms, and audiovisually.
B2.4.3	Operate a Mobile Library to service outlying villages in the region.	Director Partnerships Planning & Engagement	Progressing			The Mobile Library has had 3 days off the road this quarter with generator issues, workshop considering options to rebuild or buy a new generator.  operating with temporary generator.

### ***B3: Our community has a diverse and thriving arts and culture scene***



#### **B3.1: Provide arts and cultural facilities and experiences for a wide audience.**

<b>Code</b>	<b>Action Name</b>	<b>Authoriser</b>	<b>Status</b>	<b>Schedule</b>	<b>Budget</b>	<b>Comments</b>
B3.1.1	Operate the Lismore Regional Gallery and the Quadrangle.	Manager Major Recreation & Cultural Facilities	Progressing			Ongoing
B3.1.2	Stage regular exhibitions, workshops, talks and creative events at the Lismore Regional Gallery for the community to connect and learn.	Manager Major Recreation & Cultural Facilities	Progressing			Development of the Art Gallery program is being finalised

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



<b>Code</b>	<b>Action Name</b>	<b>Authoriser</b>	<b>Status</b>	<b>Schedule</b>	<b>Budget</b>	<b>Comments</b>
B3.3.1	Implement public art projects in consultation with the Public Art Reference Group.	Manager Major Recreation & Cultural Facilities	Progressing			Currently underway and ongoing

#### B3.4: Support cultural partnerships and collaborations.

Code	Action Name	Authoriser	Status	Schedule	Budget	Comments
B3.4.1	Work with NORPA to support the Cultural Alliance and the continued operation of Lismore City Hall.	Director Infrastructure Services	Progressing			A decision has been made to conduct a review of the NORPA / LCC Cultural Alliance agreement. 1 x Joint Steering Committee meeting has occurred during this reporting period and a design for the review process will be finalised in October 2019
B3.4.2 P	Work with NORPA to construct illuminated event signage.	Manager Assets & Support Services	Progressing			This action has progressed as expected during the quarter, with some minor delays associated with the RMS approval process. It is expected to be delivered within budget according to the grant milestones.

#### B4: Our community is connected and convenient

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

Code	Action Name	Authoriser	Status	Schedule	Budget	Comments
B4.1.1 P	Upgrade the Lismore Regional Airport. Milestones for 2019-20 include:  - Completion of plane parking area - Installation of security fencing	Manager Commercial Services	Progressing			Seeking final approval from funding body to reallocate funding to the fence. plane parking area planning commenced.

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

Code	Action Name	Authoriser	Status	Schedule	Budget	Comments
B4.2.1	Ensure compliance of Lismore Regional Airport with the Civil Aviation Safety Authority (CASA), Australian Transport and Safety Bureau (ATSB) and Air Services Australia.	Manager Commercial Services	Progressing			Commercial Services Compliance Unit continues to progress Lismore Regional Airport towards Civil Aviation Safety Authority/Home affairs compliance. Risks at this point are limited budget to address Obstacle Limitation Penetrations (surrounding vegetation control) and further adequate airside security fencing (also wildlife control.)
B4.2.2	Investigate alternative uses for the Lismore Regional Airport.	Director Partnerships Planning & Engagement	Progressing			Funding was obtained for an Instrument Landing System which has led to attraction of training providers.

#### B4.3: Advocate for regional integrated transport services.

Code	Action Name	Authoriser	Status	Schedule	Budget	Comments
B4.3.1	Provide support to the operation of the Lismore Late Nighter bus service.	Manager Development & Compliance	Progressing			Budget is accounted each quarter for the service and the bus continues to provide services as per the strategy

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

Code	Action Name	Authoriser	Status	Schedule	Budget	Comments
B4.4.1 P	Undertake projects within Council's Cycleway Plan as funding permits.	Manager Assets & Support Services	Not Progressing			No grant funding was received for the 2019/20 financial year. Staff will continue to apply for grant opportunities when available to undertake projects within Council's Cycleway Plan.
B4.4.2 P	Improve pedestrian access by upgrading facilities in accordance with the Pedestrian Access and Mobility Plan (PAMP) as funding permits.	Director Infrastructure Services	Completed			Council has completed a 3 year program of constructing shared cycleways and footpaths to improve access throughout Lismore. This was funded by a \$3million Cycling Towns Grant received from RMS. No additional funding received for 2019-20. Council continues to apply for funding as opportunities arise.
B4.4.3	Undertake annual inspections and required maintenance of the footpath and cycleway network.	Director Infrastructure Services	Progressing			Maintenance of footpath and cycleway assets ongoing along with informal inspections. Formal annual inspections due next quarter.

Measure	Target	Actual
Expenditure on library resources per capita for Lismore LGA		**
Number of artists featured at Lismore Regional Gallery	200 (based on 2018-19)	**
Number of exhibitions staged at Lismore Regional Gallery	29 (based on 2018-19)	**
Number of Friends of the Gallery members	425 (based on 2018-19)	**

Measure	Target	Actual
Number of general aviation aircraft movements at Lismore Regional Airport	10,000 per year (based on PM)	1613
Number of group tours at Lismore Regional Gallery	550 (baed on 2018-19)	**
Number of items borrowed from Lismore and Goonellabah libraries	1,500,000 (based on 2017-18)	89,543
Number of Lismore Regional Gallery group tour participants	15,000 (based on 2018-19)	**
Number of non-conformance reports at Lismore Regional Airport	0	0
Number of unique visits to the Visit Lismore website	300,000 (based on 2018-19)	91,000
Number of visitors to Lismore and Goonellabah libraries	245,000 (based on 2017-18)	58,534
Number of visitors to Lismore Regional Gallery	120,000 (based on 2018-19)	**
Number of visitors to Lismore's Eat the Street festival	>26,000 (based on 2018-19)	26452
Number of visitors to the Lismore Lantern Parade	>20,000 (based on 2018-19)	28,000

\*\* = Data not due to be captured in this quarter







## Theme C: Our natural environment

### *C1: Our waterways and catchments are healthy*

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

Code	Action Name	Authoriser	Status	Schedule	Budget	Comments
C1.1.1	Through the Rural Landholder Initiative, collaborate with landowners to restore riparian vegetation in areas covered by the Coastal Zone Management Plan.	Manager Integrated Planning	Progressing			Contractors engaged and all projects commenced.
C1.1.2	Undertake weed control and revegetation in priority urban riparian areas.	Manager Integrated Planning	Progressing			The contractor has been engaged and has commenced work in identified sites.
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.	Manager Development & Compliance	Progressing			The OSSM Strategy has been reviewed and released for consultants to use to for their system designs and our assessment thereof, ultimately affording better outcomes for the environment and protecting the water catchment areas
C1.1.4 P	Collaborate with the NSW State Government, neighbouring Councils, and community groups to develop strategies to improve the health of the Wilsons and Richmond Rivers. Milestone for 2019-20 includes:  - Complete scoping study for the Richmond Catchment Coastal Management Program	Manager Integrated Planning	Progressing			This is a joint project for which Rous County Council is the lead agency. The funding application has been submitted after consultation with all partners. The first Coastal Management Plan (CMP) development committee meeting is scheduled for Oct 16.

