

Imagine Lismore Delivery Program 2017 – 2021

PROGRESS REPORT

Quarter 3 - January to March 2021

Introduction

The Local Government Act 1993 requires the General Manager to provide a report on the progress of implementing Council's Delivery Program at least every six months. The attached report covers the period 1 January to 31 March 2021 and includes an update for every activity in the Revised Delivery Program 2017-21/Operational Plan 2020-21. Instructions on how to read the report are provided below.

Please note: traffic lights are only provided for projects with a status of 'progressing'.




How to Read this Report

Action Code	Action Name	Authoriser	Status	Schedule	Budget	Comments
<p>This is the activity's reference number in the Delivery Program/ Operational Plan.</p> <p>The letter in this column denotes the 'Activity Type' as follows: O = Operational/BAU; P = Project; GF = Grant-funded; FD = Funding dependent</p>	<p>This is the description of the activity as it appears in the Delivery Program/ Operational Plan</p>	<p>This is the position title of the person who Authorises the quarterly updates detailed in this report</p>	<p>This describes the status of the activity at the end of the quarter and the definitions for status types can be found below</p>	<p>A traffic light is provided to show whether or not the activity is on schedule. The key for the traffic lights is below</p>	<p>A traffic light is provided to show whether or not the activity is on budget. The key for the traffic lights is below</p>	<p>This comment provides an update on progress including highlights, issues or changes. It also provides an explanation if the activity has a status of 'not progressing.'</p>

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Status Option	Definition
Not progressed	There is an issue that has delayed progress with this action or it has not started due to an issue.
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Traffic Light Key for “On Schedule” and “On Budget”	
No	
Yes	
Watch	



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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 O	Operate the Goonellabah Sports and Aquatic Centre and the Lismore Memorial Baths aquatic facilities, and provide a range of activities and events for all members of our community	Manager Liveable & Active Communities	Progressing			We are not at our usual budget at 60% of the year due to COVID - resulting in diminished income. School bookings, boxing, Jiu Jitsu and reduced school holiday programs have meant we have missed out on substantial revenue. At end Jan - Financial meeting we were at 42% of revenue and 46% spend for GSAC and LMB 60% revenue and 38% expenses.

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

Action Code	Action Name	Authorising Officer Position	Status	Schedule	Budget	Comments
A1.2.1 GF	Complete excavation of the Lismore floodway	Director Infrastructure Services	Progressing			The floodway excavation has been delivered with the contractor demobilized from site. the initial scope was delivered ~\$1m under budget so staff have worked with the funding agency to include two ancillary projects: Caniaba Street Upgrade and 18 months of the bush regeneration works associated with the development consents. This ancillary work will be ongoing until May 2022.

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Action Code	Action Name	Authorising Officer Position	Status	Schedule	Budget	Comments
A1.2.2 GF	Review and update the Lismore Floodplain Risk Management Plan 2015. Milestones for 2020-21 include: Secure State Government funding Engage consultant to prepare new plan	Manager Liveable & Active Communities	Progressing			State government and matching Council funding has been secured. The preparation of a brief to engage a consultancy to undertake the project is underway.
A1.2.3 O	Facilitate Council's Floodplain Management Committee to monitor flood risk and mitigation	Manager Liveable & Active Communities	Progressing			Periodic meetings have occurred as required and anticipated.
A1.2.4 O	Facilitate quarterly meetings of the Lismore Disaster Ready Committee	Manager Liveable & Active Communities	Not Progressed	Not Progressed	Not Progressed	The Local Emergency Recovery Network has not met due to COVID and impacts of organisational change. However, the SP Coordinator is in the process of organising for the network to re-establish and meet in April 2021.
A1.2.5 GF	Develop the Lismore Rural Disaster Planning project to support the community's capacity to respond effectively in future disasters. The outcome of the project focuses on the creation of Community Plans to increase community preparedness and enable an integrated community response to future disasters.	Manager Liveable & Active Communities	Progressing			This project commenced in early November 2020 and has progressed well since then. The draft Disaster Community Recovery Plan for The Channon has been prepared and will be developed further with the community during March and early April. Nimbin's draft Plan is underway. The project is grant funded. The deadline for completion is 30 April 2021 and this will be achieved.

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

Action Code	Action Name	Authorising Officer Position	Status	Schedule	Budget	Comments
A1.3.1 O	Inspect swimming pools to ensure compliance with NSW legislation	Manager Built Environment	Completed			Public Health inspection program completed.
A1.3.2 O	Certify and audit commercial and industrial buildings to ensure adequate fire safety	Director Partnerships Planning & Engagement	Progressing			This is an on-going activity, which can be undertaken on a daily basis and or in response to complaints and or comments on new Development Applications. The essential services program is currently being reviewed and updated in accordance with the new NSW Legislation.
A1.3.3 O	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 Built Environment	Progressing			Food Safety Program progressing for fixed, mobile and community market premises. Special events have been impacted by COVID-19 Public Health Orders.
A1.3.4 O	Undertake regular parking patrols to ensure compliance with adopted parking strategies	Manager Built Environment	Progressing			Program implemented within the constraints of COVID-19 and Council resolution extending free time-limited parking within the Lismore Base Hospital precinct until October 2021.

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A1.3.5 O	Encourage responsible pet ownership through education programs and take appropriate action in response to complaints about companion animals	Manager Built Environment	Progressing			Focus has been on monitoring and education of companion animals owners within community open spaces. Compliance audits undertaken of microchipped but unregistered dogs and cats to achieve higher compliance levels.
A1.3.6 O	Remove abandoned vehicles and wandering stock from public places in accordance with adopted procedures and NSW legislation	Manager Built Environment	Progressing			Activity being undertaken to meet community and legislative expectations. Business as usual.
A1.3.7 O	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 Built Environment	Progressing			Business as usual for City Safe Program following completion of capital works associated with the renewal of both Lismore and Nimbin networks. Street Beat delivered through Councils Law Enforcement Team.
A1.3.8 O	Take compliance action in response to customer requests/complaints, relating to public health, safety and amenity	Manager Built Environment	Progressing			Activity being undertaken to meet community and legislative expectations guided by Councils Enforcement Guidelines. Business as usual.
A1.3.9 O	Maintain the Lismore City Council Animal Pound	Manager Built Environment	Progressing			Animal impounding facility being operated to meet community and legislative expectations. Partnering relationship developed with Ballina Shire Council to accommodate periods of excess numbers.

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

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







Action Code	Action Name	Authorising Officer Position	Status	Schedule	Budget	Comments
A2.1.1 P	Celebrate and participate in National Reconciliation Week by hosting events to promote reconciliation within Lismore City Council	Director Corporate Services	Not Due To Start	Not Due To Start	Not Due To Start	NRW is planned 27 May 21 - 03 Jun 21.
A2.1.2 P	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 Liveable & Active Communities	Completed	Completed	Completed	

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 O	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 Corporate Services	Progressing			AAG Terms of Reference were adopted at 4 March 2021 meeting. The following items were discussed: local Aboriginal Road names, LRG -- National Indigenous Art Award, Morning/Tea art group and local Indigenous photo exhibition, overview of the Social Justice Committee report and Elders Memorial Park community proposal. Next meeting 20 May 2021.





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Action Code	Action Name	Authorising Officer Position	Status	Schedule	Budget	Comments
O	A2.3.2 Actively monitor the implementation of actions in Lismore City Council's Reconciliation Action Plan (RAP) through regular meetings of the RAP Working Group	General Manager	Progressing			A new Project Manager has been appointed to lead the implementation of the RAP. A meeting of the RAP Working Group has been scheduled for June, coinciding with the commencement of that Project Manager. Concurrently, the revised RAP incorporating the feedback of Reconciliation Australia has been circulated to the Senior Leadership Team, and final comments are being collated.
P	A2.3.3 Review refresh and update Lismore City Council's Reconciliation Action Plan (RAP). Milestones for 2020-21 include: Seek feedback and endorsement from Reconciliation Australia on updated RAP	Director Corporate Services	Progressing			As above. This work is progressing.
O	A2.3.4 Improve Aboriginal and Torres Strait Islander employment outcomes within Council's workforce. Priorities include: 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			Council currently maintains a 6% ATSI employment state and are making preparations to participate in the Elsa Dixon Grant Scheme in FY21/22 to support ATSI Trainee and Apprentice opportunities.

