



Delivery Program Progress Report

1 January 2024 to 31 March 2024


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

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A: An inclusive and healthy community

A1: Our community is safe healthy and happy

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





Code	Action	Progress	Quarterly Update	Status	Responsible Division
A1.1.01	Offer and promote a range of aquatic and fitness programs at the Goonellabah Sports and/or Aquatic Centre and Lismore Memorial Baths	70%	Total attendance at Goonellabah Sports and Aquatic Centre January - March 65723 Total attendance at Lismore Memorial Baths 22770. Total attendance learn to swim 4181. Total attendance gym 16190. Total attendance fitness classes 5059. Goonellabah Sports and Aquatic Centre facility used and hired for futsal, pickleball, basketball, vacation Care, netball, school use.		Chief Community Office

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

Code	Action	Progress	Quarterly Update	Status	Responsible Division
A1.2.01	Facilitate Council's Floodplain Management Committee to monitor flood risk and mitigation	75%	Ongoing business as usual task for strategic planning.		Chief Community Office
A1.2.02	Review and update the Lismore Floodplain Risk Management Plan	75%	Draft Plan complete and presented to Flood Risk Management Committee.		Chief Community Office
A1.2.03	Improve access to flood information through the implementation of automated flood certificate software	100%	Expansion of the model to incorporate the southern part of the LGA completed.		Chief Community Office







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Code	Action	Progress	Quarterly Update	Status	Responsible Division
A1.2.04	Prepare a Lismore Local Government Area Climate Resilience and Adaptation Strategy	40%	In progress. Stakeholder engagement report completed.		Chief Community Office
A1.2.05	Facilitate meetings of the Community Resilience Network	70%	Community Resilience Network meetings continuing with good attendance across service agencies and with support from Community Recovery Officers. A transition plan is being prepared for handover of management of the Community Resilience Network.		Chief Community Office
A1.2.06	Execute the deliverables associated with the Community Recovery Officer Workplan including establishing operations, developing plans and facilitating community events	70%	Community Recovery Officer Workplan on track with monthly reports provided to funding body NSW Reconstruction Authority and National Emergency Management Agency. Draft Local Recovery Action Plan in development. Community events included bush fire preparedness simulation table event, Outreach doorknocking at Goolmangar, Bexhill and Keerrong, a youth event at East Lismore, Flood 2nd year anniversary event, Ping Pong, Pizza, and Recovery Readiness (Wyrallah Hall 22 March, Whian Whian Memorial Hall 23 March), Farmers Night Out - Ruthven Hall Craft and a Cuppa Ruthven. Just under 1000 attendees across all events and around 770 attendees at stakeholder meetings during the quarter.		Chief Community Office
A1.2.07	Manage and maintain the Lismore Levee System and Flood Telemetry Network to ensure it is functional and operational when required for flood mitigation	75%	Quarterly maintenance completed and up to date. (MEX Maintenance Software) Levee inspections completed with Rous County Council.		Chief Operating Office

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Code	Action	Progress	Quarterly Update	Status	Responsible Division
A1.2.08	Review the Northern Rivers Emergency Management Plan in line with Government requirements and LEMC direction	75%	Emergency Management Coordinator recruited. Preliminary work on Emergency Management Plan underway.		Chief Operating Office
A1.2.09	Participate in the Northern Rivers Local Emergency Management Committee (LEMC)	75%	Continued participation and contribution		Chief Operating Office
A1.2.10	Provide funding and in-kind support to NSW Rural Fire Service to provide local brigade vehicles, firefighting equipment, training and building maintenance	75%	On track		Chief Operating Office
A1.2.11	Provide funding to Fire and Rescue NSW to operate the service	75%	On track		Chief Operating Office
A1.2.12	Participate in the Northern Rivers Bushfire Management Committee (BFMC) and Zone arrangement with Richmond Valley and Kyogle Councils	75%	On track		Chief Operating Office
A1.2.13	Review the Northern Rivers Bushfire Risk Management Plan	75%	On track		Chief Operating Office

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

Code	Action	Progress	Quarterly Update	Status	Responsible Division
A1.3.01	Inspect swimming pools to ensure compliance with NSW legislation	75%	Annual inspection program implemented and on track		Chief Operating Office

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Code	Action	Progress	Quarterly Update	Status	Responsible Division
A1.3.02	Certify and audit commercial and industrial buildings to ensure adequate fire safety	75%	On track		Chief Community Office
A1.3.03	The running and maintenance of CCTV system in strategic locations	85%	Council's CCTV plans continue with ongoing roll-out of CCTV in specific locations. Daily monitoring of the CCTV network ensures it is functional and serviceable.		Chief Financial Office
A1.3.04	Undertake fire hazard reduction activities in line with Rural Fire Service	75%	Fire hazard reduction activities are undertaken when requests are received from Rural Fire Service. Ongoing and on-track.		Chief Operating Office
A1.3.05	Maintain operational Pound facility - Impound companion animals	75%	Pound operations on track. Pound refurbishment underway and due for completion end of May 2024.		Chief Operating Office
A1.3.06	Inspect and register commercial businesses offering food for sale or skin penetration/beauty treatments to ensure compliance with food safety and public health standards	75%	On track		Chief Operating Office
A1.3.07	Undertake regular parking patrols to ensure compliance with adopted parking strategies	75%	Regular patrols underway		Chief Operating Office
A1.3.08	Encourage responsible pet ownership through education programs and take appropriate action in response to complaints about companion animals	75%	On track		Chief Operating Office

LEGEND:

Not Updated



On Track



Taking Action To Address



Needs Critical Attention



Not Due to Start







Cancelled/Deferred




Completed



Code	Action	Progress	Quarterly Update	Status	Responsible Division
A1.3.09	Remove abandoned vehicles and wandering stock from public places in accordance with adopted procedures and NSW legislation	75%	Removal of abandoned vehicles and wandering stock from public areas on track.		Chief Operating Office
A1.3.10	Implement and manage CitySafe program in the Lismore CBD including the provision and maintenance of Lismore and Nimbin CCTV cameras, representation on the CitySafe Committee, Lismore Late Nighter bus service	75%	On track		Chief Operating Office
A1.3.11	Take compliance action in response to customer requests or complaints relating to public health, safety and amenity	75%	On track		Chief Operating Office
A1.3.12	Work with Essential Energy to ensure appropriate street lighting is provided and properly maintained within the Lismore LGA	75%	Ongoing. Maintaining a good relationship with Essential Energy and respond to requests as required.		Chief Operating Office

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



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

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



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



Code	Action	Progress	Quarterly Update	Status	Responsible Division
A2.2.01	Work with Lismore City Council's Aboriginal Advisory Group to ensure consultation and engagement with the Aboriginal and Torres Strait Islander artist community	70%	Undergoing consultation process to present "ProppaNOW: OCCURRENT AFFAIR" inside and outside the Gallery in 2025, seeking permission to facilitate Richard Bell's Tent Embassy in the Lismore Quadrangle, with the agenda driven by local Bundjalung leaders. The group has provided advice on managing the community's expectations and sensitivities surrounding this work.		Chief Community Office
A2.2.02	Facilitate a minimum of one major art project with Aboriginal and Bundjalung content biennially	50%	Officers are currently in discussions with the Koori Mail and Arts Northern Rivers about the shape of the Koori Mail Indigenous Art Award in 2024.		Chief Community Office

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


Code	Action	Progress	Quarterly Update	Status	Responsible Division
A2.3.01	Continue to observe cultural protocols, such as Welcome to Country and Acknowledgement of Country at the commencement of all Council meetings, external meetings and public events	75%	A Welcome to Country or Acknowledgement of Country is performed at all council meetings and events.		GM Executive Assistant
A2.3.02	Continue to display Aboriginal and Torres Strait Islander flags in Council Chambers and hoist daily at Council's Corporate Centre	70%	Flag continues to be flown every business day at the corporate centre.		Chief Community Office

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Code	Action	Progress	Quarterly Update	Status	Responsible Division
A2.3.03	Host annual NAIDOC Family Day to provide information and services to local Aboriginal and Torres Strait Islander people and encourage understanding and cultural sharing between Aboriginal and non-Aboriginal community members	100%	Event successfully funded and hosted for community with good attendance and feedback from AAG with planning underway for next event 7-14 July 2024		Chief Community Office
A2.3.04	Facilitate the implementation of the Reconciliation Action Plan across our workforce	40%	The newly appointed Reconciliation Action Plan Coordinator has undertaken a review of the current Reconciliation Action Plan actions and is liaising with the Reconciliation Action Plan working group to write the next version of the Reconciliation Action Plan.		Chief Financial Office

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



Code	Action	Progress	Quarterly Update	Status	Responsible Division
A2.4.01	Provide Native Title advice in respect of any proposed activity/lease/development affecting crown land	75%	No target - report by occurrence		Chief Operating Office

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

Code	Action	Progress	Quarterly Update	Status	Responsible Division
A2.5.01	Support Aboriginal and Torres Strait Islander leadership	10%	The newly appointed Reconciliation Action Plan Coordinator will incorporate Indigenous employment initiatives into the new Reconciliation Action Plan.		Chief Financial Office


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Code	Action	Progress	Quarterly Update	Status	Responsible Division
A2.5.02	Award the Cory James Memorial Scholarship annually	90%	The award will be conferred in May.		Chief Financial Office
A2.5.03	Provide opportunities for Aboriginal and Torres Strait Islander staff to engage with their culture and communities, and for non-Aboriginal and Torres Strait Islander staff to learn about cultures, at Council's NAIDOC Week event	75%	A Reconciliation Action Plan Coordinator was engaged in March 2024. This employee will continue to progress the integration of the Reconciliation Action Plan with the Workforce Plan.		Chief Financial Office

