

Byron Shire Council

Delivery Program
6-Monthly Report

Operational Plan
Quarterly Report

Q2

Our progress towards the
2020/21 Operational Plan



Acknowledgement of Country

In preparation of this document Council acknowledges the Bundjalung of Byron Bay - Arakwal People are the Traditional Custodians of the land in Byron Shire, and form part of the wider Aboriginal nation known as the Bundjalung.

Byron Shire Council and the Traditional Custodians acknowledge the Tweed Byron Local Aboriginal Land Council and the Jali Local Aboriginal Land Council under the Aboriginal Land Rights Act 1983.

Council also acknowledges all Aboriginal and Torres Strait Islander people who now reside within the Shire and their continuing connection to country and culture.



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This document

Council is committed to providing a regular update on its progress towards its Operational Plan. The Quarterly report details the progress on the activities of Council's 2018/19 Operational Plan, noting the:

- Activity
- Responsible directorate
- Measure
- Timeframe
- Comments
- Status

Further to the providing an update on the Operational Plan Activities, this report is a '6-monthly edition' of Council's Quarterly Report, providing an additional reporting layer regarding the progress toward the higher level actions of the Delivery Program, in accordance with the *Local Government Act 1993* s404 which states:

*"The general manager must ensure that regular progress reports are provided to the council reporting as to its **progress with respect to the principal activities detailed in its delivery program**. Progress reports must be provided at least **every 6 months**"*

This is an important component of the reporting cycle, focusing on the higher level commitments that the Councillors have made to the community for the duration of their term. It also provides an opportunity to reflect on whether the specific activities being undertaken are still working toward these priorities.

The report is structured by each of the 'Our Byron, Our Future' Community Strategic Plan (2018-2028) objectives:

Community Objective 1:

We have infrastructure, transport and services which meet our expectations

Community Objective 2:

We cultivate and celebrate our diverse cultures, lifestyle and sense of community

Community Objective 3:

We protect and enhance our natural environment

Community Objective 4:

We manage growth and change responsibly

Community Objective 5:

We have community led decision making which is open and inclusive

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An aerial photograph of a modern, multi-lane roundabout. The roundabout has a central landscaped island with greenery. A white car is visible on the road. The background shows a coastline with trees and the ocean under a clear sky.

COMMUNITY OBJECTIVE 1:

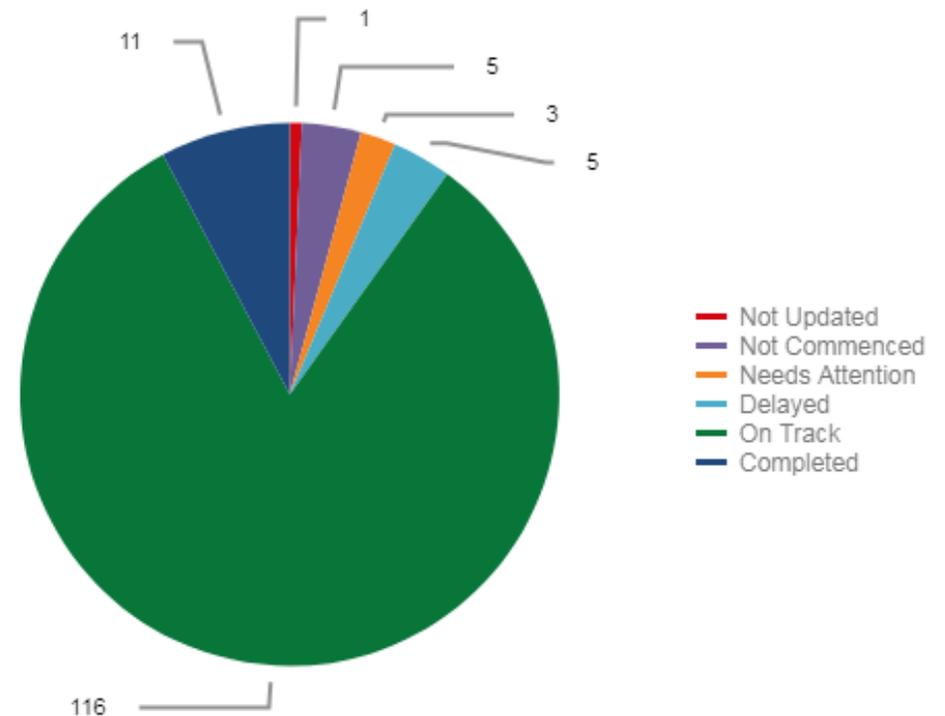
WE HAVE
INFRASTRUCTURE,
TRANSPORT AND
SERVICES WHICH MEET
OUR EXPECTATIONS

Community Objective 1:

