



# Delivery Program Progress Report

1 July 2024 to 31 December 2024

LEGEND:

Not Updated



On Track



Taking Action To Address



Needs Critical Attention



Not Due to Start



Cancelled/Deferred




Completed




## 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 Aquatic Centre and/or Lismore Memorial Baths	50%	<p>Goonellabah Sports and Aquatic Centre (1 Jul 24 - 31 Dec 24):</p> <ul style="list-style-type: none"> <li>- Total Attendance: 124,267</li> <li>- Total Attendance Gym: 31,743</li> <li>- Total Attendance Learn to Swim: 7,677</li> </ul> <p>Goonellabah Sports and Aquatic Centre facility used and hired for futsal, pickleball, basketball, boxing, netball, dance, wheelchair basketball, vacation care, school use, community events and private hire for birthday parties and meetings.</p> <p>Lismore Memorial Baths (1 Sept 24 - 31 Dec 24):</p> <ul style="list-style-type: none"> <li>- Total Attendance: 19,726</li> <li>- Total Attendance Learn to Swim: 1,276</li> </ul> <p>Lismore Memorial Baths facility used and hired for lap swimmers, general swimming, school use, water polo, swimmer's club and private/community events.</p>		Chief Corporate and 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	50%	Ongoing.		Chief Corporate and Community Office





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Code	Action	Progress	Quarterly Update	Status	Responsible Division
A1.2.02	Review and update the Lismore Floodplain Risk Management Plan	100%	Adopted by Council in November 2024.		Chief Corporate and Community Office
A1.2.04	Prepare a Lismore Local Government Area Climate Resilience and Adaptation Strategy	45%	Draft Strategy prepared by staff.		Chief Corporate and Community Office
A1.2.05	Facilitate meetings of the Community Resilience Network	50%	LCC now co-chairing Community Resilience Network (CRN) with Resilient Lismore. Throughout 2024 Emergency Management Coordinator has attended CRN meetings and has had regular contact (including dissemination of warnings) with CRN members.		Chief Operating and Financial Office
A1.2.06	Execute the deliverables associated with the Community Recovery Officer Workplan including establishing operations, developing plans and facilitating community events	100%	Both Community Recovery Officer delivery programs were completed according to their approved workplans in 2024. Final reports were provided to the funding body - NSW Reconstruction Authority - and any legacy programs were handed to relevant teams within Council. These included representation at the Community Recovery Network meetings and ongoing monitoring and management of Lismore City Council's recovery inbox which have been absorbed by the Emergency Management Office, as well as the coordination of the quarterly interhall meetings in the Lismore LGA and the monthly distribution of the Community Resilience Newsletter which has been absorbed by Council's Stakeholder Engagement team.		Chief Corporate and Community Office








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Code	Action	Progress	Quarterly Update	Status	Responsible Division
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	50%	6 monthly levee inspection completed with Rous water. Trades team completing quarterly and annual inspections of flood pumps and works and inspections are being captured in MEX Maintenance Software.		Chief Operating and Financial Office
A1.2.08	Review the Northern Rivers Emergency Management Plan in line with Government requirements and LEMC direction	70%	First draft produced and gone to Local Emergency Management Committee (LEMC) for initial endorsement. Not yet endorsed as some information to be finalised such as updated maps and LCC airport details.		Chief Operating and Financial Office
A1.2.09	Participate in the Northern Rivers Local Emergency Management Committee (LEMC)	50%	Next LEMC meeting is scheduled for 04/03/2025		Chief Operating and Financial 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	80%	2 Invoices paid, 1 to go		Chief Operating and Financial Office
A1.2.11	Provide funding to Fire and Rescue NSW to operate the service	80%	All invoices paid and up to date.		Chief Operating and Financial Office
A1.2.12	Participate in the Northern Rivers Bushfire Management Committee (BFMC) and Zone arrangement with Richmond Valley and Kyogle Councils	70%	2025 First BFMC to be scheduled.		Chief Operating and Financial Office

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### 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	50%	Annual inspection program implemented and on track		Chief Operating and Financial Office
A1.3.02	Certify and audit commercial and industrial buildings to ensure adequate fire safety	0%	Monthly inspections being undertaken		Chief Corporate and Community Office
A1.3.03	The running and maintenance of CCTV system in strategic locations	85%	Council's closed circuit television plans continue with ongoing roll-out in specific locations. Daily monitoring of the network ensures it is functional and serviceable.		Chief Corporate and Community Office
A1.3.04	Undertake fire hazard reduction activities in line with Rural Fire Service	50%	The Manager of Open Spaces collaborates with the Rural Fire Service to address any identified necessary works. Additionally, the Open Spaces tree officer conducts inspections based on reactive customer requests.		Chief Operating and Financial Office
A1.3.05	Maintain operational Pound facility - Impound companion animals	50%	Pound operations are on track.		Chief Operating and Financial 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	50%	Commercial business application assessment and annual inspections ongoing.		Chief Operating and Financial Office
A1.3.07	Undertake regular parking patrols to ensure compliance with adopted parking strategies	50%	Routine parking patrols completed during the reporting period		Chief Operating and Financial Office

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Code	Action	Progress	Quarterly Update	Status	Responsible Division
A1.3.08	Encourage responsible pet ownership through education programs and take appropriate action in response to complaints about companion animals	50%	Ongoing		Chief Operating and Financial Office
A1.3.09	Remove abandoned vehicles and wandering stock from public places in accordance with adopted procedures and NSW legislation	50%	Removal of abandoned vehicles and wandering stock from public areas on track.		Chief Operating and Financial 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	50%	Lismore's Late Nighter bus service is operational. CCTV cameras are operational and Street Beat Patrol services are ongoing.		Chief Operating and Financial Office
A1.3.11	Take compliance action in response to customer requests or complaints relating to public health, safety and amenity	50%	Compliance action is ongoing and on track.		Chief Operating and Financial Office
A1.3.12	Work with Essential Energy to ensure appropriate street lighting is provided and properly maintained within the Lismore LGA	50%	Ongoing relationship between Council and Essential Energy now being maintained by new Head of Fleet & Open Spaces. Requests will continue to be responded to as required.		Chief Operating and Financial Office
A1.3.13	Seek funding for a footpath/cycleway from Dunoon to Modanville	10%	Not started. Grant funding through Get NSW Active was investigated, however was unsuitable due to the requirement that the path to be identified in Council's Walking, Cycling and Micromobility Strategy.		Chief Corporate and Community Office

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

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





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	50%	Due to wet weather, planned events were cancelled.		General Manager Office

**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	50%	Progress with consultation for ProppaNOW: OCCURRENT AFFAIR, First Nations Gathering Space. Delivery of 'Buruugaa Garaa Buruu Garaa Budgeramgali' in consultation with elders and community. Successful delivery of Koori Mail Indigenous Art Award.		Chief Corporate and Community Office
A2.2.02	Facilitate a minimum of one major art project with Aboriginal and Bundjalung content biennially	100%	Presentation of 'Buruugaa Garaa Buruu Garaa Budgeramgali' in September, and the Koori Mail Indigenous Art Award in December 2024. The Quad delivered 'Grounded' project and exhibition in October 2024. First Nations Gathering space continues monthly led by Kylie Caldwell.		Chief Corporate and Community Office

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### 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	50%	A Welcome to Country or Acknowledgement of Country is performed at all council meetings and events.		General Manager Office
A2.3.02	Continue to display Aboriginal and Torres Strait Islander flags in Council Chambers and hoist daily at Council's Corporate Centre	50%	Flags being displayed everyday.		Chief Corporate and Community Office
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 was planned to be held on 2nd July 2024 but due to inclement weather the event was unfortunately cancelled. Council received advice that it would be inappropriate to host a NAIDOC week event outside close proximity to the actual week. All options were explored and there was no opportunity to execute this year.		Chief Corporate and Community Office
A2.3.04	Facilitate the implementation of the Reconciliation Action Plan across our workforce	20%	Consultants have been engaged to develop a new Reconciliation Action Plan. Stakeholder engagement has commenced and drafting is underway.		Chief Corporate and Community 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	0%	Awaiting Crown to provide training dates for staff to attend training to become Native Title Managers.		Chief Operating and Financial Office