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

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







Code	Action	Progress	Quarterly Update	Status	Responsible Division
A3.1.01	Complete construction of the new Lismore Skate Park and Youth Precinct	30%	Ground conditions requiring attention and causing delays to completion of design.		Chief Community Office

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

Code	Action	Progress	Quarterly Update	Status	Responsible Division
A3.2.01	Cleaning and maintenance of BBQ and picnic areas	75%	Barbecues are on a regular cleaning service with cleaning contractor ISS. Any maintenance is undertaken once detected or advised.		Chief Operating Office
A3.2.02	Maintain existing open spaces, parks and gardens by undertaking inspections and routine maintenance of playgrounds	60%	Have a staff member booked in for both Visual and Operational parks and playgrounds inspection on 17th May as the previous trained inspector is on extended leave.		Chief Operating Office




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Code	Action	Progress	Quarterly Update	Status	Responsible Division
A3.2.03	Develop and implement parks upgrade program according to the Open Spaces Asset Management Plan	75%	Parks upgrade program evolving. Play hierarchy adopted, Ongoing,		Chief Operating Office
A3.2.04	Maintain and clean public amenities	75%	On-track, ongoing and no change. Public amenities operating as usual. Being serviced by a number of contract cleaners. Jungle Patrol (Nimbin), ISS (Lismore areas), Rod Green (Sports fields and where required), The Channon (The Channon), Clunes (Clunes).		Chief Operating Office
A3.2.05	Review of sporting use for Hepburn Park	75%	Being well utilised. No review at this stage.		Chief Operating Office
A3.2.06	Complete design and construction of Albert Park Riverwalk	100%	Completed.		Chief Operating Office
A3.2.07	Complete design and construction of Nimbin Rainbow Walk	70%	Civil contractor has made a start. Artwork is more than 75% complete, with one artwork erected on site and the remainder awaiting the completion of the civil contractor before they are erected. Revegetation contractor has been engaged for the completion of the civil works. Council design team has been engaged to change a small area of the design that will see wheelchair access from the caravan park to the walking track.		Chief Operating Office
A3.2.08	Complete construction of the Lismore to Bentley stage of the Northern Rivers Rail Trail	75%	Construction progressing as planned with an expected completion date of October 2024		Chief Operating Office

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Code	Action	Progress	Quarterly Update	Status	Responsible Division
A3.2.09	Develop masterplan for Wade Park and seek funding opportunities to construct	80%	Masterplan successfully consulted on with relevant advisory groups and community - complete and presented to council in March. No funding submissions underway at this stage.		Chief Community Office
A3.2.10	Identify and develop projects that increase the amenity and accessibility of public open spaces throughout the LGA, including seeking funding. Projects include Nimbin Village Wayfinding and Her Way	75%	Projects undertaken during this period include the completion of the Nimbin Village Wayfinding, continuation of the Safer Cities Her Way and pilot for the Footpath Trading program. During the last quarter of the year evaluations of the Footpath Trading program will be undertaken.		Chief Community Office
A3.2.11	Seek funding opportunities to implement the Open Spaces strategy	0%	Strategy finalised and adopted by council. Awaiting for funding opportunities to apply for grant money to support implementation.		Chief Community Office

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



Code	Action	Progress	Quarterly Update	Status	Responsible Division
A3.3.01	Maintain the Lismore, Goonellabah and Nimbin Skate parks	75%	Skateparks visually checked in conjunction with grounds maintenance.		Chief Operating Office
A3.3.02	Maintain the Nesbitt Park pump track and mountain bike track	75%	Track and surrounds being regularly serviced and maintained.		Chief Operating Office

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Code	Action	Progress	Quarterly Update	Status	Responsible Division
A3.3.03	Operate the Goonellabah Sports and Aquatic Centre and the Lismore Memorial Baths aquatic facilities	70%	Operations continuing as per operations plan. Total attendance at Goonellabah Sports and Aquatic Centre during quarter 65723. Total new learn to swim swim enrolments during quarter 1163. Total learn to swim attendance 4181. Total attendance Lismore Memorial Baths during quarter 22770. Minimal increase in attendance at Lismore Memorial Baths recorded as part of the fee waiver.		Chief Community Office
A3.3.04	Upgrade Goonellabah Skatepark	30%	Design underway project currently being managed by the Assets team.		Chief Community Office

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




Code	Action	Progress	Quarterly Update	Status	Responsible Division
A3.4.01	Review and create new sport and recreation plan	0%	Funding to undertake project not available this financial year. To be reviewed in the 2024-2025 budget.		Chief Community Office
A3.4.02	Undertake upgrades to Albert Park Baseball/Softball Complex inline with State Plan	45%	Currently looking at a redesign for the hub building, based on limited funds. Albert Park minor improvements including sand infill supplied to support the hosting of national events booked through May.		Chief Community Office

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

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






Code	Action	Progress	Quarterly Update	Status	Responsible Division
A4.1.01	Program activities for artists and audiences living with a disability	60%	Lismore Regional Gallery is dedicated to being a place for everybody, with a longstanding commitment to supporting the needs of audiences and artists with disabilities through continuing access programs, including: - Auslan-led exhibition tours with Sigrid MacDonald - Auslan interpretation available at all events - Art and Dementia program under review post-flood and COVID - Accessible Arts NSW/Diversity Arts Australia Ripple Internship Lismore Regional Gallery is recognised for Auslan programming, like Deaf-led programs, for which we were the first regional gallery in the country to introduce and have since formed a solid connection with the Deaf community.		Chief Community Office
A4.1.02	Provide regular updates to the community on progress of implementation of the Disability Inclusion Action Plan (DIAP), including through progress reports and the annual report	70%	Report adopted in March with updates to be provided monthly to the state, quarterly to council and advisory group and annually to community		Chief Community Office
A4.1.03	Deliver on actions from the Disability Inclusion Action Plan	70%	New Disability Inclusion Action Plan endorsed by council in March and shared with the state with regular reporting on deliverables in new plan now underway		Chief Community Office

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Code	Action	Progress	Quarterly Update	Status	Responsible Division
A4.1.04	Develop and adopt a Disability Inclusion Action Plan 2022-2026	100%	Adopted at council meeting in March 2024		Chief Community Office

A4.2: Create liveable communities for all.


Code	Action	Progress	Quarterly Update	Status	Responsible Division
A4.2.01	Provision of hoists at the Lismore Memorial Baths and Goonellabah Sports & Aquatic Centre	100%	Hoists at both locations		Chief Community Office
A4.2.02	Maximise accessibility of all Council events for all members of the community	70%	Accessibility has been included on Council organised events and has been carried out by external event organisers		Chief Community Office
A4.2.03	Development of a Digital City Strategy	10%	Development of a Digital City Strategy remains as planned but not scheduled. Council is also in the process of developing an IT Strategy and the Digital City Strategy will be a component of that broader master plan.		Chief Financial Office
A4.2.04	Install an adult change facility at the Lismore Transit Centre	20%	Fencing to be installed by end May 2024. Builder to start early June 2024		Chief Operating Office
A4.2.05	Continue to establish the shared pathway network which incorporates accessible standards as funding becomes available	35%	Seeking funding		Chief Operating Office

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Code	Action	Progress	Quarterly Update	Status	Responsible Division
A4.2.06	Facilitate Visioning Strategy for Lismore post-flood	60%	The Lismore Vision and Blueprint has been repositioned as Re-imagine Lismore. A Program Plan, Engagement Plan and Communications Plan have been developed. A Project Control Group and Working Group has been established.		Chief Community Office


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

Code	Action	Progress	Quarterly Update	Status	Responsible Division
A4.3.01	Support access to meaningful employment to cater for community diversity through alignment between workforce management plan, EEOMP, RAP & DIAP	75%	Many of the actions in these strategies have either been completed or are on track for completion.		Chief Financial Office

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


Code	Action	Progress	Quarterly Update	Status	Responsible Division
A4.4.01	Provide AUSLAN interpreter services at Lismore Regional Gallery and Council events as required or upon request	70%	AUSLAN is supplied at events required		Chief Community Office
A4.4.02	Council's website maintains technologies to make more accessible for people with a vision impairment	95%	The new website was designed to meet all guidelines, and has a reader built in for the visually impaired. Content continues to be maintained so that it meets criteria of the Web Content Accessibility Guidelines (WCAG), which is an internationally recognised standard created by the World Wide Web Consortium (W3C).		Chief Financial Office

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Code	Action	Progress	Quarterly Update	Status	Responsible Division
A4.4.03	Continue to build the collection of accessible resources at the Lismore Area Library	70%	Expansion of accessible library materials and resources continuing and on par with state-wide collection ratios per capita.		Chief Community Office

A5: Our community has access to essential services








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

Code	Action	Progress	Quarterly Update	Status	Responsible Division
A5.1.01	Operate the Lismore Memorial Gardens, Crematorium and cemeteries across the Lismore LGA, and provide memorial options and burial advice to the community	75%	Both rural cemeteries, and Lismore Memorial Gardens, crematorium and cemeteries are operating efficiently.		Chief Operating Office

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

Code	Action	Progress	Quarterly Update	Status	Responsible Division
A5.2.01	Continue partnership with Lismore Base Hospital, University Centre for Rural Health, Southern Cross University, St Vincent's Private Hospital and allied health professionals to address emerging health needs	70%	Council supported Southern Cross University application to Federal Government for the development of the campus masterplan. Engagement with health and education sectors that are key industry stakeholder in the development of the Lismore vision and blueprint.		Chief Community Office





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B: A prosperous and vibrant city