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Action Code	Action Name	Authorising Officer Position	Status	Schedule	Budget	Comments
A2.3.5 O	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	General Manager	Progressing			Cultural protocols continue to be observed at all relevant meetings, functions and events.
A2.3.6 O	Continue to display Aboriginal and Torres Strait Islander flags in Council Chambers and hoist daily at Council's Corporate Centre	General Manager	Progressing			Aboriginal and Torres Strait Islander flags are displayed daily on Council sites and within the Council Chambers.

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 O	Provide Native Title Manager Advice in respect of any proposed activity/lease/development affecting crown land	Director Infrastructure Services	Progressing			Native Title Manager's Advice continues to be provided as required under the Crown Land Management Act 2016. A presentation has been prepared for the Senior Leadership Team to raise awareness and encourage compliance.
A2.4.2 O	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 Liveable & Active Communities	Progressing			This is a BAU activity for rezoning planning proposals and development applications.

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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 FD	Identify funding to realise the major regional recreation space, 'Lismore Parklands'. Milestones for 2020-21 include: Facilitate the development of supporting technical reports including a review of environmental factors (REF) Identify opportunities for grant funding	Director Partnerships Planning & Engagement	Progressing			A grant application has been submitted under the "Building Better Regions" fund for a proportion of the overall cost.

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



Action Code	Action Name	Authorising Officer Position	Status	Schedule	Budget	Comments
A3.2.1 O	Maintain and service existing open spaces, parks and gardens	Director Infrastructure Services	Progressing			Sporting facilities and recreational spaces are being maintained in accordance with funded service levels.
A3.2.2 O	Undertake Playground condition inspections and complete necessary repair work to ensure safety and compliance	Director Infrastructure Services	Progressing			Playground equipment and facilities are being inspected and maintained to meet adopted service levels in accordance with budget allocations.

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A3.2.3 GF	Commence construction of the upgrade to Dawson Street amenities	Assets Engineer	Progressing			The tender for the 3 amenities buildings closed Monday 30 November 2020. This tender has been awarded to Greg Clark Building. Construction commenced on 27 January 2021 and is progressing well.
A3.2.4 FD	Identify infrastructure funding opportunities and lobby support for the Tweed Byron Hinterland Trails project	Director Partnerships Planning & Engagement	Not Progressed	Not Progressed	Not Progressed	The application to the Fixing Local Roads program in December 2020 has not yet been determined.
A3.2.5 FD	Identify funding to work collaboratively with the community and developers to achieve Stage 2 of the Nimbin Walking Trail (Rainbow Road)	Director Infrastructure Services	Progressing			Awaiting decision of 'Bushfire Local Economic Recovery Fund' Funding Application made in January.

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 GF	Continue to redevelop Albert Park Baseball/Softball Complex. Milestones for 2020-21 include: Renovate all four fields Complete refurbishment of grandstand and office spaces	Manager Liveable & Active Communities	Progressing			Storage facility and painting of clubhouse is completed, all groundworks completed. The construction of the canteen extension and 4 new toilets has commenced.

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A3.3.2 GF	Commence construction of Nesbitt Park Pump Track projects approved within the SCCF Round 3 Grants	Director Infrastructure Services	Progressing			Mountain Bike Facility has taken precedence temporarily. Mountain Bike facility to be completed by the end of June 2021. Pump Track completion due in December 2021.
A3.3.3 GF	Commence construction of an international standard mountain bike facility at South Cross University	Director Infrastructure Services	Progressing			Grant body has been requested to approve a scope change in light of the new location at Nesbitt Park. Request for Quotation for track design and construction currently advertised.
A3.3.4 FD	Identify funding opportunities to upgrade the Oakes Oval sports lighting & Lismore Quad turf	Manager Liveable & Active Communities	Not Progressed	Not Progressed	Not Progressed	We are continuing to identify funding opportunities.
A3.3.5 GF	Continue to develop the Oakes/Crozier Central City Sports Precinct. Milestones for 2020-21 include: Completion of working drawings Calling for tenders for various elements Commencement of construction	Assets Engineer	Progressing			Gordon Pavilion/Tidal Building's and Civil Works Tender Documents have been released. Toilet block Tender has had minor delays due to weather and adverse soil conditions. Maintenance Sheds progressing Fencing contract has completed the Oakes Oval sides excluding the gates, Crozier Field to start Gordon Pavilion seating complete.
A3.3.6 FD	Identify funding opportunities to implement priority actions from the Sport and Recreation Plan	Manager Liveable & Active Communities	Not Progressed	Not Progressed	Not Progressed	Due to Council budget decisions, no further action can commence due to lack of resources.

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

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







Action Code	Action Name	Authorising Officer Position	Status	Schedule	Budget	Comments
A4.1.1 O	Facilitate quarterly Disability Access & Inclusion Advisory Group meetings	Director Corporate Services	Progressing			The Disability Access & Inclusion Advisory Group meeting was held on 24/2/21. Agenda items included the review of accessible parking in the Lismore CBD, discussion on the NSW Outdoor Dining Policy, the Lismore Laneways wayfinding strategy and an overview of current & future accessible programs & activities at the Lismore Regional Gallery & Quad. Next meeting 26 May 2021.

A4.2: Create liveable communities for all

Action Code	Action Name	Authorising Officer Position	Status	Schedule	Budget	Comments
A4.2.1 O	Identify funding opportunities to continue to establish the shared pathway network	Director Infrastructure Services	Progressing			Lismore City Council has been successful in receiving \$953,000 in funding from the NSW State Government for footpaths and shared pathways across the Lismore Local Government Area. All these projects are 100% funded by the NSW Government and administered by Transport for New South Wales. Walking and cycling are integral to our transport system and successful places.

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Action Code	Action Name	Authorising Officer Position	Status	Schedule	Budget	Comments
A4.2.2 O	Continue to implement and report on the Disability Inclusion Action Plan 2017-2021	Director Corporate Services	Progressing			Implementation of the actions within the Disability Inclusion Action Plan 2017-2021 are reported through individual projects and operational activities detailed throughout the Operational Plan.
A4.2.3 P	Undertake review of the Disability Inclusion Action Plan 2017-2021	Director Corporate Services	Progressing			A community wide online survey was launched on 1/3/21 via Your Say Lismore to coincide with International Wheelchair Day. The online survey is supplemented by an easy English hardcopy survey to encourage all community participation in the Disability Inclusion Action Plan engagement. The consultation period will run until the end of July 2021 and will also include four community workshops.
A4.2.4 P	Deliver on election commitments to upgrade the Goonellabah Community Centre and Library. Milestones for 2020-21 include: Finalise scope and deliverables Engage contractors Complete construction	Director Infrastructure Services	Progressing			The project has been delayed slightly due to some problems encountered acquiring quotes for the CCTV and other security upgrades. All other works have been completed. An extension has been granted from the Federal Government for completion of the project by the end of April.

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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 O	Operate the Lismore Memorial Gardens, Crematorium and cemeteries across the Lismore Local Government Area, and provide memorial options and burial advice to the community.	Manager Commercial Services	Progressing			The Lismore Memorial Gardens and Crematorium is operating in accordance with adopted budget.

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 O	Continue the 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			Meeting regularly with all and looking for ways to support each other.





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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 FD	Support business development, innovation and economic activity through initiatives such as Regional and 'City Deals'	Director Partnerships Planning & Engagement	Not Progressed	Not Progressed	Not Progressed	No further action at this stage given the Government has advised that Regional City Deals are on hold.
B1.1.2 O	Work collaboratively to build and maintain relationships with private and public sector stakeholders to support projects of economic benefit. Priorities include engaging with the Office of the Small Business Commissioner to support insurance and banking policy amendments to include flood mitigation measures	Director Partnerships Planning & Engagement	Progressing			Supporting Lismore projects of economic benefit including submission to BBRF R5 Grant (NRRT Bentley-Lismore, Lismore Parklands Stage 1, Regional Airport Masterplan, Lake Precinct Masterplan & River Activation Plan. Ongoing collaboration with Regional NSW and RDA to support business retention & expansion. Undertaking activities to support the progress of Economic Development Strategy initiatives.
B1.1.3 P	Deliver grant funded training programs that support adaptive agribusiness to encourage regional leadership and regenerative practices	Director Partnerships Planning & Engagement	Progressing			A contract has been signed for four landscape hydration training workshops, which will be delivered from late Sept to early Nov 2021. Currently in the process of shortlisting properties to be demonstration sites.