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**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	60%	Recruitment of replacement RAP Coordinator unsuccessful. Consultants have been engaged to develop a new Reconciliation Action Plan.		Chief Corporate and Community Office
A2.5.02	Award the Cory James Memorial Scholarship annually	100%	Award conferred in July 2024.		Chief Corporate and Community 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	70%	RAP Consultant engaged and conducted Yarn and Yol consultation sessions. NAIDOC weeks event planned and resourced but cancelled last minute due to weather and localised flooding. Advice was sought on postponement and it was agreed that an event outside the formal week was not appropriate.		Chief Corporate and Community 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	50%	Project progressing through concrete works, most ramps, platforms and rails installed. Contractor preparing main bowl ready for pouring.		Chief Operating and Financial Office







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### 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	50%	The cleaning and maintenance of BBQ and picnic areas fall under the responsibility of the Manager of Public and Open Spaces. Everything is running smoothly with external cleaners handling the service, but the Manager is currently reviewing the feasibility of combining BBQ and amenity cleaning services, to assess whether internal or external servicing would be more effective.		Chief Operating and Financial Office
A3.2.02	Maintain existing open spaces, parks and gardens by undertaking inspections and routine maintenance of playgrounds	50%	Regular visual inspections are conducted by the mowing and maintenance teams, though no written reports are generated. However, an inspector is assigned to carry out quarterly playground inspections and annual park inspections. Everything is progressing smoothly, with numerous defects identified and a repair/maintenance plan in place through REFLECT.		Chief Operating and Financial Office
A3.2.03	Develop and implement parks upgrade program according to the Open Spaces Asset Management Plan	20%	Open Spaces is in the process of developing a decision-making matrix to support capital works planning. This matrix will serve as the foundation for determining how and why parks are upgraded, in alignment with the Open Spaces asset management plan.		Chief Operating and Financial Office

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Code	Action	Progress	Quarterly Update	Status	Responsible Division
A3.2.04	Maintain and clean public amenities	50%	Amenities are cleaned regularly as part of scheduled service. The Manager of Public and Open Spaces is currently assessing whether to keep the cleaning service in-house or outsource it. Regardless, the amenities are consistently maintained and cleaned, with amenity blocks serviced based on their usage frequency.		Chief Operating and Financial Office
A3.2.07	Complete design and construction of Nimbin Rainbow Walk	90%	Signage and handrails being installed.		Chief Operating and Financial Office
A3.2.08	Complete construction of the Lismore to Bentley stage of the Northern Rivers Rail Trail	100%	Works are completed, official opening was on 14/12/24.		Chief Operating and Financial Office
A3.2.09	Develop masterplan for Wade Park and seek funding opportunities to construct	100%	Toilets are due to be installed February/March 2025 by the Flood Recovery Team. Applied for the Housing Support Grant Program (\$14m), Yet to be advised of outcome.		Chief Corporate and 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	50%	Work has continued to support the delivery of Safer Cities Her Way within Lismore as well as ongoing work to progress actions from the Destination Management Plan.		Chief Corporate and Community Office
A3.2.11	Seek funding opportunities to implement the Open Spaces strategy	30%	Ongoing. Appropriate grants are being sought and applied for as they become available e.g. Housing Support Grant Program applied for.		Chief Corporate and Community Office

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### 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	50%	A visual inspection is conducted weekly, while an operational inspection is carried out quarterly. Maintenance is provided as needed, and this process is ongoing.		Chief Operating and Financial Office
A3.3.02	Maintain the Nesbitt Park pump track and mountain bike track	60%	The Open Spaces team maintains the Nesbitt Park pump track and mountain bike track. While it currently needs some minor repairs, the necessary repair kits and materials have been ordered and delivered. Repairs are scheduled for early 2025, after the holiday season.		Chief Operating and Financial Office
A3.3.03	Operate the Goonellabah Sports and Aquatic Centre and the Lismore Memorial Baths aquatic facilities	50%	<p>Goonellabah Sports and Aquatic Centre (1 Jul 24 - 31 Dec 24):</p> <ul style="list-style-type: none"> <li>- Total Attendance: 124,267</li> <li>- Total Attendance Gym: 31,743</li> <li>- Total Attendance Learn to Swim: 7,677</li> </ul> <p>Goonellabah Sports and Aquatic Centre facility used and hired for futsal, pickleball, basketball, boxing, netball, dance, wheelchair basketball, vacation care, school use, community events and private hire for birthday parties and meetings.</p> <p>Lismore Memorial Baths (1 Sept 24 - 31 Dec 24):</p> <ul style="list-style-type: none"> <li>- Total Attendance: 19,726</li> <li>- Total Attendance Learn to Swim: 1,276</li> </ul> <p>Lismore Memorial Baths facility used and hired for lap swimmers, general swimming, school use, water polo, swimmer's club and private/community events.</p>		Chief Corporate and Community Office

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Code	Action	Progress	Quarterly Update	Status	Responsible Division
A3.3.04	Upgrade Goonellabah Skatepark	100%	Works completed ahead of schedule (June 28). Opening celebrations included school holiday skate workshops July 9-17th.		Chief Corporate and 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	50%	Underway. Internal review complete. Sporting peak body stakeholder workshop completed November 2024. Survey sent to local sporting clubs.		Chief Corporate and Community Office
A3.4.02	Undertake upgrades to Albert Park Baseball/Softball Complex inline with State Plan	50%	Redesign of the hub building underway. Decision to proceed will be dependent on project cost.		Chief Corporate and Community Office

**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	50%	Presentation of 'Sprung News' in September 2024 and associated public programs. Accessible programming in development with recent funding award from Museums and Galleries NSW for Audience Development.		Chief Corporate and Community Office

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Code	Action	Progress	Quarterly Update	Status	Responsible Division
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	50%	The Disability Inclusion Advisory Group was put on hold during caretaker period and post-2024 Council election in Q2 2024/25. DIAP update on progress of implementation was included in the 2023/24 Annual Report, and lodged into the portal in Dec 2024.		Chief Corporate and Community Office
A4.1.03	Deliver on actions from the Disability Inclusion Action Plan	50%	Delivery of Disability Inclusion Action Plan continues, with implementation and regular reporting underway.		Chief Corporate and Community Office

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


Code	Action	Progress	Quarterly Update	Status	Responsible Division
A4.2.02	Maximise accessibility of all Council events for all members of the community	70%	Accessibility requirements have been included on Council organised events and have been carried out by external event organisers.		Chief Corporate and Community Office
A4.2.03	Development of a Digital City Strategy	15%	Draft IT strategy developed and being reviewed.		Chief Corporate and Community Office
A4.2.04	Install an adult change facility at the Lismore Transit Centre	100%	Works are complete, official opening is pending flood works completion on the transit centre.		Chief Operating and Financial Office
A4.2.05	Continue to establish the shared pathway network which incorporates accessible standards as funding becomes available	50%	Shared pathway program progressing		Chief Operating and Financial Office