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


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

Code	Action	Progress	Quarterly Update	Status	Responsible Division
B1.1.01	Develop a business investment and attraction action plan	50%	Back Lismore campaign phase one. completed to change the narrative about Lismore. Back Lismore phase two to drive investment to commence in May 2024.		Chief Community Office
B1.1.02	Develop an Economic Development Strategy	0%	This is incorporated into the Re-imagine Lismore - Vision and Blueprint.		Chief Community Office
B1.1.03	Work collaboratively to build and maintain relationships with private and public sector stakeholders to support projects of economic and social benefit	75%	Officers have continued to work closely with the business community to establish and maintain relationships with stakeholders supporting new business establishment, business development and growth as well as relocation and diversification. Substantial engagement has begun to support entities wishing to leverage off the Northern Rivers Rail Trail.		Chief Community Office
B1.1.04	Support business development, innovation and economic activity through strategic initiatives.	75%	Economic Action Plan completed and short term actions underway. To be incorporated into Re-imagine Lismore.		Chief Community Office

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Code	Action	Progress	Quarterly Update	Status	Responsible Division
B1.1.05	Provide access to comprehensive information on available grants to the community via web site based 'Grant Guru' digital platform	80%	Regular information regarding available grants are provided to business and community through the monthly Business Newsletter. The program continues to see a consistent upward trend in registration. Work is underway to deliver a business education event for the next financial year to further assist community and business in this field.		Chief Community Office

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



Code	Action	Progress	Quarterly Update	Status	Responsible Division
B1.2.01	Deliver business activation initiatives in accordance with the Business Activation Plan (BAP)	75%	Business Activation Plan projects were progressed between January and March 2024, to enhance, activate and promote Lismore business centres. Highlights included: <ul style="list-style-type: none"> Easter Bilby Discover across CBD Wellbeing business photoshoot with content integration underway for CBD and destination marketing 2024 Lismore Business Activation Microgrant and Event Activation Sponsorship opportunities announced Footpath activation pilot evaluation underway Loving Local Gift Card expansion underway to launch new digital cards 		Chief Community Office

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

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

Code	Action	Progress	Quarterly Update	Status	Responsible Division
B2.1.01	Work with key business stakeholders to update Business Activation Plan to plan to drive economic priorities for the CBD	100%	Engagement with key business stakeholders continued throughout January to March 2024. Work has continued to drive economic priorities for the CBD including planning for activation throughout 2024 including Easter Bilby Discovery across CBD, wellbeing business Photoshoots, 2024 Business Activation Microgrants, Footpath trading pilot activation and Loving Local Gift Card program expansion.		Chief Community Office
B2.1.02	Develop a business investment and attraction action plan for the CBD	0%	Back Lismore Phase Two underway to start changing the narrative and perceptions about Lismore as a precursor to investment attraction.		Chief Community Office



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




Code	Action	Progress	Quarterly Update	Status	Responsible Division
B2.2.01	Use placemaking to enhance, activate and manage the CBD, quadrangle and riverbank precinct	75%	Scheduled activities occurred to enhance, activate and manage the CBD and its open spaces. Highlights included: Easter Bilby Discover, Wellbeing business photoshoot, announcement of 2024 Lismore Business Activation Microgrant and Event Activation Sponsorship opportunities, Footpath activation pilot evaluation underway and Loving Local Gift Card expansion. Work has concluded on the Nimbin Wayfinding Project. A collaboration project is being developed to explore mural opportunities with Nimbin Northern Rivers Health. Stage Two of the Lismore CBD Illumination Program has been developed and is ready for delivery, subject to funding.		Chief Community Office

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




Code	Action	Progress	Quarterly Update	Status	Responsible Division
B2.3.01	Coordinate activities associated with Australia Day/Citizenship Celebrations	75%	A ceremony was held on Australia Day at the Goonellabah Sports & Aquatic Centre with over three hundred community members present. Awards in seven categories were presented and twenty three conferees took their pledge to be Australian citizens.		GM Executive Assistant
B2.3.02	Mentor, support and train local event practitioners and provide research and evaluation assistance to local events	65%	This has been undertaken when events are held. The new Event Strategy will assist event organisers in completing their evaluation documents		Chief Community Office

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Code	Action	Progress	Quarterly Update	Status	Responsible Division
B2.3.03	Develop an Events Strategy that activates vibrant events through the integration of sport, culture, and tourism	95%	Events strategy developed and will be reported to Council in April 2024		Chief Community Office
B2.3.04	Develop annual event calendar	70%	Living document developed with monthly event advertising and an annual calendar printed		Chief Community Office
B2.3.05	Host, support and promote a range of annual events including Lismore Lantern Parade, Masters Games, Eat the Street, Carols by Candlelight	70%	Traffic management plan now completed Event planning now completed		Chief Community Office

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

Code	Action	Progress	Quarterly Update	Status	Responsible Division
B2.4.01	Washing and maintenance of tourism and information signs in LGA	50%	New signs recently installed and will be cleaned/washed as required.		Chief Operating Office
B2.4.02	Maintain entrances to City and villages	75%	Maintenance is ongoing. Gardens are being maintained and turf surrounds being regularly mowed/serviced keeping the entrances aesthetically pleasing.		Chief Operating Office
B2.4.03	Operate a Mobile Library to service outlying villages in the region	70%	Mobile library services continue to operate in Lismore Local Government Area and across Richmond Tweed Regional Library member council areas		Chief Community Office


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Code	Action	Progress	Quarterly Update	Status	Responsible Division
B2.4.04	Explore option of fixed library solution for Nimbin	100%	Options for a fixed library for Nimbin have been explored and it has been determined that it will require new funding or a cost neutral solution for the Richmond Tweed Regional Library. No funding has been included in the 2023-2024 budget or the 2024-2025 budget as endorsed by the Richmond Tweed Regional Library Committee.		Chief Community Office
B2.4.05	Operate the Lismore and Goonellabah Libraries as per the Service Level Agreement (SLA)	70%	Operations continuing at both sites in accordance with service level agreements.		Chief Community Office
B2.4.06	Deliver a wide range of community programs to cater to all ages through the Lismore and Goonellabah Libraries, including book clubs, story time, baby bounce, and author talks	70%	Programs and events continuing to operate through the support of grant funding. No dedicated Richmond Tweed Regional Library funding included in budget for programs as endorsed by member councils through the Richmond Tweed Regional Library Committee.		Chief Community Office
B2.4.07	Implement innovative technology and programs across multiple locations	0%	No funding for innovative technology included in the Richmond Tweed Regional Library budget for 2024/25. No funding for IT asset replacement or repair. Continue to be dependant on grant funding.		Chief Community Office


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

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


Code	Action	Progress	Quarterly Update	Status	Responsible Division
B3.1.01	Operate the Lismore Regional Gallery and the Quadrangle	70%	Operations and management continuing at pop up gallery as renovation and redesign work occurs in and around the space.		Chief Community Office

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





Code	Action	Progress	Quarterly Update	Status	Responsible Division
B3.1.02	Stage regular exhibitions, workshops, talks and creative events at the Lismore Regional Gallery for the community to connect and learn	70%	Lismore Regional Gallery has delivered exhibitions and projects with local and interstate artists at its pop-up space and offsite locations.		Chief Community Office

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

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



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

Code	Action	Progress	Quarterly Update	Status	Responsible Division
B3.3.01	Implement public art projects	100%	Delivery of the Creative Fencing Project, ArtVenture Project has been completed. Support was provided with the artist selection for public artworks with the Nimbin Rainbow Road. Public Art has not been implemented in new developments as required. Public art has not been implemented in new developments as required.		Chief Community Office
B3.3.02	Undertake an Arts & Cultural strategy for Lismore	50%	Review of the role of City Hall in the arts and culture ecosystem completed.		Chief Community Office

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




B3.4: Support cultural partnerships and collaborations.


Code	Action	Progress	Quarterly Update	Status	Responsible Division
B3.4.01	Collaborate with partner organisations to generate and promote a diverse cultural program to activate the Quadrangle space	65%	Reconstruction work occurring in the Quad during this quarter.		Chief Community Office
B3.4.02	Work with NORPA to support the Cultural Alliance and the continued operation of Lismore City Hall	90%	Meeting of Cultural Alliance to be held in May to close the Cultural Alliance. A communications plan in partnership with NORPA being developed. Review of City Hall has been completed and an assessment of potential management options underway.		Chief Community Office

B4: Our community is connected and convenient

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


Code	Action	Progress	Quarterly Update	Status	Responsible Division
B4.1.01	Operate and maintain the Lismore Regional Airport for passenger flights, general aviation, aviation business, aviation training and emergency services	70%	Getting passenger airline interest, however waiting on terminal upgrade to be completed and maintaining compliance amendments.		Chief Operating Office

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


Code	Action	Progress	Quarterly Update	Status	Responsible Division
B4.2.01	Review airport masterplan	70%	Review of airport completed. Further analysis of potential options required.		Chief Community Office

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







Code	Action	Progress	Quarterly Update	Status	Responsible Division
B4.2.02	Ensure regulatory compliance of Lismore Regional Airport	75%	Received Compliance report from audit and amending defects within airport budget. Some defects will carry over.		Chief Operating Office

B4.3: Advocate for regional integrated transport services.