We have infrastructure, transport, and services which meet our expectations

There is a tremendous demand placed on the infrastructure and roads in Byron Shire, with more than 2 million people a year making use of these assets. The cost of maintaining and upgrading existing assets, as well as providing new capital works, is borne by Council and ratepayers. This huge demand, combined with limited access to resources, means it is essential to have effective asset management plans to meet community expectations in the best way possible. It is also important to find other ways of providing improved infrastructure, including other revenue sources linked to tourism and government grants.

A regular and consistent public transport network would improve community connectivity, provide convenient access to employment and education and also improve safety for commuters. However as a regional town there are challenges with economies of scale and what is achievable. Sustainable transport initiatives present the possibility of more eco-friendly tourism, a healthier community and a more environmentally friendly way of getting around.



Community Objective 1: Infrastructure

We have infrastructure, transport and services which meet our expectations

Strategy 1.1: Provide a road network which is safe, accessible and maintained to an acceptable level of service

Highlights

- Binna Burra Road reseal program completed
- South Arm Bridge and walkway upgrade completed in Brunswick Heads
- Byron Creek Bridge in Talofa completed
- Middleton Street Road Reconstruction works completed
- Byron Creek Bridge replacement construction works completed
- Repentance Creek Road Causeway replacement with a new bridge was completed in November 2020

1.1.1: Deliver road and drainage maintenance services in line with Community Solutions Panel values (SP)

Comment	The Transport Asset Management Plan (TAMP) incorporates consideration of the infrastructure priorities as defined by the Community Solutions Panel. Road and drainage maintenance works are progressing as programmed with outcome regularly reported to the Transport and Infrastructure Advisory Committee.
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Code	Operational Plan Activity	Directorate	Measure	Comments	Status
1.1.1.1	Implement annual rural drainage planned maintenance works	Infrastructure Services	Completion of works / budget expended	Activities continuing. Budget being supplemented by new disaster event recovery.	On Track 
1.1.1.2	Implement ongoing road planned maintenance works	Infrastructure Services	Completion of works / budget expended	Grading and pothole programs continuing. Program published weekly on website	On Track 

Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
1.1.1.3	Deliver heavy patching program	Infrastructure Services	Completion of program	Binna Burra Road complete. Program will recommence in Q3 of the FY.	On Track	
1.1.1.4	Deliver gravel resheeting program	Infrastructure Services	Completion of program	Works continuing focusing on heavily used unsealed roads prior to the Christmas Break.	On Track	
1.1.1.5	Deliver Road Reseal Program	Infrastructure Services	Completion of program	Binna Burra Road complete. Program to recommence in Q3 this FY.	On Track	
1.1.1.6	Deliver Bridge Works Program	Infrastructure Services	Completion of program	South Arm Bridge and walkway upgrade, Brunswick Heads complete. Byron Creek Bridge, Talofa complete. 21/22 works planned and ready for delivery.	Completed	
1.1.1.7	Deliver Causeway Works Program	Infrastructure Services	Completion of program	Main Arm #7 Causeway is complete. Main Arm #12 is nearing completion. Main Arm #14 is nearing completion.	On Track	
1.1.1.8	Deliver Major Culverts Works Program	Infrastructure Services	Completion of program	Programs funding not approved in final adopted budget. Will require budget review	Not Commenced	
1.1.1.9	Deliver Major Patching Program	Infrastructure Services	Completion of program	Binna Burra Rd complete. Program to continue in Q3 this FY.	On Track	
1.1.1.10	Deliver Pavement Asphalt Overlay Program	Infrastructure Services	Completion of program	Bangalow Rd scope complete. AC Overlay program to continue in February 2021.	On Track	

1.1.2: Develop maintenance levels for road network infrastructure in line with Community Solutions Panel values (SP)

Comment	Safety and maintenance improvements being implemented in line with approved budgets, funding and grant milestones and to program schedules.
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Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
1.1.2.1	Undertake bridge inspection program to identify and prioritise scheduled maintenance and renewal of bridge components or bridges	Infrastructure Services	Completion of program	The inspection consultant has been engaged with work scheduled to commence in February 2021	On Track	
1.1.2.2	Refine risk based methodologies and predictive modelling to strategically prioritise maintenance and renewal of infrastructure.	Infrastructure Services	Maintain up to date asset models	Updated predictive asset models continue to be completed	On Track	
1.1.2.3	Undertake urban roadside tree maintenance for dead, dying, and dangerous trees	Infrastructure Services	Program within budget and identified dangerous trees treated	Some major pruning works undertaken during 2020 including a long section of Coollamon Scenic Drive between Synotts Lane and Vallances Rd.	On Track	