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

Code	Action Name	Authoriser	Status	Schedule	Budget	Comments
C1.2.1	Undertake annual inspections and required maintenance and renewal of stormwater drainage network.	Director Infrastructure Services	Progressing			This action has progressed as expected during the quarter, with no issues or delays. It is expected to be delivered within budget for this financial year.
C1.2.2 P	Complete the annual stormwater capital works program including projects identified in the Urban Stormwater Management Plan.	Director Infrastructure Services	Progressing			This action has progressed as expected during the quarter, with no issues or delays. It is expected to be delivered within budget for this financial year.
C1.2.3 P	Review and update the Stormwater Asset Management Plan. Milestones for 2019-20 include:  - Complete update - Council adoption	Manager Assets & Support Services	Not Due To Start			Staff are progressing other priority projects before this can commence.







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







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





Code	Action Name	Authoriser	Status	Schedule	Budget	Comments
C2.1.1	Provide kerbside domestic and commercial waste collection services.	Director Infrastructure Services	Progressing			Watching impact of costs for interim disposal operations are covered by the waste fire insurance claim. Low risk.

Code	Action Name	Authoriser	Status	Schedule	Budget	Comments
C2.1.2	Provide waste bins and collection in public places, parks, and town centres, and for public events.	Director Infrastructure Services	Progressing			On track
C2.1.3	Provide efficient waste and resource recovery services to residents and businesses through the Lismore Recycling & Recovery Centre, Nimbin Transfer Station, Lismore Revolve Shop, and Brewster St Recycling Centre.	Director Infrastructure Services	Progressing			Asset losses and business continuity losses resulting from fire at the waste facility are expected to be covered by insurance. Return to budgeted costs and revenues is not clearly understood at time of this update.

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

Code	Action Name	Authoriser	Status	Schedule	Budget	Comments
C2.2.1 P	Expand the compost pad at the Lismore Recycling & Recovery Centre. Milestones for 2019-20 include:  - Complete construction - Commission expanded compost pad area	Director Infrastructure Services	Not Progressing			Impact of the waste facility fire on the compost processing area preventing project from progressing. There will be need for strategic assessment to ensure intended project is still valid and warranted once losses from the fire are known, and repairs made. Likely wont start before Q4 this FY.
C2.2.2 P	Complete enhancements of the Materials Recovery Facility at the Lismore Recycling & Recovery Centre to create efficiency, quality and capacity.	Manager Commercial Services	Not Progressing			Project on hold while MRF fire insurance repairs are undertaken. Project now not expected to commence until Q4 this FY.
C2.2.3 P	Hardstanding of priority areas at Lismore Recycling & Recovery Centre.	Director Infrastructure Services	Progressing			Recruitment of a project management resource has been undertaken for progressing this work. Prioritisation of works program (risk based) has been undertaken, and detailed project scheduling underway.

Code	Action Name	Authoriser	Status	Schedule	Budget	Comments
C2.2.4 P	Install a new glass processing facility at the Lismore Recycling & Recovery Centre. Milestones for 2019-20 include:  - Complete project design and detailed costing - Procurement and installation of plant and equipment	Manager Commercial Services	Not Progressing			Requires scope review following business operating updates specific to glass commodity once MRF fire repairs are completed. Project is not progressing at this time.
C2.2.5	Research and develop future options to generate efficiencies and reduce resource at the Lismore Recycling & Recovery Centre.	Manager Commercial Services	Progressing			Research has been undertaken in collaboration with Richmond Valley Council to assess the waste supply chain. Research has been undertaken into Micro Industries for waste re-use.
C2.2.6 P	Cap Landfill Cell 1 and 2A using the phytocap rehabilitation method. Milestones for 2019-20 include:  - Apply capping materials per Quality Assurance specifications - Undertake control testing to ensure adequate compaction and particle size - Develop planting plan - Undertake and monitor planting	Manager Commercial Services	Not Progressing			Project management resource has been appointed. Work being prioritised on assessment of risk at the site
C2.2.7 P	Increase landfill capacity, through the construction of Landfill Cell 2B.	Manager Commercial Services	Progressing			The final part of the cell construction (liner and leachate drainage) in progress with completion anticipated by the end of Oct 2019. Certain parts of the project (such as material supply) have had higher costs and variation claims have been received by the contractor which is currently on site.

Code	Action Name	Authoriser	Status	Schedule	Budget	Comments
C2.2.8 P	Plan for Landfill Cell 3. Milestones for 2019-20 include:  - Engagement of a consultant to assess site suitability across the Lismore LGA to determine development requirements	Manager Commercial Services	Not Progressing			Has not been started as yet. We plan to commence a scope for this work in the coming weeks.
C2.2.9 P	Upgrade waste leachate system. Milestones for 2019-20 include completion of expanded leachate system to cater for increased landfill cells.	Manager Commercial Services	Progressing			First draft of technical specification received, request for tenders to proceed once spec is finalised
C2.2.10	Ensure environmental compliance across all waste operation activities in accordance with Environmental Protection Authority license conditions, including leachate, stormwater and odour management.	Manager Commercial Services	Progressing			EPA Licences have been amended to better align with site operations. Continues to be a risk of a significant amount of capital works required onsite to meet compliance. Project manager has been appointed to develop a project plan to adequately scope and cost the projects to obtain required budget.



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

Code	Action Name	Authoriser	Status	Schedule	Budget	Comments
C2.3.1	Operate an automated collection depot for NSW Container Deposit Scheme and assist the scheme through promotion and community education.	Director Infrastructure Services	Not Progressing			Slight revenue drop for period that waste facility was closed due to fire in MRF and compost area.

Code	Action Name	Authoriser	Status	Schedule	Budget	Comments
C2.3.2	Conduct community and business education programs and produce educational materials on sustainable waste management.	Manager Commercial Services	Progressing			Residential bin auditing commenced and continuing, with feedback to residents. Updated signage for street bins has been ordered.

