

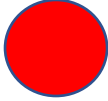


Imagine Lismore Delivery Program 2017 – 2021

PROGRESS REPORT

Quarter 2 - October to
December 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 | A traffic light is provided to show whether or not the activity is on schedule. The key for the traffic lights is below | A traffic light is provided to show whether or not the activity is on budget. The key for the traffic lights is below | 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 | Authorising Officer Position | 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 Faci | Progressing |  |  | Both centres are operating as required |









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



| Action Code | Action Name | Authorising Officer Position | Status | Schedule | Budget | Comments |
|-------------|--|----------------------------------|-------------|---|---|--|
| A1.2.1 | Participate in the Northern Rivers Local Emergency Management Committee. | Director Infrastructure Services | Progressing |  |  | During the last quarter the Northern Rivers experienced bushfires. Council supported emergency response by providing staff to work in the EOC and assist RFS operations. Council provided resources eg. water carts to assist RFS managing fires and LCC is pursuing recovery of costs. Classified Category C. |

| Action Code | Action Name | Authorising Officer Position | Status | Schedule | Budget | Comments |
|-------------|---|----------------------------------|------------------|---|---|--|
| 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 Meeting cancelled for the last quarter due to the significant bushfires occurring in the Northern Rivers. Council has provided resources to assist the RFS in responding to the threat. |
| 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. Meetings are occurring as needed and as anticipated. 50% progress has been made. |
| A1.2.5 P | Review and update the Lismore Floodplain Risk Management Plan 2015. Milestone for 2019-20 includes: - Secure State Government funding - Engage consultant to prepare new Plan | Manager Integrated Planning | Not Due To Start | Not due to start | Not due to start | This project will commence when the Floodplain Risk Management Study (managed by Rous County Council) is complete. This is anticipated to occur in May 2020 |
| A1.2.6 P | Excavate the Lismore floodway. Milestones for 2019-20 include: - Engage contractor - Complete site establishment and preparation - Commence excavation | Manager Assets | Progressing |  |  | Excavation has commenced as planned and the project is progressing well ahead of schedule at this point in time. |

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



| Action Code | Action Name | Authorising Officer Position | 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 |  |  | The program has had a strong focus on health premises (skin penetration/beauty treatments) during the first two quarters while maintaining food safety inspections (fixed premises and market stalls). |
| A1.3.2 | Inspect swimming pools to ensure compliance with NSW legislation. | Manager Development & Compliance | Not Due To Start | Not due to start | Not due to start | This program commences usually in the 3rd quarter of the year, concurrently with our public pools water quality inspection regime. |
| 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 premises per month this quarter was inspected for fire safety |
| A1.3.4 | Undertake regular parking patrols to ensure compliance with adopted parking strategies. | Manager Development & Compliance | Progressing |  |  | Recruitment action has been undertaken to provide a supply of casual staff to ensure continuance of activity during leave periods. |





| Action Code | Action Name | Authorising Officer Position | 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 |  |  | Education is a key pillar of Councils companion animals management program. Planning has commenced for the undertaking of the inaugural open pound facility day providing the broader community insight into care and management responsibilities of Council of animals under its control. |
| A1.3.6 | Remove abandoned vehicles and wandering stock from public places in accordance with adopted procedures and NSW legislation. | Manager Development & Compliance | Progressing |  |  | Impounding activities are undertaken in accordance with adopted procedures and where required in liaison with partners such as NSW Police. |
| 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 |  |  | Lismore CBD CCTV Renewal Project is now in a 12 mths defects liability period in accordance with Tender documentation. Works have commenced (project planning & procurement) for Lismore CCTV Extension and Nimbin Renewal Projects. Works anticipated to be completed by March 2020. |
| A1.3.8 | Take compliance action in response to customer requests/complaints relating to public health, safety and amenity. | Manager Development & Compliance | Progressing |  |  | Matters are investigated in response to recognised protocols and compliance/enforcement action is undertaken in accordance with Councils adopted Enforcement Policy and associated Guidelines. |





| Action Code | Action Name | Authorising Officer Position | 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 |  |  | Ongoing. LED lighting upgrade has been well received and is delivering expected savings. |





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 | Authorising Officer Position | 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 AAG met on 21.11.19. There was a limited attendance of Aboriginal members and the need to refresh the group through an early 2020 EOUI recruitment process was the major point of discussion. This process will now open on 17.12.19 and close 14.02.20. |

| Action Code | Action Name | Authorising Officer Position | 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 |  |  | Cultural protocols continue to be observed appropriately at all Council meetings, functions and events. |
| 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 |  |  | Aboriginal and Torres Strait Islander flags are displayed daily on Council sites and within the Council Chambers. |
| A2.3.4 | Celebrate and participate in National Reconciliation Week by hosting events to promote reconciliation within Council. | Director Corporate Services | Completed | Completed | Completed | |
| 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 | Completed | Completed previously |

| Action Code | Action Name | Authorising Officer Position | 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"> - Maintain at least 6% Aboriginal and Torres Strait Islander representation within Council's workforce - Provide traineeships and apprenticeships for Aboriginal and Torres Strait Islander applicants that lead to ongoing employment opportunities | Director Corporate Services | Progressing |  |  | Continues to be a focus for People and Safety team |
| 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"> - Identify appropriate content and method of delivery - Coordinate training delivery - Evaluate and report quarterly to RAP Working Party | 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 |



| Action Code | Action Name | Authorising Officer Position | 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 |  |  | Draft 2020-2022 Reconciliation Action Plan to be tabled at 17.12.19 RAP Working Party. LCC Councillor briefing February 2020 and to April 2020 Council meeting. |
| 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 |  |  | Time frames delayed now to March 2020 Council meeting then endorsement by Reconciliation Australia April/May 2020. |

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





| Action Code | Action Name | Authorising Officer Position | 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 | Authorising Officer Position | 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 |  |  | Completing the masterplan is currently underway |





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







| Action Code | Action Name | Authorising Officer Position | 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. |
| 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 | Progressing |  |  | The planning phase is taking longer than expected due to complexities surrounding scope requirements and budget. Currently finalising scope, estimates and concept planning. NSW Grant staff have been made aware that delivery will be delayed an extension will requested. |









| Action Code | Action Name | Authorising Officer Position | Status | Schedule | Budget | Comments |
|-------------|---|---|-------------|--|--|--|
| A3.2.3 P | Upgrade Riverview Park amenities. Milestones for 2019-20 include: - Contractor engaged - Demolition and reconstruction completed | Manager Assets | Progressing |  |  | Federal Funding Agreement has been signed. Quotes have been received and contractor has been engaged |
| A3.2.4 P | Upgrade Dawson Street amenities. Milestones for 2019-20 include: - Secure required approvals for construction - Engage contractor - Complete construction | Assets Engineer | Progressing |  |  | Application made to the funding body to extend the milestones so that they align with the broader Oakes Oval Project. Application accepted. preliminary design is complete. Tender to be issues in Quarter 4 |
| A3.2.5 P | Upgrade flood lighting at Hepburn Park. Milestones for 2019-20 include: - Engage contractor - Complete installation | Manager Assets | Completed |  |  | Project complete. |
| 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 |  |  | Limited progress has been made due to the recent Mt Nardi bushfires and competing priorities. Discussions are underway to identify opportunities for the Project Manager to submit application to the Building Better Regions Fund to fund a road upgrade leading to the Minyon Falls Carpark. |

| Action Code | Action Name | Authorising Officer Position | Status | Schedule | Budget | Comments |
|-------------|--|----------------------------------|-------------|---|---|---|
| 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 | Authorising Officer Position | 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 |  |  | Business as usual - on track operationally and financially for this time period |
| 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 |  |  | Due to higher Council priorities, such as the SRV project, there have been delays in presenting the Sport and Recreation Plan outcomes at a Councillor workshop. This is now due to occur in March 2020.” |









| Action Code | Action Name | Authorising Officer Position | 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 Major Recreation & Cultural Facilities | Progressing |  |  | Car park extension has been completed. Shaded playground has been installed. 3 of the 5 playing diamonds are completed including drainage and returfing and irrigation. New irrigation pump installed with computerised watering system which is able to be lifted out of flood zone. |
| 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 | Assets Engineer | Progressing |  |  | Preliminary design nearing completion. Due to be completed in January. RFQ process for concrete cancer complete. Contractor engaged. |
| 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 | Progressing |  |  | Currently we are advertising for quotations for the provision of a design. Once the design is completed, just after Christmas, this will be used to take to the University for final approval. |



| Action Code | Action Name | Authorising Officer Position | 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"> - Complete shade and shelter enhancements and construction of two new bitumen courts | Manager Assets | Progressing |  |  | A quotation has been received and is very high compared with estimate. Currently negotiating with preferred quoter and discussions to be held with stakeholders. |
| 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"> - Complete lighting, shading and spectator enhancements | Assets Engineer | Progressing |  |  | Lights have been replaced. New grandstands ordered. Ball netting ordered |
| A3.3.8 P | <p>Enhance the Lismore Basketball Stadium. Milestones for 2019-20 include:</p> <ul style="list-style-type: none"> - Complete stadium enhancements - Refurbish carpark | Assets Engineer | Progressing |  |  | Internal/external painting has been completed. Grandstands have been recarpeted and new external/internal signes have been ordered. Retaining wall to be planted out |
| 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"> - Complete construction of six grandstands | Manager Assets | Completed |  |  | Project Complete |