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Code	Action	Progress	Quarterly Update	Status	Responsible Division
A4.2.06	Facilitate Visioning Strategy for Lismore post-flood	0%	This program has been incorporated into the Community Strategic Plan review which will be reported to Council in Q4. Community engagement has commenced.		Chief Corporate and 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	55%	New Reconciliation Action Plan and Workforce Management Strategy under development. EEO Management Plan currently under review.		Chief Corporate and Community 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	50%	AUSLAN interpretation is provided for exhibitions and events.		Chief Corporate and Community Office
A4.4.02	Council's website maintains technologies to make more accessible for people with a vision impairment	100%	The new website meets all guidelines: - 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 Corporate and Community 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	50%	We continue to build the collection of accessible resources at the Lismore Area Library, with 60% of resources successfully returned following the 2022 floods. At the Goonellabah Library, resources are being regularly evaluated through an AI system, which helps identify trends across genres and highlights emerging authors to ensure our collection stays relevant and responsive to community interests.		Chief Corporate and 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	50%	The focus is on managing the operations of Lismore Memorial Gardens, Crematorium, and cemeteries to ensure an appropriate level of service across the department. Everything is running smoothly, with ongoing efforts to identify areas for improvement. The Manager of Public and Open Spaces has taken responsibility for this area, offering guidance and advice to the community and collaborating with funeral directors to ensure services are delivered successfully for clients. This is an ongoing service.		Chief Operating and Financial Office

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**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	50%	On going communication with key stakeholders occurring on a regular and as needs basis.		Chief Corporate and 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	60%	Following the Back Lismore campaign an Economic Development strategy is being prepared. Business prospectus' are being prepared to attract new business and industry in to Lismore.		Chief Corporate and Community Office
B1.1.02	Develop an Economic Development Strategy	0%	This program is to be commenced during the second half of FY 2024/25.		Chief Corporate and 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	50%	Continued business engagement to support the Northern Rivers Rail Trail, delivery of the CONVERGE program, regular collaboration with Business Lismore, Nimbin Chamber of Commerce and state and federal agencies. CBD audit carried out in December with insights scheduled for release in January 2025. Delivery of seven business education workshops across the local government area.		Chief Corporate and Community Office
B1.1.04	Support business development, innovation and economic activity through strategic initiatives.	0%	An Economic development strategy is to be developed, commencing Quarter 3 of FY2024/25.		Chief Corporate and 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	50%	Grant information is disseminated regularly to our community via the Monthly Business Newsletter. As at November 2024, the Grant Guru platform had 511 registrants with 372 registered to receive alerts. During October 2024 a workshop was also delivered on Grants and Awards to our community.		Chief Corporate and 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)	50%	Business Activation Plan projects progressed included: promoting funded microgrant and sponsorship activities, expansion of Loving Local Gift Card across Lismore, extensive engagement and planning for Christmas activations. The two Parklets were placed in new locations within the CBD, a CBD Photography shoot was undertaken to support the delivery of future promotions, new fairy lights were delivered in South Lismore and the CBD Occupation Audit was undertaken in December.		Chief Corporate and 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
B2.1.02	Develop a business investment and attraction action plan for the CBD	25%	Various city activation programs have being delivered within the CBD. An Economic Development Strategy and various investment prospectus are being prepared for Lismore.		Chief Corporate and Community Office




**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	50%	Activities included micro-grants and sponsorships, loving local gift card engagement and new business community photo shoots. The Quad delivered 10 activities, including workshops, performances, and live music events, engaged 25 performers, musicians, and creatives, and directly attracted 570 audience members to these activities.		Chief Corporate and 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	50%	A ceremony was held on 17 September 2024 with 11 conferees taking the oath.		General Manager Office





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Code	Action	Progress	Quarterly Update	Status	Responsible Division
B2.3.02	Mentor, support and train local event practitioners and provide research and evaluation assistance to local events	60%	The Events Team continues to support community events to ensure they are better prepared. This includes direction in how to navigate LCC and what forms, documents and plans they may require to deliver and subsequently review their events.		Chief Corporate and Community Office
B2.3.04	Develop annual event calendar	60%	Lismore has attracted a number of sporting and cultural events. In these two quarters these included state women's master's hockey and regional Aboriginal rugby league. Negotiations continue for potential new events for 2025 including an outdoor/caravan expo and state rural women's gathering.		Chief Corporate and 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	85%	From July - December 2024 a number of events were delivered or supported by Council including NAIDOC Community Day (cancelled due to weather), Women's State Hockey Championships, Darrel Chapman Fun Run, Aboriginal Rugby League Knockout Carnival, North Coast National Show, Carols in the Heart (cancelled during event due to weather event), Tropical Fruits. Planning underway for early 2025 events including Legends of Cricket Weekend, Eat The Street		Chief Corporate and Community Office



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**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	75%	A new high-pressure cleaner has been recently purchased, and a trades assistant has been hired. Everything is in place and operating smoothly. Tourism and information signs in the CBD will be added to a regular maintenance program.		Chief Operating and Financial Office
B2.4.02	Maintain entrances to City and villages	85%	Open Spaces is responsible for managing and maintaining the city and village entrances, with a focus on continually enhancing their appearance. This ongoing effort includes the completion of entry signs and gardens in the city, with the development of green tree corridors next on the agenda.		Chief Operating and Financial Office
B2.4.03	Operate a Mobile Library to service outlying villages in the region	50%	We continue to operate the Mobile Library, serving outlying villages across the region, while actively exploring opportunities to extend urban library services to rural areas, enhancing community engagement. Additionally, a refresh of our library resources has been carried out to ensure they remain relevant and meet the evolving needs of our users. The mobile library currently carries approximately 17,000 resources.		Chief Corporate and Community Office
B2.4.05	Operate the Lismore and Goonellabah Libraries as per the Service Level Agreement (SLA)	50%	All elements of the 2024/25 Service Level Agreement (SLA) are being delivered in the operation of the Lismore and Goonellabah Libraries.		Chief Corporate and 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
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	50%	We are meeting this target, as reflected in the service level agreements undertaken every three months, by offering a variety of community programs at the Lismore Children's, pop up Library and Goonellabah library, including book clubs, story time, baby bounce, and author talks.		Chief Corporate and Community Office
B2.4.07	Implement innovative technology and programs across multiple locations	50%	A comprehensive review is currently underway of all business systems used by RTRL. This review aims to assess their relevance, current performance, and ability to meet future needs, ensuring that our services remain efficient and aligned with evolving community expectations.		Chief Corporate and 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	50%	Both facilities open and operational as of September 2024.		Chief Corporate and Community Office
B3.1.02	Stage regular exhibitions, workshops, talks and creative events at the Lismore Regional Gallery for the community to connect and learn	50%	Over 157 activities delivered, welcoming 60,500+ audiences and participants, and engaging over 306 artists and creatives to deliver the programs.		Chief Corporate and Community Office



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




**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	100%	Presentation of 'Buruugaa Garaa Buruu Garaa Budgeramgali' in September, and the Koori Mail Indigenous Art Award in December 2024. The Quad delivered 'Grounded' project and exhibition in October 2024. First Nations Gathering space continues monthly led by Kylie Caldwell.		Chief Corporate and 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	10%	Public Art Policy is currently under review. The Gallery supported projects including Safer Cities Her Way and Library Mural.		Chief Corporate and Community Office
B3.3.02	Undertake an Arts & Cultural strategy for Lismore	0%	An Arts and Cultural Strategy to be commenced during second half of 2024/25.		Chief Corporate and Community Office

**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	50%	While closed for restoration for most of 2024, the Quad delivered 10 activities, such as workshops, performances, and live music events, engaged 25 performers, musicians, and creatives, and directly attracted 570 audience members to these activities.		Chief Corporate and 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
B3.4.02	Work with NORPA to support the Cultural Alliance and the continued operation of Lismore City Hall	0%	In May 2024 Council resolved to sign a Deed of Surrender to dissolve the Cultural Alliance Agreement. As part of the resolution Council also resolved to develop an MOU between Council and NORPA. This matter will be reported to Council in second half of this financial year.		Chief Corporate and 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	50%	Works continuing to repair and rebuild airport infrastructure post flood. General aviation operating at pre flood levels.		Chief Operating and Financial Office