### ***C3: We are committed to environmental sustainability***

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

Code	Action Name	Authoriser	Status	Schedule	Budget	Comments
C3.1.1	Continue to identify energy efficiency opportunities and initiatives.	Manager Integrated Planning	Progressing			Library project funded by Heritage Near Me grant is progressing. Blind installation complete and lighting audit underway.  Potential opportunities on leased buildings are being investigated
C3.1.2	Operate and maintain the Lismore Community floating solar farm.	Director Infrastructure Services	Progressing			Operation and maintenance of floating solar farm at East Lismore STP ongoing.
C3.1.3 P	Investigate options for meeting renewable energy targets.	Manager Integrated Planning	Progressing			Initial discussions have commenced with internal stakeholders

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



Code	Action Name	Authoriser	Status	Schedule	Budget	Comments
C3.2.1	Monitor and report on greenhouse gas emissions.	Manager Integrated Planning	Progressing			Actual data from the last financial year currently being compiled.  Data for first quarter will become available in the next month







***C4: Our diverse natural environment is protected and enhanced***



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

Code	Action Name	Authoriser	Status	Schedule	Budget	Comments
C4.1.1 P	Review current systems and processes to ensure compliance with environmental legislation. Milestones for 2019-20 include:  - Identify scope of audit - Undertake audit - Prioritise potential system gaps	Manager Integrated Planning	Not Due To Start			This project will commence in the third quarter
C4.1.2	Prepare a Biodiversity Conservation Development Control Plan and review the Tree Preservation Development Control Plan.	Manager Integrated Planning	Not Due To Start			This project due to be completed by the end of the year. It has not yet started due to other competing projects but this will not inhibit its completion by the end of the financial year.





Code	Action Name	Authoriser	Status	Schedule	Budget	Comments
C4.1.3	Through the Rural Landholder Initiative, provide extension services and funding to support best practice biodiversity conservation and land management.	Manager Integrated Planning	Progressing			New projects from Round 6 have commenced and are progressing to schedule. Preparations are in place for the first RLI field day for the financial year on the 18th October.
C4.1.4 P	Through the Rural Landholder Initiative, collaborate with rural industries and community groups to enhance biodiversity outcomes. Priorities for 2019-20 include:  <ul style="list-style-type: none"> <li>- Engage with graziers to undertake field days, conduct soil tests, and develop the Emerging Water Infrastructure Pilot</li> <li>- Progress Native Bees and Macadamia project</li> <li>- Complete baseline reports and on-ground works for Tea Tree and Biodiversity project</li> <li>- Provide support to 10 Landcare groups</li> </ul>	Manager Integrated Planning	Progressing			On ground planning is progressing for the grazing project. On ground works have commenced for the tea tree and biodiversity project. The native bee and macadamia project is in the final stages, with a field day scheduled for later in the year.
C4.1.5 P	Provide support and education for biodiversity conservation to residents and groups in urban areas throughout the Lismore LGA. Milestones for 2019-20 include:  <ul style="list-style-type: none"> <li>- Determine scope for an urban biodiversity program</li> <li>- Prepare project plan</li> <li>- Determine project milestones</li> </ul>	Manager Integrated Planning	Progressing			Community events identified & scheduled for this financial year: Science in the Pub (completed), Backyard Bird Count & biodiversity workshops. Relevant actions in existing plans have been collated as preliminary scoping of an ongoing urban biodiversity program.

Code	Action Name	Authoriser	Status	Schedule	Budget	Comments
C4.1.6 P	Restore habitat and undertake weed management in priority areas of urban bushland and road reserve.	Manager Integrated Planning	Progressing			Works progressing as per schedule in the Urban Green Corridors plan. Roadside works, including traffic control, scheduled during September-October.
C4.1.7 P	Collaborate with community groups, neighbouring Councils, and research institutions to expand the knowledge base and develop innovative strategies for biodiversity conservation. Milestones for 2019-20 include:  - Identify potential partnerships and appropriate levels of funding/in-kind contribution	Manager Integrated Planning	Progressing			Preliminary discussions with potential partners including neighbouring Councils, research organisations, state agencies and community groups re possible wildlife and catchment health projects
C4.1.8 P	Undertake a review of the Biodiversity Management Strategy. Milestones for 2019-20 include:  - Complete project scoping and prepare project plan - Consult with the BMS Implementation Group - Complete draft review - Consultation and feedback on draft review - Council adoption	Manager Integrated Planning	Progressing			Scoping and project plan complete. Internal review will be undertaken in second quarter.
C4.1.9	Acknowledge and celebrate community contributions to improving biodiversity values through the Lismore Biodiversity Awards.	Manager Integrated Planning	Completed			Biodiversity Award ceremony held at City Hall on the 12th September.

Code	Action Name	Authoriser	Status	Schedule	Budget	Comments
C4.1.10	Provide support to the Lismore Rainforest Botanic Gardens to continue building the gardens as a community asset for education and visitation.	Manager Commercial Services	Progressing			Commercial Services has re-established liaison with this group. Annual grant has been paid to the friends group. Commercial Services will progress the new MOU.
C4.1.11 P	Identify and implement strategies in relation to reducing wildlife death and injury from road strike. Milestones for 2019-20 include:  - Identify priority sites and implement appropriate mitigation strategies from Wildlife Road strike Report - Monitor and evaluate outcomes of the Koala Zones on Tuckurimba and Wyrallah Roads	Manager Integrated Planning	Progressing			Early data indicate reduction in speed on first koala zone. Consultation has commenced with Infrastructure Services on priorities and strategies elsewhere in the LGA

#### C4.2: Protect and improve Lismore's koala population.

Code	Action Name	Authoriser	Status	Schedule	Budget	Comments
C4.2.1	Restore and enhance areas of high value koala habitat, and monitor the extent and quality of koala food trees and habitat.	Manager Integrated Planning	Progressing			Additional external funding has become available to further leverage BMS funds, and discussions with partners on project priorities are progressing.

Code	Action Name	Authoriser	Status	Schedule	Budget	Comments
C4.2.2 P	Undertake monitoring of koala density and population in the CKPOM area. Milestones for 2019-20 include: Project scope and management plan prepared  - Prepare project scope and management plan - Request for quote issued and contract awarded - Received and finalise report	Manager Integrated Planning	Progressing			Project scoping progressing. Currently investigating possibility of uni student partnership





Measure	Target	Actual
Number of hectares of koala habitat restored and revegetated	Please specify	**
Number of hectares of native vegetation restored and revegetated	Please specify	**
Number of kilometers of riparian area restored	Please specify	**
Number of participants at RLI events	Please specify	**
Number of RLI projects undertaken in partnership with landholders	>49 (based on 2017-18)	104
Number of trees planted by Council staff as part of National Tree Day	200 (based on 2017-18)	**
Percentage of Council's energy generated by renewable sources	>14% (based on 2017-18)	**
Percentage of waste diverted from landfill per quarter	>66% (based on 2017-18)	48%