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 | Authorising Officer Position | 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 second meeting for 2019/20 for the group was held on 27 November 2019. The Quarterly Delivery Program Progress report was tabled to review Disability Inclusion Action Plan achievements for the quarter. A new Social Futures representative attended the meeting. |
| 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. |

| Action Code | Action Name | Authorising Officer Position | Status | Schedule | Budget | Comments |
|-------------|---|--|-------------|---|---|--|
| 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 continues to be a daily occurrence with advisory staff advising developers, property owners, consultants & the general public on accessible access and facilities. DAs & CC's reference upgraded accessible facilities. The Tradie document is readily available and distributed accordingly. |
| A4.1.4 | Waive fees for development applications for accessibility improvements. | Manager Development & Compliance | Progressing |  |  | This is applied when DA/CDCs descriptions are made for this purpose such as accessible lifts for residences, accessible ramps & facilities and requested. |
| A4.1.5 | Continue to build the collection of accessible resources at the Lismore Library. | Regional Library Manager | Progressing |  |  | Ongoing acquisitions of materials for these resources continues |
| A4.1.6 | Program activities for artists and audiences living with a disability. | Manager Major Recreation & Cultural Facilities | Progressing |  |  | Dementia program, progressing. Hosted information session for Australia Council Leadership Program for People with a Disability; Gallery Learning Officer presented at workshop, Unpacking Access to the Arts, run by Accessible Arts. |



| Action Code | Action Name | Authorising Officer Position | Status | Schedule | Budget | Comments |
|-------------|---|------------------------------|-------------|---|---|---|
| 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 are included in the Imagine Lismore, Quarter 2 Delivery Program Progress Report as well as the 2018/19 Annual Report with a highlight story on page 19 of the report. |



A4.2: Create liveable communities for all

| Action Code | Action Name | Authorising Officer Position | Status | Schedule | Budget | Comments |
|-------------|--|--|-----------------|---|---|---|
| A4.2.1 | Continue to establish the shared pathway network which incorporates accessible standards as funding becomes available. | Manager Assets | Not Progressing | Not progressing | 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 maintained for community at LMB & GSAC |



| Action Code | Action Name | Authorising Officer Position | Status | Schedule | Budget | Comments |
|-------------|---|--|-------------|---|---|--|
| A4.2.3 | Ensure Council events are accessible to all members of the community. | Manager Major Recreation & Cultural Facilities | Progressing |  |  | Council's events continue to be accessible for the community |





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

| Action Code | Action Name | Authorising Officer Position | Status | Schedule | Budget | Comments |
|-------------|--|------------------------------|-----------------|---|---|---|
| A4.3.1 P | Review current recruitment, induction and on boarding practices to improve accessibility for applicants with disability. Milestones for 2019-20 include: - Identify opportunities for improvement - Conduct Request for Quote process for service providers in disability employment to provide recruitment process advice - Develop business case and project plan - Develop and implement action plan | 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 |

| Action Code | Action Name | Authorising Officer Position | Status | Schedule | Budget | Comments |
|-------------|--|------------------------------|-----------|---|---|--|
| 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 | Authorising Officer Position | 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 | Not Progressing | Not progressing | Not progressing | The new guidelines for the Active Transport Grant program were released in late November and these types of projects are now ineligible. Council staff will continue to look for other grant opportunities in the future. |
| 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 |  |  | We've continued to meet these requirements. The audio system is end of life and is having multiple technical issues. Replacement options are being considered. |

| Action Code | Action Name | Authorising Officer Position | Status | Schedule | Budget | Comments |
|-------------|---|--|-------------|---|---|---|
| A4.4.3 | Maintain Read Speaker technology to make Council's website more accessible for people with a vision impairment. | Director Corporate Services | Progressing |  |  | This is an ongoing action and is operating as expected. |
| A4.4.4 | Provide AUSLAN interpreter services at Lismore Regional Gallery and Council events upon request. | Manager Major Recreation & Cultural Facilities | Progressing |  |  | Auslan provided at numerous Gallery events and programs. Also continued monthly Auslan-led tours for Deaf only groups |



A5: Our community has access to essential services

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

| Action Code | Action Name | Authorising Officer Position | 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 |

| Action Code | Action Name | Authorising Officer Position | Status | Schedule | Budget | Comments |
|-------------|---|------------------------------|-------------|---|---|--|
| 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 completed. Budget was carried forward to undertake the subdivision or planting at Q1 QBRS. |

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

| Action Code | Action Name | Authorising Officer Position | 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. | General Manager | Progressing |  |  | General Manager has had 3 meetings with Lismore Base Hospital. Monthly meetings with SCU are progressing this partnership. |

| Measure | Target | Actual | Notes |
|--|----------------------------|--------|---|
| Proportion of levee inspections completed on schedule | 100% | 100 | 2nd Quarterly Structural inspections and maintenance completed 2nd Quarterly Electrical and mechanical inspections, calibrations and maintenance completed 2nd Quarterly Telemetry inspections, calibrations and maintenance completed 1st half yearly Levee Audit completed |
| Number of companion animal seizures | <220 (based on 2018-19) | 40 | 40 companion animal seizures during the reporting period. |
| Number of companion animals euthanised | Trend only | 0 | No companion animals euthanised during this quarter. |
| Number of dog attack incidents investigated | >64 (based on 2018-19) | 18 | 18 dog attacks investigated during the reporting period. |
| Number of fines for breaches of animal companion laws | >122 (based on 2018-19) | 2 | This has been an unusually quiet period for breaches of the companion animals Act and Council has been focusing more on education than issuing fines |
| Number of inspections of existing on-site sewage management (OSSM) systems | 720 per year (based on PM) | 171 | Program on target. |
| Number of private swimming pools fences inspected in compliance with NSW legislation | 110 (based on 2018-19) | 13 | These inspections are based on Compliance applications sought and any complaints received. There is no active private pool fencing inspection program |
| Number of public amenity inspections | 300 (based on 2018-19) | | |

| Measure | Target | Actual | Notes |
|--|--------------------------|--------|---|
| Proportion of annual inspections of fixed, mobile, and temporary premises completed | 100% | 133 | Program on target. |
| Number of Aboriginal Advisory Group meetings | 4 per year | 1 | This group met 21 November 2019 |
| Number of Aboriginal and Torres Strait Islander trainees or apprentices | Please identify target | 8 | |
| Proportion of total employees that identify as Aboriginal or Torres Strait Islander | 6% | 4.7% | |
| Proportion of amenity inspections at parks sites completed on schedule | 100% | ** | |
| Number of gym memberships for GSAC | Please specify | 889 | |
| Number of swim memberships for GSAC | Please specify | 67 | |
| Number of swim memberships for LMB | Please specify | 150 | |
| Number of visitors (door entry) to GSAC | Please specify | 77,067 | |
| Number of visitors (door entry) to LMB | Please specify | 26,825 | |
| 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) | 1 | For the first time we had a stall at the International Day of Disability at the Quad on 5 December 2019 where we let people know about the services we offer for people living with a disability including an all-terrain beach wheelchair that can be hired for free. It can be used on all patrolled beaches or suitable walking tracks and can be folded for transportation in any medium-sized vehicle. |
| Number of Disability Access & Inclusion Advisory Group meetings | 4 (per year) | 2 | The Disability Access and Inclusion Advisory Group meeting for the quarter was held in November 2019 |







| Measure | Target | Actual | Notes |
|--|-----------------------|--------|-------|
| Number of Council employees that identify as having a disability | 12 (based on 2017-18) | 9 | |