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B1.1.4 FD	Identify funding opportunities to develop a Cold Storage Master Plan	Director Partnerships Planning & Engagement	Completed			An application was submitted under the Building Better Regions Fund to support the development of the Lismore Regional Airport Masterplan, incorporating cold storage and freight. Outcome of this application expected late 2021.
B1.1.5 FD	Identify funding opportunities to participate in place data projects to inform future programs and grant opportunities across the organisation (Neighbourlytics)	Director Partnerships Planning & Engagement	Progressing			Neighbourlytics engaged to participate in Streets as Shared Spaces program (Parklets) to deliver digital data collection to support project outcomes. Data analysed by Neighbourlytics has confirmed places within our CBD are active, however the parklet installations did not deliver any significant increase in place activation. Project has provided essential baseline data to support future activation projects.
B1.1.6 O	Improve collaboration between business, industry bodies and government to drive economic growth, through identifying current funding gaps and lobbying Government	Director Partnerships Planning & Engagement	Progressing			Manager, Economic Development has worked with industry to identify priorities leading to a grant application for Minyon Falls Road to assist job creation.

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	Deliver on the Lismore Business Promotion SBRVL through promotion & marketing of Lismore 'Come to the Heart' brand.	Director Partnerships Planning & Engagement	Progressing			Business Activation Plan is under development with workshops scheduled for April 2021.

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

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



Action Code	Action Name	Authorising Officer Position	Status	Schedule	Budget	Comments
P	B2.1.1 Undertake a CBD Traffic and Car Parking Study	Director Partnerships Planning & Engagement	Progressing			The progress on this matter has slowed because of the constant threat of COVID -19, community responses and Public Health Orders issued by the Government, together with the many recent QLD border closures. As confidence grows within the community at large and parking patterns start to return to normal, the car parking survey associated with the study will begin.
P	B2.1.2 Deliver on election commitment funding to investigate Council Corporate Centre move to the Lismore CBD	General Manager	Progressing			Opportunities are being examined as part of Council's review of Asset portfolio.
GF	B2.1.3 Deliver on election commitment funding for the Lismore Laneways project to activate and improve rear laneways between Keen Street and Molesworth Street	Director Partnerships Planning & Engagement	Progressing			Resurfacing of Eggins Lane is progressing and needs to be completed before the Laneways Project can continue. Phase 1 completion mid May.
GF	B2.1.4 Deliver on election commitment funding to investigate design and seek planning approvals for the Festival and Lifestyle Precinct Pedestrian Spine project	Director Partnerships Planning & Engagement	Progressing			We are currently seeking quotes for delivery of project design and construction. Aiming for project completion mid 2021.

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Action Code	Action Name	Authorising Officer Position	Status	Schedule	Budget	Comments
B2.1.5 GF	Deliver on election commitment funding for the grant funding program to support CBD businesses mitigate flood impacts, including: Raising power points Providing incentives to take NBN from kerb into businesses and establish a staged program for WIFI Flooring Shelving	Director Partnerships Planning & Engagement	Progressing			The 15 successful applicants have completed the mandatory documentation and are now progressing with completing their projects. Three (3) applicants have completed work with images and stories collected to support future promotion of flood ready initiatives.
B2.1.6 FD	Undertake scoping study and feasibility for the Bridge to Bridge loop walking/cycle track and other elements	Director Partnerships Planning & Engagement	Progressing			An application to the Building Better Regions Fund Round 5 was submitted under 'River Activation Plan' to support the development of a Master Plan to understand project elements and feasibility. A determination of this funding is likely to occur during the last quarter of 2021.

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 O	Host, support and promote premier events i.e. Lismore Lantern Parade and Eat the Street	Manager Liveable & Active Communities	Progressing			Meetings being held with Event organisers on support that will be provided for events from the Events team due to the restructure of the Program area.

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Action Code	Action Name	Authorising Officer Position	Status	Schedule	Budget	Comments
B2.3.2 FD	Identify funding opportunities for Lismore Lantern Parade, Eat the Street and NAIDOC	Manager Liveable & Active Communities	Completed			Funding applications are being investigated for Community events for 2021/22 budget.
B2.3.3 FD	Identify funding opportunities to develop an Events Strategy that activates vibrant events through the integration of sport, culture and tourism	Manager Liveable & Active Communities	Progressing			Funds have been allocated in the 2021/22 budget and will progress once approval is given.

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 O	Deliver library services at Lismore and Goonellabah Libraries by providing accessible and engaging spaces at the heart of the community and by presenting exhibitions and displays, as well as providing a safe space for community groups and individuals	Manager Richmond Tweed Regional Library	Progressing			More Community groups are now partnering with the library as a display space, a collection point and a meeting place.
B2.4.2 O	Champion and support literacy and the joy of reading through library programs including book clubs, story time, baby bounce, summer reading program, author talks and book week	Manager Richmond Tweed Regional Library	Progressing			Face-to-face programs returned to Lismore and Goonellabah libraries. Baby Bounce, Toddler Time, Storytime and Craft Group have already seen increasing numbers each session, with bookings being necessary to ensure COVID-19 safety.

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Action Code	Action Name	Authorising Officer Position	Status	Schedule	Budget	Comments
B2.4.3 O	Support and encourage active participation in the digital world through programs such as Tech Savvy for Seniors, Robotics and Be Connected at the Lismore and Goonellabah libraries	Manager Richmond Tweed Regional Library	Progressing			Tech Savvy workshops with specific subjects continued. Individual BeConnected tech lessons were held 3 days, Lismore, 1 day, Goonellabah by appointment. Authors presented their books online via the Richmond Tweed Regional Library Facebook and the Regional Readers Facebook pages. Origami classes continued online for this quarter, with participants from the local area, interstate and overseas.
B2.4.4 O	Provide anywhere, anytime access via a virtual library available through the Library Website and Library App	Manager Richmond Tweed Regional Library	Progressing			Book Clubs are supported with Book Club kits for groups meeting in and outside the library. Youth book clubs are expanding in attendance, Creative Writers again has split into 2 groups due to demand. E-resources usage is increasing with extra budget being provided from Local Priority grant.
B2.4.5 O	Continue to extend the reach of library services into the community by providing a Mobile Library to outlying villages and supporting community events, visiting schools and retirement homes with the Pop-Up Library	Manager Richmond Tweed Regional Library	Progressing			All stops have resumed service. Nimbin is Click and Collect with patrons reserving their items or allowing staff to make the selection due to the number of users. Social distancing is not possible at this stop within the Mobile. Home Delivery Service still continues to individuals and aged care facilities.

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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 O	Facilitate the NORPA / Lismore City Council Cultural Alliance Joint Steering Committee and Work with NORPA to support the continued operation of Lismore City Hall	Director Partnerships Planning & Engagement	Progressing			A Joint Steering Committee meeting was held in March.
B3.1.2 O	Deliver a diverse cultural program of exhibitions and events at the Lismore Regional Gallery and Lismore Quadrangle, that are accessible and relevant to the community	Manager Liveable & Active Communities	Progressing			Touring exhibition from the Art Gallery of New South Wales and Omie Tapa (works from PNG) are the key exhibition of this period. Exciting new Quad program for the year announced, commencing April: Youth Week, Flood Stories, Outdoor Cinema, Playground Festival and Backyard Music Series.
B3.1.3 FD	Identify funding opportunities to develop an Arts and Culture Strategy that guides Council in its commitment to strengthening the significant creative sector in the Lismore Local Government Area and enhancing its standing as a destination for the arts.	Manager Liveable & Active Communities	Progressing			Continuing to seek relevant funding opportunities.

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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 O	Implement public art projects in consultation with the Public Art Reference Group	Manager Liveable & Active Communities	Not Progressed	Not Progressed	Not Progressed	No public art related projects currently happening. Delayed due to wet weather.

B4: Our community is connected and convenient





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

Action Code	Action Name	Authorising Officer Position	Status	Schedule	Budget	Comments
B4.2.1 O	Ensure compliance of Lismore Regional Airport with the Civil Aviation Safety Authority (CASA), Australian Transport and Safety Bureau (ATSB) Air Services Australia and Home Affairs	Manager Commercial Services	Progressing			Manual of standards compliance improvements progressing.
B4.2.2 GF	Deliver on election commitment funding to upgrade the Lismore Regional Airport. Milestones for 2020-21 include: Installation of security fencing Installation of an Instrument Landing System (ILS) Grading of runway strip	Manager Commercial Services	Progressing			Airport fence construction has commenced and should be completed by 30 June 2021. ILS and grading runway strip is currently subject of scope review. Revised scope to be finalized by 30 June 2021.