Measure	Target	Actual
Total amount of greenhouse gas emissions generated through Council operations	>1,288,000 kW (based on 2017-18)	**
Total amount of greenhouse gas emissions generated through Council operations	8,700 tonnes of CO2e (based on 2017-18)	**
Total mass of gross pollutants and sediments diverted from river by street sweeping and devices – Wilsons River and Tucki Tucki Creek urban catchments	>150 tonnes (based on PM)	50
Total number of trees planted (not including koala trees)	Please specify	**
Total tonnes of waste diverted from landfill per quarter	Please specify	7022

## Theme D: Our built environment

### *D1: Our city and village services are well managed and maintained*

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

Code	Action Name	Authoriser	Status	Schedule	Budget	Comments
D1.1.1 P	Develop and implement annual rehabilitation and capital works programs for the road network.	Manager Assets & Support Services	Progressing			The annual rehabilitation program has been developed and staff are awaiting final construction estimates for some projects to inform whether the entire program can be completed.
D1.1.2	Develop and complete annual resurfacing program for road network including heavy patching, shoulder grading, drainage improvements and crack sealing.	Manager Assets & Support Services	Progressing			The annual resurfacing program has been developed and is currently being implemented by Civic Services.
D1.1.3	Undertake annual road maintenance programs including minor pavement repairs, minor drainage works, roadside slashing, gravel road grading and signage.	Director Infrastructure Services	Progressing			Sealed road and unsealed road maintenance programs scheduled. Side arm slashing operations ongoing. Roadside verge slashing operations to commence next quarter.
D1.1.4 P	Develop and implement annual rehabilitation and capital works program for bridges.	Manager Assets & Support Services	Progressing			The annual bridge construction program has been developed and staff are awaiting a final construction estimate for the project to inform whether it can be completed.



Code	Action Name	Authoriser	Status	Schedule	Budget	Comments
D1.1.5 P	Upgrade of Wyrallah Road intersection to the Lismore Recycling & Recovery Centre, including road widening and additional turning lane to improve safety and accessibility. Major milestone for 2019-20 includes:  - Complete design - Explore funding opportunities	Director Infrastructure Services	Not Progressing			PM resource has commenced, safety projects currently being risk assessed to confirm priority (and that no unidentified and greater risks exist).
D1.1.6	Undertake annual bridge inspections and carry out maintenance program including decking, approaches, and railings.	Director Infrastructure Services	Progressing			Maintenance of Timber bridge structure ongoing from previous annual bridge inspections.
D1.1.7	Undertake annual car park maintenance program including line marking, surface repairs, gardens and tree maintenance.	Director Infrastructure Services	Progressing			Routine car-park maintenance activities ongoing including minor surface repairs, gardens and trees.

## D1.2: Provide infrastructure that meets the needs of the community.

Code	Action Name	Authoriser	Status	Schedule	Budget	Comments
D1.2.1	Pursue grant funding opportunities to complement existing capital works programs.	Director Infrastructure Services	Progressing			Staff continue to pursue funding opportunities when they arise.
D1.2.2	Conduct asset revaluations according to State Government guidelines.	Director Infrastructure Services	Progressing			Staff are currently in the process of completing the Transport revaluation for 2019/20.







### D1.3: Provide Council buildings, land and property assets that are safe and fit for purpose.





Code	Action Name	Authoriser	Status	Schedule	Budget	Comments
D1.3.1 P	Review and update the Buildings Asset Management Plan (AMP). Milestones for 2019-20 include:  - Review and update AMP - Public exhibition and Council adoption	Manager Assets & Support Services	Not Due To Start			Staff are progressing other priority projects before this can commence.
D1.3.2	Undertake annual inspections and required maintenance and renewal for buildings.	Manager Assets & Support Services	Progressing			This action has progressed as expected during the quarter, with no issues or delays. It is expected to be delivered within budget for this financial year.
D1.3.3	Manage Council's property portfolio including Crown lands, and develop and implement policies and procedures aligned with return on investment methodology.	Manager Assets & Support Services	Progressing			The property team are working through the backlog of expired tenures and developing procedures to automate actions in the registers for future management. Rents and obligations are being actively reviewed when agreements are being renewed and referred to an independent valuer where appropriate.
D1.3.4 P	Prepare Plans of Management for Crown reserves managed as community land by Council. Milestones for 2019-20 include:  - Complete project scoping - Engage consultant	Manager Integrated Planning	Progressing			Project scoping completed, Project Officer engaged to undertake the project and work has progressed on draft generic Plans of Management. Some quarters will see more work completed than others. 20% seems a reasonable estimate of the amount of work undertaken for the project for this financial year.

Code	Action Name	Authoriser	Status	Schedule	Budget	Comments
D1.3.5	Manage and report on Council's Land Register.	Manager Assets & Support Services	Progressing			Council's land register is currently being audited for accuracy. This will facilitate accurate reporting and Integrated Planning's strategic review of existing and potential future Council-owned property (D1.3.6).
D1.3.6	Undertake a strategic review of existing and potential future Council-owned property.	Manager Integrated Planning	Not Due To Start			Preliminary project scoping has occurred. Project to commence by November 2019.
D1.3.7	Manage and promote vendor and outdoor dining licenses.	Manager Assets & Support Services	Progressing			All outdoor dining licences are up to date and are actively being renewed prior to their expiry date. The outdoor dining licences are now being granted with generic expiry dates to allow for bulk processing.



#### D1.4: Provide safe water and wastewater supply systems and associated services.

Code	Action Name	Authoriser	Status	Schedule	Budget	Comments
D1.4.1 P	Review and update the Water and Wastewater Asset Management Plan (AMP). Milestones for 2019-20 include:  - Review and update AMP  - Public exhibition and Council adoption	Manager Assets & Support Services	Not Due To Start			Staff are progressing other priority projects before this can commence.
D1.4.2 P	Review the Strategic Business Plan (SBP) for Water Supply and Wastewater Services. Milestones for 2019-20 include:  - Review and update SBP - Public exhibition and Council adoption	Manager Assets & Support Services	Deferred			Further progress deferred pending broader review of rates, fees and charges levied by Council
D1.4.3 P	Undertake the annual water and wastewater mains renewals and capital works program.	Manager Assets & Support Services	Progressing			Major renewal of sewer mains associated with floodway project completed at relatively low price. Sewer relining contract currently out to tender.  Water mains renewals progressing well with one project completed.  Refer comments elsewhere in Pulse for other capital projects.