** = data not due to be captured in this period



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.



| Action Code | Action Name | Authorising Officer Position | 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 commencement 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 |  |  | Through the development of the Draft Economic Development Strategy smart city initiatives have been incorporated into the strategy Action Plans. There is work underway across the region to consider a regional deal. |
| 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 |  |  | Updated Economic Development content has been provided to the graphic designers who are working on our website upgrade. |







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

| Action Code | Action Name | Authorising Officer Position | 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 |  |  | These events have been undertaken and the Christmas campaign has been launched on 28/11/19 |



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.











| Action Code | Action Name | Authorising Officer Position | 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: - Secure project funding | Director Partnerships Planning & Engagement | Progressing |  |  | Project plans developed in order to secure State Government funding of \$1.5m. These funds will be used to action the projects developed as a result of Hip v Hype's 'Shaping the Lismore CBD' report. |



| Action Code | Action Name | Authorising Officer Position | Status | Schedule | Budget | Comments |
|-------------|--|----------------------------------|-----------------|---|---|---|
| | <ul style="list-style-type: none"> - Undertake consultation and research - Develop and document action plan - Promote initiatives identified | | | | | |
| B2.1.2 P | Facilitate construction of serviced apartment accommodation in close proximity to the CBD. | Director Infrastructure Services | Progressing |  |  | This project is currently being reviewed in relation to scope and preferred delivery pathway. |
| B2.1.3 P | Facilitate construction of A-grade office space in close proximity to the Lismore CBD. | Director Infrastructure Services | Progressing |  |  | No progress made in the last quarter. Linked to the serviced apartments project and is being reviewed in relation to scope and preferred delivery pathway in relation to other priorities e.g. SRV process. |
| 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 |  |  | Related to Serviced Apartments project. This project is currently being reviewed in relation to scope and preferred delivery pathway with reference to other priorities eg. SRV proposals |

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





| Action Code | Action Name | Authorising Officer Position | 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"> • Invitation for artistic companies to test new place making and creative ideas in the Quad, through the Plein Air Residency Program • Monthly Backyard Music program to showcase local emerging musicians • Public call out for sustainable and innovative solutions to provide shade in The Quad over summer • Playground Kids Festival | Art Gallery Director | Progressing |  |  | Completed programs include: Seed Arts 3-week residency, Playground Kids Festival - 21 Sept. Audience of 500. Engaged 40+ artists. Local musician, Angie Hudson performed on 6 December with audience of 300+. Biennial SCU partnership project "Innovate:Situate" commenced call-out for early 2020. |



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

| Action Code | Action Name | Authorising Officer Position | 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 |  |  | Council continues to host a range of annual events. Past quarter has included Masters Games and other high profile events |
| 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 | Progressing |  |  | Action have been incorporated into the Economic Development Strategy within the Key Economic Opportunity 'Tourism, Culture and Sport' to support progression. |
| 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 |  |  | Events Strategy document commenced and on target for new strategy implementation prior to end of financial year |
| 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 support for event practitioners including workshops and research. Events leveraging workshop held in last quarter in partnership with Lismore Chamber of Commerce |
| B2.3.5 | Promote and manage an annual calendar of events on behalf of the local events industry. | Manager Major Recreation & Cultural Facilities | Progressing |  |  | On target and progressing |

| Action Code | Action Name | Authorising Officer Position | Status | Schedule | Budget | Comments |
|-------------|--|--|-------------|---|---|--|
| B2.3.6 | Proactively seek and bid for new events and conferences for the city and region. | Manager Major Recreation & Cultural Facilities | Progressing |  |  | Reviewing and investigating what opportunities are available |





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

| Action Code | Action Name | Authorising Officer Position | Status | Schedule | Budget | Comments |
|-------------|--|------------------------------|-------------|--|--|---|
| B2.4.1 | Operate the Lismore and Goonellabah Libraries. | Regional Library Manager | Progressing |  |  | Continue to operate Lismore and Goonellabah Libraries to meet community needs. Refurbishment of the Lismore Library achieved in this quarter. |
| 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 |  |  | Continue to deliver literacy programs for all ages at Lismore and Goonellabah libraries and at the Mobile Library |



| Action Code | Action Name | Authorising Officer Position | Status | Schedule | Budget | Comments |
|-------------|--|---|-------------|---|---|---|
| B2.4.3 | Operate a Mobile Library to service outlying villages in the region. | Director Partnerships Planning & Engagement | Progressing |  |  | Library functioned as per timetable. Issues with generator used to power library at stops. Temporary generator has reduced power, no air-conditioning, issues with procurement of new generator. Some negative feedback from customers and staff. |

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.



| Action Code | Action Name | Authorising Officer Position | Status | Schedule | Budget | Comments |
|-------------|---|--|-------------|---|---|---|
| B3.1.1 | Operate the Lismore Regional Gallery and the Quadrangle. | Manager Major Recreation & Cultural Facilities | Progressing |  |  | Major events such as Playground Festival and Dark Science held in the Quad, along with hire events such as Designer Market and Int. Day for People with a Disability. |
| 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 |  |  | 145 events, workshops and tours held July 1 - October 31, and 13 exhibitions taken place. 35,985 visits for same period. |

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

| Action Code | Action Name | Authorising Officer Position | Status | Schedule | Budget | Comments |
|-------------|--|--|-------------|---|---|--|
| B3.3.1 | Implement public art projects in consultation with the Public Art Reference Group. | Manager Major Recreation & Cultural Facilities | Progressing |  |  | Progressing where relevant. Meeting with Program Director, Arts in Health for NSW Health in December to discuss proposed public art project at Lismore Base Hospital. Also progressing restoration work of Pride Mural at Transit Centre |



B3.4: Support cultural partnerships and collaborations.

| Action Code | Action Name | Authorising Officer Position | Status | Schedule | Budget | Comments |
|-------------|--|---|-------------|---|---|--|
| B3.4.1 | Work with NORPA to support the Cultural Alliance and the continued operation of Lismore City Hall. | Director Partnerships Planning & Engagement | Progressing |  |  | LCC/NORPA Cultural Alliance Agreement review commenced at an Alliance Joint Steering Committee workshop which was conducted by NR Regional Arts 28.11.19. This process will be finalised by 28.02.20 and the revised agreement will be presented to a Councillor briefing in March/April 2020. |





| Action Code | Action Name | Authorising Officer Position | Status | Schedule | Budget | Comments |
|-------------|---|------------------------------|-------------|---|---|---|
| B3.4.2 P | Work with NORPA to construct illuminated event signage. | Assets Engineer | Progressing |  |  | There continue to be some minor delays associated with the RMS and DA 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.

| Action Code | Action Name | Authorising Officer Position | 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 |  |  | Approval from funding body to reallocate funding to the fence has been received. Plane parking area planning underway. Procurement and installation of fencing yet to commence. |

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

| Action Code | Action Name | Authorising Officer Position | 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 | Not Progressing |  |  | Limited progress with physical aspects of compliance while recruitment for airport coordinator undertaken. |
| B4.2.2 | Investigate alternative uses for the Lismore Regional Airport. | Manager Commercial Services | Progressing |  |  | Project moving toward detailed scoping and estimate. |

B4.3: Advocate for regional integrated transport services.

| Action Code | Action Name | Authorising Officer Position | Status | Schedule | Budget | Comments |
|-------------|---|----------------------------------|-------------|---|---|---|
| B4.3.1 | Provide support to the operation of the Lismore Late Nighter bus service. | Manager Development & Compliance | Progressing |  |  | Budget provided for on-going provision of a security guard on the Late Nighter Bus Service. Buslines continue to support the program with supply of bus and driver. |