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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 FD	Identify funding opportunities to develop a Walking and Cycling Plan for pedestrian and cycling paths in urban and village environments	Manager Liveable & Active Communities	Not Progressed	Not Progressed	Not Progressed	Active seeking of funding opportunities has not occurred. However, this has been identified as a project with potential for grant funding to the Economic Development Manager. A submission has also been made to the Council 2021/22 budget.
B4.4.2 FD	Identify funding opportunities to investigate using the rail corridor for both light rail and walking/cycling	Manager Liveable & Active Communities	Progressing			Manager, Economic Development is nearing completion of a funding application.
B4.4.3 O	Footpath and cycleways - Undertake regular inspections to identify defects and prioritise, schedule, and complete maintenance activities to address high risk defects identified within the available budget	Director Infrastructure Services	Progressing			Annual footpath condition inspections completed and minor maintenance works ongoing as identified.







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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 O	Through the Rural Landholder Initiative (RLI), collaborate with landowners to restore riparian vegetation in areas covered by the Coastal Zone Management Plan	Manager Liveable & Active Communities	Progressing			Round 7 projects continue to schedule. EOIs received for Round 8 have been shortlisted and site visits to the shortlisted properties are currently underway
C1.1.2 O	Undertake weed control and revegetation in priority urban riparian areas	Manager Liveable & Active Communities	Progressing			There have been some delays due to weather and limited contractor availability but these are not expected to impact overall completion of this year's planned works. A contractor has been engaged to update existing and prepare new site action plans.
C1.1.3 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. Milestones for 2020-21 include: Complete scoping study for the Richmond Catchment Coastal Management Program	Manager Liveable & Active Communities	Progressing			This is a joint project for which Rous County Council is the lead agency. Lismore City Council has made a financial contribution. In-kind contributions this period have included participation in tender evaluation, project inception meeting and initial scoping workshop.

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Action Code	Action Name	Authorising Officer Position	Status	Schedule	Budget	Comments
C1.1.4 O	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 Built Environment	Progressing			Activity being undertaken in accordance with adopted Strategy to meet community and legislative expectations. Recruitment process completed for part time position.

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

Action Code	Action Name	Authorising Officer Position	Status	Schedule	Budget	Comments
C1.2.1 P	Review and update the Stormwater Asset Management Plan	Director Infrastructure Services	Progressing			Staff are currently prioritising work on the Transport Asset Management Plan and work on the Stormwater plan is planned for completion towards the end of the financial year. All plans that are due this financial year are currently been progressed.



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 O	Provide kerbside domestic and commercial waste collection services	Manager Commercial Services	Progressing			Service is being delivered in accordance with adopted budget. Efficiencies continue to be identified and implemented.

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Action Code	Action Name	Authorising Officer Position	Status	Schedule	Budget	Comments
C2.1.2 O	Provide waste bins and collection in public places, parks, town centres and for public events	Manager Commercial Services	Progressing			Provision of waste bins and collection in public places, parks, town centres and for public events is on track.

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	Upgrade waste leachate system to cater for increased landfill cells	Manager Commercial Services	Progressing			Detailed design will be completed this financial year. Construction will be completed next financial year. Budget was not confirmed until November 2020 which has resulted in delays.
C2.2.2 P	Complete repairs and enhancements to the Materials Recovery Facility at the Lismore Recycling & Recovery Centre to improve efficiency, quality and capacity	Manager Commercial Services	Progressing			Works will be completed this financial year. Claim and reimbursement process will be on-going into the new financial year.
C2.2.3 O	Continue to operate waste facilities within the Lismore Local Government area including the Lismore Recycling & Recovery Centre and the Nimbin Transfer Station	Manager Commercial Services	Progressing			Improved financial modelling has clarified cost of operations and appropriate adjustments to budget have been made for next financial year.
C2.2.4 O	Continue to develop strategic partnerships regionally and with industry and government for waste management	Manager Commercial Services	Progressing			Council continues to work for neighbouring Councils on waste and recycling projects and programs.

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C2.2.5 O	Ensure environmental compliance across all waste operation activities in accordance with Environmental Protection Authority and Environmental Planning & Assessment Act, including leachate, stormwater and odour management	Manager Commercial Services	Not Progressed	Not Progressed	Not Progressed	A number of large capital project works yet to commence onsite (phytocapping, leachate and sediment dam construction). Noted a number of compliance actions required across site - appears to be limited by resources. Penalty Infringement Notice received for inadequate leachate management by Operations.
C2.2.6 FD	Identify funding opportunities to plan for Landfill Cell 3. Milestones for 2020-21 include: Assess site suitability across the Lismore Local Government Area to determine development requirements	Manager Commercial Services	Progressing			Consultant has been engaged for future landfill planning and has commenced work on this project. Is due to be completed prior to 30 June 2021.
C2.2.7 O	Operate an automated collection depot for NSW Container Deposit Scheme and assist the scheme through promotion and community education.	Manager Commercial Services	Progressing			On track.

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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 O	Operate and maintain the Lismore Community Floating Solar Farm at East Lismore	Director Infrastructure Services	Progressing			Council has engaged external electrical consultant to resolve ongoing faults with floating solar. Rectification works planned to be completed by quarter four (4).
C3.1.2 FD	Continue to identify energy efficiency opportunities and initiatives.	Manager Liveable & Active Communities	Not Progressed	Not Progressed	Not Progressed	This action has not been progressed due to Council budget decisions. The Senior Leadership Team is currently considering options for the delivery of this action.
C3.1.3 FD	Investigate options for meeting renewable energy targets.	Manager Liveable & Active Communities	Not Progressed	Not Progressed	Not Progressed	This action has not progressed due to Council budget decisions. The Senior Leadership Team is currently considering options for the delivery of this project.
C3.1.4 FD	Monitor and report on greenhouse gas emissions.	Manager Liveable & Active Communities	Not Progressed	Not Progressed	Not Progressed	This action has not progressed due to Council budget decisions. The Senior Leadership Team is currently considering options for the delivery of this project.

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C4: Our diverse natural environment is protected and enhanced

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

Action Code	Action Name	Authorising Officer Position	Status	Schedule	Budget	Comments
C4.1.1 O	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			Council continues to support the rainforest botanic gardens. The Gardens are operating in a COVID safe environment. Annual operating contribution has been provided to the group.
C4.1.2 FD	Identify funding opportunities to expand upon and implement strategies in relation to reducing wildlife death and injury from road strike	Manager Liveable & Active Communities	Progressing			Delays in receiving necessary feedback and agreement on specifications from Transport for NSW have impacted the delivery of this project. Advice from Civic Services is that it may not be able to be completed before the end of the financial year. A steering committee meeting has been scheduled for late March to update project partners and the funding body.
C4.1.3 O	Through the Rural Landholder Initiative, provide extension services and funding to support best practice biodiversity conservation and land management.	Manager Liveable & Active Communities	Progressing			Round 7 projects are continuing to schedule. EOIs for Round 8 projects have been shortlisted and site visits to shortlisted properties are currently underway.

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C4.1.4 O	Through the Rural Landholder Initiative, collaborate with rural industries and community groups to enhance biodiversity outcomes. Priorities for 2019-20 include: - 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 Liveable & Active Communities	Progressing			The Tea Tree and Biodiversity project continues according to the revised schedule. A new RLI Champions brochure featuring a macadamia farmer and the results of the native bees and macadamia industry project has been prepared and published The postponed field day for graziers based on the water infrastructure project is now in preparation
C4.1.5 O	Restore habitat and undertake weed management in priority areas of urban bushland and road reserve	Manager Liveable & Active Communities	Progressing			Audit & installation of roadside High Conservation Value (HCV) markers have been delayed due to other commitments of Civic Services staff, but expected to be completed by EOFY. Remaining weed control work in HCV roadside veg has been scheduled but delayed by rain. Contractor shortage affect completion by EOFY. Work in urban bushland reserves is progressing according to the schedule

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C4.1.6 O	Collaborate with community groups, neighbouring Councils, and research institutions to expand the knowledge base and develop innovative strategies for biodiversity conservation. Milestones for 2020-21 include: Identify potential partnerships and appropriate levels of funding/in-kind contribution	Manager Liveable & Active Communities	Progressing			This is an ongoing action to maintain connection and respond to opportunities as they arise. In principle commitments have been made to contribute to the next stage of the Tuckean Swamp project led by OzFish, and an ARC Linkage proposal on flood mitigation led by SCU, pending successful grant applications. An Expression of Interest has been submitted to the RSPCAs Keep Cats Safe at Home project.
C4.1.7 O	Acknowledge and celebrate community contributions to improving biodiversity values with a community event	Manager Liveable & Active Communities	Not Progressed	Not Progressed	Not Progressed	This project has not progressed due to COVID restrictions and Council budget decisions. It is likely that this will need to be deferred to next financial year.

C4.2: Protect and improve Lismores koala population.