Code	Action Name	Authoriser	Status	Schedule	Budget	Comments
D1.4.4	Operate and maintain sewage treatment plants at South Lismore, East Lismore and Nimbin.	Director Infrastructure Services	Progressing			Operation and maintenance of the East Lismore and Nimbin sewage treatment plants is ongoing. South Lismore sewage treatment plant is still under the control of the principle contractor.
D1.4.5	Undertake annual maintenance program on sewer lines to removing blockages and tree roots and repair broken and damaged pipes.	Director Infrastructure Services	Progressing			Routine maintenance of sewer lines removing blockages and minor repairs ongoing.
D1.4.6	Undertake repairs of broken water mains, broken water service lines, water meters and hydrants.	Director Infrastructure Services	Progressing			Maintenance and repairs of water mains, water services , water meters and hydrants ongoing.
D1.4.7 P	Secure a new reservoir site and complete survey, investigation and design of Stage 2 of North Lismore Plateau water supply. Milestones for 2019-20 include:  - Complete negotiations with relevant land owners - Secure a site for the reservoir.	Manager Assets & Support Services	Progressing			Property acquisitions continuing with recent progress made. Progress made in development of concept design for project

Code	Action Name	Authoriser	Status	Schedule	Budget	Comments
D1.4.8 P	Design and construct Nimbin water supply upgrade Stage 2 including a new treatment plant. Milestones for 2019-20 include:  - Complete project scoping - Engage consultant to undertake design and documentation - Detailed design and documentation complete, ready for construction tender	Manager Assets & Support Services	Progressing			Joint funding of preconstruction activities agreed to between State Government and Council.  Inception meeting held with representatives of Council and Department of Planning, Industry and Environment (DPIE) to commence options analysis.
D1.4.9 P	Construct wastewater infrastructure to service Pineapple Road development including gravity and rising sewer mains and pump station. Milestones for 2019-20 include:  - Complete concept design - Finalise acquisition of easements and land for pump station - Commence construction	Manager Assets & Support Services	Progressing			Negotiation of acquisition of property and easements progressing well. Agreement reached with one property owner and near complete with another. Delegations being sought from General Manager to enable staff to complete transactions.
D1.4.10 P	Upgrade Sewer Pump Station No 2 and construct new rising main to the South Lismore Sewage Treatment Plant to ensure sufficient wastewater capacity for the North Lismore Plateau development.	Manager Assets & Support Services	Cancelled/Deferred			Funding deferred depending on progress of development.

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

Code	Action Name	Authoriser	Status	Schedule	Budget	Comments
D1.6.1	Operate efficient and cost-effective quarries, including the production of quarry materials.	Director Infrastructure Services	Not Progressing			Gravel sales revenues are assessed as lower than forecast and budgeted. Asphalt sales significantly higher than forecast and budgeted. ZBB general fund \$3.6M balance not understood in the ZBB final management review - working though with finance partner.
D1.6.2	Ensure compliance of all quarry sites with the Environmental Protection Authority, Environmental Planning & Assessment Act, and relevant licenses	Manager Commercial Services	Progressing			Licence being modified. Significant delays with mod having impacts on Trico Asphalt production/agreements. Licence mod will better align operating conditions to current operations. No. of capital works still required. Currently parked due to budget limitations and project completion flow on effects.
D1.6.3 P	Dismantle decommissioned asphalt plant at Blakebrook Quarry site. Milestone for 2019-20 includes:  - Complete dismantlement of plant	Director Infrastructure Services	Progressing			Works underway, structure substantially removed. Detailed clean up / removal of debris / site rehab required to be completed.

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

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

Code	Action Name	Authoriser	Status	Schedule	Budget	Comments
D2.2.1	Assess development applications and associated approvals in accordance with NSW legislation and Council's planning controls.	Manager Development & Compliance	Progressing			This is a daily occurrence undertaken by all assessing officers in Development & Compliance and managed through the legislative process, assessment reports and delegations.
D2.2.2	Take compliance action in response to community concerns about unlawful development in accordance with Council policy.	Manager Development & Compliance	Progressing			Continues on a daily basis in response to CRMs and or where awareness is made to compliance Officers
D2.2.3	Provide relevant, accurate and timely planning advice.	Manager Development & Compliance	Progressing			Again this happens on a daily basis either through phone calls, emails, duty planner, stop the clock letters, the Electronic Lodgement Portal review and email response, plus informal & formal pre-lodgement meetings.

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

Code	Action Name	Authoriser	Status	Schedule	Budget	Comments
D2.3.1	Certify and/or inspect new buildings and infrastructure in accordance with NSW legislation and Council policies, strategies and procedures.	Manager Development & Compliance	Progressing			This is an ongoing daily occurrence consistent with legislation, community expectations and the Building Professionals Board criteria
D2.3.2	Provide access to new buildings and facilities for people with disabilities in accordance with legislation.	Manager Development & Compliance	Progressing			This action is undertaken in accordance with the legislation and the accessibility community's expectations to enable equitable, dignified and compliant access to new and existing (where applicable) buildings.

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

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



Code	Action Name	Authoriser	Status	Schedule	Budget	Comments
D3.1.1	Process rezoning planning proposals.	Manager Integrated Planning	Progressing			BAU that is reported on a regular basis. The Strategic Planning team is progressing rezoning planning proposals in accordance with legislative timeframes.





Code	Action Name	Authoriser	Status	Schedule	Budget	Comments
D3.1.2	Monitor development activity and update the Strategic Business Plan for Water Supply and Wastewater Services if required.	Director Infrastructure Services	Progressing			Development being monitored and 30 year capital works program and budgets within the Operational Plan amended as required. Major review of Strategic Business Plan currently on hold pending a broader review of rates, fees and charges.

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

Code	Action Name	Authoriser	Status	Schedule	Budget	Comments
D3.2.1	Monitor the Local Environmental Plan and amend as required in response to community and development industry needs.	Manager Integrated Planning	Progressing			This is a BAU activity. Generally 1-2 LEP amendments a year are progressed. The first one will be considered by Council in October 2019. Regular completion intervals chosen to reflect the nature of the project.
D3.2.2	Monitor and review the Lismore Development Control Plan to include contemporary controls that will result in development that improves the local area.	Manager Integrated Planning	Progressing			This is a BAU activity. Generally 1-2 DCP amendments a year are progressed. Regular completion intervals chosen to reflect the nature of the project.
D3.2.3	Process development applications in accordance with relevant legislation and Council policies, to ensure development is compatible with its surrounding area.	Manager Development & Compliance	Progressing			DAs are reviewed, assessed and critiqued in accordance with best practice, community & Government expectations including notification to adjoining properties consistent with Chapter 10 of the Development Control Plan 2012.




Code	Action Name	Authoriser	Status	Schedule	Budget	Comments
D3.2.4 P	Prepare a Community Engagement Strategy that incorporates participation plan requirements for land use planning.	Manager Integrated Planning	Progressing			Draft Community Engagement Strategy has been developed with the Community Participation Plan that is required to meet EP&A regulation changes detailed as Appendix 1. The Draft Plan is scheduled to be endorsed for public exhibition for 28 days at Council meeting of 10 September 2019
D3.2.5	Review and make submissions on proposed changes to Environment Protection & Assessment Act and associated regulations and planning policies as opportunities arise.	Manager Integrated Planning	Progressing			BAU activity. Submissions are made as needed.