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

| Action Code | Action Name | Authorising Officer Position | Status | Schedule | Budget | Comments |
|-------------|---|----------------------------------|-----------------|-----------------|-----------------|---|
| B4.4.1 P | Undertake projects within Council's Cycleway Plan as funding permits. | Manager Assets | Not Progressing | Not progressing | 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 | ● | ● | works program has been completed. |
| 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 have commenced and are due for completion next quarter. |

| Measure | Target | Actual | Notes |
|---|---------------------------------|-------------------|---|
| Number of unique visits to the Visit Lismore website | 300,000 (based on 2018-19) | 78,500 | |
| Expenditure on library resources per capita for Lismore LGA | | \$1.64 per capita | |
| Number of items borrowed from Lismore and Goonellabah libraries | 1,500,000 (based on 2017-18) | 85,788 | Target number is perhaps for the entire Richmond Tweed Regional Library. These figures include items borrowed at the Mobile Library stops in the Lismore area |
| Number of visitors to Lismore and Goonellabah libraries | 245,000 (based on 2017-18) | 60,448 | Target number is perhaps for the entire year |
| Number of visitors to Lismore Regional Gallery | 120,000 (based on 2018-19) | 32,026 | |
| Number of artists featured at Lismore Regional Gallery | 200 (based on 2018-19) | 66 | |
| Number of exhibitions staged at Lismore Regional Gallery | 29 (based on 2018-19) | 10 | Idle Worship; Chesta Drawz and the Lowboys: an exhibition of fine woodwork by Geoff Hannah and his students; Emma Walker: The Dark Sublime; Jumaadi: Comes From The Shadow; Maggie Schreiber & Michael Donnelly: Thing Space; The Museum Project: American Photography from the Collection; Reynaldo Alcocer: Abyss; The Alchemists: North Coast Woodfire; Zom Osborne: A New World |







| Measure | Target | Actual | Notes |
|--|---------------------------|--------|---|
| Number of Friends of the Gallery members | 425 (based on 2018-19) | 397 | Annual figure. Cannot be broken down to a quarterly figure |
| Number of group tours at Lismore Regional Gallery | 550 (based on 2018-19) | 156 | Included figures for tours, talks and workshops. Higher number for quarter due to Hannah Students exhibition, and daily tours |
| Number of Lismore Regional Gallery group tour participants | 15,000 (based on 2018-19) | 4,150 | Included figures for tours, talks and workshops. Higher number for quarter due to Hannah Students exhibition, and daily tours |
| Number of non-conformance reports at Lismore Regional Airport | 0 | ** | |
| Number of general aviation movements at Lismore Regional Airport | | ** | |



** = 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.

| Action Code | Action Name | Authorising Officer Position | 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 |  |  | Expressions of interest for round 7 are currently open and close on the 13th December. Existing projects (rounds 5 and 6) are progressing according to schedule. |
| C1.1.2 | Undertake weed control and revegetation in priority urban riparian areas. | Manager Integrated Planning | Progressing |  |  | Contract work in identified priority sites ongoing. Remaining funds to be allocated across a shortlist of additional 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 |  |  | Councils OSMS focusses on ensuring new development reasonably satisfies nominated environmental and public health performance standards and existing systems are maintaining an acceptable operational performance and where necessary up-grading works initiated. |

| Action Code | Action Name | Authorising Officer Position | Status | Schedule | Budget | Comments |
|-------------|--|------------------------------|-------------|---|---|--|
| 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 approved, and specifications are currently being developed. |





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



| Action Code | Action Name | Authorising Officer Position | Status | Schedule | Budget | Comments |
|-------------|---|----------------------------------|-------------|---|---|--|
| C1.2.1 | Undertake annual inspections and required maintenance and renewal of stormwater drainage network. | Director Infrastructure Services | Progressing |  |  | Work progressing as expected. Dry weather has meant little activity for the last quarter. |
| C1.2.2 P | Complete the annual stormwater capital works program including projects identified in the Urban Stormwater Management Plan. | Director Infrastructure Services | Progressing |  |  | In progress. USMP projects being scoped for delivery in second half of the financial year. |

| Action Code | Action Name | Authorising Officer Position | Status | Schedule | Budget | Comments |
|-------------|--|------------------------------|------------------|---|---|---|
| C1.2.3 P | Review and update the Stormwater Asset Management Plan. Milestones for 2019-20 include: - Complete update - Council adoption | Manager Assets | 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.





| Action Code | Action Name | Authorising Officer Position | Status | Schedule | Budget | Comments |
|-------------|---|------------------------------|-------------|---|---|---|
| C2.1.1 | Provide kerbside domestic and commercial waste collection services. | Manager Commercial Services | Progressing |  |  | Watching impact of costs for interim disposal operations are covered by the waste fire insurance claim. Low risk. |
| C2.1.2 | Provide waste bins and collection in public places, parks, and town centres, and for public events. | Manager Commercial Services | Progressing |  |  | On track |







| Action Code | Action Name | Authorising Officer Position | Status | Schedule | Budget | Comments |
|-------------|--|----------------------------------|-------------|---|---|---|
| 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 predominately expected to be covered by insurance. Insurance claim is still being compiled and an initial sub-claim is to be submitted to aid cashflow. |



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

| Action Code | Action Name | Authorising Officer Position | 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 | Not progressing | Not progressing | Impact of the waste facility fire on the compost processing area is still preventing project from progressing. Some work has been done on strategic assessment for future of composting operation, however more analysis is required to be sure this project is still valid. |



| Action Code | Action Name | Authorising Officer Position | Status | Schedule | Budget | Comments |
|-------------|--|----------------------------------|-----------------|---|---|---|
| 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 |  |  | Prioritisation of works program (risk based) has been undertaken, and detailed project scheduling and costing is underway. Project start dates will be confirmed once we finalise full scope and strategic direction for facility. |
| 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 | Progressing |  |  | This project cannot be completed until the MRF is rebuilt, however aspects of the project (tendering, procurement) can start. Funds are available to complete this project. Timing of rebuild of the MRF may mean this project is not finished this financial year. |



| Action Code | Action Name | Authorising Officer Position | Status | Schedule | Budget | Comments |
|-------------|--|------------------------------|-------------|---|---|--|
| 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 is being undertaken toward potential for use of waste streams as alternative fuel sources (bioenergy), recycling of inorganic streams and diversion of organic by-products from landfill to alternatives such as fertilisers. |
| C2.2.6 P | Cap Landfill Cell 1 and 2A using the phytocap rehabilitation method. Milestones for 2019-20 include: <ul style="list-style-type: none"> - 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 | Progressing |  |  | Works are being prioritised based on a risk assessment of all compliance related capital works at the waste facility. Procurement for contracted works (RFT process) remains to be undertaken. |

| Action Code | Action Name | Authorising Officer Position | Status | Schedule | Budget | Comments |
|-------------|---|------------------------------|-------------|---|---|---|
| C2.2.7 P | Increase landfill capacity, through the construction of Landfill Cell 2B. | Manager Commercial Services | Progressing |  |  | Construction of Cell 2B is completed. The project ran over time and cost, and Staff are mitigating impacts via Contractor claims process. Budget will continue to be impacted until EPA assessment completed. |
| 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 | Progressing |  |  | RFT process, selection and engagement of consultant to complete this work remains to be completed. |
| 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 |  |  | We are reconsidering our approach for this project; namely construction in a new location as opposed to augmentation of the existing system. This will ensure we can satisfy the intended outcome within the remaining budget and timeframes. |

| Action Code | Action Name | Authorising Officer Position | Status | Schedule | Budget | Comments |
|-------------|--|------------------------------|-------------|---|---|--|
| 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 |  |  | Works are being prioritised on basis of risk and budget availability. Budget impacts of delayed Cell 2B opening timeframe remain to be considered against overall funding availability for compliance related project works this financial year. |



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





| Action Code | Action Name | Authorising Officer Position | 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 | Progressing |  |  | On track |

| Action Code | Action Name | Authorising Officer Position | Status | Schedule | Budget | Comments |
|-------------|--|------------------------------|-------------|---|---|--|
| C2.3.2 | Conduct community and business education programs and produce educational materials on sustainable waste management. | Manager Integrated Planning | Progressing |  |  | Recycle Right audit of residential bins completed. School and community group engagement/education program ongoing. Replacement of stickers on all LCC event bins completed and street bins underway. Revolve Volunteer Waste for Art project (Artcycle) underway. |



C3: We are committed to environmental sustainability

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

| Action Code | Action Name | Authorising Officer Position | Status | Schedule | Budget | Comments |
|-------------|---|------------------------------|-------------|--|--|---|
| C3.1.1 | Continue to identify energy efficiency opportunities and initiatives. | Manager Integrated Planning | Progressing |  |  | <p>The Heritage Near Me funded library project is nearing completion.</p> <p>A feasibility study on the expansion of community solar electricity (GSAC and the floating solar farm) has been commenced in anticipation of possible grant opportunities.</p> |





| Action Code | Action Name | Authorising Officer Position | Status | Schedule | Budget | Comments |
|-------------|---|----------------------------------|-------------|---|---|--|
| 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 Waste Water Treatment Plant is ongoing. |
| C3.1.3 P | Investigate options for meeting renewable energy targets. | Manager Integrated Planning | Progressing |  |  | Discussions continue with internal stakeholders |