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

Code	Action	Progress	Quarterly Update	Status	Responsible Division
B4.2.01	Review airport masterplan	75%	Following the draft Airport Masterplan a further report has been developed for the airport. This report will be reported to Council in the third quarter of the FY 2024/25.		Chief Corporate and Community Office
B4.2.02	Ensure regulatory compliance of Lismore Regional Airport	90%	Continuing to identify and remedy defects ahead of February CASA Inspection. Some items will not be completed but will have clear plans in place.		Chief Operating and Financial Office




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










**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	50%	On track		Chief Operating and Financial Office

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




Code	Action	Progress	Quarterly Update	Status	Responsible Division
B4.4.02	Undertake annual inspections and required maintenance of the footpath and cycleway network	40%	Annual Inspections and maintenance program continues.		Chief Operating and Financial Office
B4.4.03	Cleaning of CBD footpaths	50%	Streetscapes are maintained with daily footpath cleaning five days a week and street sweeping twice a week. High-pressure cleaning of CBD footpaths is conducted three times annually, ensuring efficient and smooth operations. This is an ongoing service.		Chief Operating and Financial Office
B4.4.04	Seek funding opportunities to implement a Cycle & Walkway Strategy	80%	Awaiting outcomes. Get NSW Active Grants sought for: - Rail Trail - Dibbs Street to Ballina Rd - North Lismore to new Richmond River Highschool site. - Lismore Boulevard  Housing Support Grant Sought for: - North Lismore pathways connecting North Lismore shops to new Richmond River High School site.		Chief Corporate and 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%	Contracted review process is on target, community engagement to occur in early 2025. Progress slowed due to September elections.		Chief Corporate and 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	50%	Ongoing		Chief Corporate and 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	50%	On Site Sewage Management tasks and compliance on track		Chief Operating and Financial 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)	30%	Urban Stormwater Capital Project completed Victoria Street. (Partial Collapse). Oakley Avenue scheduled for March 2025 that will consume budget. USMP projects being reviewed as part of the USMP review. Two major projects currently identified are part of open spaces masterplans.		Chief Operating and 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
C1.2.02	Undertake annual inspections and required maintenance and renewal of stormwater drainage network	75%	Maintenance and renewal progressing to available budget		Chief Operating and Financial Office
C1.2.03	Review and update the Urban Stormwater Management Plan (USMP)	50%	Currently underway and on target to be completed by 30 June 2025.		Chief Operating and Financial 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	50%	Rollout of new waste service offerings completed in August/September 2024. Currently 70% resource recovery rate.		Chief Operating and Financial Office
C2.1.02	Review waste operating model and implement 4 year improvement pathway to be efficient, effective and compliant	50%	Balanced Regional Model A adopted at December Council, to retain collections in house.		Chief Operating and Financial Office
C2.1.03	Provide kerbside domestic and commercial waste collection services	50%	Residential and Commercial Collection undertaken as scheduled. Funding received to replace collections fleet.		Chief Operating and Financial Office
C2.1.04	Provide waste bins and collection in public places, parks, and town centres, and for public events	50%	Provision of waste collection in public places (parks and town centres) continued by our waste collections team in both landfill and recycling streams. New bins & waste management needs in parks within the Local Government Area are assessed on a case-by-case basis. Asset condition assessment of all public place bins planned for January 2025.		Chief Operating and Financial Office


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











**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	10%	Investigations in progress to determine fill capacity following Flood restoration, approach to landfill capping, and infrastructure needed for longer term leachate storage and treatment.		Chief Operating and Financial Office
C2.2.02	Develop Landfill Management Plan for Lismore Resource Recovery Centre	0%	Landfill Management Plan will be updated on completion of Landfill reinstatement and other flood repairs.		Chief Operating and Financial Office
C2.2.03	Ensure environmental compliance across all waste operation activities in accordance with Environmental Protection Authority license conditions	50%	Compliance tasks on track and all non compliance self reported.		Chief Operating and Financial 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	50%	NSW Container Deposit Scheme being operated safely and efficiently.		Chief Operating and 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
C2.3.02	Conduct community and business education programs and produce educational materials on sustainable waste management	50%	<p>The following waste education programs and activities were carried out between July and December:</p> <ul style="list-style-type: none"> <li>- Excursions by Lismore U3A, East Lismore Preschool, St Carthage's Primary and Summerland Christian College to Lismore Recycling &amp; Recovery Centre</li> <li>- Incursions to Corndale PS, Modanville PS, Lismore Heights PS and Whian Whian PS to run waste education activities and deliver resources</li> <li>- Promotion of a 2-year NSW Government trial to accept embedded battery products at Lismore's Community Recycling Centre (CRC)</li> <li>- A Household Chemical Cleanout event at Lismore Recycling &amp; Recovery Centre</li> <li>- Participated in Second Hand Saturday</li> <li>- Conducted a bin audit of Council's Corporate Centre</li> </ul>		Chief Operating and Financial Office
C2.3.03	Provide support to the Lismore Rainforest Botanic Gardens to continue building the gardens as a community asset for education and visitation	50%	<p>Between July and December a lot of work was done to provide support for the Botanic Gardens:</p> <ul style="list-style-type: none"> <li>- Completion of a new 5-year Memorandum of Understanding between Council and the Friends of Lismore Rainforest Botanic Gardens (FLRBG) and Botanic Gardens Management Plan (2025 - 2029), with an associated Capital Works and Asset Renewal Register</li> <li>- Three (3) liaison meetings between Council and the FLRBG</li> <li>- An end of year celebration at which the MOU was signed by the General Manager and President of the FLRBG</li> </ul>		Chief Operating and Financial Office

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










**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	50%	Being noted for inclusion in Concept Design.		Chief Operating and Financial 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	50%	Council's corporate greenhouse gas emissions have been calculated and a tool for continued annual calculations has been acquired. A plan for reducing emissions is now being developed.		Chief Corporate and 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	50%	Staff continue to engage with agencies and NGO's to bring collaborative and informed projects to improve environmental values to the LGA. Regular meetings held with Northern Rivers Joint Organisation NRM Working Group, Richmond Rivers Collaborative Partnerships Committee, Regional Koala Partnerships Group, Northern Rivers Koala Network, NE Coastal and Estuary Practitioners Network, NBS Project Control Group and Working Group, LGA Invasive Species Group, Koala Implementation Group, as well as developing collaborative grant proposals, reviewing flood recovery programs, attending steering committees managing ongoing collaborative projects.		Chief Corporate and 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
C4.1.02	Review options for land use controls, including LEP overlay maps, to define high priority areas for biodiversity conservation.	0%			Chief Corporate and Community Office
C4.1.03	Provide support and education for biodiversity conservation to residents and groups in urban areas throughout the Lismore LGA	50%	Ongoing		Chief Corporate and 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
C4.1.04	Undertake a review of the Biodiversity Management Strategy (BMS)	10%	Review of BMS will commence in 2025. Approval provided for funding to engage external consultancy		Chief Corporate and Community Office
C4.1.05	Implement Biodiversity Management Strategy (BMS) framework for Internal operations	50%	Vegetation Management Plan guidelines complete and published; DA process improvements are ongoing; habitat loss/gains mapping developed; ongoing spatial data refinement; roadside HCV program ongoing		Chief Corporate and Community Office
C4.1.06	Implement Biodiversity Management Strategy (BMS) framework for Rural landholders	50%	Continuation of current and new projects delivery with private landholders in the local government area; review of delivery mechanisms TRIAL IN PROGRESS with grant program currently in EOI phase		Chief Corporate and Community Office
C4.1.07	Implement Biodiversity Management Strategy (BMS) framework for urban environment	50%	Urban programs delivered through actions of the Urban Green Corridor Plan. Parks and Open Spaces delivered with Environmental Strategies. Additional ~\$2M grant money successfully received through Urban Riparian and Catchments Program (project planning underway)		Chief Corporate and 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	50%	Koala conservation and extension program continuing - revegetation and management work continues through BMS supplemented by grant funds		Chief Corporate and 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
C4.2.02	Identify and implement strategies in relation to reducing wildlife death and injury from road strike	50%	Ongoing management of wildlife protection fences and varied message signage assets. Continued delivery of community awareness campaign for koala road strikes. Bruxner Hwy wildlife fence in progress (externally funded).		Chief Corporate and Community Office