Code	Action	Progress	Quarterly Update	Status	Responsible Division
B4.3.01	Provide support to the operation of the Lismore Late Nighter bus service	75%	Meetings have been had with bus lines and the Local Liquor Accord. Services to continue.		Chief Operating Office

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

Code	Action	Progress	Quarterly Update	Status	Responsible Division
B4.4.01	Develop a Walking and Cycling Plan for pedestrian and cycling paths in urban and village environments	100%	Walking, Cycling and Micromobility Strategy 2024-2034 was adopted by Council in March 2024		Chief Community Office
B4.4.02	Undertake annual inspections and required maintenance of the footpath and cycleway network	60%	Annual Inspections and maintenance program continues.		Chief Operating Office
B4.4.03	Cleaning of CBD footpaths	75%	No change - CBD footpath cleaning on a 10 day fortnight cleaning schedule on weekdays. Also on a quarterly high pressure clean of bins and seating within the CBD area. Ongoing.		Chief Operating Office
B4.4.04	Seek funding opportunities to implement a Cycle & Walkway Strategy	0%	No funding sources identified in this quarter - continue to pursue relevant available grant opportunities		Chief Community Office




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




C: Our natural environment

C1: Our waterways and catchments are healthy



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

Code	Action	Progress	Quarterly Update	Status	Responsible Division
C1.1.01	Implement and review the Urban Green Corridors Plan	50%	Review is in progress. Project plan is in draft to be implemented in Q4		Chief Community Office
C1.1.02	Collaborate with the NSW State Government, neighbouring Councils, and community groups to develop and implement strategies to improve the health of the Wilsons and Richmond Rivers	75%	Collaborations include - Tuckean Steering Committee, LG/DPE Coastal Practitioners Round Table, Coastal Management Plan Technical Working Group. Working with partners to submit an Urban Green Corridor Plan (URGP)		Chief Community Office
C1.1.03	Manage the impacts of development in water catchment areas through compliance with the Lismore Local Environment Plan and Council's On-Site Wastewater Management Strategy	75%	On Site Sewage Management tasks and compliance on track		Chief Operating Office

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



Code	Action	Progress	Quarterly Update	Status	Responsible Division
C1.2.01	Complete the annual stormwater capital works program including projects identified in the Urban Stormwater Management Plan (USMP)	50%	Boyle Road culvert project 70% complete. Newbridge Street works scheduled to start 20th May 2024 in Q4. Storm Water Asset Engineer advertised. Storm Water Team Leader will be advertised in May 2024 in Q4.		Chief Operating Office

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

Code	Action	Progress	Quarterly Update	Status	Responsible Division
C1.2.02	Undertake annual inspections and required maintenance and renewal of stormwater drainage network	30%	Inspections and prioritisation of maintenance activities for current budget completed with consideration for restoration works.		Chief Operating Office
C1.2.03	Review and update the Urban Stormwater Management Plan (USMP)	90%	The Urban Stormwater Management Plan Review is approximately 90% complete. Additional projects resulting from the 2022 Flood investigations have been proposed and are currently being reviewed for scope and funding requirements. The Implementation Plan has been amended, and will form part of a Council briefing as proposed by Matt Potter as a segment of a larger briefing regarding overall stormwater reforms. This briefing is yet to be set.		Chief Operating Office



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

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



Code	Action	Progress	Quarterly Update	Status	Responsible Division
C2.1.01	Provide effective, efficient waste and resource recovery services to residents and businesses	75%	Waste & resource recovery services are provided on an ongoing basis in accordance with council guidelines and relevant legislation.		Chief Operating Office
C2.1.02	Review waste operating model and implement 4 year improvement pathway to be efficient, effective and compliant	20%	Review undertaken and proposed option developed. Implementation progressing per Balanced Model C.		Chief Operating Office

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




Code	Action	Progress	Quarterly Update	Status	Responsible Division
C2.1.03	Provide kerbside domestic and commercial waste collection services	75%	Kerbside waste collections were provided for both domestic and commercial services during the Q3. Any delays or issues were addressed at the time to ensure services were provided.		Chief Operating Office
C2.1.04	Provide waste bins and collection in public places, parks, and town centres, and for public events	75%	Provision of waste collection in public areas (parks and town centres) continued by our waste collection teams for both landfill and recycling streams. Existing public place bin cabinets have been assessed with replacements scheduled to start in Q4. Event bins provided for number of community organised events including Samson Challenge and Flood Anniversary Event.		Chief Operating Office

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



Code	Action	Progress	Quarterly Update	Status	Responsible Division
C2.2.01	Deliver capital compliance projects for the waste facility	35%	Capital project delivery progressing, some adjustments to timeline to accommodate safety at site entrance. Actions being taken to address. Business requirements finalised.		Chief Operating Office
C2.2.02	Develop Landfill Management Plan for Lismore Resource Recovery Centre	10%	The Landfill Management Plan is on hold until site remediation is completed and business as usual is re-established. Approximate revised completion date is Financial Year 2026-2027 following delivery of capital and flood restoration works.		Chief Operating Office

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




Code	Action	Progress	Quarterly Update	Status	Responsible Division
C2.2.03	Ensure environmental compliance across all waste operation activities in accordance with Environmental Protection Authority license conditions	75%	Transitioning towards compliance		Chief Operating Office

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

Code	Action	Progress	Quarterly Update	Status	Responsible Division
C2.3.01	Operate a NSW Container Deposit Scheme and assist the scheme through promotion and community education	75%	Container Deposit Scheme operating effectively.		Chief Operating Office
C2.3.02	Conduct community and business education programs and produce educational materials on sustainable waste management	75%	<ul style="list-style-type: none"> - School bus tours through the Lismore Recycling & Recovery Centre - with Summerland Christian College Year 4 class and REDInc - Waste education activities and events on site at Lismore Children's Library and Modanville Public School. - Industry mentoring for 'Young Women in STEM' workshop coordinated by The Rivers Academy of STEM Excellence (RASE) and NSW Department of Education's Regional Industry Education Partnerships. - Beginning of regional Organics funding from the NSW EPA to North East Waste; Lismore's portion being used to update existing educational resources - including bin stickers, magnets, garbage truck signage, digital artwork, flyers, print & social media. 		Chief Operating Office

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



Code	Action	Progress	Quarterly Update	Status	Responsible Division
C2.3.03	Provide support to the Lismore Rainforest Botanic Gardens to continue building the gardens as a community asset for education and visitation	75%	<p>Council has continued to provide support to the Lismore Rainforest Botanic Gardens this quarter through:</p> <ul style="list-style-type: none"> - Ongoing operational work, health & safety support on site, including through the Botanic Gardens Officer and new Work, Health and Safety Advisor - Coordinating schools' activities on site with the Waste Education Officer - Summerland Christian College Year 4 visit in March - Coordinating a liaison meeting in February - Promotional and logistical support for events - Landcare Habitat Workshop in March, Understory theatre show in April 		Chief Operating Office

C3: We are committed to environmental sustainability

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

Code	Action	Progress	Quarterly Update	Status	Responsible Division
C3.1.01	Ensure that the Lismore Community floating solar farm is included in any rebuild options considered	75%	Listed as a business requirement to be included in future design and construction of New Wastewater Treatment Plant. Concept Design due to be completed December 2024.		Chief Operating Office


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

Code	Action	Progress	Quarterly Update	Status	Responsible Division
C3.2.01	Review Council business operations for potential carbon reduction initiatives	5%	Staff position commenced January 2024 to identify initiatives that will reduce Council's carbon emissions. This will be a long-term, ongoing project.		Chief Community Office

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














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




Code	Action	Progress	Quarterly Update	Status	Responsible Division
C3.3.01	Maintain collaborative partnerships with Govt agencies and NGOs in Northern Rivers	75%	Partnerships with State Agencies and others is ongoing. Including Pest Animal Management Group, Northern Rivers Joint Organisation, Northern Rivers Koala Network, Nature Based Solutions Collaborative Groups and Local Land Services.		Chief Community Office

C4: Our diverse natural environment is protected and enhanced



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

Code	Action	Progress	Quarterly Update	Status	Responsible Division
C4.1.01	Finalise the review of the Local Environmental Plan (LEP) deferred matters in the Lismore rural areas	0%	There was a resolution of Council (187/23) in September 2023 that Council take no further action on this matter.		Chief Community Office
C4.1.02	Review options for land use controls, including LEP overlay maps, to define high priority areas for biodiversity conservation.	0%	No action taken in this reporting period. This issue will form part of a discussion paper as part of the development of a Rural Land Use Strategy (D3.2.02)		Chief Community Office
C4.1.03	Provide support and education for biodiversity conservation to residents and groups in urban areas throughout the Lismore LGA	75%	Urban Landcare work delivered support to thirteen plus Landcare groups, education extension via media and newsletter. One event was postponed.		Chief Community Office
C4.1.04	Undertake a review of the Biodiversity Management Strategy (BMS)	0%	Not due to start. Review will align with the Local Government election cycle (2024-2025)		Chief Community Office

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

Code	Action	Progress	Quarterly Update	Status	Responsible Division
C4.1.05	Implement Biodiversity Management Strategy (BMS) framework for Internal operations	75%	Internal Review of Vegetation Management Planning through the development application process on track. Review of staff resources.		Chief Community Office
C4.1.06	Implement Biodiversity Management Strategy (BMS) framework for Rural landholders	75%			Chief Community Office
C4.1.07	Implement Biodiversity Management Strategy (BMS) framework for urban environment	75%	Urban programs delivered through actions of the Urban Green Corridor Plan. Parks and Open Spaces delivered with Environmental Strategies. Additional funds obtained through Crown Lands progressing.		Chief Community Office


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

Code	Action	Progress	Quarterly Update	Status	Responsible Division
C4.2.01	Conserve and improve health of Lismore's Koala population	75%	Planning for Koala Conservation - meetings with partners. Work on Grant funded project for Koala habitation consort. Submitted Urban Riparian Grant included Koala Habitation sites Attended Koala NSW Koala Strategy Summit. Department of Climate Change, Energy, the Environment and Water participation		Chief Community Office
C4.2.02	Identify and implement strategies in relation to reducing wildlife death and injury from road strike	75%	Wildlife fence project at Bruxner Highway to be installed by end 2024. New varied message signage complete. Other assets maintained		Chief Community Office