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







| Action Code | Action Name | Authorising Officer Position | Status | Schedule | Budget | Comments |
|-------------|---|------------------------------|-------------|---|---|--|
| C3.2.1 | Monitor and report on greenhouse gas emissions. | Manager Integrated Planning | Progressing |  |  | Relevant data has been provided for the 18/19 Annual Report. Data for the second 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.





| Action Code | Action Name | Authorising Officer Position | 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 | Not due to start | 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 | Progressing |  |  | This project has commenced and is progressing. |
| 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 |  |  | Expressions of interest for round 7 are currently open and close on the 13th December. Existing projects (rounds 5 and 6) are progressing to schedule. A field day on Koala habitat on the floodplain was held in October. Planning for field days in the next half of the year is well advanced. |

| Action Code | Action Name | Authorising Officer Position | Status | Schedule | Budget | Comments |
|-------------|--|------------------------------|-------------|--|--|--|
| C4.1.4 P | <p>Through the Rural Landholder Initiative, collaborate with rural industries and community groups to enhance biodiversity outcomes. Priorities for 2019-20 include:</p> <ul style="list-style-type: none"> - Engage with graziers to undertake field days, conduct soil tests, and develop the Emerging Water Infrastructure Pilot - Progress Native Bees and Macadamia project - Complete baseline reports and on-ground works for Tea Tree and Biodiversity project - Provide support to 10 Landcare groups | Manager Integrated Planning | Progressing |  |  | <p>Grazing: water infrastructure installation is completed on one property and planning for the second is underway. A field day will be held in 2020.</p> <p>Macadamia: A final field day on this project is planned for March.</p> <p>Tea tree: Riparian vegetation restoration and baseline surveys currently underway</p> |
| C4.1.5 P | <p>Provide support and education for biodiversity conservation to residents and groups in urban areas throughout the Lismore LGA. Milestones for 2019-20 include:</p> <ul style="list-style-type: none"> - Determine scope for an urban biodiversity program - Prepare project plan - Determine project milestones | Manager Integrated Planning | Progressing |  |  | <p>Backyard Bird Count engagement in Oct. The number of sightings reported from postcode 2480 was much higher than surrounding areas.</p> <p>Planning for next year's events and urban biodiversity program have been somewhat delayed due to the Education Officer being on leave.</p> |

| Action Code | Action Name | Authorising Officer Position | 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, adjusted slightly in response to drought impacts. Roadside works scheduled for September-October completed. |
| 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 |  |  | Collaborative research and engagement projects related to koala conservation are underway. Partnerships around engagement and catchment health projects are under investigation |
| 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 |  |  | Internal review underway, including an internal stakeholder workshop scheduled for the 5th December. External stakeholder consultation is planned for the third quarter. |

| Action Code | Action Name | Authorising Officer Position | Status | Schedule | Budget | Comments |
|--------------|--|------------------------------|-------------|---|---|--|
| C4.1.9 | Acknowledge and celebrate community contributions to improving biodiversity values through the Lismore Biodiversity Awards. | Manager Integrated Planning | Completed |  |  | Completed during the first quarter |
| 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 |  |  | Annual grant has been paid to the Friends of the Botanical Gardens group. New Memorandum of Understanding with the group remains to be progressed. |
| 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 |  |  | Monitoring of traffic speeds in the koala zones on Tuckarimba and Wyrallah Roads continues. Priorities for on-ground works are being reassessed in the light of possible additional funding opportunities. |

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

| Action Code | Action Name | Authorising Officer Position | 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 |  |  | Tree planting is currently on hold due to drought conditions. However, this is not expected to significantly impact on completion of the program. |
| 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 |  |  | Survey work scheduled for May 2020. Project management plan currently in preparation |

| Measure | Target | Actual | Notes |
|--|---------------------------|--------|---|
| 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 | Estimated via vacuum truck and storage of STD's |
| Number of kilometers of riparian area restored | Please specify | N/A | Measured annually |







| Measure | Target | Actual | Notes |
|---|---|--------|---|
| Percentage of waste diverted from landfill per quarter | >66% (based on 2017-18) | 48% | |
| Total tonnes of waste diverted from landfill per quarter | Please specify | 7022 | This is the tonnes of waste diverted from landfill |
| Percentage of Council's energy generated by renewable sources | >14% (based on 2017-18) | ** | Figures not available until some weeks after end of quarter |
| Total amount of greenhouse gas emissions generated through Council operations | >1,288,000 kW (based on 2017-18) | ** | Figures not available until some weeks after end of quarter |
| Total amount of greenhouse gas emissions generated through Council operations | 8,700 tonnes of CO2e (based on 2017-18) | ** | Figures not available until some weeks after end of quarter |
| Number of hectares of native vegetation restored and revegetated | Please specify | N/A | Measured annually |
| Number of participants at RLI events | Please specify | 41 | First field day held in Oct |
| Number of RLI projects undertaken in partnership with landholders | >49 (based on 2017-18) | 104 | Total no projects including Rd 6 |
| Number of trees planted by Council staff as part of National Tree Day | 200 (based on 2017-18) | N/A | Tree day will happen in third or fourth quarter |
| Total number of trees planted (not including koala trees) | Please specify | N/A | Measured annually |
| Number of hectares of koala habitat restored and revegetated | Please specify | N/A | Measured annually |









** = data not due to be captured in this period

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.





| Action Code | Action Name | Authorising Officer Position | Status | Schedule | Budget | Comments |
|-------------|--|----------------------------------|-------------|---|---|--|
| D1.1.1 P | Develop and implement annual rehabilitation and capital works programs for the road network. | Manager Assets | Progressing |  |  | Works program has been developed and projects are being implemented in line with current resourcing and budgetary constraints. Program is continually reviewed to ensure that it is on budget and within scope |
| D1.1.2 | Develop and complete annual resurfacing program for road network including heavy patching, shoulder grading, drainage improvements and crack sealing. | Manager Assets | Progressing |  |  | Program has been developed and is being implemented. Staff continue to oversee the project to ensure it is on budget and within scope. |
| 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 are on schedule. Side arm slashing operations are ongoing. Roadside verge slashing operations have commenced. |







| Action Code | Action Name | Authorising Officer Position | Status | Schedule | Budget | Comments |
|-------------|--|----------------------------------|-------------|---|---|---|
| D1.1.4 P | Develop and implement annual rehabilitation and capital works program for bridges. | Manager Assets | Progressing |  |  | The annual bridge construction program has been developed and staff are awaiting a final construction estimate for the project. A Timber bridge replacement grant program is now open and staff are Providing the required information and are awaiting advice from NSW state government on this. |
| 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 | Progressing |  |  | Prioritisation of works program (risk based) has been undertaken, and detailed project scheduling and costing is underway. Project start dates will be confirmed once we confirm available budgets after fire recovery. |
| 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 structures ongoing from previous annual bridge inspections. Next round of formal bridge inspections will commence next quarter. |
| 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.





| Action Code | Action Name | Authorising Officer Position | Status | Schedule | Budget | Comments |
|-------------|---|----------------------------------|-------------|---|---|--|
| D1.2.1 | Pursue grant funding opportunities to complement existing capital works programs. | Director Infrastructure Services | Progressing |  |  | Grant applications are lodged as they become available. Significant number of projects lodged for funding under the NSW Fixing Local Roads Program and Blackspot Program. Awaiting outcomes. |
| D1.2.2 | Conduct asset revaluations according to State Government guidelines. | Director Infrastructure Services | Progressing |  |  | In progress. Update to be delivered to ARIC in February 2020. Significant work required to improve confidence in construction estimates. |