**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 Corporate and Community Office








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

## 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 according to the Transport Asset Management Plan	40%	Capital works program for road network progressing.		Chief Operating and Financial Office
D1.1.02	Develop resurfacing program for the road network according to the Transport Asset Management Plan	50%	Resurfacing Program developed and underway		Chief Operating and Financial Office
D1.1.03	Develop rehabilitation and capital works program for bridges according to the Transport Asset Management Plan	50%	Program developed and funding applications ongoing		Chief Operating and Financial Office
D1.1.04	Maintain streetscapes	50%	Streetscapes are maintained with daily footpath cleaning five days a week and street sweeping twice a week. High-pressure cleaning of CBD footpaths is conducted three times annually, ensuring efficient and smooth operations. This is an ongoing service.		Chief Operating and Financial Office
D1.1.05	Undertake annual road maintenance programs	50%	Routine Maintenance program underway		Chief Operating and Financial Office
D1.1.06	Undertake annual bridge inspections and carry out maintenance program	40%	Annual bridge inspections and maintenance program progressing		Chief Operating and Financial Office
D1.1.07	Undertake annual car park maintenance program	50%	Car park maintenance items are progressing according to priority and budget		Chief Operating and Financial Office



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











**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	40%	Lismore City Council's Flood Restoration Portfolio (FRP) manages over 338 projects worth \$917 million, with \$830 million approved and \$240 million received. This includes EPAR and related capital works. Strategic governance frameworks and partnerships with government agencies enable efficient delivery of critical assets. With \$43.6 million in capital spend this financial year, the FRP continues to rebuild resilient infrastructure, supported by additional funding and strengthened industry relationships to deliver improved community outcomes.		Chief Operating and Financial Office
D1.2.02	Scope and deliver the Flood Restoration Portfolio of works for Roads and Bridges	40%	The Roads and Bridges Program achieved significant milestones this period. In December 2024, TfNSW approved the Landslip EPAR (LCC108), initiating Phase 2 procurement for the Landslip Restoration Package (LRP)—Council's largest procurement. Phase 1 contractors were shortlisted in December, with Phase 2 and construction commencing January 2025. Outside the LRP, 109 projects are in development, 23 in delivery, and 51 completed. Pavement design tenders closed with strong industry interest, with work starting January 2025. With \$622M approved, \$147.9M received, and \$21.6M spent this financial year, the program is actively managing risks to sustain progress.		Chief Operating and 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
D1.2.03	Scope and deliver the Flood Restoration Portfolio of works for Water & Wastewater	20%	The Water & Wastewater program is progressing with 9 projects in planning, 2 in development and 1 completed as of December 2024. The program is being delivered under the sponsorship of NSW Reconstruction Authority. Key achievements include the execution of the Framework Agreement, completion of the Nimbin Water Main project, and award of the East Lismore STP concept design to GHD. The Nimbin Temporary Water Treatment Plant contract has been extended to ensure service continuity under the construction of a permanent treatment plant is complete. With \$78.3M approved for rebuild efforts under Phase 2, \$2.4m has been received.		Chief Operating and Financial Office
D1.2.04	Scope and deliver the Flood Restoration Portfolio of works for Buildings & Community Assets	75%	The Buildings Program (FRBD) is advancing with 1 project in development, 10 in delivery, and 35 completed. In November 2024, Council secured an additional \$9.9M, enabling the recommencement of City Hall restoration, with construction starting in January 2025. Key updates include nearing completion of Lismore Library renovations, ongoing safety and accessibility upgrades at the Municipal Building, completion of Stage 2 restoration at Lismore Regional Airport (generator testing pending), and progress on public amenities in parks. With \$89.15M in eligible funding, \$65.1M received, and \$20.6M spent on Capital this financial year, the program is delivering strong outcomes.		Chief Operating and 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
D1.2.05	Scope and deliver the Flood Restoration Portfolio of works for Flood Mitigation Assets	30%	The Flood Resilience Program is advancing with 8 projects in development, 5 in delivery and 1 completed. Pump station upgrade designs are progressing with hydrology modelling completed. Urban drain cleaning has enhanced drainage and received positive community feedback. Key updates: Brewster St Culvert design contract awarded, utility relocation underway; flood pump station fibre tenders awarded; East Towns Drains in progress. The program has \$29.4m approved, \$10.2m received, and \$250k spent this financial year, with refined schedules boosting efficiency and multiple construction activities occurring in the remainder of the year.		Chief Operating and Financial Office





**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	30%	A review has commenced and is in the early stages.		Chief Operating and Financial Office
D1.3.02	Undertake annual inspections and required maintenance for buildings.	50%	Work continuing with Strategic Assets coordinator aligning the areas overall to produce more effective maintenance schedule		Chief Operating and Financial Office
D1.3.03	Develop renewal program for buildings according to the Buildings Asset Management Plan	50%	Work continuing with Strategic Assets coordinator aligning the areas overall to produce the capital strategy and renewal program		Chief Operating and 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
D1.3.05	Manage Council's property portfolio and develop and implement policies and procedures that align with Crown Lands Review 2031	50%	Ongoing.		Chief Operating and Financial Office
D1.3.06	Manage Council's Land Register and update as required	45%	On going task.		Chief Operating and Financial Office


#### 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	40%	Currently underway and on target to be completed by 30 June 2025.		Chief Operating and Financial Office
D1.4.02	Develop Water and Wastewater renewal and capital works program according to the Water & Wastewater Asset Management Plan	50%	Capital works program for 24/25 is on track. Future capital works planning to inform asset management plan being progressed through multiple projects including hydraulic water model update which include capital planning component and Strategic planning for the Nimbin town water supply,		Chief Operating and Financial Office
D1.4.03	Develop and implement Water and Wastewater maintenance program	50%	NPI reporting has been completed.		Chief Operating and Financial 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	100%	Construction completed.		Chief Operating and Financial 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	50%	Operation of water and wastewater assets have been conducted in accordance with EPA and NSW Health requirements		Chief Operating and Financial 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%	Quarry operations are stable		Chief Operating and Financial Office
D1.6.02	Ensure regulatory and licencing compliance of all Council-owned quarry sites	50%	Compliance tasks on track		Chief Operating and Financial 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. This is business as usual.		Chief Corporate and 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%	As per the NSW Planning League table, LCC is meeting targets set by the Minister for Planning		Chief Corporate and Community Office
D2.2.02	Process locality boundary, street numbering and road naming, and update council's property and parcel register	50%	Ongoing task.		Chief Operating and Financial Office
D2.2.03	Provide relevant, accurate and timely planning advice	50%	Duty Planner and Duty Building Surveyor services continue to provide advice to in excess of 30 queries per week		Chief Corporate and Community Office
D2.2.04	Review and implement new software to streamline processing of development applications	50%	Streamlining of development process is occurring, vendor software to assist new process are being explored.		Chief Corporate and 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	50%	Compliance program is managing complaints and taking action in accordance with policy and procedure.		Chief Corporate and Community Office
D2.3.02	Certify and inspect new buildings and infrastructure in accordance with NSW legislation and Council policies, strategies and procedures	0%	Building and infrastructure inspection and certification programs undertaken in accordance with legislative requirements and are functioning effectively		Chief Corporate and 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	0%	Disability access requirements are statutory consideration in assessments.		Chief Corporate and Community Office
D2.3.04	Assess development applications and associated approvals in accordance with NSW legislation and Council's planning controls	50%	Peer review process occurs for 100% of DAs processed		Chief Corporate and 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
D3.1.02	Process rezoning planning proposals	50%	Ongoing. This is business as usual.		Chief Corporate and Community Office
D3.1.03	Monitor development activity and update the Strategic Business Plan for Water Supply and Wastewater Services as required	50%	Have implemented regular coordination meeting between water and Strategic planning teams to monitor development activity for future planning. The water and sewer comments in the Lismore Residential Development map (ED24/37209) and the Lismore Residential Development Summary Table (ED24/37210) have been recently updated. Currently working on water and sewer assessments for 1055 Bruxner Hwy development.		Chief Operating and Financial Office
D3.1.04	Review the Growth & Realignment Strategy (GARS)	0%			Chief Corporate and Community Office