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









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

Code	Action	Progress	Quarterly Update	Status	Responsible Division
C4.3.01	Support the development of a regional State of the Environment Report	0%	Not due to start. State of the Environment Report is not required in the current financial year.		Chief Community Office

D: Our built environment


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

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






Code	Action	Progress	Quarterly Update	Status	Responsible Division
D1.1.01	Develop capital works programs for the road network for according to the Transport Asset Management Plan	70%	Capital works program for road network progressing.		Chief Operating Office
D1.1.02	Develop resurfacing program for the road network for according to the Transport Asset Management Plan	100%	Resurfacing Program completed.		Chief Operating Office
D1.1.03	Develop rehabilitation and capital works program for bridges according to the Transport Asset Management Plan	60%	Program developed and funding applications ongoing		Chief Operating Office
D1.1.04	Maintain streetscapes	75%	Maintaining streetscapes, footpath cleaning and street lighting. Ongoing		Chief Operating Office
D1.1.05	Undertake annual road maintenance programs	70%	Routine Maintenance program progressing		Chief Operating Office
D1.1.06	Undertake annual bridge inspections and carry out maintenance program	60%	Annual bridge inspections and maintenance program progressing		Chief Operating Office

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



Code	Action	Progress	Quarterly Update	Status	Responsible Division
D1.1.07	Undertake annual car park maintenance program	40%	Annual carpark inspections have been completed and maintenance items are being prioritised.		Chief Operating Office







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



Code	Action	Progress	Quarterly Update	Status	Responsible Division
D1.2.01	Develop Essential Public Asset Restoration (EPAR) program and implement for all impacted asset classes	5%	Entire asset program has been scoped and funding has been secured or in process of being secured. Delays within Administrating Agencies are being actively worked through.		Chief Operating Office
D1.2.02	Scope and deliver the Flood Restoration Portfolio of works for Roads and Bridges	5%	Funding has been secured mitigating cash flow risk for Council.		Chief Operating Office
D1.2.03	Scope and deliver the Flood Restoration Portfolio of works for Water & Wastewater	5%	Continuing to finalise an agreement with NSW Reconstruction Authority & NSW Public Works Advisory.		Chief Operating Office
D1.2.04	Scope and deliver the Flood Restoration Portfolio of works for Buildings & Community Assets	60%	The restoration of Councils Buildings & Community Assets are progressing smoothly, with a fully operational program management team and contractor, Bennetts, working under a mature delivery model.		Chief Operating Office
D1.2.05	Scope and deliver the Flood Restoration Portfolio of works for Flood Mitigation Assets	10%	Flood Mitigation Assets have been successfully identified, with funding agreements now in place. The Program Manager position has been appointed, and we are presently advancing through the development phase for all projects. The first 60 drains will be delivered in coming months.		Chief Operating Office

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










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

Code	Action	Progress	Quarterly Update	Status	Responsible Division
D1.3.01	Undertake a strategic review of existing and potential future Council-owned property	0%	Not due to start.		Chief Operating Office
D1.3.02	Undertake annual inspections and required maintenance for buildings.	35%	Currently a report is completed on council buildings at the commencement and completion of leases. Maintenance services for buildings are provided when notified or on request. In the recruitment stage of obtaining a Fleet and Open Spaces asset engineer, who will assist in arranging reporting in this area.		Chief Operating Office
D1.3.03	Develop renewal program for buildings according to the Buildings Asset Management Plan	10%	Fleet and Open Spaces Asset engineer is being advertised currently.		Chief Operating Office
D1.3.04	Undertake an analysis of assets to be repaired following the 2022 floods and prioritise asset rebuilds with greater social and economic benefits	100%	This was completed in Q2		Chief Operating Office
D1.3.05	Manage Council's property portfolio and develop and implement policies and procedures that align with Crown Lands Review 2031	75%	Recruitment of Property Manager position finalised. Property Officer was vacant for much of Q1 & Q2 & Q3 . Recruitment will reduce risk of actions not being completed		Chief Operating Office
D1.3.06	Manage Council's Land Register and update as required	75%	Recruitment of Property Manager finalised. Property Officer was vacant for much of Q1 & Q2 & Q3 . Recruitment will reduce risk of actions not being completed		Chief Operating Office


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

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



Code	Action	Progress	Quarterly Update	Status	Responsible Division
D1.4.01	Review and update Asset Management Plans to reflect annual budget allocations	30%	Under review with Morrison Low. Further update in conjunction with draft budget. Workshops with employees to be scheduled for May or June 2024.		Chief Operating Office
D1.4.02	Develop Water and Wastewater renewal and capital works program according to the Water & Wastewater Asset Management Plan	70%	Existing 30 year Water and Wastewater capital works program is inaccurate and was previously put together without asset condition reporting. A Strategic Water and Wastewater Engineering position identified through shared services embedded in water, sewer and planning will address this issue and inaccuracies in current thirty year programs. This position will be responsible for the update and continual upkeep of this program. Team is on track to deliver sixteen million dollars of capital projects for the current financial year.		Chief Operating Office
D1.4.03	Develop and implement Water and Wastewater maintenance program	75%	Water and Wastewater maintenance programs up to date. The team have identified issues with budget reporting which has resulted in quarterly budget review statement adjustments to increase operations and maintenance funds. Ongoing work to improve budget reporting is being undertaken to ensure the team can track budget spend more accurately and in real time.		Chief Operating Office
D1.4.04	Complete construction of new static water supplies, improve turnaround areas on narrow roads and upgrade facilities at the Nimbin and Lismore Showgrounds to improve readiness for bushfire response	90%	Turnaround areas completed - static water supply on track		Chief Operating Office

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

D1.5: Provide wastewater supply and associated services.


Code	Action	Progress	Quarterly Update	Status	Responsible Division
D1.5.01	Operate and maintain sewage treatment plants across the Lismore LGA	75%	Operations and maintenance up to date, noting that both the East and South Waste water treatment plants suffered extensive damage in 2022 floods and require a lot of operator intervention. Plants are achieving and meeting license requirements.		Chief Operating Office

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

Code	Action	Progress	Quarterly Update	Status	Responsible Division
D1.6.01	Operate efficient and cost-effective quarries, including the production of quarry materials	50%	Sales figures haven't met estimated volumes year to date due to slower than anticipated flood restoration funding and mobilisation.		Chief Operating Office
D1.6.02	Ensure regulatory and licencing compliance of all Council-owned quarry sites	75%	Compliance program delivered. Additional resource recruitment underway to support delivery.		Chief Operating Office

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





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

Code	Action	Progress	Quarterly Update	Status	Responsible Division
D2.1.01	Monitor and review the Lismore Development Control Plan to include contemporary controls that will result in development that improves the local area	50%	Ongoing business as usual task for strategic planning.		Chief Community Office



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





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

Code	Action	Progress	Quarterly Update	Status	Responsible Division
D2.2.01	Process development applications in accordance with relevant legislation and Council policies, to ensure development is compatible with its surrounding area	50%	Development applications continue to be processed in accordance with legislative requirements.		Chief Community Office
D2.2.02	Process locality boundary, street numbering and road naming, and update council's property and parcel register	75%	Recruitment of Property Manager position completed. Property Officer was vacant for much of Q1 & Q2 & Q3 . Recruitment will reduce risk of actions not being completed		Chief Operating Office
D2.2.03	Provide relevant, accurate and timely planning advice	75%	Duty planning and duty building surveyor services provided in person, via email and phone.		Chief Community Office
D2.2.04	Review and implement new software to streamline processing of development applications	0%	NSW Artificial Intelligence in Planning is being launched in May. Review of councils needs to be derived from the State Government launch.		Chief Community Office

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



Code	Action	Progress	Quarterly Update	Status	Responsible Division
D2.3.01	Take compliance action in response to community concerns about unlawful development in accordance with Council policy	75%	Compliance undertaken on a risk based basis in accordance with policy guideline.		Chief Community Office
D2.3.02	Certify and inspect new buildings and infrastructure in accordance with NSW legislation and Council policies, strategies and procedures	75%	Building and infrastructure inspection and certification programs undertaken in accordance with legislative requirements.		Chief Community Office

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








Code	Action	Progress	Quarterly Update	Status	Responsible Division
D2.3.03	Provide access to new buildings and facilities for people with disabilities in accordance with legislation	75%	The Disability Discrimination Act requirements are a statutory consideration in assessments.		Chief Community Office
D2.3.04	Assess development applications and associated approvals in accordance with NSW legislation and Council's planning controls	50%	Development Applications are being assessed in accordance with Federal, State, and Local legislation.		Chief Community Office



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

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




Code	Action	Progress	Quarterly Update	Status	Responsible Division
D3.1.01	Review the S7.11 Contributions Plan	80%	Draft Plan put on public exhibition.		Chief Community Office
D3.1.02	Process rezoning planning proposals	50%	Ongoing business as usual function of strategic planning.		Chief Community Office

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

Code	Action	Progress	Quarterly Update	Status	Responsible Division
D3.1.03	Monitor development activity and update the Strategic Business Plan for Water Supply and Wastewater Services as required	20%	Water and Sewer Strategic Planning Engineering role is an identified position within the shared services team to be embedded in Water, Sewer and Planning to monitor development and update strategic Business plan for Water & Sewer services. To be advertised after consultation period. In the interim, monitoring development activity is being undertaken by Manager Water and Wastewater. Discussions have also been help with consultants and regulators on the new regulatory assurance framework which outlines a new process for documenting Strategic Business Plans for water and wastewater.		Chief Operating Office
D3.1.04	Review the Growth & Realignment Strategy (GARS)	0%	Adopted by Council in 2023. To be reviewed with Local Strategic Planning Statements in 2026-2027.		Chief Community Office