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





| Action Code | Action Name | Authorising Officer Position | 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 | Not Due to Start | Not due to start | 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 | 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 | Progressing |  |  | There have been numerous land sales recently which have demonstrated return on investment. The new fees and charges have improved the process, timing and expectations of applicants in relation to road closures, renewals and landowner's consent applications. |

| Action Code | Action Name | Authorising Officer Position | Status | Schedule | Budget | Comments |
|-------------|---|------------------------------|-----------------|---|---|--|
| 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 |  |  | The Project Officer has been making progress on the draft generic Plans of Management and will be reporting the first round of draft Plans to Council in March 2020. 35% seems a reasonable estimate of the amount of work undertaken for the project for this financial year. |
| D1.3.5 | Manage and report on Council's Land Register. | Manager Assets | Progressing |  |  | The position of Property Assistant has been vacant for the last few months and it would be this person who would undertake the land register audit review. There has been little bulk progress, however, always updating registers as required. |
| D1.3.6 | Undertake a strategic review of existing and potential future Council-owned property. | Manager Integrated Planning | Not Progressing | Not progressing | Not progressing <input type="checkbox"/> | Preliminary project scoping has occurred but project has not yet commenced. Anticipated commencement February 2020 will see the project completed by end June 2020. |
| D1.3.7 | Manage and promote vendor and outdoor dining licenses. | Manager Assets | Progressing |  |  | Business as usual |







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

| Action Code | Action Name | Authorising Officer Position | 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 | Not Due To Start | Not due to start | 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 | Progressing |  |  | Further preparation of the Strategic Asset Management (SAMP) and Development Servicing Plan still on hold but work commenced on review of Long Term Financial Plan (LTFP) and reconciling outputs of different financial models used in preparation of the SAMP and LTFP. |
| D1.4.3 P | Undertake the annual water and wastewater mains renewals and capital works program. | Manager Assets | Progressing |  |  | Delivery of program remains on track for completion of program of works this financial year within program budget. Some individual projects completed and progress being made on others. |

| Action Code | Action Name | Authorising Officer Position | 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 including removal of blockages and minor repairs is 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 | Progressing |  |  | Determination of preferred option for concept design completed. Finalisation of acquisition of reservoir site appears to be nearing completion. |







| Action Code | Action Name | Authorising Officer Position | 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 | Progressing |  |  | Little progress has been made on this project in the last quarter as relevant staff have been involved in finalising the South Lismore Sewage Treatment Plant project. |
| 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 | Progressing |  |  | Acquisition of properties and easements for three properties nearing completion. All delegations received from Council and the General Manager obtained to enable these to be finalised. Little progress made to date with respect to negotiation of easements on remaining two properties. |
| 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 | Deferred | Deferred | Deferred | Budgetary allocation for this project made for inclusion in capital works program for 2020/21 |

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





| Action Code | Action Name | Authorising Officer Position | Status | Schedule | Budget | Comments |
|-------------|---|----------------------------------|-------------|---|---|---|
| D1.6.1 | Operate efficient and cost-effective quarries, including the production of quarry materials. | Director Infrastructure Services | Progressing |  |  | Gravel sales are below budgeted levels. Asphalt sales significantly higher than forecast. Available stores of rock are being depleted quicker than was expected, which needs to be managed to prevent further losses and may require unplanned for drill and blasting. |
| 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 |  |  | Significant delays in licence mod due to public objection and additional technical information required by regulator. Ongoing impacts on Trico Asphalt production/agreements. No of capital works still required, and currently parked due to budget limitations at the quarry this financial year. |
| 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 |  |  | Structure removed. Detailed clean up / removal of debris / site rehab still 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.





| Action Code | Action Name | Authorising Officer Position | 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 |  |  | Development & Compliance Assessment Officers undertake the review of all applications in accordance with the legislative process, assessment templates 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 |  |  | Compliance action is undertaken on a daily basis in response to CRMs and or when Compliance Officers are made aware, including seeking Enforcement Orders through the Land & Environment Court. |
| D2.2.3 | Provide relevant, accurate and timely planning advice. | Manager Development & Compliance | Progressing |  |  | This function is performed on a daily basis either through phone calls, emails, duty planner, Stop the Clock letters, the Electronic Lodgement Portal, plus informal & formal pre- lodgement meetings. |

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



| Action Code | Action Name | Authorising Officer Position | 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 |  |  | Construction Certificates, both Building & Civil are certified and then inspected as a function on a daily occurrence consistent with DA/CDC Consent, legislation, community expectations and the Building Professionals Board Charter. |
| 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 daily as required with all development 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.



| Action Code | Action Name | Authorising Officer Position | Status | Schedule | Budget | Comments |
|-------------|---|----------------------------------|-------------|---|---|--|
| D3.1.1 | Process rezoning planning proposals. | Manager Integrated Planning | Progressing |  |  | BAU that is reported on a regular basis. The SP team is progressing rezoning planning proposals in accordance with legislative timeframes. 50% is the completion as 50% of the year has passed and this is a regular activity. |
| D3.1.2 | Monitor development activity and update the Strategic Business Plan for Water Supply and Wastewater Services if required. | Director Infrastructure Services | Progressing |  |  | In progress and ongoing. No major changes required at present. |

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

| Action Code | Action Name | Authorising Officer Position | 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 |  |  | 1-2 LEP amendments a year are progressed. Regular completion intervals reflect the nature of the project. |



| Action Code | Action Name | Authorising Officer Position | Status | Schedule | Budget | Comments |
|-------------|---|----------------------------------|-------------|---|---|---|
| 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 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 Department of Planning best practice, community expectations, the Local Environment Plan 2012 Development Control Plan 2012 & other Council policies. |
| D3.2.4 P | Prepare a Community Engagement Strategy that incorporates participation plan requirements for land use planning. | Manager Integrated Planning | Progressing |  |  | The draft Community Engagement Strategy has been developed with the Community Participation Plan and was on public exhibition for 28 days during September and October 2019. It is due for endorsement at the December Council meeting. |
| 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. 50% completion as 50% of the year has passed. |





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

| Action Code | Action Name | Authorising Officer Position | 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 | Progressing |  |  | There were initial delays in starting this project and it was proposed to seek an extension of time to complete the project from DPIE. However, this appears unlikely to be granted so staff have been reallocated to the project and it is on course to be completed. |

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.

| Action Code | Action Name | Authorising Officer Position | Status | Schedule | Budget | Comments |
|-------------|---|----------------------------------|-------------|---|---|--|
| D4.1.1 | Monitor housing approvals and uptake of infrastructure contributions discounts. | Manager Development & Compliance | Progressing |  |  | Reports are generated every month, liaison with Strategic Planning is afforded and statistics monitored. Infrastructure section 64 & 94 plan, contribution discounts are applied in accordance with the policy. |

| Action Code | Action Name | Authorising Officer Position | Status | Schedule | Budget | Comments |
|-------------|---|----------------------------------|-----------------|---|---|---|
| D4.1.2 P | Review the Infrastructure Contributions Discount Policy. | Manager Development & Compliance | Progressing |  |  | On-going liaison with assessment & strategic planning staff on the application & review of the plan, with a view to clarification or changes within the next plan. 94 levies are levied on a daily basis & then collected prior to the release of the respective CC or Occupation Certificates. |
| D4.1.3 P | Establish partnerships to deliver affordable housing projects. Milestones for 2019-20 include: - Call for tenders to complete design - Construct housing development on Council-owned land | Manager Assets | Not Progressing |  |  | No progress with this project in the last quarter as other projects have had to take priority e.g. SRV process. Project needs to be re-assessed and a revised timeline prepared for 2020 and beyond. |

| Measure | Target | Actual | Notes |
|--|----------------------------------|--------|-------|
| 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) | | |

| Measure | Target | Actual | Notes |
|---|---------------------------------|--------|---|
| Percentage of sealed road resurfacing program completed | >65% (based on 2018-19) | | |
| Proportion of level 1 inspections for timber bridges completed on schedule | >95% | | |
| 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 rework required within 12 months | <2% (based on 2017-18) | 0% | Projects that have reached practical completion still have open commitments against the Work Order and hence can't be fully assessed as the percentage of rework is based on the final cost of the project. |
| Total kilometres of roads resurfaced | 60km (based on 2018-19) | | |
| Total kilometres of sealed roads reconstructed | 1.5km (based on 2018-19) | | |
| 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) | | |

| Measure | Target | Actual | Notes |
|---|--|-------------------------------|---|
| 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) | | |
| Proportion of planned water and wastewater capital works program completed | | | |
| Number of non-conformance reports at Blakebrook Quarry | 0 | 1 | NCR for 20mm aggregate supplied to Trico out of specification. NCR disposition was accepted prior to material supply, and NCR issued for QA recording purposes. |
| Total volume of aggregate and precoat produced | 47,000 tonnes (based on long-term average) | 27,500t year to date | Q1 11,019t. Q2 16,485t. Projection is that the 45,000t of material will be achieved. |
| Average processing time for conveyancing certificate applications (including s.149 certificates, drainage diagrams) | Please specify (# days) | 1.6 days for 231 149 Certs | Drainage diagrams were 18 @ 2.4 days |
| Average processing time for development applications (including s.96 modifications) | <29 days (based on 2017-18) | 36.4 days | |
| Number of development applications determined | >540 (based on 2017-18) | 85 for the quarter | these figures were taken early December and are for the quarter |





| Measure | Target | Actual | Notes |
|--|--------------------------|--------|--|
| Number of building inspections undertaken on new building work | >1450 (based on 2017-18) | 200 | these figures have not included all of December and for the quarter only |