1.1.3: Prioritise road network asset renewal and upgrade programs in line with Community Solutions Panel values (SP)

Comment	Road renewal works prioritised and programmed to improve the overall asset quality in line with Community Solutions Panel priority to improve safety
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Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
1.1.3.1	Deliver Road Side Barrier Renewal Program Shire Wide	Infrastructure Services	Completion of program	Program Started on 22nd December. Will continue in second half of FY.	On Track	
1.1.3.2	Deliver access ramp and footpath upgrades and renewals shire wide	Infrastructure Services	Access ramps and footpaths upgraded, in conjunction with planned capital projects or footpath renewal program, to leverage these works and improve DIAP access for community.	Works under this program to be programmed for completion in last quarter of financial year.	On Track	
1.1.3.3	Deliver Kerb and Gutter renewal program Shire Wide	Infrastructure Services	Completion of program	Program has been developed. Scope programmed for the second half of the FY	On Track	
1.1.3.4	Replacement of damaged footpaths	Infrastructure Services	Replacement of footpaths in accordance with inspection reports	Defect management continuing as required. Programmed works to remain as infill works when resources are free between projects with program to be completed by end FY	On Track	
1.1.3.5	Deliver Retaining Wall renewal Program Shire Wide	Infrastructure Services	Completion of program	Scope being developed and ground-truthed for programming in second half of the FY	On Track	
1.1.3.6	Deliver Ruskin Street Reconstruction	Infrastructure Services	Works Complete on site and road open to traffic	Concept design is complete. Further community consultation is being undertaken and will be reported to the February 2021 Council meeting.	On Track	
1.1.3.7	Deliver Middleton Street Road Reconstruction	Infrastructure Services	Works Complete on site and road open to traffic	Works Complete.	Completed	

Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
1.1.3.8	Deliver Renewal of Byron Creek Bridge	Infrastructure Services	Bridge replacement complete and open to traffic	Road was opened to traffic on 26 November 2020. Final construction works were completed 11 December.	Completed	
1.1.3.9	Deliver road reconstruction work on the Pocket Road Stage 2	Infrastructure Services	Works complete on site and open to traffic	Detail design and environmental approvals are 95% complete. Works are programmed for the second half of 2021.	On Track	
1.1.3.10	Deliver Causeway Renewal Program - subject to causeway inspections	Infrastructure Services	Works complete on site and open to traffic	<p>Repentance Creek Road Causeway replacement with a new bridge was completed in November 2020.</p> <p>Main Arm #7 Causeway replacement with a new bridge is complete.</p> <p>Main Arm #12 Causeway replacement with a bridge is nearing completion.</p> <p>Main Arm #14 Causeway replacement with a bridge is nearing completion.</p>	On Track	
1.1.3.11	Deliver Myocum Road Renewal - Stage 1	Infrastructure Services	Works complete on site and open to traffic	Completion of design expected in early February. Environmental approvals to follow. Works expected to commence in March / April 2021.	On Track	
1.1.3.12	Design Myocum Road Renewal - Stage 2	Infrastructure Services	Construction Works Package complete	Completion of design expected in early February. Environmental approvals to follow. Works expected to commence in March / April 2021.	On Track	
1.1.3.13	Deliver Coolamon Scenic Drive 16.5km section - Reconstruction - Coorabell	Infrastructure Services	Works complete on site and open to traffic	The final stage of the works which includes slope stabilisation and guardrail construction has been submitted to TfNSW for approval. Feedback is expected in February and works are tentatively scheduled for the second half of 2021.	On Track	

Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
1.1.3.14	Deliver Bangalow Road 8.02km section - Road Safety Project - Byron Bay	Infrastructure Services	Works Complete on site and road open to traffic	Detail design is complete. Final environmental approvals being undertaken. Works expected to commence in early February 2021.	On Track	
1.1.3.15	Design Fern Street Reconstruction	Infrastructure Services	Construction Works Package complete	This project is currently being design as part of the Station Street drainage project. Works are scheduled to be complete in 2020/2021.	On Track	
1.1.3.16	Deliver Bangalow Road Renewal - Talofa	Infrastructure Services	Works complete on site and open to traffic	Main construction works complete. Final coat bitumen seal and line marking to be completed in January 2021.	On Track	
1.1.3.17	Design Stuart Street Renewal	Infrastructure Services	Construction Works Package complete	Consultation to be undertaken in Jan/Feb. Outcomes of Consultation and project costs to be presented at March Council meeting.	On Track	
1.1.3.18	Design Tincogan Street - Intersection Priority Change	Infrastructure Services	Construction Works Package complete	Design complete. Local traffic committee approval required in order to facilitate priority change at intersection. Design and cost to be presented at the March Council meeting.	On Track	
1.1.3.20	Design Carlyle Street Renewal	Infrastructure Services	Construction Works Package complete	Survey has been completed and concept design is currently underway. Community consultation has commenced with main stakeholders.	On Track	
1.1.3.21	Design Main Arm Road Renewal	Infrastructure Services	Construction Works Package complete	Draft flood study has been completed. Consultant to submit proposed safety upgrade concept designs in February 2021.	On Track	
1.1.3.22	Design Bayshore Drive Renewal - Byron Arts and Industrial Estate	Infrastructure Services	Construction Works Package complete	Design of stage 1 works which includes the pavement renewal has been completed and project is ready for construction. Stage 2 which includes a shared path and master plan items is to be designed in 2021 and consultation undertaken.	On Track	
1.1.3.23	Deliver South Arm Car Park Upgrade - Stage 1	Infrastructure Services	Stage 1 works complete on site and open for use	Concept designs and options analysis complete. Detail design to be completed when design resources become available. Works currently scheduled for 2021/2022 financial year.	On Track	

1.1.4: Develop road network new works program in line with Community Solutions Panel values/principles (SP)

Comment	Programs and grant applications are prepared in consideration of the Community Solutions Panel priority to improve safety
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Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
1.1.4.1	Seek and apply for grants that deliver new or upgraded road network works	Infrastructure Services	On going - suitable grants applied for throughout year	<p>Fixing Country Roads grant applications were submitted in December 2020 for Midgen Flat Road, Springvale Road, Manns Road and Byron Arts and Industry Estate roads.</p> <p>Fixing Local Roads grant applications were also submitted in December 2020 for Sealing the remainder of Seven Mile Beach Road, and resurfacing of 32 streets in Ocean Shores and New Brighton.</p> <p>Fixing Country Bridges grant applications were submitted in October 2020 for replacing Councils last 3 remaining timber bridges which are Upper Main Arm Bridge, Sherringtons Bridge, and Englishes Bridge.</p>	On Track	

1.1.5: Deliver road network new works program

Comment

Projects being delivered in accordance with the new works program. Council has received positive feedback from TfNSW on systems and projects delivery. The Byron Bay Bypass is a major new works program which is nearing completion and scheduled to open to traffic at the end of February.

Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
1.1.5.1	Complete construction of the Byron Bay Bypass	Infrastructure Services	Open the Bypass	Nearing completion. Opening scheduled for end of February.	On Track	▶
1.1.5.2	Complete Suffolk Park Cycle Way - Bangalow Road	Infrastructure Services	Onsite works complete	Works substantially complete with final line marking to be undertaken in mid January 2021.	On Track	▶

1.1.6: Provide stormwater infrastructure to manage flood mitigation, social and environmental outcomes

Comment	Stormwater infrastructure designs and implementation on track for delivery as programmed. Maintenance program development and delivery currently being reviewed for process improvements.
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Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
1.1.6.1	Review 10 year stormwater levy program	Infrastructure Services	Program reviewed and updated	Review has been programmed For second half of financial year.	On Track	
1.1.6.2	Deliver 44 Kingsley Lane - Kerb and Gutter to prevent property flooding at a number of properties	Infrastructure Services	Works Complete on site and road open to traffic	Project construction ready, however, it has been removed from 2020/21 program and into 2021/22 program at quarterly review. Therefore needs to be removed from Operational Plan or considered to be on track for the revised delivery date	Needs Attention	
1.1.6.3	Deliver Annual Urban Drainage Maintenance works	Infrastructure Services	Complete 70% of programmed maintenance for urban drainage	Programmed works ongoing and reactive maintenance actions undertaken as and when required. Scope progress in line with budget spend	On Track	
1.1.6.4	Design Alcorn Street Drainage Augmentation	Infrastructure Services	Construction Works Package complete	Programmed for delivery in second half of financial year.	On Track	
1.1.6.5	Deliver South Golden Beach Street Drainage Upgrade - Pacific Esplanade	Infrastructure Services	Works Complete on site and road open to traffic	Detail design complete and budget adjusted. Final environmental approvals being sought and works are scheduled for April 2021.	On Track	
1.1.6.6	Design South Golden Beach Street Drainage Upgrade - Clifford Street	Infrastructure Services	Construction Works Package complete	Programmed for delivery in second half of financial year.	On Track	
1.1.6.7	Design works for drainage upgrades to 18 Old Bangalow Road - pipe open drain to reserve	Infrastructure Services	Construction Works Package complete	Detail design complete and environmental approvals in place. Construction package issued to Works scheduled for delivery in 2020/2021.	On Track	
1.1.6.8	Urban Laneway Drainage Master Planning Program	Infrastructure Services	Construction Works Package complete	Programs funding not approved in final adopted budget. Will require budget review to fund or removal of action from Operational Plan.	Needs Attention	

Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
1.1.6.9	Complete Water Sensitive Urban Design Strategy Actions	Infrastructure Services	Agreed actions complete	Water Sensitive Urban Design (WSUD), Development Control Plan and supporting documentation proposed for second half of financial year. Including audit of existing WSUD infrastructure and their maintenance needs.	On Track	
1.1.6.10	Deliver I&I Stormwater Renewal - Mullumbimby	Infrastructure Services	Works Complete on site and road open to traffic	Works will occur as part of the Stuart and Fern Street upgrades because the at risk of failure pipelines are within these street and renewal as part of these projects provides better value for money to Council.	On Track	
1.1.6.11	Complete Annual Stormwater Network Camera Inspection Program as per program	Infrastructure Services	All inspection complete and asset conditions uploaded to predictor software	Works will occur as part of the Stuart and Fern Street upgrades because the at risk of failure pipelines are within these street and renewal as part of these projects provides better value for money to Council.	Not Commenced	

1.2: Provide essential services and reliable infrastructure which meet an acceptable community standard

Highlights

- Completed new fully accessible toilet at Federal Parklands, with accessible pathway and new disabled parking.

1.2.1: Deliver infrastructure maintenance services in line with Community Solutions Panel values (SP)

Comment	Maintenance works programs on track as scheduled to approved budgets. Process improvements are currently under review.
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Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
1.2.1.1	Building assets managed to support the provision of services to the community.	Corporate and Community Services	Building asset management actions are identified, documented, monitored and reported to community in line with Strategic Asset Management Plan .	Fire safety defect rectifications underway following testing in November. Asbestos register review for buildings underway.	On Track	
1.2.1.2	Complete 80% of programmed maintenance for water and sewer assets	Infrastructure Services	Complete 80% of programmed maintenance for water and sewer assets	Progressing	On Track	

Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
1.2.1.3	Implement planned maintenance program for resource and recovery operational assets	Infrastructure Services	Program within budget	<p>Ongoing maintenance program of Resource Recovery Public Place Assets.</p> <p>Additional public place bins added over Christmas / New Year period in Byron Bay as well as increased servicing schedule (morning and afternoon).</p> <p>Cigarette butt bin schedule under review to ensure servicing aligns with demand</p> <p>Dog Poo bag dispenser servicing and maintenance program undertaken by Contractor as per Summer schedule - no issues to note.</p>	On Track	

1.2.2: Develop infrastructure asset renewal and upgrade program in line with Community Solutions Panel values (SP)

Comment	The adopted asset management plans (eg Transport, Buildings, Open Space) continue to guide the infrastructure asset renewal and upgrade program.
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Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
1.2.2.1	Develop and amend Open Space Programs in accordance with the adopted Open Space Asset Management Plan	Infrastructure Services	Programs amended in line with AMP and adopted budget	Programs being rolled out in line with AMP and adopted budget	On Track	

1.2.3: Develop infrastructure new works program in line with Community Solutions Panel values (SP)

Comment	Programs and grant applications are developed in consideration of the Community solutions Panel priority to improve safety
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Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
1.2.3.1	Amend the Recreational Needs Assessment 10 year program to 2031	Infrastructure Services	Completed in line with the 21/22 budget development program	Task included within budget preparation for 21/22 FY	On Track	

1.2.4: Provide active and passive recreational Community space that is accessible and inclusive for all (SP)

Comment

Accessibility is included as a key consideration in capital works and renewals programs and delivered as opportunities arise. The new fully accessible toilet at Federal Parklands was completed within the reporting period and includes accessible parking and pathways.

Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
1.2.4.1	Pursue funding opportunities in partnership with Reflections Holiday Parks for the delivery of accessible infrastructure at Torakina Beach (as adopted from the beach accessibility program)	Infrastructure Services	Funded Projects delivered	Ongoing discussions between OS and Reflections including accessibility opportunities	On Track	
1.2.4.2	Deliver accessibility outcomes within Capital works and infrastructure renewal programs	Infrastructure Services	Adopted Program	<p>1. Proposed new accessible BBQ and shelter at New Brighton (currently on hold pending community engagement due to push back from some NB community who dont want to attract outsiders to the area).</p> <p>2. Planned new fully accessible toilet Gaggin Park Suffolk Park</p> <p>3. Completed new fully accessible toilet at Federal Parklands, with accessible pathway and new disabled parking.</p>	On Track	
1.2.4.3	Deliver Stage 2 of a Public Open Space Accessibility Program	Infrastructure Services	Funded elements delivered	Media and Communications team are developing an online survey to assist with decision on location.	Delayed	

Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
1.2.4.4	Finalise detailed design for the Byron Skate Park and Recreation Hub	General Manager	Detailed design complete	First round of stakeholder engagement complete. Consultant will collate feedback on concept plans to inform progression into detailed design.	On Track	
1.2.4.5	Finalise planning approvals for Byron Skate Park and Recreation Hub	General Manager	Project fully approved and ready for construction	Discussions with Crown Land regarding type of tenure are ongoing and an application for a licence over the land has been submitted. The type of tenure will inform the planning approval pathway, and an REF is at a hold point until tenure is secured.	On Track	
1.2.4.6	Maintain beach entry points to agreed levels of service	Infrastructure Services	Maintained in accordance with AMP within adopted budget	Daily inspections of high use access tracks being completed. Regular works to address erosion and restore access being carried out at primary access points on a reactive basis.	On Track	

1.2.5: Ensure ongoing maintenance and upgrade of inclusive community buildings and swimming pools (SP)

Comment	Council continues to prioritise maintenance and upgrades of community buildings in accordance with the Building Asset Management Plan. The priority projects for this financial year are underway, with the Ocean Shores Community Centre due to be completed in February.
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Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
1.2.5.1	Review the delivery of the Buildings AMP improvement plan	Infrastructure Services	Report on the outcomes of the Buildings AMP improvement plan	Draft internal audit report available for review	On Track	
1.2.5.2	Implement successful building grants eg stronger country communities program	Infrastructure Services	Complete grant approved projects	The upgrade of the Ocean Shores Community Centre is progressing with completion now scheduled for February 2021	On Track	
1.2.5.3	Complete the upgrade of the Ocean Shores community Centre	Infrastructure Services	Significant progress toward completion in the 2021/22 FY for the Ocean Shore Community Centre project	Completion scheduled for Feb 2021	On Track	
1.2.5.4	Progress planning of renewal / upgrades of Byron Bay Pool	Infrastructure Services	Plan for renewal / upgrades developed and reported to Council	PRG established. Grandstand/office removed. Risk & Opportunity Matrix underway. Project planning underway.	On Track	
1.2.5.5	Manage Surf Life Saving Contract for patrolled areas	Infrastructure Services	Service program delivered		On Track	
1.2.5.6	Upgrades at the Brunswick Heads Memorial Hall including; toilets, widening the stage, and accessibility improvements	Corporate and Community Services	Upgrade works completed	Planning complete, expected to be ready for Tender by end January 2021	On Track	

Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
1.2.5.7	Conduct a feasibility study into converting the Petria Thomas Swimming Pool in Mullumbimby into a year round, solar heated facility, including a disability access ramp to the existing 50 metre pool, a splash childrens pool and a rehabilitation / hydrotherapy pool, and consider various water treatment options.	Infrastructure Services	Feasibility study completed	Letters being prepared in consultation with the Mullumbimby Residents association	On Track	

1.2.6: Optimise Councils property portfolio (SP)

Comment

Council has progressed a number of key initiatives to optimise its property portfolio, as outlined in the activities below. During the reporting period Council resolved to progress with the proposed lease with TAFE NSW for future use of the site at Lot 12 Bayshore Drive Byron Bay. This relationship is focused on creating a precinct to promote outcomes that support the delivery of high quality educational and vocational training,

Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
1.2.6.1	Progress Lot 12 Bayshore Drive Byron Bay future use	Infrastructure Services	Implement council resolutions on the preferred future use	Council has resolved to progress with the proposed lease with TAFE NSW and continue broader future use outcomes with Creative Capital	On Track	
1.2.6.2	Undertake detailed road assessment and revaluation for the purposes of closure and potential land sale as required.	Infrastructure Services	Ongoing actions complete throughout year as required	Ongoing actions throughout year in response to inquiries to close and purchase. All current actions are progressing well within expected time frames.	On Track	
1.2.6.3	Purchase of land access for Lot 4 Mullumbimby	Infrastructure Services	Complete the purchase	Liaison is continuing with TfNSW to try and find a workable purchase process	On Track	
1.2.6.4	Progress infrastructure planning for the Ewingsdale Road corridor	Infrastructure Services	Complete assessments	Liaison has continued with Infrastructure Australia and TfNSW. Follow up has occurred on the November workshop	On Track	
1.2.6.5	Ongoing management of contracts for operation of First Sun and Suffolk Park Caravan Parks	Infrastructure Services	Net operating budgeted profit met or exceeded.	December 2020 so far exceeded budget expectations, however a very wet mid and late December combined with new border restrictions, due to the COVID-19 outbreak in Northern Beaches, has seen cancellations and will impact the final December figures.	On Track	

Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
1.2.6.6	Manage approval to operate licence conditions for First Sun and Suffolk Holiday Parks	Infrastructure Services	Approval to Operate Conditions achieved	Largely ATO conditions on track, long term site ATO conditions on track, further administration and specialised drafting/AutoCAD personnel resourcing requires attention along with project work completion. Compliance audit result will largely determine scope of further requirements.	On Track	
1.2.6.7	Deliver adopted capital works program for First Sun Holiday Park	Infrastructure Services	Delivery of adopted program	Adopted capital works program underway and on track.	On Track	
1.2.6.8	Deliver adopted capital works program for Suffolk Park Holiday Park	Infrastructure Services	Delivery of adopted program	Adopted capital works program underway and on track.	On Track	
1.2.6.9	Manage leases and contracts at Tyagarah Airfield	Infrastructure Services	Progress the resolved direction for future use	Tyagarah Project Group dissolved. Research underway to ascertain resolved direction for future use and work progressing on existing leases. Tyagarah Hall 5 year license approved at October Council meeting. Aeroclub regularly hired. Work progressing on existing leases and determination of building ownership.	On Track	

1.2.7: Implement identified projects of the Byron Bay Town Centre Master Plan

Comment

The Byron Bay Town Centre Master Plan identifies key actions and critical sites within Byron Bay for protection, improvement, enhancement, and consideration. The first 'catalyst site' to be upgraded was Railway Park in 2019. Following this successful project, the Byron Bay Masterplan Guidance Group identified the Byron rail corridor restoration works to be delivered in 2020/21 and the Sandhills skate park and recreation hub to progress to detailed design for construction in 2021/22. Construction for the rail corridor will begin in March 2021, and the skate park in July 2021.

Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
1.2.7.1	Develop concept plans for the upgrade of Byron Bay foreshore (action from Byron Bay Town Centre Masterplan)	General Manager	Concept plans for the Byron Bay foreshore adopted by Council	Awaiting outcome of Main Beach Shoreline Project options assessment.	Not Commenced	
1.2.7.2	Construct Byron Rail Corridor Restoration Works (action from Bryon Bay Town Centre Masterplan)	General Manager	Rail corridor restoration constructed	Construction tender closes 11 January for award in February.	On Track	
1.2.7.3	Implement Byron Town Centre Landscaping Plan	General Manager	Adoption of Byron Bay Town Centre Landscaping Plan. Implementation of Stage 1 elements	Additional modelling work to be undertaken prior to adoption of plan.	On Track	

1.2.8: Develop capital upgrades, renewal and enhancements works program for buildings- including community buildings, public toilets, emergency services, sports club facilities and Council operations buildings (SP)