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

Code	Action	Progress	Quarterly Update	Status	Responsible Division
D3.2.01	Monitor the Local Environmental Plan (LEP) and amend as required in response to community and development industry needs	50%	Ongoing business as usual task for strategic planning.		Chief Community Office
D3.2.02	Develop and implement a Rural Land Use Strategy	30%	Discussion paper underway for community consultation in May 2024.		Chief Community Office
D3.2.03	Facilitate development of Master Planning Projects including: East Lismore, CBD, North & South Lismore, Clunes and Nimbin	10%	Nimbin project commenced. Scoping for Clunes underway.		Chief Community Office


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





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







Code	Action	Progress	Quarterly Update	Status	Responsible Division
D3.3.01	Implement and monitor changes to Local Environmental Plan to facilitate agritourism in line with updated planning rules	75%	Implementation is ongoing.		Chief Community Office

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

Code	Action	Progress	Quarterly Update	Status	Responsible Division
D3.4.01	Provide opportunities for community engagement in the preparation of land use strategies and zone reviews	75%	Various strategies, and plans were subject of public engagement and community consultation.		Chief Community Office



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

Code	Action	Progress	Quarterly Update	Status	Responsible Division
D3.5.01	Review and make submissions on proposed changes to Environment Protection & Assessment Act and associated regulations and planning policies as opportunities arise	50%	Ongoing business as usual task for strategic planning.		Chief Community Office
D3.5.02	Review Local Strategic Planning Statements as part of the strategic land use planning framework	0%	Not due to start. Scheduled for 2026-2027		Chief Community Office

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

D4: Our community has a diversity of affordable housing options


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

Code	Action	Progress	Quarterly Update	Status	Responsible Division
D4.1.01	Facilitate the delivery of affordable housing on Council-owned land	20%	In progress. Tender to select community housing provider underway, to be completed in April and reported to May Council meeting.		Chief Community Office
D4.1.02	Implement affordable and diverse housing strategy	30%	Ongoing. This is a 10 year strategy adopted in 2023.		Chief Community Office








E: Leadership and participation




E1: We engage and communicate with our community

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

Code	Action	Progress	Quarterly Update	Status	Responsible Division
E1.1.01	Consult with the community to review the Community Strategic Plan in line with the Local Government election cycle	0%	Not due to start. Will be undertaken post Local Government Election 2024		Chief Financial Office


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


Code	Action	Progress	Quarterly Update	Status	Responsible Division
E1.1.02	Support and encourage inclusive public engagement methods which invite comment from a diverse range of community members	70%	Engagement methods such as Your Say, public meetings and forums continue. Your Say engagements included Nimbin Place Plan, Rail Trail Lismore to Bentley section, potential rezoning and design controls for new urban release area, Nimbin Wayfinding Project and Wade Park Masterplan. Engagements were undertaken in February and March 2024 for the Nimbin Place Plan, with one hundred and eighty one people responding to an online survey and thirty plus people attending each of the three workshops, including a workshop at the Nimbin Central School. The most recent was a public facing consultation was held at Goonellabah shopping centre to invite public feedback on the Reconciliation Action Plan.		Chief Community Office
E1.1.03	Disseminate timely and accurate information to all sectors of the community through the use of various media	70%	Issued twenty four media releases and three to four Facebook posts daily (weekdays only). Local matters newsletter continued fortnightly delivered direct mailboxes across the Local Government Area, Full Page ads taken out in the Lismore City News for their Saturday publications and distributed right across the Local Government Area, relevant radio content created to inform residents on council matters relevant to them,		Chief Community Office
E1.1.04	Inform and educate the community about Council activities, projects and events through the development of flyers, brochures, educational campaigns, videos and other marketing collateral	70%	Twenty nine graphic design requests were completed and eleven videos produced and published for community to inform the public about councils events, programs, decisions, projects and strategies for consultation.		Chief Community Office

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Code	Action	Progress	Quarterly Update	Status	Responsible Division
E1.1.05	Review and update Communications Plan	50%	Communications plan review project being scoped to be absorbed into the engagement strategy review to present one consolidated strategy for Council. This document would cover media, digital communications, corporate communications, engagement communications and framework and brand communications in the one document. Due for completion June 2024		Chief Community Office







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

Code	Action	Progress	Quarterly Update	Status	Responsible Division
E1.2.01	Support and report on Council Advisory and Action Groups	70%	Council advisory groups continue to be supported with key recommendations captured and reported to full council		Chief Community Office

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


Code	Action	Progress	Quarterly Update	Status	Responsible Division
E1.3.01	Encourage community engagement with the development and implementation of a Rural Land Use Strategy	10%	Councillor briefing in March and Discussions paper drafted for Community Consultation		Chief Community Office

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E2: We collaborate with other agencies to achieve great outcomes







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

Code	Action	Progress	Quarterly Update	Status	Responsible Division
E2.1.01	Stakeholder relationship management to encourage collaboration with regional partners	75%	The Mayor and General Manager continue to actively attend meetings of the Northern Rivers Joint Organisation, Regional Cities NSW and Country Mayors Association. The General Manager also regularly meets with the General Managers from across the Northern Rivers region and via Regional Cities NSW and Country Mayors Association to develop working relationships and regional collaboration.		GM Executive Assistant


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

Code	Action	Progress	Quarterly Update	Status	Responsible Division
E2.2.01	Financially assist rural halls through the section 356 donations program as a rebate of annual general rates	100%	Paid last year 2023		Chief Financial Office


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




Code	Action	Progress	Quarterly Update	Status	Responsible Division
E2.3.01	Offer and promote a range of programs at the council facilities that celebrate young people, older people and multiculturalism	70%	<p>Young Writer's Masterclass - in partnership with Byron Writer's Festival. Three youth book clubs</p> <p>Youth school holiday activities, such as Zine Making and bird identification workshop and Birds around the block CBD scavenger hunt Lismore</p> <p>Social Circle - weekly program to reduce social isolation in seniors.</p> <p>Goonellabah Craft group - Weekly program for seniors for creative hobbies. Digital literacy programs.</p> <p>The library maintains a collection of materials and resources to support multicultural community, in the form of an information hub, learning English books, English as second language test materials and foreign language books from the State Library.</p>		Chief Community Office

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


Code	Action	Progress	Quarterly Update	Status	Responsible Division
E2.4.01	Collaborate and coordinate with NRRC, local planning panel and other agencies to deliver post-flood strategic planning	50%	Ongoing. (Note: the NRRC is now known as the NSW Reconstruction Authority and the local planning panel has been disbanded).		Chief Community Office

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Code	Action	Progress	Quarterly Update	Status	Responsible Division
E2.4.02	Actively build, seek and strengthen strategic and working relationships with local and regional organisations and groups	75%	The Mayor and General Manager continue to build strong and strategic relationships in the Northern Rivers Joint Organisation, Regional Cities NSW and Country Mayors Association. The General Manager also regularly meets with government agencies, private organisations and community based agencies understand what is working/not working in their councils and communities and to share ideas and innovation.		GM Executive Assistant
E2.4.03	Advocate for open communication channels with NRRC to ensure integration with Council activities	75%	The General Manager, Chief Operating Officer and Chief Community Officer continue to actively meet and maintain strong relationships with government agencies and funding bodies including NSW Reconstruction Authority, Transport for NSW, Public Works etc to ensure support for business as usual activities, community recovery and disaster related recovery.		GM Executive Assistant
E2.4.04	Work with ICO NRRC to collaborate and coordinate on relevant major infrastructure projects	40%	The Flood Restoration Portfolio regularly attends and coordinates with the NSW Reconstruction Authority's Infrastructure Coordination Office.		Chief Operating Office




E2.5: Participate in cultural relationships.

Code	Action	Progress	Quarterly Update	Status	Responsible Division
E2.5.01	Organisation of a Student Exchange Program with Yamato Takada, Japan	60%	Planning including expressions of interest underway - awaiting confirmation of budget to support implementation for Q1 2024/25 fin year.		Chief Community Office

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E2.6: Manage regional services with other councils.

Code	Action	Progress	Quarterly Update	Status	Responsible Division
E2.6.01	Provide a leading edge library service which utilises current technology to meet the expectations of customers	0%	No Budget to support maintenance, replacement or upgrade of technology and IT infrastructure		Chief Community Office
E2.6.02	Investigation to digitalise, protect local history documents and catalogue onto the library website	0%	Deferred until after the Lismore Library rebuild is complete - staff have not had the time or space to address this.		Chief Community Office
E2.6.03	Investigate innovative technology and programs across multiple locations, both in and outside of the library buildings	20%	No funding in budget to address new technology or programs. Staff continue to network with other libraries across state and country to identify potential no to low cost innovations		Chief Community Office




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

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

Code	Action	Progress	Quarterly Update	Status	Responsible Division
E3.1.01	Provide Councillors with relevant information and access to professional staff through the Councillor Request System to facilitate good decision-making practices	75%	One hundred and seventy councillor requests were responded to between January to March 2024.		GM Executive Assistant
E3.1.02	Coordinate requests from the community to the Mayors Discretionary Fund to facilitate small grants for projects that represent or promote Lismore	70%	No requests were received during this period.		GM Executive Assistant


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Code	Action	Progress	Quarterly Update	Status	Responsible Division
E3.1.03	Enable our elected representatives to undertake their duties effectively through administration of the Councillor Expenses & Facilities policy and provision of ongoing professional development	75%	Councillors Expenses and Facilities have been administered in line with the policy with a report presented to the March Council meeting.		GM Executive Assistant
E3.1.04	Ensure good governance through appropriate management of Code of Conduct matters, administration of Legislative compliance framework and maintenance of Fraud Prevention framework	35%	These actions will be progressed in Q4 when the recruitment of a governance officer is completed.		Chief Financial Office
E3.1.05	Administering updates and training on Code of Meeting Practice and Council policies	75%	A number of policies have been reviewed and will be presented to Council in April 2024.		Chief Financial Office