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

Code	Action Name	Authoriser	Status	Schedule	Budget	Comments
D3.5.1 P	Prepare Local Strategic Planning Statements as part of the strategic land use planning framework as required by law. Milestones for 2019-20 include:  - Prepare statements  - Council adoption	Manager Integrated Planning	Not Progressing			Staff absences have led to delays in the project, notably the community survey. It is proposed to seek a 6 month extension of time to complete the project from the Department Planning, Industry and Environment.

## D4: Our community has a diversity of affordable housing options

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

Code	Action Name	Authoriser	Status	Schedule	Budget	Comments
D4.1.1	Monitor housing approvals and uptake of infrastructure contributions discounts.	Manager Development & Compliance	Progressing			<p>Reports are generated every month, liaison with Strategic Planning is afforded and statistics monitored.</p> <p>Contribute to strategic documents as appropriate such as the Growth Management strategy, section 64 &amp; 94 plan, strategic road network, LEP and DCP amendments.</p>
D4.1.2 P	Review the Infrastructure Contributions Discount Policy.	Manager Development & Compliance	Progressing			<p>Discussions have been held on the review of the plan and possible amendments which would be desirable within the next plan.</p> <p>Section 94 levies are levied on a daily basis as appropriate &amp; then collected prior to either the release of a CC and or Occupation.</p>
D4.1.3 P	<p>Establish partnerships to deliver affordable housing projects. Milestones for 2019-20 include:</p> <ul style="list-style-type: none"> <li>- Call for tenders to complete design</li> <li>- Construct housing development on Council-owned land</li> </ul>	Manager Assets & Support Services	Progressing			<p>Work currently in progress to appoint a project manager and cease the relationship with an external party for development of one of our preferred sites.</p>

Measure	Target	Actual
Average processing time for conveyancing certificate applications (including s.149 certificates, drainage diagrams)	Please specify (# days)	**
Average processing time for development applications (including s.96 modifications)	<29 days (based on 2017-18)	**
Number of building inspections undertaken on new building work	>1450 (based on 2017-18)	**
Number of development applications determined	>540 (based on 2017-18)	**
Number of maintenance requests per 100km of sealed roads	<25 (based on long-term average)	**
Number of maintenance requests per 100km of unsealed roads	<12 (based on long-term average)	**
Number of non-conformance reports at Blakebrook Quarry	0	**
Number of wastewater odour complaints per 1000 properties	<3 (based on long-term average)	**
Number of wastewater overflow incidences reportable to the Environment Protection Authority	0	**
Number of wastewater service complaints per 1000 properties	<2 (based on long-term average)	**
Number of water quality incidences reportable to the Environment Protection Authority	<5 (based on long-term average)	**
Number of water supply quality complaints per 1000 properties	<2 (based on long-term average)	**
Number of water supply service complaints per 1000 properties	<2 (based on long-term average)	**
Percentage of sealed road resurfacing program completed	>65% (based on 2018-19)	**
Proportion of level 1 inspections for timber bridges completed on schedule	>95%	**

Measure	Target	Actual
Proportion of level 2 inspections for timber bridges completed on schedule	>95%	**
Proportion of planned annual capital works program for roads completed	>30% (based on 2018-19)	**
Proportion of planned water and wastewater capital works program completed		**
Proportion of rework required within 12 months	<2% (based on 2017-18)	0%
Total kilometres of roads resurfaced	60km (based on 2018-19)	**
Total kilometres of sealed roads reconstructed	1.5km (based on 2018-19)	**
Total volume of aggregate and precoat produced	47,000 tonnes (based on long-term average)	**

\*\* = data not due to be captured in this quarter





## Theme E: Leadership and participation

### *E1: We engage and communicate with our community*

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

Code	Action Name	Authoriser	Status	Budget	Schedule	Comments
E1.1.1	Disseminate timely and accurate information to all sectors of the community through the use of various media.	Director Corporate Services	Progressing			Business as usual.
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.	Director Corporate Services	Progressing			Business as usual.

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

Code	Action Name	Authoriser	Status	Budget	Schedule	Comments
E1.2.1 P	<p>Consult with the community regarding a Special Rate Variation. Milestones for 2019-20 include:</p> <ul style="list-style-type: none"> <li>- Conduct community engagement workshops</li> <li>- Conduct community satisfaction survey</li> <li>- Prepare and submit application to Independent Pricing &amp; Regulatory Tribunal (IPART)</li> </ul>	Director Partnerships Planning & Engagement	Progressing			An alternative proposal was incorporated into the proposal mid way through the consultation requiring the community consultation program to change slightly. Additional media and communications were developed to support the alternative proposal. A randomly selected telephone survey will commence in late August 2019 run by independent research company - Micromex Research and Consulting.
E1.2.2 P	<p>Consult with the community to review the Community Strategic Plan. Milestones for 2019-20 include:</p> <ul style="list-style-type: none"> <li>- Undertake a range of community engagement activities, including workshops, information kiosks and a community satisfaction survey</li> </ul>	Manager Integrated Planning	Progressing			The first stages of the community consultation will commence with a community wide survey starting 1 October 2019. Stage 2 consultation will commence in early 2020
E1.2.3	Continue to facilitate online community engagement opportunities, including through Your Say Lismore.	Manager Integrated Planning	Progressing			Your Say Lismore has had 5300 visits during the quarter and an additional 919 community members registering. Over 2200 community members have participated in surveys, asked questions, contributed ideas, downloaded documents/ factsheets and viewed information.

Code	Action Name	Authoriser	Status	Budget	Schedule	Comments
E1.2.4	Support and encourage inclusive public engagement methods which invite comment from a diverse range of community members.	Manager Integrated Planning	Progressing			Lismore City Council's community engagement reflect best practice and use the IAP2 public participation principles.

## ***E2: We collaborate with other agencies to achieve great outcomes***

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

Code	Action Name	Authoriser	Status	Budget	Schedule	Comments
E2.4.1	Actively build, seek and strengthen strategic and working relationships with local and regional organisations and groups.	General Manager	Progressing			On going relationships with Southern Cross University, Ministers offices, Regional Cities NSW, Regional Development Australia, MPs.