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




**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. This is business as usual.		Chief Corporate and Community Office
D3.2.02	Develop and implement a Rural Land Use Strategy	0%	Strategy being drafted based on initial feedback received from the community.		Chief Corporate and Community Office
D3.2.03	Facilitate development of Master Planning Projects including: East Lismore, CBD, North & South Lismore, Clunes and Nimbin	30%	Nimbin Place Plan adopted in November 2024. Clunes Masterplan project commenced.		Chief Corporate and Community Office

**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	100%			Chief Corporate and 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	50%	Ongoing. This is business as usual.		Chief Corporate and Community Office



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








**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. This is business as usual.		Chief Corporate and Community Office
D3.5.02	Review Local Strategic Planning Statements as part of the strategic land use planning framework	50%	Ongoing		Chief Corporate and Community Office

***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	50%	Ongoing		Chief Corporate and Community Office
D4.1.02	Implement affordable and diverse housing strategy	50%	Ongoing		Chief Corporate and Community Office

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

## 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	50%	The CSP community engagement and communications strategy and activities generated the largest survey response council has ever received from our local community. Lismore City Council received approximately 3,700 comments, reflecting aspirations and suggestions, with over 136,100 words from 1,500+ respondents across the LGA—a 200% increase over previous records. This rich data informs sentiment analysis and priority ranking for the new Community Strategic Plan. March 2025 workshops will test these findings, helping finalise the draft CSP for endorsement for public display in May 2025.		Chief Corporate and Community Office
E1.1.02	Support and encourage inclusive public engagement methods which invite comment from a diverse range of community members	50%	Engagement and Communications Plans utilising methods such as Your Say, Listening Posts, public meetings, workshops, forums and surveys, supported by tailored and targeted engagement communications continue. Your Say engagements during the quarter included Clunes Master Plan Sport and Recreation Plan Lismore Roads Design Program Youth Engagement - High Schoolers Haven, Sporting Club EOI - Lismore, and Lismore CBD Business Engagement.		Chief Corporate and 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
E1.1.03	Disseminate timely and accurate information to all sectors of the community through the use of various media	50%	26 media releases produced, 1.7 million Facebook views, 443 new Facebook followers, 12 videos produced, approximately 105 uploads to web/intranet, approximately 11 media events, 721 media mentions		Chief Corporate and 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	50%	development and roll-out of successful CSP campaign, including use of video vox pops, development of towards respect campaign		Chief Corporate and Community Office
E1.1.05	Review and update Communications Plan	50%	Review is currently underway		Chief Corporate and 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	50%	Advisory Groups had their final meetings prior to the September 2024 local government elections. Council is currently reviewing the status of the groups.		General Manager 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	40%	Initial period of community engagement complete. Feedback being analysed and used to draft a Rural Land Use Strategy. Another period of community engagement is expected mid 2025.		Chief Corporate and Community Office


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

## 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	50%	Council actively participates and collaborates with regional partner organisations including the Northern Rivers Joint Organisation, Regional Cities NSW, Country Mayors Association, NSW Reconstruction Authority, other local governments, the NSW Office of Local Government, Local Government NSW, and other agencies together or independently, which maintain close working relationships and regional collaboration.		General Manager Office


### 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%	Financial assistance of \$2,000 each was provided in December 2024 for 30 halls.		Chief Operating and Financial Office



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

### 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	50%	We continue to offer and promote a variety of programs across the Libraries, specifically aimed at youth, seniors, and multiculturalism. These programs are designed to address the diverse needs of the Lismore community, with certain events conducted in collaboration with other Business Units of Lismore City Council such as seniors week. We will continue to establish partnerships with local organisations and groups to ensure the programs remain pertinent and bring positive outcomes for all participants. This collaboration is anticipated to expand significantly upon the reopening of the Magellan Street Library in early February 2025.		Chief Corporate and 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. This is business as usual.		Chief Corporate and Community Office
E2.4.02	Actively build, seek and strengthen strategic and working relationships with local and regional organisations and groups	50%	Through its processes, Council builds strong and strategic relationships with the Northern Rivers Joint Organisation, Regional Cities NSW and Country Mayors Association, government agencies, private and community based organisations and others to understand roadblocks, and to identify where regional support is required.		General Manager 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
E2.4.03	Advocate for open communication channels with NSW Reconstruction Authority to ensure integration with Council activities	50%	The Council is active in maintaining strong relationships with government agencies and funding bodies in particular with the NSW Reconstruction Authority, Transport for NSW, and Public Works etc to ensure support for Council's activities, community recovery and flood recovery activities and often working hard to establish the path forward for other local governments. Council has strong working relationships with these bodies enabling open and frank communication and advocacy.		General Manager Office
E2.4.04	Work with NSW Reconstruction Authority ICO to collaborate and coordinate on relevant major infrastructure projects	100%	ICO has been disbanded by NSW Reconstruction Authority.		Chief Operating and Financial 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	50%	Successful implementation of Sister City Exchange Program during 2024, which included a chaperone and cohort of five students travelled to Japan for the in June. The Japanese delegation including a chaperone and students visited Lismore in July/August 2024, with a curated program / itinerary successfully rolled out, with support from businesses and education hubs in the Lismore LGA.		Chief Corporate and Community Office

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

## 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	50%	The Library Management System has evolved over the past 12 months with regular system updates, as staff continue to explore opportunities to enhance the customer experience. New features have been introduced to allow customers to self serve, while still ensuring ongoing support when needed. The recent update to the RTRL App now offers push notifications, digital wallet integration for library membership cards, and an overall improved user experience within the app. Planning is also underway for a new RTRL website to further enhance our service delivery.		Chief Corporate and Community Office
E2.6.02	Investigation to digitalise, protect local history documents and catalogue onto the library website	10%	The Local Family History collection has been relocated to Level 2 of Lismore Library. We are exploring the NSW Public Libraries Infrastructure Grants for 2025/26 FY to digitalise the collection, with guidance from the Team Leader for Family History at NSW Public Libraries, to protect and catalogue the local history documents on the library website.		Chief Corporate and Community Office
E2.6.03	Investigate innovative technology and programs across multiple locations, both in and outside of the library buildings	50%	The introduction of the Monitor Print, Scan, Copy, and Computer booking system has positively impacted the community, standardising services across all RTRL locations and ensuring a smoother, more efficient customer experience. This innovation supports our commitment to providing a leading-edge library service that aligns with the evolving needs of our customers.		Chief Corporate and Community Office