E4: We provide effective management and responsible governance

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

Code	Action	Progress	Quarterly Update	Status	Responsible Division
E4.1.01	Implement the Capability, Capacity & Recovery Roadmap (CCRR) to deliver long-term improvements to Council's sustainability as an organisation that can continue to provide valuable services to our community	50%	Capability, Capacity & Recovery Roadmap projects progressing well. The December 2024 acquittal report was submitted to the Office of Local Government in March 2024, showing around 20% of the funding had been spent. The Capability, Capacity & Recovery Roadmap Committee met 19th March 2024.		Chief Financial Office








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Code	Action	Progress	Quarterly Update	Status	Responsible Division
E4.1.02	Improve collaboration across Council services to ensure all our people think outside their own departments, plans, needs and budgets to consider the impact on the organisation and community as a whole	75%	The organisational structure continues to be modified to ensure improved service and delivery. This is achieved by grouping together like functions based on internal or external customer focus and on financial/people, assets/services or community focus.		GM Executive Assistant
E4.1.03	Oversee development of Integrated Planning & Reporting (IP&R) and coordinate activities to ensure alignment with strategic vision	30%	Preparation of the 2024-2025 Draft Budget commenced in February 2024. Councillor briefing scheduled for 30th April 2024. Draft to be adopted by Council for public exhibition at the May 2024 meeting.		Chief Financial Office
E4.1.04	Implement the Integrated Planning & Reporting Framework	75%	July to December 2023 Delivery Program progress report submitted to Council March 2024.		Chief Financial Office
E4.1.05	Promote and support the progression of innovative ideas from across Council	75%	The Executive Leadership Team actively seeks innovative ideas from across the organisation and has established a Modernisation Squad (the 'Mod Squad') to lead the ideas to resolution including customer focused projects, internal process improvement ideas and coordination of strategy and policy delivery. Development of ideas can be subject to budget availability.		GM Executive Assistant
E4.1.06	Engage an Internal Audit service provider to provide an independent view on Council's business activities, identify improvements and support compliance with legislation	75%	Grant Thornton are engaged as Council's Internal Auditor. One review was conducted during the reporting period		Chief Financial Office






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Code	Action	Progress	Quarterly Update	Status	Responsible Division
E4.1.07	Coordinate and provide secretariat for the Audit Risk and Improvement Committee (ARIC)	75%	Audit Risk and Improvement Committee meeting was held 28th February 2024.		Chief Financial Office
E4.1.08	Coordinate completion of audit actions from external and internal audit reports	75%	Audit actions are recorded, tracked and reported to ARIC meetings		Chief Financial Office
E4.1.09	Coordinate insurance claims	75%	Insurance claims are being managed.		Chief Financial Office
E4.1.10	Coordinate the 2024 Local Government Elections and Councillor induction process	25%	Planning for the Local Government Election in September is underway. Discussions undertaken with NSW Electoral Commission regarding prepoll and returning officer venues.		Chief Financial Office
E4.1.11	Maintain and update Council's Delegations Register	75%	Delegations continue to be updated and the register of delegations maintained		Chief Financial Office
E4.1.12	Conduct asset revaluations according to State Government guidelines	95%	Draft Stormwater revaluation due back to Council May 2024.		Chief Financial Office
E4.1.13	Collect and manage all Council funds and provide information and advice to support sound financial decision making	75%	Quarterly Budget Review Statements adopted by Council for September 2023 and December 2023. March 2024 to go to 14 May 2024 Meeting. Monthly management reporting to Executive. Managers have access to live management reporting through Corporate System and BIS. Dashboards available to Councillors. Enhanced management reporting tool being implemented, delayed now due May 2024.		Chief Financial Office




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Code	Action	Progress	Quarterly Update	Status	Responsible Division
E4.1.14	Effectively manage Council's finances to support long-term financial sustainability through continuous improvement of business processes for best practice delivery of financial services to stakeholders	80%	March 2024 - Final Quarter Budget Review Statement (QBRs) will be included on agenda for 14 May 2024 Council meeting. Workshop to be presented 7 May 2024. June 2023 Financial reports completed and lodged with Office Local Government December 2023. Draft 2024-2025 Budget prepared and to go to Council for consideration and to be placed on public display 18 May 2024.		Chief Financial Office
E4.1.15	Investigate and implement financial modelling tools to increase access of quality reports to internal users while also improving integration and automation	85%	Power BI reports in place and available to Council. BIS reporting tool has been working and is available to Managers. Executive Leadership Team reports prepared monthly. MAGIQ reporting tool delayed as required to be rescope, Due for roll out May 2024.		Chief Financial Office
E4.1.16	Implementation of business processes and procedures for Council's Name and Address Register (NAR)	15%	A project to "cleanse" the name and address register of duplicates and other data issues has been initiated. A Project Manager from Civica has been engaged and a timeframe for the commencement of work agreed being 10th June for Scoping.		Chief Financial Office
E4.1.17	Continuous improvement of Council's cyber security	65%	Council has employed a cyber security specialist, who is implementing various Cybersecurity initiatives (Including Policy, Procedures and Software) as per the broader cybersecurity improvement strategy.		Chief Financial Office
E4.1.18	Develop and implement plan to transform the recruitment, induction and onboarding processes	95%	The Pulse digital application to manage corporate onboarding will be launched in May. Further work to design the corporate orientation and induction program is underway.		Chief Financial Office








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



Code	Action	Progress	Quarterly Update	Status	Responsible Division
E4.1.19	Ensure all areas of Council have clear, achievable goals to align operations to strategic direction through performance development framework	5%	The Executive Leadership Team has provided initial support to undertake a Performance Development Planning project which will result in each employee having a performance plan outlining a measurable criteria that can then be used to provide constructive feedback to employees and also define their training and development needs. Given the consultation required to implement a performance development process, the first stage (35 hour positions) is unlikely to be completed before December 2024, and stage two (38 hour positions) is unlikely to be finalised before June 2025.		Chief Financial Office
E4.1.20	Strive for exceptional workplace culture through development of expected behaviours, incentives and ways of working	10%	The Executive Leadership Team has provided initial support to undertake a Performance Development Planning project which will result in each employee having a performance plan outlining a measurable criteria that can then be used to provide constructive feedback to employees. Given the consultative process required to implement a performance development process, the first stage (35 hour positions) is expected to be complete in December 2024, and stage two (38 hour positions) is expected to be complete in June 2025.		Chief Financial Office
E4.1.21	Design a development and training framework for workforce	25%	A digital application 'Pulse' is being developed to enable employees to view training courses and register to attend. This will be launched in May 2024. Going forward, a skills register will be created and skills will be assigned to specific positions. This final stage is complex and completion is not expected until June 2025.		Chief Financial Office


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






Code	Action	Progress	Quarterly Update	Status	Responsible Division
E4.1.22	Develop leadership pathway framework for workforce	20%	This project will launch after the corporate induction/orientation program is complete. An initial over-arching foundational program will be implemented by December 2024, and a formal development program will then be designed.		Chief Financial Office
E4.1.23	Administer rates and water billing	90%	Rates and water bills issued in a timely manner.		Chief Financial Office
E4.1.24	Upgrade Council intranet to support new technology and portability	100%	Intranet updated following consultation and engagement with teams across the business. New intranet went live in late 2024 with ongoing improvements undertaken as they are identified.		Chief Community Office
E4.1.25	Create, capture and dispose of records in accordance with the State Archives and Records Authority of NSW standards and provide enhancements to the records management system as required	75%	There were two thousand two hundred and fifty eight documents created in Content Manager for the period. Thirty three categories of records have been appraised for destruction. Eight categories have been approved for destruction.		Chief Financial Office
E4.1.26	Meet requests for access to Council documents as per Government guidelines and manage paper and electronic files to ensure security of documents is maintained	75%	There were a total of three hundred and thirty one open access requests received during the period. Two hundred and twenty two of these required payment so that records could be made available electronically .		Chief Financial Office
E4.1.27	Investigate record storage options	75%	A quotation was received in January for document storage and digitisation. This was very expensive. Other options are now being considered.		Chief Financial Office
E4.1.28	Review depreciation methodology and numbers	100%	Was reviewed for June 2023 Financial reports.		Chief Financial Office

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Code	Action	Progress	Quarterly Update	Status	Responsible Division
E4.1.29	Review project management framework to enable improved project delivery	60%	Review of Project Management Framework including governance has commenced and includes trialling of Pulse project management system (underway).		Chief Operating Office

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



Code	Action	Progress	Quarterly Update	Status	Responsible Division
E4.2.01	Development of Complaints Management Framework	5%	There has been no progress on this action in Q3.		Chief Financial Office
E4.2.02	Operate and continually improve Customer Contact Centre to provide community access to Council	70%	This is continuing via regular stakeholder engagement from customer service with internal teams. Engagement meetings are fortnightly to review current knowledgebase articles and generate new ones with current or new processes. The most recent output is the welcome for new residents letters which are now issued to new owners of properties within Lismore Local Government Area. A dedicated welcome information page has also been developed to link the residents to more information about council and Lismore on the website.		Chief Community Office
E4.2.03	Full review of Council's Customer Relationship Management (CRM) system and implement efficiency change	70%	A review of the Planning and Environment Customer Relationship Management system categories is now underway after the Rangers Compliance and Open Space categories were completed last quarter. This review ensures the workflow, questions and timing of customer requests are meeting the current needs.		Chief Community Office