### **E2.5: Participate in cultural relationships.**

Code	Action Name	Authoriser	Status	Budget	Schedule	Comments
E2.5.1	Provide support for sister city activities. Priorities for 2019-20 include:  - Organisation of a Student Exchange Program with Yamato Takada, Japan - Support for the Lismore Friendship Festival: Piazza in the Park - Administration support for the Sister City Advisory Panel	Governance and Risk Manager	Progressing			Students from Yamato Takada arrived in Lismore for the annual exchange in July. Lismore students travelled to Yamato Takada in late September to complete the reciprocal part of the exchange.



## E2.6: Manage regional services with other councils.

Code	Action Name	Authoriser	Status	Budget	Schedule	Comments
E2.6.1	<p>Administer the Deed of Agreement as the Executive Council for Richmond Tweed Regional Library. Priorities for 2019/20 include:</p> <ul style="list-style-type: none"> <li>- Review the staffing model</li> <li>- Develop an RTRL Delivery Program</li> <li>- Prepare an RTRL Annual Report</li> <li>- Prepare member council Service Level Agreements</li> </ul>	Director Partnerships Planning & Engagement	Progressing			<p>Staffing review budget approved by the RTRL Committee.</p> <p>Service Level Agreements are currently being created for the four member councils</p>
E2.6.2	<p>Provide a leading edge library service which utilises current technology to meet the expectations of customers. Priorities for 2019-20 include:</p> <ul style="list-style-type: none"> <li>- Enhance existing Library App</li> <li>- Upgrade the Library Management System</li> </ul>	Director Partnerships Planning & Engagement	Progressing			<p>the Library Management system upgrade was completed 2 October and the app has had a soft launch (for staff) 4 October with the major public launch in Get Online Week the week of October 14, 2019</p>



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

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





Code	Action Name	Authoriser	Status	Budget	Schedule	Comments
E3.1.1	Meet legislative requirements and ensure adherence to Code of Meeting Practice and Council policies.	Director Corporate Services	Progressing			BAU
E3.1.2	Provide Councillors with relevant information and access to professional staff to facilitate good decision-making practices.	Director Corporate Services	Progressing			BAU






***E4: We provide effective management and responsible governance***

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

Code	Action Name	Authoriser	Status	Budget	Schedule	Comments
E4.1.1 P	Engage an Internal Audit service provider to provide an independent view on Council's business activities, identify improvements and support compliance with legislation.	Director Corporate Services	Completed			Internal Auditor appointed.
E4.1.2	Provide governance assistance to support the Council to operate within its legal framework.	Director Corporate Services	Progressing			BAU

Code	Action Name	Authoriser	Status	Budget	Schedule	Comments
E4.1.3	Collect and manage all Council funds and provide information and advice to support sound financial decision making.	Manager Finance	Progressing			<p>The September 2019 QBRS to be reported to SLT 24/10/19 and Council at the November 2019 meeting.</p> <p>A uniformed Monthly Financial Reporting template is being developed with format, structure and content approved by the Director Corporate Services and Manager Finance.</p>
E4.1.4	Administer rates and water billing.	Manager Finance	Progressing			Annual rates notices and quarterly water notices were issued in July 2019.
E4.1.5 P	Integrate the four-year estimates of income and expenditure into the Delivery Program in line with the 10-year objectives.	Manager Finance	Not Progressing	●	●	Project is linked to progress of the Transformation Program IT Software & Improved Financial Reporting Projects, and the implementation of recommendations from the Finance Consultancy project.
E4.1.6 P	Develop business cases for the integration of all financial reporting packages; broadening the use of corporate credit cards and associated reporting software; and the introduction of electronic timesheets.	Manager Finance	Not Progressing		●	Project has been placed on hold subject to the outcome and implementation of recommendations from the Finance Consultancy project.
E4.1.7	Coordinate procurement through policy and procedures, systems, staff development and supplier engagement.	Director Corporate Services	Progressing			Vendor Panel sourced and implementing in stages. Review of all procurement undertaken. Procurement strategy in development.


Code	Action Name	Authoriser	Status	Budget	Schedule	Comments
E4.1.8 P	Refresh and modernise human resources policies and processes.	Director Corporate Services	Progressing			Little progress has been made due to lack of resources but the appointment of a new Manager People & Safety and Project Officer will see this action being progressed.
E4.1.9 P	Implement the Integrated Planning & Reporting Framework through the:  - Review of the annual Operational Plan - Reporting of progress of Delivery Program implementation - Preparation of the Annual Report, including a 2019-20 State of the Environment Report	Manager Integrated Planning	Progressing			Annual report currently in development, community finance component of report may cause delays for the deadline for completion.  The ease of developing the DP Progress report through the Pulse CPR module has meant that reporting as a result has changed to quarterly reporting to align with QBRS.
E4.1.10 P	Improve corporate performance reporting capability. Milestones for 2019-20 include:  - Continue implementation of corporate performance software	Manager Integrated Planning	Completed			Pulse - Corporate Planning and Reporting module set up and implemented successfully. Training has been delivered to relevant staff and training guides for staff have been developed and circulated.





Code	Action Name	Authoriser	Status	Budget	Schedule	Comments
E4.1.11 P	Provide business process support and identify opportunities to automate activities with technology, improve productivity and make system enhancements. Milestones for 2019-20 include:  - Commence the migration from desktop computers to laptops to increase workforce mobility - Upgrade productivity tools to improve collaboration and information access	Director Corporate Services	Progressing			All of SLT now have laptops
E4.1.12	Meet requests for access to Council documents as per Government guidelines and manage paper and electronic files to ensure security of documents is maintained.	Director Corporate Services	Progressing			Draft Public Access to Information Policy & draft Records Security and Access Policy in progress.
E4.1.13 P	Explore cost effective technology options to improve and modernise Council's customer contact experience. Milestones for 2019-20 include:  - Make Council's forms available online - Make Council facility bookings available online	Director Corporate Services	Progressing			Dial before you dig contract signed. Vendor selected for forms automation.
E4.1.14 P	Undertake a review and rationalisation of Council strategies and plans.	Manager Integrated Planning	Not Progressing			Project not yet commenced due to staff absences in Strategic Planning; however, it can commence in the next quarter. It is on watch to ensure it does not slip too far.

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

Code	Action Name	Authoriser	Status	Budget	Schedule	Comments
E4.2.1 P	Operate Customer Contact Centre to provide community access to Council.	Director Corporate Services	Progressing			.

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

Code	Action Name	Authoriser	Status	Budget	Schedule	Comments
E4.3.1 P	Undertake a review of Work Health and Safety policies, plans and processes.	Director Corporate Services	Progressing			The Draft Work Health and Safety management plan has been developed and the procedures review near completion.
E4.3.2	Ensure safe work practices in compliance with the Work Health and Safety Act 2012.	Director Corporate Services	Progressing			A line in the sand has been drawn and all staff members written to, drawing their attention to their WHS responsibilities and management's expectations in this area. Training of "officers" undertaken. Training of supervisors and coordinators underway. WHS team has been fully resourced.