Action Code	Action Name	Authorising Officer Position	Status	Schedule	Budget	Comments
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C4.2.1 O	Restore and enhance areas of high value koala habitat, and monitor the extent and quality of koala food trees and habitat	Manager Liveable & Active Communities	Progressing			Habitat restoration projects through round 7 of the RLI are progressing, Potential new project are being assessed through round 8 of the RLI. Field work for the population density survey in the KPoM area has been completed, The report is expected to be finalised by the end of April and will be published on the website. The State Govt is funding an extension of this survey in the Ruthven area.
C4.2.2 FD	Identify funding opportunities to prepare a Lismore Local Government Area Wide Koala Plan of management	Manager Liveable & Active Communities	Not Progressed	Not Progressed	Not Progressed	No further relevant funding opportunities have become available during the reporting period. The state government has very recently announced changes to the Koala SEPP, which will include yet-to-be-prepared guidelines that will impact on this action.







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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 O	Develop the annual capital works programs for all asset classes including parks, buildings, roads, bridges, water and wastewater	Director Infrastructure Services	Progressing			The annual capital works programs have been developed, with projects now requiring ongoing monitoring to ensure they are delivered on time and within budget.
D1.1.2 O	Sealed Roads - Undertake regular inspections to identify defects and prioritise, schedule, and complete maintenance activities to address high risk defects identified within the available budget	Director Infrastructure Services	Progressing			Sealed roads maintenance activities are progressing as per revised schedule. Additional resources have been engaged to undertake urgent pothole and pavement repairs subsequent to the inclement weather experienced in February and March 2021. Flood restoration works due to the December 2020 event are also ongoing.
D1.1.3 O	Unsealed Roads - Undertake regular inspections to identify defects and prioritise, schedule, and complete maintenance activities to address high risk defects identified within the available budget	Director Infrastructure Services	Progressing			Gravel roads maintenance activities are progressing as scheduled in line with funding levels. Additional resources have been engaged to undertake urgent gravel road pavement repairs following the inclement weather experienced in February/March 2021. Flood restoration works due to the December 2020 event are also ongoing.

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Action Code	Action Name	Authorising Officer Position	Status	Schedule	Budget	Comments
D1.1.4 O	Bridges - Undertake regular inspections to identify defects and prioritise, schedule, and complete maintenance activities to address high risk defects identified within the available budget	Director Infrastructure Services	Progressing			Annual timber bridge condition inspections completed. Maintenance activities for Timber bridges is being carried out in accordance with budget allocations.
D1.1.5 O	Car parks - Undertake regular inspections to identify defects and prioritise, schedule, and complete maintenance activities to address high risk defects identified within the available budget	Director Infrastructure Services	Progressing			Routine car park maintenance works completed including asphalt heavy patching at the entrance to Fredericks car-park. Landscaping maintenance works also carried out in line with adopted budgets.





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 FD	Identify funding opportunities to support the development of Master Plans with communities that consider at a minimum; accessibility, car parking, heritage, amenity, street infrastructure, traffic, place identity and renewable energy opportunities	Director Partnerships Planning & Engagement	Not Progressed	Not Progressed	Not Progressed	Research undertaken to identify suitable funding opportunities to support the development of Master Plans. At this point in time, no funding opportunities have aligned with the project objective.

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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 GF	Deliver on the grant funded project to construct a solar carpark and car charging station, in the Clyde Campbell Carpark	Director Infrastructure Services	Progressing			Grant funding has been obtained, tender have been advertised and assessed, tender to be awarded at April Council meeting with construction anticipated to be complete in September. The original grant completion time was end of June but due to delays in execution of the deed, the date cannot be met. Discussions are underway to vary the final milestone date.
D1.3.2 FD	Identify funding opportunities to understand renewable energy asset opportunities, high speed internet and power access in the Nimbin Village	Director Partnerships Planning & Engagement	Not Progressed	Not Progressed	Not Progressed	Research undertaken to identify suitable funding opportunities to support the development of Master Plans. At this point in time, no funding opportunities have aligned with the project objective. Technical reports have been identified as necessary elements to support future funding applications.
D1.3.3 O	Undertake regular inspections of buildings to identify defects and prioritise, schedule, and complete maintenance activities	Director Infrastructure Services	Progressing			Inspections are ongoing and any works that are identified are prioritised accordingly within the the adopted budget.


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D1.3.4 O	Strategically manage Councils operational and community land portfolio	Director Infrastructure Services	Progressing			Property Services Team have disposed of two underutilised reserves in last quarter; 19 Hewett Street, Lismore and 9 Johnstone Lane, North Lismore.
D1.3.5 O	Manage property leases and licences	Director Infrastructure Services	Progressing			Property Services are negotiating a new licence with Westpac Rescue Helicopter for training drills within the old North Lismore Quarry and a lease for Optus to use space on the existing teleco tower at the Blakebrook Quarry. A vacant suite in the Old Municipal Building has also been made available for casual hire and has been utilised as the green room for Netflix series "God's Favorite Idiot".
D1.3.6 O	Manage and process paper road closure applications	Director Infrastructure Services	Progressing			Staff continue to field enquiries for the closure and sale of paper roads and to progress existing road closure applications. All road closures considered appropriate for closure are reported to Council for approval.
D1.3.7 P	Finalise Plans of Management for Crown reserves managed as community land by Council	Manager Liveable & Active Communities	Progressing			The remaining 3 draft Plans of Management will be placed on public exhibition in mid March 2021 followed by Council adoption (subject to any changes as a result of public exhibition). Project will be completed by 30 June 2021 as required by the state government.

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D1.3.8 O	Undertake a strategic review of existing and potential future Council-owned property	Manager Liveable & Active Communities	Progressing			Project has commenced with drafting of a Project Management Plan. A report will be prepared for the SLT to confirm scope of the project and establish a project team to guide the project.
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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)	Director Infrastructure Services	Progressing			Project re-initiated and new project schedule completed. Revision of project management plan and preparation of procurement plan soon to commence.
D1.4.2 O	Operate and maintain sewage treatment plants at South Lismore, East Lismore and Nimbin	Manager Civic Services	Progressing			Operation and maintenance of treatment plants is progressing to schedule and budget.
D1.4.3 O	Undertake annual maintenance program on sewer lines to remove blockages and tree roots and repair broken and damaged pipes	Director Infrastructure Services	Progressing			Routine maintenance of sewer lines has been completed including clearing blockages and minor repairs. Utilisation of inspection camera is ongoing which is improving the effectiveness of repairs.
D1.4.4 O	Undertake repairs of broken water mains, broken water service lines, water meters and hydrants	Director Infrastructure Services	Progressing			Maintenance and repair of water mains is ongoing to meet service levels. Replacement of water meters also being carried out in line with adopted funding levels.





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Action Code	Action Name	Authorising Officer Position	Status	Schedule	Budget	Comments
P D1.4.5	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. Milestones for 2020-21 include: Complete survey, investigation and design Complete Review of Environmental Factors Commence construction	Director Infrastructure Services	Cancelled/Deferred			Project remains deferred due to lack of progress of the North Lismore Plateau development.
P D1.4.6	Review the Strategic Business Plan (SBP) for Water Supply and Wastewater Services	Director Infrastructure Services	Progressing			Project has recently been re-initiated. A new project schedule has been prepared.
O D1.4.7	Undertake the annual water and wastewater mains renewals and capital works program	Director Infrastructure Services	Progressing			Water mains capital program is on schedule to be completed in line with adopted budgets. Wastewater mains program is progressing in line with the recent Tender approval.
P D1.4.8	Complete survey, investigation and design of Stage 2 of North Lismore Plateau water supply. Milestones for 2020-21 include: Complete survey, investigation and design Complete Review of Environmental Factors Complete intersection upgrade and access road to reservoir	Director Infrastructure Services	Progressing			Acquisition of reservoir site nearing completion. Construction works remain deferred due to lack of progress of the North Lismore Plateau development.

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Action Code	Action Name	Authorising Officer Position	Status	Schedule	Budget	Comments
D1.4.9 P	Construct wastewater infrastructure to service Pineapple Road development including gravity and rising sewer mains and pump station. Milestones for 2020-21 include: Complete design Finalise acquisition of easements and land for pump station Commence construction	Director Infrastructure Services	Progressing			Further progress made in acquisition of easements. Further work on detailed design and construction pending further progress in Pineapple Road development.
D1.4.10 P	Design and construct Nimbin water supply upgrade Stage 2 including a new treatment plant. Milestones for 2020-21 include: Complete project scoping Engage consultant to undertake design and documentation Detailed design and documentation complete, ready for construction tender	Director Infrastructure Services	Progressing			Option assessment has been completed. We are awaiting Dept Primary Industry & Environment concurrence before we can proceed to the subsequent design stages. As a result of these delays, we may not be able to deliver final designs and contract documentation by the end of financial year.