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Code	Action	Progress	Quarterly Update	Status	Responsible Division
E4.2.04	Introduce online chats through the contact centre	0%	No current demand for online chat recorded in community survey results. Project currently on hold		Chief Community Office
E4.2.05	Implementation of new Customer Service Knowledge Management System to provide accurate and timely information to the community	70%	Our customer contact area is shaping project scoping document to progress this action.		Chief Community Office
E4.2.06	Improve customer engagement including full review of Council's Customer Service Charter	30%	Project being scoped based on findings of the customer survey and in alignment with council's strategic focus areas. Project to be delivered in Q4		Chief Community Office

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


Code	Action	Progress	Quarterly Update	Status	Responsible Division
E4.3.01	Continuous improvement in work health & safety to develop a culture of wellbeing	50%	Work Health and Safety team recruitment is now complete and the rollout of the Work Health and Safety calendar of focus areas and initiatives underway. Event reporting (including Injuries and Incidents) is well developed for 'whole of Council' with presentation at Executive Leadership Team and Work Health and Safety Committee.		Chief Operating Office
E4.3.02	Write and implement the Equal Employment Opportunity Management Plan (EEOMP)	10%	The existing Equal Employment Opportunity Management plan expired in 2021. A project manager has been assigned to this project. However, the consultation process to develop an Equal Employment Opportunity plan is extensive. Accordingly, completion is not expected until December 2024.		Chief Financial Office

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




Code	Action	Progress	Quarterly Update	Status	Responsible Division
E4.3.03	Create strategy to adopt requirements under Australian Human Rights Commission (AHRC)	75%	A review of the Australian Human Rights Commission does not reveal what requirements need to be met. That said, the requirements set out in s348 and s349 of the Local Government Act 1993 i.e. merit-based selection, are being met. Equally, the requirements of the Anti-discrimination, Age, Sex, and Disability Acts are being met.		Chief Financial Office
E4.3.04	Implement initiatives determined in the Workforce Management Plan	50%	The rollout of a digital onboarding program will be launched in May 2024. This application will assign mandatory training modules to employees post-offer acceptance and prior commencement. The orientation and induction stage is currently under development.		Chief Financial Office

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

Code	Action	Progress	Quarterly Update	Status	Responsible Division
E4.4.01	Implement actions in the workforce management plan to improve gender equality in Council's workforce	75%	A women's career development program 'Elevate' will be launched in May. Twelve participants are enrolled for this twenty six week part-time program.		Chief Financial Office


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

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




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E4.6: Ensure sound risk management practices.

Code	Action	Progress	Quarterly Update	Status	Responsible Division
E4.6.01	Adapt Council's risk register to allow identification and early mitigation of risks to Council and our workforce	75%	The project to review, implement and update Council's Risk Management Framework is still in process.		Chief Financial Office




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






Code	Action	Progress	Quarterly Update	Status	Responsible Division
E4.7.01	Develop the strategic skills of the procurement and contracts team in order to pursue best practice and excellence in procurement	75%	The procurement team has undertaken a Strengths, Weaknesses, Opportunities and Threats (SWOT) workshop, and planned a Risk Identification and Mitigation workshop. These workshops are designed to create a team environment based on an honest internal assessment and generate a fully supported centre-led procurement guideline.		Chief Financial Office
E4.7.02	Ensure construction and infrastructure project payments are aligned with Security of Payment Act obligations	70%	Council is not currently aligned with the Security of Payment Act for a number of reasons: corrective action is required to ensure appropriate payment schedules are accurate and issued within the correct timeframes; and align Council's payment system; and update the payment workflows for this type of payment.		Chief Financial Office
E4.7.03	Implement a new streamlined efficient and effective procurement and contract management process and guidelines.	85%	Recommendations from the Internal Audit of Procurement and review by Local Government Procurement are being incorporated into a new Procurement Guideline, to support the move to a Centre-Led Procurement model.		Chief Financial Office


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Code	Action	Progress	Quarterly Update	Status	Responsible Division
E4.7.04	Update Council procurement and contract management template suite including new Council specific contract templates	100%	Core templates are available. This action is considered complete		Chief Financial Office


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

Code	Action	Progress	Quarterly Update	Status	Responsible Division
E4.8.01	Operate an efficient fleet management program, including replacement, allocation, and external hire	80%	2023-2024 Financial year fleet replacement program completed. 2023-2024 Financial Year new fleet items purchase program completed. Review Financial Year 2024-2025 Fleet Replacement Program based on reduced budget funding allocation. Financial year 2024-2025 Fleet Replacement Procurement Plan in DRAFT.		Chief Operating Office
E4.8.02	Operate an efficient maintenance workshop for Council fleet	80%	Recruitment of two heavy diesel mechanics undertaken. Ausfleet data cleanse almost complete. Vacant Fleet Systems role to be recruited to perform maintenance planning (maintenance planning absent for at least two years). Fleet Re-structure in DRAFT, to be completed for review in May 2024 Q3.		Chief Operating Office
E4.8.03	Operate efficient sign and metal fabrication workshops	80%	One Welder/Fabricator recruitment undertaken. Constant breakdowns from electrical issues with existing guillotine and folder since floods (HV safety issue) have resulted in new equipment being procured.		Chief Operating Office

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Code	Action	Progress	Quarterly Update	Status	Responsible Division
E4.8.04	Implement fleet transformation project	75%	Undertaking workforce management and planning, Internal plant hire system, fuel project, Monitoring project, panel agreement project, and workshop booking and maintenance management project.		Chief Operating Office







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


Code	Action	Progress	Quarterly Update	Status	Responsible Division
E4.9.01	Administer the Deed of Agreement as the Executive Council for Richmond Tweed Regional Library	70%	On track and reported through to Richmond Tweed Regional Library Committee quarterly. Budget 2024/25 Endorsed by the committee in April 2024.		Chief Community Office

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


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

Code	Action	Progress	Quarterly Update	Status	Responsible Division
E5.1.01	Produce and deliver a marketing strategy to attract visitors to the area to attract industry and investment	80%	Back Lismore phase one completed and achieved an increase in awareness, support and activity in the Lismore Local Government Area. Back Lismore phase two is underway to drive investment action.		Chief Community Office
E5.1.02	Develop a Visitor Economy Strategy	100%	The Destination Management Plan was reported to Council on 12 March 2024 and adopted.		Chief Community Office


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Code	Action	Progress	Quarterly Update	Status	Responsible Division
E5.1.03	Facilitate Visitor Economy services across the Local Government Area to support business and visitor growth.	75%	Support provided: Library Visitor Info Hub, Transit Centre signage, Terania Building signage, Annual events calendar launched & distributed, Monthly what's on sheets developed & distributed, New tourist drive brochures finalised & printed, Destination Management Plan adopted by Council, Destination photoshoot for Nimbin undertaken, Development of the new Visit Lismore Destination Website underway, Events & businesses loaded to Australian Tourism Data Warehouse daily, Audit of existing businesses on website to ensure listings ready for launch, Regular social media posts to increase awareness of events, business profiles, what's on etc, Development of collateral for upcoming Primex stall.		Chief Community Office

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



Code	Action	Progress	Quarterly Update	Status	Responsible Division
E5.2.01	Proactively seek and bid for new events and conferences for the city and region.	70%	City hosting a range of sporting and other events during the quarter. Successfully attracted two major national baseball events to Albert Park.		Chief Community Office

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


Code	Action	Progress	Quarterly Update	Status	Responsible Division
E5.3.01	Lobby and advocate for support and funding with a specific focus on opportunities that support core assets	75%	The Mayor, General Manager and the members of the Executive Leadership Team have successfully lobbied government for funding to assist disaster recovery activities. Despite this success, ongoing funding support for the Lismore region continues.		GM Executive Assistant

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Code	Action	Progress	Quarterly Update	Status	Responsible Division
E5.3.02	Lobby and advocate for support from the State and Federal Government	75%	The Mayor, General Manager and the members of the Executive Leadership Team continue to actively participate in meetings and activities with government agencies and funding bodies to seek support for Council's business as usual activities, capital projects and those disaster and recovery focused.		GM Executive Assistant
E5.3.03	Identify new areas for growth and investment potential including the research and development of business cases	40%	Economy and Investment Paper as part of the Re-imagine Lismore program (Vision and Blueprint) underway and due for completion in June 2024.		Chief Community Office

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


Code	Action	Progress	Quarterly Update	Status	Responsible Division
E5.4.01	Engage with State Government to encourage inclusion of Northern Rivers into regional growth priorities	50%	Engaging with NSW Reconstruction Authority and government agencies. Also supporting the development of the Northern Rivers Regional Vision.		Chief Community Office

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

Code	Action	Progress	Quarterly Update	Status	Responsible Division
E5.5.01	Develop and maintain Council's identified priority projects register	100%	Completed.		Chief Community Office
E5.5.02	Implement actions from the 2023-2033 Lismore Economic Development Strategy, which aims to highlight key industry sectors	0%	Not due to start		Chief Community Office

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



Code	Action	Progress	Quarterly Update	Status	Responsible Division
E5.5.03	Facilitate ongoing research, business case development and funding applications to support the progression of Council's identified priority projects	75%	<p>During this period Destination and Economy staff began work with key internal stakeholders to commence the development of Business Cases for the priority projects:</p> <ol style="list-style-type: none"> 1. Resilience Feasibility Study including Water Security and Flood Mitigation 2. Regional Airport Master Planning and Redevelopment 3. Northern Rivers Rail Trail Stage 2 (South Lismore to Booyong) 4. Event Legacy Program 5. Riverside Precinct Development (Bridge to Bridge). 		Chief Community Office

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