Code	Action Name	Authoriser	Status	Budget	Schedule	Comments
E4.3.3 P	<p>Implement the Equal Employment Opportunity Management Plan 2018-2021. Milestones for 2019-20 include:</p> <ul style="list-style-type: none"> <li>- Incorporate diversity measures in the development of a Workforce Management Plan</li> <li>- Develop and implement an action plan</li> <li>- Evaluate and report quarterly to Senior Leadership Team, RAP Working Party, Disability Inclusion Advisory Group</li> </ul>	Director Corporate Services	Not Progressing			Beyond ensuring equal employment opportunity, lack of resources means that there is unlikely to be progress on other aspects of this action this financial year.
E4.3.4 P	<p>Provide inclusiveness training for new staff at induction. Milestones for 2019-20 include:</p> <ul style="list-style-type: none"> <li>- Identify appropriate content and method of delivery</li> <li>- Coordinate training delivery</li> <li>- Evaluate and report quarterly to Senior Leadership Team, RAP Working Party, Disability Inclusion Advisory Group</li> </ul>	Director Corporate Services	Not Progressing			To be considered in the development of a new Induction and On-boarding process to be completed by 30 June 2020

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

Code	Action Name	Authoriser	Status	Budget	Schedule	Comments
E4.8.1	Operate an efficient fleet management program, including replacement, allocation, and external hire.	Manager Commercial Services	Progressing			Although the replacement plan has slowed for this FY due to the sale and leaseback project, it is expected that the processes put in place will actually speed up the process of replacing items in future.
E4.8.2	Operate an efficient maintenance workshop for Council fleet.	Manager Commercial Services	Progressing			The workshop budget is on track, work is progressing as expected. Transparency and probity improvements have been made to procurement activities for bulk purchases over the FY, which did cause some slight delays in service delivery initially, but overall provided for better outcomes for Council.
E4.8.3	Operate efficient sign and metal fabrication workshops.	Manager Commercial Services	Progressing			Sign Shop revenues are down, however expenses are half of expectation for period - bottom line result is much improved on forecast.  Fabrication shop revenues are significantly down, however expenses are also down - bottom line result is much improved on forecast.



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



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

Code	Action Name	Authoriser	Status	Budget	Schedule	Comments
E5.1.1	Provide and support Visitor Information Centres as a first point of contact for visitors to Lismore and Nimbin.	Manager Major Recreation & Cultural Facilities	Progressing			Ongoing and meeting the operational requirements
E5.1.2	Produce and maintain a collection of marketing media to attract returning and new visitors to the area.	Manager Major Recreation & Cultural Facilities	Progressing			Ongoing and developing on an as needs basis marketing and promotion material.

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

Code	Action Name	Authoriser		Status	Budget	Schedule	Comments
E5.3.1 P	Build a strategic approach for lobbying contracts and grants to support regional city initiatives. Milestones for 2019-20 include:  - Audit project and grant funding opportunities  - Develop project prioritisation  - Progress lobbying and grant application activities	Director Partnerships Planning & Engagement		Not Progressing			This project was removed from the Transformation Programme and has not been progressed further at this stage.
E5.3.2	Lobby and advocate for support from the State and Federal Government.	Director Corporate Services		Progressing			BAU

## E5.5: Support initiatives that grow Lismore as a regional city.

Code	Action Name	Authoriser	Status	Budget	Schedule	Comments
E5.5.1 P	<p>Develop, release and promote the Lismore Economic Development Strategy, which aims to highlight key industry sectors. Milestones for 2019-20 include:</p> <ul style="list-style-type: none"> <li>- Undertake public exhibition and community consultation activities</li> <li>- Finalise strategy for Council adoption</li> <li>- Produce material to highlight industry growth opportunities</li> </ul>	Director Partnerships Planning & Engagement	Progressing			Community consultation was undertaken during July - August 2019. The Lismore Economic Development Strategy document is currently being developed and due to be placed on public exhibition in October 2019.
E5.5.2	Facilitate ongoing research and business case development for Council's priority projects within the Central Growth Corridor.	Director Partnerships Planning & Engagement	Progressing			As activities have focused on the Economic Development Strategy development and business support over this quarter, work has not progressed to support priority projects within the Central Growth Corridor.
E5.5.3	Promote investment and infrastructure development opportunities within the Central Growth Corridor on Council's economic development webpage.	Director Partnerships Planning & Engagement	Progressing			As activities have focused on the Economic Development Strategy development and business support over this quarter, limited work has been undertaken to support investment and infrastructure projects within the Central Growth Corridor.

Code	Action Name	Authoriser	Status	Budget	Schedule	Comments
E5.5.4	Advocate for business and industry stakeholders on process, policy, planning and operations matters to ensure Council remains business friendly.	Director Partnerships Planning & Engagement	Progressing			Ongoing work undertaken to support business and industry stakeholders to establish, grow and diversify their offerings within the Lismore Local Government Area.
E5.5.5	Develop effective regional partnerships to support regional city initiatives and State and Federal Government initiatives.	Director Partnerships Planning & Engagement	Progressing			Effective regional partnerships have been developed and maintained to support regional city, State and Federal Government initiatives.

Measure	Target	Actual
Asset maintenance ratio	>100%	**
Asset renewal ratio	>100%	**
Average processing time (days) for development applications (including s.96 modifications)	>6,700 (based on 2017-18)	**
Cash expenses cover ratio	>3 months	**
Debt service coverage ratio	>2 times	**
Infrastructure backlog ratio	<2%	**
Number of enquiries to the Visitor Information Centre, including walk-in, telephone and email (Lismore & Nimbin)	>160,000 (based on 2017-18)	44,516
Number of lost time injury days	<88 per year (based on PwC)	**
Number of RTRL members residing in Lismore LGA	18,000 (based on 2017-18)	**
Number of telephone enquiries to the Contact Centre	90,000	25283

Measure	Target	Actual
Number of unplanned absence days per FTE employee (including sick, carer, bereavement, and leave without pay)	<55 per year (based on PM)	**
Operating performance ratio	0%	**
Own source revenue ratio	>60%	**
Percentage of rates and annual charges outstanding	<10%	**
Proportion of calls answered within 20 seconds	80% (based on 2017-18)	73
Proportion of Council's workforce with excess annual leave (>8 weeks)	<13% (based on PwC benchmark 2017-18)	**
Proportion of Council's workforce with excess long-service leave (>12 weeks)	<25% (based on PwC benchmark 2017-18)	**
Proportion of female employees that attend training and professional development opportunities	Please specify	**
Test performance measure	1	1
Unrestricted current ratio	>1.5 times	**

\*\* = data not due to be captured in this quarter