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

Action Code	Action Name	Authorising Officer Position	Status	Schedule	Budget	Comments
D1.6.1 O	Ensure compliance of all quarry sites with the Environmental Protection Authority, Environmental Planning & Assessment Act, and relevant licenses	Manager Commercial Services	Progressing			Compliance improvements progressing. Small number of groundwater non compliances (oversights) identified within the annual environmental monitoring report to be submitted in March.





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Action Code	Action Name	Authorising Officer Position	Status	Schedule	Budget	Comments
D1.6.2 O	Operate and manage Northern Rivers Quarries	Director Infrastructure Services	Progressing			Projects (eg. removal and remediation of old asphalt plant bitumen tanks) are behind schedule, as a result of non adoption of March 2020 QBRS. Funding for this work will be presented for carry forward via the March 2021 QBRS process. Production and sales have been inhibited by wet weather. Risk that costs & revenues will be less than budgeted if wet weather continues through Q4.

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 O	Assess development applications and associated approvals in accordance with NSW legislation and Council's planning controls	Director Partnerships Planning & Engagement	Progressing			The DAs which are now in high volumes are continuing to be assessed on a daily basis in accordance with the relevant legislation and Council Planning instruments
D2.2.2 O	Take compliance action in response to community concerns about unlawful development in accordance with Council policy	Manager Built Environment	Progressing			Staff have continued to respond & manage a substantial number of complaints about unlawful development or activities on a daily basis, in a manner the current level of resourcing permits.

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Action Code	Action Name	Authorising Officer Position	Status	Schedule	Budget	Comments
D2.2.3 O	Provide relevant, accurate and timely planning advice	Director Partnerships Planning & Engagement	Progressing			Development assessment is undertaken on a daily basis and completed in a timely manner, subject to managing the current substantial volumes within the resource allocation & appropriate level of information submitted by the applicants.
D2.2.4 P	Review the S94 Plan; Milestones for 2020-21 include: Incorporate recommendations from the Lismore CBD Traffic and Car Parking Strategy Review rates and amounts	Manager Liveable & Active Communities	Not Progressed	Not Progressed	Not Progressed	Review deferred pending NSW Productivity Commission report to Minister for Planning on contributions system Consideration should be given to engagement of consultancy to undertake the project due to insufficient staff resources.

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

Action Code	Action Name	Authorising Officer Position	Status	Schedule	Budget	Comments
D2.3.1 O	Certify and/or inspect new buildings and infrastructure in accordance with NSW legislation and Council policies, strategies and procedures	Director Partnerships Planning & Engagement	Progressing			Inspections are continuously conducted to ensure compliance with the Development Approval, Planning Legislation and Dept. of Fair Trading mandatory guidelines. There has been significant demand of resources within the quarter following the covid building boom.



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Action Code	Action Name	Authorising Officer Position	Status	Schedule	Budget	Comments
D2.3.2 O	Provide access to new buildings and facilities for people with disabilities in accordance with legislation	Director Partnerships Planning & Engagement	Progressing			This is considered in the review of all new and existing buildings when a Development Application or CDC is submitted in accordance with the relevant statutory and Australian Standard Framework.





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 O	Process locality boundary, street numbering and road naming, and update council's property/parcel register	Director Infrastructure Services	Progressing			There has been an increasing number of secondary address requests generated by dual occupancies. Subdivisions and road naming applications continue to be processed as triggered by development. The Aboriginal Advisory Group have been consulted about the opportunity to nominate culturally appropriate street names in circumstances where developers do not nominate preferred street names.

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D3.1.2 O	Strategically manage Council's acquisition of land and easements	Director Infrastructure Services	Progressing			Stage 1 of the Pineapple Rd STS complete and negotiations for stage 2 have begun. NLP Water reservoir site acquisition negotiations continue, 3 new Safer Roads acquisitions started, necessary variations to the Oliver Avenue road corridor link to accommodate substantial batters & bridge abutments underway. Wyrallah Rd (Tuckurimba) acquisitions on hold due to land tenure complications.
D3.1.3 O	Process rezoning planning proposals	Manager Liveable & Active Communities	Progressing			This activity is a BAU and is progressing in accordance with the requirements of each planning proposal.
D3.1.4 P	Review the Growth Management Strategy	Manager Liveable & Active Communities	Not Progressed	Not Progressed	Not Progressed	Preliminary work was undertaken considering updated constraints mapping, population projections and project management planning. However, no progress has been made since and it is likely this project will be deferred to 2021/22. This has largely been due to additional projects coming to Strategic Planning due to organisational change and resignation of a project officer.
D3.1.5 FD	Identify funding opportunities to develop a Masterplan for the Nimbin Village	Manager Liveable & Active Communities	Not Progressed	Not Progressed	Not Progressed	Active seeking of funding opportunities has not occurred. However, this has been identified as a project with potential for grant funding to the Economic Development Manager.

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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 O	Monitor the Local Environmental Plan and amend as required in response to community and development industry needs	Manager Liveable & Active Communities	Progressing			5th round of general amendments has been notified in the Gazette. The next review of the LEP in response to community needs is underway.
D3.2.2 O	Monitor and review the Lismore Development Control Plan (DCP) to include contemporary controls that will result in development that improves the local area. Milestones for 2020-21 include: Review and update Part B Chapter 6, Nimbin Village in collaboration with the Nimbin community; Review Part A Chapter 2, Commercial Development - Urban Design in the Lismore CBD and the Lismore Health Precinct Brewster Street B3 Precinct, incorporating recommendations from 'Shaping the CBD' report on planning and development; Finalise the review of the Tree Preservation DCP and preparation of a new Vegetation Conservation DCP Housekeeping' amendments to various Chapters of the DCP	Manager Liveable & Active Communities	Progressing			The Vegetation Conservation DCP was adopted by Council at its October 2020 meeting. The review of the Nimbin DCP is progressing and a draft DCP will be discussed at a Councillor workshop on 6 April 2021. Project planning for review of Chapter 2 is underway.



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Action Code	Action Name	Authorising Officer Position	Status	Schedule	Budget	Comments
D3.2.3 O	Review and make submissions on proposed changes to Environment Protection & Assessment Act and associated regulations and planning policies as opportunities arise	Manager Liveable & Active Communities	Progressing			New draft state policies and changes to legislation are monitored and Council comment provided as needed.

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 O	Monitor housing approvals and uptake of infrastructure contributions discounts	Director Partnerships Planning & Engagement	Progressing			Housing approvals are continuously monitored, with the production of monthly reports. The collection of both section 94 & 64 levies are undertaken as part of the daily certification process.
D4.1.2 O	Establish partnerships to deliver affordable housing outcomes	General Manager	Progressing			Request for quote was circulated submissions received and assessed. Project scope is being reviewed.
D4.1.3 FD	Identify funding opportunities to update the Lismore Housing Strategy	Manager Liveable & Active Communities	Not Progressed	Not Progressed	Not Progressed	Active seeking of funding opportunities has not occurred. This has been identified as a project with potential for grant funding to the Economic Development Manager.





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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 O	Disseminate timely and accurate information to all sectors of the community through the use of various media	Director Corporate Services	Progressing			All communication actions are progressing on schedule.
E1.1.2 O	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			All communication actions are progressing on schedule.

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 O	Implement consultation methods that increase community awareness and involvement in Council activities	Director Corporate Services	Progressing			20+ engagement projects were administered through Your Say Lismore in the quarter. 1900 visits to the site, an additional 14 community member registrations. Engagement projects included: Lismore Parklets, Disability Inclusion Action Plan, Shine EOI, Prospective Councillor Candidate engagement, Crown Land Plans of Management, Eggins Lane roadworks and more.



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Action Code	Action Name	Authorising Officer Position	Status	Schedule	Budget	Comments
E1.2.2 O	Facilitate quarterly Nimbin Advisory Group meetings	Director Corporate Services	Progressing			The group met on 25 February 2021. Items on the agenda included a Nimbin DCP Review update, an update on the plan for Nimbin Pool swimming season, an update on the walking track grant application and a tourism services update. Next meeting 27 May 2021.

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 O	Actively build, seek and strengthen strategic and working relationships with local and regional organisations and groups	General Manager	Progressing			Actively participating in a variety of organisations including Regional Joint Organisation and Regional Development Australia.