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***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	50%	Between July-December 2024, 321 councillor requests were received. The Councillor & Officer Interaction Policy, which governs the councillor request system, was reviewed and adopted by Council in December 2024.		General Manager Office
E3.1.02	Coordinate requests from the community to the Mayors Discretionary Fund to facilitate small grants for projects that represent or promote Lismore	50%	Two applications were received and approved.		General Manager Office
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	50%	Councillors Expenses and Facilities have been administered in line with the policy with a half yearly report presented to the August 2024 Council meeting. The policy was reviewed by Council at the December 2024 and placed on public exhibition for 28 days.		General Manager Office
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%	Code of Conduct matters are managed appropriately. Other actions are being progressed as resources allow,		Chief Corporate and 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
E3.1.05	Administering updates and training on Code of Meeting Practice and Council policies	70%	Code of Meeting Practice has been reviewed and will be endorsed by Council in early 2025. A number of Council Policies have been reviewed and reported to Council. Updating and reviewing policies is an ongoing process.		Chief Corporate and Community 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 delivery is progressing. The funding for projects will be delivered or committed by 30 June 2025.		Chief Operating and Financial Office
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	50%	Council's business analysts and teams continue to identify methods of streamlining processes to ensure Council's services deliver efficiencies and meet organisational and customer needs and expectations.		General Manager 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
E4.1.03	Oversee development of Integrated Planning & Reporting (IP&R) and coordinate activities to ensure alignment with strategic vision	50%	Community Scorecard survey and workshop project being run to identify strategic vision for next 10 - 20 years. Survey completed, workshops scheduled for March 2025. The results of this project will guide the development of the new Community Strategic Plan, Community Engagement Strategy, Delivery Program, Operational Plan and Resourcing Strategy.		Chief Financial Office
E4.1.04	Implement the Integrated Planning & Reporting Framework	50%	Annual Report completed and published within 5 months of the end of financial year. State of our City Report completed and presented to Council at the second Council meeting after the election. Community Scorecard completed and work commenced on new Community Strategic Plan, Delivery Program, Operational Plan, Community Engagement Strategy and Workforce Management Strategy.		Chief Financial Office
E4.1.05	Promote and support the progression of innovative ideas from across Council	50%	The Executive Leadership Team is active in its pursuit of innovation from across the organisation to ensure efficiencies, value for money and improved methods of work can be delivered and financial savings found.		General Manager Office
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	50%	Grant Thornton are engaged as Council's Internal Auditor. Two reviews were conducted during the reporting period.		Chief Corporate and 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
E4.1.07	Coordinate and provide secretariat for the Audit Risk and Improvement Committee (ARIC)	50%	ARIC meetings were held 24 June 2024 and 21 October 2024. Next meeting scheduled for 24 February 2025		Chief Corporate and Community Office
E4.1.08	Coordinate completion of audit actions from external and internal audit reports	30%	Co-ordination and recording of audit actions is ongoing		Chief Corporate and Community Office
E4.1.09	Coordinate insurance claims	50%	Management of insurance claims is ongoing		Chief Corporate and Community Office
E4.1.10	Coordinate the 2024 Local Government Elections and Councillor induction process	100%	Election conducted by the NSW Electoral Commission in September 2024. Induction program commenced in October once election results confirmed and completed early December 2024		Chief Corporate and Community Office
E4.1.11	Maintain and update Council's Delegations Register	50%	Council's Delegations Register is updated regularly due to changes in positions and responsibilities. This is an ongoing process		Chief Corporate and Community Office
E4.1.12	Conduct asset revaluations according to State Government guidelines	50%	Council was due to revalue its Roads, Bridges and Footpaths assets during 2024/2025. A position paper is being written to our auditors to defer the revaluation for one year due to a number of issues, including accessing condition data and the significant level of natural disaster restoration works currently underway. Other infrastructure assets classes will be indexed in line with previous years.		Chief Operating and Financial Office






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Code	Action	Progress	Quarterly Update	Status	Responsible Division
E4.1.13	Collect and manage all Council funds and provide information and advice to support sound financial decision making	50%	Quarterly Budget Review statements adopted by Council in accordance with Office of Local Government guidelines. Finance have implemented a month end close and an internal management report process from 1 July 2024.		Chief Operating and Financial Office
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	50%	The 2024/2025 Budget, Long Term Financial Plan (LTFP) and Asset Management Plans (AMPs) were adopted in June 2024. The Quarterly Budget Review Statement (QBRS) for September was adopted by Council in November 2024 and the December 2024 is being presented to the February 2025 Council Meeting. The 2023/2024 Financial Statements were lodged on 31 October 2024, in line with Office of Local Government (OLG) deadline. A new management reporting tool (Maqic) was implemented in July 2024.		Chief Operating and 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	50%	Monthly Finance reports presented to Executive Leadership Team. A new management reporting tool (Maqic) has been implemented, commencing July 2024, as well as a new end of month process, with reporting timelines set with Executive Leadership Team.		Chief Operating and Financial Office
E4.1.16	Implementation of business processes and procedures for Council's Name and Address Register (NAR)	30%	Council is reviewing the IT strategy with the objective to develop a coordinated integrated council wide strategy. This will form part of the strategy development.		Chief Corporate and 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
E4.1.17	Continuous improvement of Council's cyber security	90%	Council has employed a cybersecurity specialist, who is implementing various cybersecurity initiatives (including policy, procedures and software) as per the broader cybersecurity improvement strategy. Council conducts regular staff training, awareness programs and testing of council's readiness on cybersecurity.		Chief Corporate and Community Office
E4.1.18	Develop and implement plan to transform the recruitment, induction and onboarding processes	90%	Full onboarding process mapping completed with People & Culture and new Business Analysts. Implementation through second half of F2024/25.		Chief Corporate and Community Office
E4.1.19	Ensure all areas of Council have clear, achievable goals to align operations to strategic direction through performance development framework	40%	New Workforce Management Strategy being developed to be adopted by 30 June 2025. The new plan will align with the new Community Strategic Plan currently under development.		Chief Corporate and Community Office
E4.1.20	Strive for exceptional workplace culture through development of expected behaviours, incentives and ways of working	50%	To be readdressed in the new Workforce Management Strategy currently being developed.		Chief Corporate and Community Office
E4.1.21	Design a development and training framework for workforce	75%	Pulse Learning Management Module implemented Sept/October 24 with initial roll out of Code of Conduct refresher to all workers. This introduced workers to the module and future functionality. WHS and existing competencies have been uploaded and are now being monitored for expiry. As new competency records are received via People & Culture or WHS these are recorded and tracked.		Chief Corporate and Community Office

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Code	Action	Progress	Quarterly Update	Status	Responsible Division
E4.1.22	Develop leadership pathway framework for workforce	55%	Mandatory training in leadership areas is underway Calendar Year 2025, including 'difficult conversations', financial and budgeting development, leadership 101, fraud, Public Interest Disclosures and performance management.		Chief Corporate and Community Office
E4.1.23	Administer rates and water billing	50%	Rates and water billing notices have been issued in accordance with statutory requirements.		Chief Operating and Financial 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	50%	There were six thousand two hundred and forty documents created in Content Manager by Records officers for the period. Four categories of records have been appraised for destruction. Twelve categories of previously appraised records have been approved for destruction.		Chief Corporate and Community 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	50%	There were a total of six hundred and forty six open access requests received during the period. Four hundred and sixty seven of these required payment so that records could be made available electronically.		Chief Corporate and Community Office
E4.1.27	Investigate record storage options	50%	Record storage options have been investigated - some records will be transferred to State Records. Some hardcopy files will be scanned for future storage		Chief Corporate and Community Office
E4.1.29	Review project management framework to enable improved project delivery	25%	Pulse pre-projects are being formulated for implementation.		Chief Operating and Financial Office