** = 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.

| Action Code | Action Name | Authorising Officer Position | Status | Schedule | Budget | 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 |  |  | Approximately 25 pro-active positive media releases sent out, all of which were run by at least one media outlet. Numerous picked up by multiple outlets. Sent out three monthly business newsletters, plus Local Matters every fortnight during the quarter. |
| 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 |  |  | participated in North Coast National Show and produced numerous flyers for internal and external communication, including environmental posters, stickers etc. |



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

| Action Code | Action Name | Authorising Officer Position | Status | Schedule | Budget | 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"> - Conduct community engagement workshops - Conduct community satisfaction survey - Prepare and submit application to Independent Pricing & Regulatory Tribunal (IPART) | Director Partnerships Planning & Engagement | Progressing |  |  | Consultation occurred between 31 July - 30 Sept 2019 : online survey, 15 info kiosks, random telephone survey, 2 workshops and communicating it broadly through radio, newspaper and social media. Council resolved at the 12 November Council meeting to submit an application to IPART in February 2020. |
| E1.2.2 P | <p>Consult with the community to review the Community Strategic Plan. Milestone for 2019-20 includes:</p> <ul style="list-style-type: none"> - Undertake a range of community engagement activities, including workshops, information kiosks and a community satisfaction survey | Manager Integrated Planning | Progressing |  |  | Stage 2 of community consultation is planned for February 2020 with 6 place based workshops being held across the LGA to identify the community's main priorities and aspirations for the future and to plan strategies for achieving these goals. |



| Action Code | Action Name | Authorising Officer Position | Status | Schedule | Budget | Comments |
|-------------|---|------------------------------|-------------|---|---|---|
| E1.2.3 | Continue to facilitate online community engagement opportunities, including through Your Say Lismore. | Manager Integrated Planning | Progressing |  |  | Your Say Lismore has had 1900 visits during the quarter with 77 additional registrations. Over 119 community members engaged in surveys, asked questions or contributed ideas. 779 community members became informed by either downloading documents, reading faqs or just visiting project pages. |
| 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 strategy is based on social justice principles of equity, access, participation and rights as per Section 402 (4) of the Local Government Act 1993 and its 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.



| Action Code | Action Name | Authorising Officer Position | Status | Schedule | Budget | Comments |
|-------------|---|------------------------------|-------------|---|---|--|
| E2.4.1 | Actively build, seek and strengthen strategic and working relationships with local and regional organisations and groups. | General Manager | Progressing |  |  | Regular collaboration continues with local and regional entities including Southern Cross University, Regional Development Australia, Northern Rivers Joint Organisation, Local Members of Parliament, Lismore Chamber of Commerce and Industry and various commercial entities eg Norco |

E2.5: Participate in cultural relationships.

| Action Code | Action Name | Authorising Officer Position | Status | Schedule | Budget | 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 |  |  | An additional Sister City Advisory Panel meeting was held in this period. This included reporting back on the student exchange to Yamato Takada, Japan. |





E2.6: Manage regional services with other councils.

| Action Code | Action Name | Authorising Officer Position | Status | Schedule | Budget | Comments |
|-------------|---|---|-------------|---|---|---|
| E2.6.1 | Administer the Deed of Agreement as the Executive Council for Richmond Tweed Regional Library. Priorities for 2019/20 include: - Review the staffing model | Director Partnerships Planning & Engagement | Progressing |  |  | Service Level Agreement Framework complete - working with Member Councils to finalise individual SLA using framework. Staffing review to begin in the new year. |

| Action Code | Action Name | Authorising Officer Position | Status | Schedule | Budget | Comments |
|-------------|--|---|-----------|---|---|---|
| | <ul style="list-style-type: none"> - Develop an RTRL Delivery Program - Prepare an RTRL Annual Report - Prepare member council Service Level Agreements | | | | | |
| 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"> - Enhance existing Library App - Upgrade the Library Management System | Director Partnerships Planning & Engagement | Completed |  |  | <p>Library App and Library Management System Upgrade will be completed by end of year. December finalising last enhancements.</p> <p>Both projects have provided a better online experience for library members, upgrades have provided a framework for further development in the near future.</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.





| Action Code | Action Name | Authorising Officer Position | Status | Schedule | Budget | Comments |
|-------------|--|------------------------------|-------------|---|---|--|
| E3.1.1 | Meet legislative requirements and ensure adherence to Code of Meeting Practice and Council policies. | Director Corporate Services | Progressing |  |  | 6 Council meetings were held in this period. 3 additional Briefings were held for Councillors prior to the Council meeting to ensure Councillors were adequately prepared and had relevant information to fulfil their duties. This schedule also led to a spike in Councillor Requests for this period. |
| E3.1.2 | Provide Councillors with relevant information and access to professional staff to facilitate good decision-making practices. | Director Corporate Services | Progressing |  |  | Per comments in E3.1.1 |







E4: We provide effective management and responsible governance



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

| Action Code | Action Name | Authorising Officer Position | Status | Schedule | Budget | 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 | Completed | Completed | |
| E4.1.2 | Provide governance assistance to support the Council to operate within its legal framework. | Director Corporate Services | Progressing |  |  | Probity advice sought from external legal on a number of matters at the request of the General Manager |
| E4.1.3 | Collect and manage all Council funds and provide information and advice to support sound financial decision making. | Manager Finance | Progressing |  |  | A reporting structure for monthly accountability discussions is being developed by the Acting Finance Manager, Director Corporate Services and the SLT. Consultants have undertaken a review of Finance on how to structure Finance reporting better to assist managers. Recommendations are pending. |
| E4.1.4 | Administer rates and water billing. | Manager Finance | Progressing |  |  | 2nd Instalment Rates notices and Quarterly Water accounts issued in October. |



| Action Code | Action Name | Authorising Officer Position | Status | Schedule | Budget | Comments |
|-------------|--|------------------------------|-----------------|---|---|---|
| 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 subject to the transformation (IT software & Improved Financial Reporting Project). Pending finalisation of consultants' review of Finance and new software purchases. |
| 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 | Progressing |  |  | Finance and IT stakeholders are working through the Transformation Program |
| E4.1.7 | Coordinate procurement through policy and procedures, systems, staff development and supplier engagement. | Director Corporate Services | Progressing |  |  | Systematic report on procurement activity has been drafted. Authority upgrade delay is impacting schedule for development of analytics/controls in Purchase Order system. Procurement team getting increasingly involved in tender processes to support Directorates. |
| E4.1.8 P | Refresh and modernise human resources policies and processes. | Director Corporate Services | Progressing |  |  | Project Officer appointed to assist with this task. Work has started on the development of a Performance Management Framework. |

| Action Code | Action Name | Authorising Officer Position | Status | Schedule | Budget | Comments |
|--------------|---|------------------------------|-------------|---|---|---|
| E4.1.9 P | Implement the Integrated Planning & Reporting Framework through the: <ul style="list-style-type: none"> - 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 |  |  | The 2018/19 Annual report was released on 29 November 2019 along with the Quarter 1 Delivery Program Progress report which was endorsed by Council on 26 November 2019. Preparation and planning for the review of the Community Strategic Plan has commenced and will kick off in February 2020. |
| E4.1.10 P | Improve corporate performance reporting capability. Milestones for 2019-20 include: <ul style="list-style-type: none"> - Continue implementation of corporate performance software | Manager Integrated Planning | Completed |  |  | This project was completed in Quarter 1 of the financial year with Pulse - Corporate Planning and Reporting module set up and implemented successfully. |