E2.6: Manage regional services with other councils.

Action Code	Action Name	Authorising Officer Position	Status	Schedule	Budget	Comments
E2.6.1 O	Administer the Deed of Agreement as the Executive Council for RTRL. Priorities for 2020-21 include: Review staffing model, Develop an RTRL Delivery Program, Prepare Annual Report, Prepare member council Service Level Agreements.	Director Partnerships Planning & Engagement	Progressing			The recruitment of the new Regional Library Manager is being prepared for advertisement. The administering of the Deed of Agreement and the reviews will become part of the new Manager's KPIs.



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Action Code	Action Name	Authorising Officer Position	Status	Schedule	Budget	Comments
E2.6.2 O	Provide a Library Service for Member Councils of Richmond Tweed Regional Library (RTRL) as the Executive Council	Director Partnerships Planning & Engagement	Progressing			A further review of staffing models and the role of the Executive Council is now being investigated. SLAs and the Delivery Program will be part of the new RLM's KPIs
E2.6.3 O	Manage the requirements set out in the RTRL Deed of Agreement: Staff Review, Annual Report, Long-term Financial Plan, Mobile Library Review	Director Partnerships Planning & Engagement	Progressing			The requirements as per the Deed of Agreement are being met. Services to Lismore and other councils continue to be met during the recruitment program for a new Regional Library Manager. The reviews, annual report and the long-term financial plan will be part of the new Regional Library Manager's KPIs.









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 O	Provide an inclusive people service to the organisation covering the complete employment lifecycle including recruitment, onboarding, equal opportunity, performance management and professional development	Director Corporate Services	Progressing			People Services maintain compliance based service provision for LCC. Resourcing and priority diversions (COVID etc) have slowed internal effort to continually improve. People Services have brought online an Onboarding Portal to facilitate documentation transfer, and are developing artefacts for a Manager's Portal to support Manager Self Service.









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Action Code	Action Name	Authorising Officer Position	Status	Schedule	Budget	Comments
E4.1.2 O	Provide Leader Development training for current and emerging leaders within the organisation	Director Corporate Services	Completed			LCC are progressing planned Leadership and Development training. Talent and succession activities have also commenced to identify emerging organisational leaders and provide development opportunities.
E4.1.3 O	Implement the Integrated Planning & Reporting Framework through the: Review of the Community Strategic Plan Development of an Operational Plan for 2021-22 Reporting on the progress of the implementation of the Delivery Program Preparation of the Annual Report, including a 2019-20 State of the Environment Report	Director Corporate Services	Progressing			The development of the 2021/2022 Draft Operational Plan is currently underway and will be reported to the 4 May Council meeting to be placed on public exhibition for 28 days. Engagement on the Community Strategic Plan took place with schools in February with a large workshop with the Rivers College and also at a workshop with seniors from U3A.
E4.1.4 O	Operate an effectively functioning Audit Risk & Improvement Committee (ARIC)	Director Corporate Services	Progressing			Continuing to refine ARIC reporting. Audits are being conducted in line with agreed timelines.
E4.1.5 O	Provide an effective Internal Audit program	Director Corporate Services	Progressing			Quarter 2 completed. Quarter 3 review scheduled for April, focusing on DAs.







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E4.1.6 O	Establish an effective Enterprise Risk Management (ERM) Framework to mitigate negative impacts and maximise opportunities	Director Corporate Services	Progressing			Fraud prevention workshop undertaken with Councillors. Draft risk register being monitored by ARIC.
E4.1.8 O	Continue rollout of E-learning Code of Conduct training	Director Corporate Services	Progressing			ELearning rollout continued - inhouse ELearning module being finalised
E4.1.9 P	Build legislative compliance framework	Director Corporate Services	Progressing			Mapping of delegations from our manual to the framework is complete and implementation is underway.
E4.1.10 P	Improve efficiency and effectiveness in project management. Priorities to include: Develop Project Start Up requirements and templates to ensure standardisation across Projects Develop appropriate tools in the management of Project Risk Improve the communication of Project statusing, forecasting capabilities and reporting functions Implement standard scheduling requirements across all Projects Implement standard tools and tracking for all Project change and variations	Director Corporate Services	Progressing			The use of the PMC module throughout the business is continuing to increase - goal for full utilisation by end of FY. Monthly reporting through standardised templates is active with a goal to transition to PMC reporting over the next quarter. Project lifecycle documentation and mapping is being developed to inform all governance of all stages of council projects.







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E4.1.11 P	Improve efficiency and effectiveness in procurement. Priorities to include: Coordinate procurement through policy and procedures, systems, staff development and supplier engagement Introduce new internal reporting to support strategic procurement Operate a procurement control board to ensure consistency and value for money in Council's procurement activities	Director Corporate Services	Progressing			Self service MyBuy platform to be embedded in our systems together with a guided buying tool by EOFY2021. A four module training was delivered by LGP to about 20 staff in March over two days on Procurement, Planning and specifications development, Tender evaluation and contract awarding. Two supplier engagement sessions are planned in May 2021 with LGP, VendorPanel and LCC presentations and Q&As.
E4.1.12 O	Maximise access to corporate systems from mobile devices	Director Corporate Services	Progressing			All Council and Library sites have WiFi which improves access and speed to corporate services. More corporate services are being delivered from the internet, reducing the reliance on the corporate centre network while improving resilience and business continuity. Mobile device management for Android and Apple has been deployed, improving the management of corporate applications and mobile devices.
E4.1.13 O	Maintain the currency of IT platforms and systems	Director Corporate Services	Progressing			Upgrade to our EDRMS (TRIM) recently upgraded to the latest version and new infrastructure deployed. Authority recently upgraded to 7.1 Patch 20 to deliver new features to the organisation, mostly around corporate financial reporting tools (EMS).







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E4.1.14 O	Increase the integration between corporate systems to maximise efficiencies	Director Corporate Services	Progressing			We are currently implementing a middleware solution that will support integration with the NSW Department of Plannings electronic lodgement portal and our Authority system. Planned go live is May/June 2021. An integration between our facilities booking subsystem and Authority financials is currently underway to automate revenue recognition.
E4.1.15 O	Increase technology security controls and cybersecurity awareness	Director Corporate Services	Progressing			CyberNSW have been engaged to conduct security testing across all public websites and systems. Essential Cyber Security Awareness Training course by Cyber Security NSW adopted and corporate training plan being developed.
E4.1.16 P	Integrate all Council's Strategies and Plans into the Integrated Planning and Reporting Framework	Director Corporate Services	Progressing			The review of all plans and strategies is complete. The next stage will include mapping existing strategies to the draft community visions - this work will take place between April and August and will be workshopped with the incoming Council in October. It will start to inform the development of the new Delivery Program 2022 to 2025







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E4.1.17 O	Develop Annual Operational Plan Budget and revised Long Term Financial Plan(LTFP)	Director Corporate Services	Progressing			Initial responses received from Managers January. Budget meetings held February and March with Program Managers and Directors to review and quality assure budgets submitted. Bottom up approach adopted by Council. Briefings held with Councillors in March 2021 to outline progress, seek guidance on strategy to address budget issues. LTFP is in progress and will be presented to Council in May 2021.
E4.1.19 O	Present Quarterly Budget Review Statement to Council within 8 weeks of the end of the quarter	Director Corporate Services	Progressing			December 2020 QBRS presented and adopted by Council at the February 2021 Council meeting. March QBRS is being prepared for presentation to the May 2021 Council meeting.
E4.1.20 P	Maintain and improve financial management systems and processes, including the successful management of the General Ledger Restructure Project.	Director Corporate Services	Progressing			Monthly financial reporting improved, including updating of the corporate management reporting facility. Online-Requesting and Corporate Purchase cards have been implemented. Accounts Payable workflow is due to go-live April 2021, this will improve purchasing and payment system. General Ledger Restructure scope of works has been finalised, project to commence May 2021.
E4.1.21 O	Undertake annual review of rate income and apportionment across all rate categories	Director Corporate Services	Not Due to Start	Not Due to Start	Not Due to Start	This is a review of all rating categories to ensure there has been no unintended impact from previous Council decisions or changes to property demographics. Due to start Q4 2021.