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














**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	0%	This work will be undertaken at the completion of the Risk Management Framework implementation.		Chief Corporate and Community Office
E4.2.02	Operate and continually improve Customer Contact Centre to provide community access to Council	50%	Knowledge database being updated on a daily basis and continuous process improvements are being implemented based on feedback from internal and external stakeholders.		Chief Corporate and Community Office
E4.2.03	Full review of Council's Customer Relationship Management (CRM) system and implement efficiency change	10%	Have had initial conversations with some teams about refining CRM categories in the future, will continue discussions and look to roadmap changes for the future.		Chief Corporate and Community Office
E4.2.04	Introduce online chats through the contact centre	0%	The introduction of online chats is currently on hold. No further action has been taken to either investigate the use of or implement an online chat option for customers.		Chief Corporate and Community Office
E4.2.05	Implementation of new Customer Service Knowledge Management System to provide accurate and timely information to the community	0%	Implementation of new knowledge management system was put on hold whilst organisational technology review was/is being completed. Will recommence looking into this project with budgeting for next financial year.		Chief Corporate and Community Office
E4.2.06	Improve customer engagement including full review of Council's Customer Service Charter	25%	Have done initial research into customer charters of other local government organisations. This project will be completed in early 2025 in preparation for the official launch of the "Respect campaign"		Chief Corporate and Community Office


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

**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%	WHS Turnaround strategy was to complete in December 2024. Full team now implemented and ongoing. A phase 2 strategy to elevate Safety Management System to a 'Best Practice' level is being developed.		Chief Operating and Financial Office
E4.3.02	Write and implement the Equal Employment Opportunity Management Plan (EEOMP)	30%	Organisation development team developing Equal Employment Opportunity Management Plan and taking action to address and incorporate key aspects into the new Workforce Management Strategy		Chief Corporate and Community Office
E4.3.03	Create strategy to adopt requirements under Australian Human Rights Commission (AHRC)	50%	New Workforce Management Strategy under development that will cover requirements that are overseen by the Australian Human Rights Commission including anti-discrimination, fair work practices and WHS.		Chief Corporate and Community Office
E4.3.04	Implement initiatives determined in the Workforce Management Plan	50%	Workforce Management Strategy is currently being updated to refresh and realign it with the new Community Strategic Plan.		Chief Corporate and Community Office

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


#### 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	85%	Completion of Elevate Programme which sought to provide development and career guidance and support to 12 female staff. The 12 were selected from a pool of 20+ applicants and a 2025 Programme is to be proposed. All participants provided excellent and positive feedback with an end of programme review open to all and the Executive.		Chief Corporate and Community 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	30%	Plans of Management process and oversight currently under review.		Chief Operating and Financial Office

#### 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	0%	The draft Risk Management Plan Framework is being reviewed and to be completed by Q4.		Chief Corporate and Community 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	0%	Procurement procedures are being reviewed. Relevant training will be undertaken following the review.		Chief Corporate and 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
E4.7.02	Ensure construction and infrastructure project payments are aligned with Security of Payment Act obligations	50%	Council has taken steps to improve its payment processes to ensure it adheres to the Security of Payments Act. Creditor terms have been updated and are now maintained regularly by a dedicated officer. Payments are also closely monitored to ensure they are aligned with the requirements of the Act.		Chief Operating and Financial Office
E4.7.03	Implement a new streamlined efficient and effective procurement and contract management process and guidelines.	70%	Contract Management roll-out plans are being reviewed. The Procurement Guidelines are being developed.		Chief Corporate and Community Office
E4.7.04	Update Council procurement and contract management template suite including new Council specific contract templates	90%	The first phase of this activity is completed. A second round of review is required to ensure the documents/templates are suitable to needs of broader organisation.		Chief Corporate and Community 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	50%	Operating efficiently however discussions underway on staff restructure to improve effectiveness.		Chief Operating and Financial Office
E4.8.02	Operate an efficient maintenance workshop for Council fleet	50%	Fleet operating efficiently. Some repair works required. Lube station destroyed in flood now having replacement work planned. Revised quotations with Flood Restoration Portfolio for review. Manager is also reviewing options for maintenance of bitumen.		Chief Operating and 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
E4.8.03	Operate efficient sign and metal fabrication workshops	50%	Sign shop and fabrications shop operating efficiently.		Chief Operating and Financial Office
E4.8.04	Implement fleet transformation project	90%	90% completion. Awaiting final testing. Interim system is working well and FY24 income above expectations with record income in FY24 \$8.82M.		Chief Operating and Financial 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	40%	To date, all elements of the Deed of Agreement have been administered with the participation of all four member councils, led by Lismore City Council as the Executive Council for the Richmond Tweed Regional Library.		Chief Corporate and Community Office

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


                        

**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
E5.1.03	Facilitate Visitor Economy services across the Local Government Area to support business and visitor growth.	50%	<p>During this period the following activities have been undertaken to support the attraction of new visitors to the Rainbow Region:</p> <ul style="list-style-type: none"> <li>- Launched new destination brand through presentations to business chambers in Lismore and Nimbin.</li> <li>- Launched new destination website, Visit Lismore to reposition and strengthen brand and increase distribution through Australian Tourism Data Warehouse (ATDW).</li> <li>- Launched Xmas in Lismore marketing campaign and promotion of Loving Local Gift Cards.</li> <li>- Completed three destination photoshoots, updating photo library through Destination NSW.</li> <li>- Renewed over 500 business and event listings through the Australian Tourism Data Warehouse (ATDW).</li> </ul>		Chief Corporate and 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.	80%	Lismore has attracted a number of sporting and cultural events. In these two quarters these included state women's masters hockey and regional Aboriginal rugby league. Negotiations continue for potential new events for 2025 including an outdoor/caravan expo and state rural women's gathering.		Chief Corporate and Community Office

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








                        

### 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	50%	The Council continues to successfully lobby and advocate to the NSW and Australian Governments for funding support for core community assets.		General Manager Office
E5.3.02	Lobby and advocate for support from the State and Federal Government	50%	The Council continue to lobby and advocate for support from the NSW and Australian Governments through active participation in meetings and activities in order to seek support for Council's service delivery, disaster rebuilding activities and capital projects.		General Manager Office
E5.3.03	Identify new areas for growth and investment potential including the research and development of business cases	40%	The Local Strategic Planning Statement review commencing in 2nd half of FY2024/25. Growth areas and other land uses to be reviewed as part of this process. Economic development strategy is to be developed as part of this process.		Chief Corporate and 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%	LCC remains a focus of state government in terms of regional growth and the rebuild process post 2022 floods		Chief Corporate and Community Office

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



### 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	10%	Resilience Feasibility Study - Water Security and Flood Mitigation - Awaiting CSIRO report; Airport - Draft Report being developed and to be reported to Council in Q4. NRRT - first stage complete, funding being sought for other stages; Event Legacy Program - seeking funding to progress; Riverside Precinct Development - seeking grant funding opportunities to progress.		Chief Corporate and Community Office
E5.5.02	Implement actions from the 2023-2033 Lismore Economic Development Strategy, which aims to highlight key industry sectors	0%	Economic Development Strategy to be developed through 2025.		Chief Corporate and Community Office
E5.5.03	Facilitate ongoing research, business case development and funding applications to support the progression of Council's identified priority projects	10%	Resilience Feasibility Study - Water Security and Flood Mitigation - Awaiting CSIRO report; Airport - Draft Report being developed. NRRT - first stage complete, funding being sought for other stages; Event Legacy Program - seeking funding to progress; Riverside Precinct Development - seeking grant funding opportunities to progress.		Chief Corporate and Community Office

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



LEGEND:

Not Updated



On Track



Taking Action To Address



Needs Critical Attention



Not Due to Start



Cancelled/Deferred



Completed