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|--------------|--|-----------------------------------|-------------|---|---|---|
| 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 |  |  | This action has progressed as expected during this quarter. Technology Services have received positive feedback from staff who are now able to work more effectively and efficiently from multiple locations. |
| 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 |  |  | Second revision of draft Public Access to Information Policy completed. This will be reviewed in the new year. It was agreed that the Records Security and Access Policy will become a procedure under the Internal IT Policies. This will happen after external consultant Kaon have completed their work. |
| 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 |  |  | These actions have progressed in this quarter. We have commenced the solution design with forms vendor in preparation for making forms available online. Scoping and detailed requirements gathering is in progress for facilities bookings solution. |





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|--------------|---|---|-------------|---|---|---|
| E4.1.14 P | Undertake a review and rationalisation of Council strategies and plans. | Director Partnerships Planning & Engagement | Progressing |  |  | Project has commenced and can be completed in a relatively short time period. |
|--------------|---|---|-------------|---|---|---|



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

| Action Code | Action Name | Authorising Officer Position | Status | Schedule | Budget | Comments |
|-------------|---|---------------------------------------|-------------|---|---|--|
| E4.2.1 | Operate Customer Contact Centre to provide community access to Council. | Manager Technology & Customer Service | Progressing |  |  | 74% of 21345 calls answered within 20 seconds. |



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





| Action Code | Action Name | Authorising Officer Position | Status | Schedule | Budget | Comments |
|-------------|---|------------------------------|-------------|---|---|---|
| E4.3.1 P | Undertake a review of Work Health and Safety policies, plans and processes. | Director Corporate Services | Progressing |  |  | WHS have developed a Management Plan, commenced an organisation-wide hazard register and mapped a list of WHS procedures/processes in need of review/development. Recent major incidents such as the waste facility fire have delayed progress however it's intended to catch up in the new year. |

| Action Code | Action Name | Authorising Officer Position | Status | Schedule | Budget | Comments |
|-------------|--|------------------------------|-----------------|---|---|--|
| E4.3.2 | Ensure safe work practices in compliance with the Work Health and Safety Act 2012. | Director Corporate Services | Progressing |  |  | The WHS Management Plan, procedures and processes are being mapped against legislation, Codes of Practice and Australian Standards. Additionally a systematic process of audits and inspections against these requirements has also commenced with a schedule being developed to prompt and record this. |
| E4.3.3 P | Implement the Equal Employment Opportunity Management Plan 2018-2021. Milestones for 2019-20 include: <ul style="list-style-type: none"> - Incorporate diversity measures in the development of a Workforce Management Plan - Develop and implement an action plan - Evaluate and report quarterly to Senior Leadership Team, RAP Working Party, Disability Inclusion Advisory Group | 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. |

| Action Code | Action Name | Authorising Officer Position | Status | Schedule | Budget | Comments |
|-------------|--|------------------------------|-----------------|---|---|--|
| E4.3.4 P | Provide inclusiveness training for new staff at induction. Milestones for 2019-20 include: - Identify appropriate content and method of delivery - Coordinate training delivery - Evaluate and report quarterly to Senior Leadership Team, RAP Working Party, Disability Inclusion Advisory Group | 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.



| Action Code | Action Name | Authorising Officer Position | Status | Schedule | Budget | Comments |
|-------------|--|------------------------------|-------------|---|---|---|
| E4.8.1 | Operate an efficient fleet management program, including replacement, allocation, and external hire. | Manager Commercial Services | Progressing |  |  | Fleet replacements have slowed due to a lack of available resources while corporate fleet management systems are improved. Allocation and external hire progressing well. |

| Action Code | Action Name | Authorising Officer Position | Status | Schedule | Budget | Comments |
|-------------|--|------------------------------|-------------|---|---|---|
| E4.8.2 | Operate an efficient maintenance workshop for Council fleet. | Manager Commercial Services | Progressing |  |  | The workshop budget is still projecting well. Lag in processing requested financial system updates mean some income streams from plant hire are difficult to measure and re-forecast. |
| E4.8.3 | Operate efficient sign and metal fabrication workshops. | Manager Commercial Services | Progressing |  |  | Sign and Fabrication budgets are tracking much the same as last quarter. Tracking to make a small profit in both instead of the budgeted small loss. |





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.







| Action Code | Action Name | Authorising Officer Position | Status | Schedule | Budget | 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 |  |  | Visitor Services Ongoing |





| Action Code | Action Name | Authorising Officer Position | Status | Schedule | Budget | Comments |
|-------------|---|--|-------------|---|---|--|
| 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 marketing continues such as monthly what's on, sanata's wonderland etc |

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

| Action Code | Action Name | Authorising Officer Position | Status | Schedule | Budget | 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 | General Manager | Progressing |  |  | The Regional City work has commenced and a committee has been formed and the project has been scoped. |
| E5.3.2 | Lobby and advocate for support from the State and Federal Government. | General Manager | Progressing |  |  | Mayor and General Manager meeting regularly with State and Federal Politicians and ministerial staff, in particular to progress the Regional Deal. |

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

| Action Code | Action Name | Authorising Officer Position | Status | Schedule | Budget | Comments |
|-------------|---|---|-----------------|---|---|--|
| E5.5.1 P | Develop, release and promote the Lismore Economic Development Strategy, which aims to highlight key industry sectors. Milestones for 2019-20 include: - Undertake public exhibition and community consultation activities - Finalise strategy for Council adoption - Produce material to highlight industry growth opportunities | Director Partnerships Planning & Engagement | Progressing |  |  | The Economic Development Strategy was endorsed by Council on 10 December 2019. Work will be undertaken in early 2020 to develop promotional material. |
| E5.5.2 | Facilitate ongoing research and business case development for Council's priority projects within the Central Growth Corridor. | Director Partnerships Planning & Engagement | Not 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 |  |  | Website content has been developed to promote the opportunities within the Central Growth Corridor and has been supplied to the graphic designers. |

| Action Code | Action Name | Authorising Officer Position | Status | Schedule | Budget | 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 | Notes |
|--|---------------------------|-----------|---|
| Average processing time (days) for development applications (including s.96 modifications) | >6,700 (based on 2017-18) | 36.4 days | |
| Number of RTRL members residing in Lismore LGA | 18,000 (based on 2017-18) | 18814 | |
| Asset maintenance ratio | >100% | TBC | Available in early Feb20 when Q2 QBRS is finalised. |
| Asset renewal ratio | >100% | TBC | Available in early Feb20 when Q2 QBRS is finalised. |
| Cash expenses cover ratio | >3 months | TBC | Available in early Feb20 when Q2 QBRS is finalised. |
| Debt service coverage ratio | >2 times | TBC | Available in early Feb20 when Q2 QBRS is finalised. |

| Measure | Target | Actual | Notes |
|---|---------------------------------------|--------|---|
| Infrastructure backlog ratio | <2% | TBC | Available in early Feb20 when Q2 QBRS is finalised. |
| Number of unplanned absence days per FTE employee (including sick, carer, bereavement, and leave without pay) | <55 per year (based on PM) | 12.99 | Number of unplanned days is based on 38 hour week and payroll transaction report. |
| Operating performance ratio | 0% | TBC | Available in early Feb20 when Q2 QBRS is finalised. |
| Own source revenue ratio | >60% | TBC | Available in early Feb20 when Q2 QBRS is finalised. |
| Percentage of rates and annual charges outstanding | <10% | TBC | Available in early Feb20 when Q2 QBRS is finalised. |
| Proportion of Council's workforce with excess annual leave (>8 weeks) | <13% (based on PwC benchmark 2017-18) | 17.4% | Leave plans are being developed for all staff with excess leave. |
| Proportion of Council's workforce with excess long-service leave (>12 weeks) | <25% (based on PwC benchmark 2017-18) | 18.7% | Leave plans are being developed for staff with excess long-service leave. |
| Unrestricted current ratio | >1.5 times | TBC | Available in early Feb20 when Q2 QBRS is finalised. |
| Number of telephone enquiries to the Contact Centre | 90,000 | 21345 | |
| Proportion of calls answered within 20 seconds | 80% (based on 2017-18) | 74 | |
| Number of lost time injury days | <88 per year (based on PwC) | 113 | Reported by WHS for the 2019 financial year. |

| Measure | Target | Actual | Notes |
|--|-----------------------------|--------|--|
| Proportion of female employees that attend training and professional development opportunities | Please specify | | There is no mechanism or existing capability for tracking this measure |
| Number of enquiries to the Visitor Information Centre, including walk-in, telephone and email (Lismore & Nimbin) | >160,000 (based on 2017-18) | 44,516 | Quarter to date above current benchmark with busy last 6 weeks based on large number of events |