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E4.1.22 P	Undertake strategic financial planning - including a range of scenarios to meet priorities, particularly with regard to cashflow management	Director Corporate Services	Progressing			Cashflow is being monitored and strategies have been implemented to provide flexibility to deal with potential cashflow issues. The long term financial plan is being reviewed to identify and address sustainability issues of Council. Business plans are being reviewed for operational units of Council including Waste and Quarry.
E4.1.23 P	Review the 2020/21 Operational Plan and budget development process to introduce efficiencies to stream-line the preparation of the 2021/22 Operational Plan and budget development process	Director Corporate Services	Progressing			The Operational Plan process has been reviewed and changes made to ensure there is greater quality assurance, investigation and streamlining of the budget preparation. The 2021/22 process has improved to ensure that Council has a sound baseline for its budgets, and has quality assured the data presented by Managers.
E4.1.24 O	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			Release of public information continues
E4.1.25 P	Develop a target operating model (TOM) to guide the restructure of Lismore City Council and inform an enterprise bargaining agreement (EBA)	General Manager	Not Progressed	Not Progressed	Not Progressed	As per previous update, this item is unfunded and work is in flight on some tactical operational realignment as well as strategies to address some of the matters that a broader EBA would seek to address.

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E4.1.26	Continue to meet the objectives of the Equal Employment Opportunity Management Plan 2018-2021	Director Corporate Services	Progressing			Council continue to provide Cultural Competence training to Managers/Supervisors of ATSI staff. In 2020 a significant modernisation of WFH, Flexible Work practices and Job Share arrangements. A focus on Cultural Competence will be a priority in the next FY to promote and build a culturally harmonised workforce and worksite for all.
P						



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	Conduct a review of the customer service function and implement transformation actions	General Manager	Progressing			Work is progressing on this matter. However progress is slower than originally planned due to competing priorities.
P						

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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 O	Implement priority work health and safety actions supported by procedures to ensure consistency and compliance with legislation	Director Corporate Services	Progressing			The establishment of a compliant and complete WHSMS continues. Progress of this strategic and comprehensive system is applauded and will continue into FY21/22. A focus on WHSMS training and Risk Based decision making will be a key focus area within Safety to transition to maintenance of the WHSMS through assurance and quality activities.
E4.3.2 P	Measure employee engagement to identify factors that drive employee performance, effectiveness and satisfaction	Director Corporate Services	Not progressed	Not progressed	Not progressed	With increased demand on People Services in 2021, internal efforts to deliver a staff engagement survey are now scheduled for June 2021. This is planned to offset the Local Government Performance Excellence Program.
E4.3.3 P	Create Council's Workforce Management Plan in line with strategic priorities and Integrated Planning and Reporting requirements	Director Corporate Services	Not Due To Start			This activity is planned for FY 21/22 in line with refreshed IP&R suite of documents.

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E4.3.4 O	Ensure mandatory training requirements are continuously met	Director Corporate Services	Progressing			People Services have consolidated compliance and corporate training within the Program Area to search for rationalisation efficiency gains, maintain better data repositories and employ economy of scale purchasing power. This is rolling work this reporting cycle with plans to continually improve training quality, timeliness (forward planning) and reduce cost.
E4.3.5 O	Deliver on going To Zero initiatives that include reducing lost time injuries and improving return to work processes	Director Corporate Services	Progressing			Going To Zero initiatives continue to be delivered across Council. Recently, management convened middle and line managers to discuss the blockers and resisters to modifying and improving safety related behaviours in Council. The session illuminated some unconsidered inhibitors to change. Communication and frontline leadership were two major aspects that Management will address this Quarter.

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E4.3.6 O	Support the organisation in meeting its Work Health and Safety responsibilities through the development and implementation of a strategic WHS Plan and ongoing review and development of the Safety Management System to meet the organisation's needs	Director Corporate Services	Progressing			Council's WHS Management System continues to be developed expeditiously. A significant suite of documents has been released to more effectively manage Safety compliance, and reduce safety risks in the business. Despite the significant progress of tools, procedures and templates; a significant amount of work must continue. This is expected to continue beyond the FY end.
E4.3.7 O	Implement hazard reporting and tracking systems that report safety incidents and minimise incident occurrence	Director Corporate Services	Progressing			Vault's reporting and management function is working adequately within Council's SMS. It provides acceptable functionality and communication to Management and impacted workforce. Additional Vault functionality is being roll-out currently (Check and Notify Apps). Prior to uptake, Council staff are looking to issue staff with Devices to ensure a mobile, agile and safe workforce.

E4.8: Ensure Councils 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 O	Operate an efficient fleet management program, including replacement, allocation, and external hire	Manager Commercial Services	Progressing			Work continues on replacements with an additional resource provided by the PMO undertaking the works. Plans in place to have the procurement/lease activities at least commenced by EOFY. Plant replacement schedule adjusted.

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Action Code	Action Name	Authorising Officer Position	Status	Schedule	Budget	Comments
E4.8.2 O	Operate an efficient maintenance workshop for Council fleet	Manager Commercial Services	Progressing			Programmed Maintenance activities are now on-time. Communication with stakeholders occurs each week with the following fortnight plan. Light Vehicle maintenance service provision is slowly being improved. Alternative solutions for administrative workload continue to be explored.
E4.8.3 O	Operate efficient sign and metal fabrication workshops	Manager Commercial Services	Progressing			Overall performance is as expected.

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 O	Produce and maintain a collection of marketing media to attract returning and new visitors to the area	Director Partnerships Planning & Engagement	Not Progressed	Not Progressed	Not Progressed	Council budget decisions have impacted the development of new materials.
E5.1.2 FD	Identify funding opportunities to develop a strategy for an RV Friendly town for Lismore CBD. Milestones for 2020-21 include: Conducting car parking, dump point and overnight parking analysis	Director Partnerships Planning & Engagement	Not Progressed	Not Progressed	Not Progressed	Council budget decisions have impacted this project

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Action Code	Action Name	Authorising Officer Position	Status	Schedule	Budget	Comments
E5.1.3 FD	Identify funding opportunities to develop a tourism strategy that identifies a diverse range of tourism opportunities to support the development of a vibrant and dynamic tourism industry in the Lismore Local Government Area	Director Partnerships Planning & Engagement	Not Progressed	Not Progressed	Not Progressed	Council budget decisions have impacted this project.







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 O	Lobby and advocate for support and funding from the State and Federal Government and develop position papers in support of this	General Manager	Progressing			Lobbying and advocating on a rolling and as needs basis.
E5.3.2 P	Build a strategic approach for major grants and investment to support regional city initiatives. Milestones for 2020-21 include: Audit project and grant funding opportunities Develop project prioritisation Progress lobbying and grant application activities	General Manager	Progressing			Project priorities have been highlighted with Regional NSW and work continues to source suitable funding opportunities to progress projects, with recent funding submissions made for all five identified priority projects. Staff are currently undertaking an audit of future funding opportunities to support the framework for project development over the coming twelve months.

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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 FD	Continue to identify funding opportunities in order to support the Northern Rivers Rail Trail development	Director Partnerships Planning & Engagement	Progressing			Meetings have been held with Northern Rivers Rail Trail Steering Committee. A grant has been submitted under the "Building Better Regions" fund to progress the Bentley to Lismore section of the trail
O	Develop effective regional partnerships to support regional city initiatives and State and Federal Government initiatives	Director Partnerships Planning & Engagement	Progressing			Ongoing work with Regional Development Australia, Regional Cities NSW, the Business Chamber, Lismore Chamber of Commerce, Regional Joint Organisation and other councils has occurred. The government has advised that City Deals are on hold.
O	Promote the Lismore Economic Development Strategy objectives. Milestones for 2020-21 include: Produce material to highlight sectors and industry growth opportunities Promote investment and infrastructure development opportunities within the Central Growth Corridor Develop a marketing campaign and case study to drive the investment narrative for the Agri-Economy	Director Partnerships Planning & Engagement	Progressing			Agri-Economy sector highlight work will commence in March 2021 with a Request for Quotation being issued seeking services for video production. It is anticipated case studies will be completed and promoted by June 2021.

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E5.5.4 O	Advocate for business and industry stakeholders on process, policy, planning and operations matters to ensure Council remains business friendly. Develop improved guidelines to support businesses with Development Applications Conduct annual red tape audit and review that identifies improvements to support business and investors and publish	Director Partnerships Planning & Engagement	Progressing			As it isn't possible to integrate part of the Annual Red Tape audit into the ARIC process, work has now commenced to firstly liaise with internal stakeholders to develop a Project Management Plan. It is anticipated the audit process will take place over the next six months.
E5.5.5 FD	Identify funding opportunities to prepare a Lismore Local Government Area climate resilience and adaptation strategy	Manager Liveable & Active Communities	Progressing			Council has adopted the Policy on Climate Resilience. Strategy and implementation to follow. No funding opportunities have been identified. It has also been identified as a project with potential for grant funding to the Economic Development Manager.

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