Comment	Council continues to work collaboratively with community and stakeholders in relation to capital upgrades, renewals, and enhancement works. Consultation is underpinned by building audit data and condition reports.
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Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
1.2.8.1	Consult with user groups to establish user agreements, leases, licenses and Plans of Management	Infrastructure Services	At least 6 User agreements reviews/implemented per annum	Agreement being drafted with BB netball for Cavanbah centre	On Track	
1.2.8.2	Deliver adopted Sporting Infrastructure Renewal Program (Shire wide)	Infrastructure Services	program delivery within budget as adopted	Programmed sports turf refurbishment works being rolled out.	On Track	
1.2.8.3	Complete renewal of Bangalow Weir Footbridge	Infrastructure Services	Renewal works complete within budget	Contractor engaged and program of works being finalised.	On Track	
1.2.8.4	Deliver renewal of Gaggin Park amenities, including the improvement to accessibility of the amenities	Infrastructure Services	Adopted Program delivered within budget	Construction works scheduled for March.	On Track	
1.2.8.5	Continue to deliver on Stronger Country Community grant	Corporate and Community Services	Stronger Country Communities funding resources Ocean Shires Community Centre upgrades	Delays on Ocean Shores CC construction works due to weather. Completion now expected by end Feb 2021	On Track	
1.2.8.6	Submit Clubgrants Application for Brunswick Heads Memorial Hall amenities and stage upgrade	Corporate and Community Services	Capital improvement completed	Grant has been approved	Completed	
1.2.8.7	Revaluation of the land, buildings, open space, and recreation assets	Infrastructure Services	Complete revaluation in accordance with the accounting code	Brief being prepared for the specialist consultant	On Track	

1.2.9: Provide safe, clean modern public toilets compliant to accessible standards for increasing visitor population and general public (SP)

Comment

Council undertook a review of the levels of service for public toilet facilities in 2019/20 and continues to maintain public amenities in accordance with these adopted levels of service.

Code	Operational Plan Activity	Directorate	Measure	Comments	Status
1.2.9.1	Maintain public amenities in accordance with adopted levels of service	Infrastructure Services	Ongoing maintenance of Council owned public toilets across the Shire	Cleaning services programmed and being delivered.	On Track



1.3: Support, through partnership, a network of integrated sustainable transport options

1.3.1: Ensure an integrated and accessible transport network (SP)

Comment	Development of Council's Integrated Transport Management Strategy now in draft waiting final review before exhibition and adoption. Development of key plans and strategies in relation to
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Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
1.3.1.1	Finalise the Integrated Transport Management Strategy (ITMS)	Infrastructure Services	Strategy adopted by Council	Following input from Councillors the document will be presented to TIAC in early February.	Delayed	
1.3.1.2	Delivery prioritised Pedestrian and Access Mobility Plan (PAMP) facilities	Infrastructure Services	Program developed and ready to implement as funding permits	Numerous current projects that are being designed include actions from the PAMP. On grounds works will be delivered within these projects as funding permits.	On Track	
1.3.1.3	Support the Byron Bay Bus Interchange in partnership with Transport for NSW	Infrastructure Services	Complete the Interchange	Subject to weather the Interchange will be completed by March	On Track	
1.3.1.4	Construction of the Bangalow Deacon Street share path (priority project from the Bike Plan)	Infrastructure Services	Construction works completed	Community feedback on detailed design plans received and shared with designer for final amendments. Construction programmed for delivery in 2020/2021.	On Track	
1.3.1.5	Provide a quarterly update report on the outcome of discussions with State government and agencies about the multi-use of the rail corridor, including any policy developments and funding opportunities identified	Infrastructure Services	4 quarterly update reports provided	A report will be prepared for the February meeting	On Track	
1.3.1.6	Develop a governance model to support rail corridor activation	Infrastructure Services	Governance model developed	Constraints resulted in no funding being available	On Track	

1.4: Provide a regular and acceptable waste and recycling service

Highlights

- Business Waste reduction program revised and expanded
- Compliance with all NSW Environmental Protection Licences

1.4.1: Implement Integrated Waste Management and Resource Recovery Strategy

Comment	The Integrated Waste Management and Resource Recovery Strategy was adopted by Council (20-228) last financial year. Implementation of actions identified in the strategy have commenced including the expansion of the Business Waste reduction program.
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Code	Operational Plan Activity	Directorate	Measure	Comments	Status
1.4.1.1	Implement 2020/21 action plan activities identified in the Waste Management Strategy	Infrastructure Services	Adopted Program delivered within budget	<p>Community Engagement activities undertaken including face to face, social media etc.</p> <p>Business Waste reduction program revised and expanded to include tourism accommodation and small events.</p> <p>Sustainability E-News re-launched.</p> <p>Progress on Landfill capping, Stormwater Management and Leachate System Projects</p> <p>IDLEEP initiatives implemented.</p>	On Track

1.4.2: Provide waste and resource recovery services

Comment	Ongoing provision of waste and resource recovery service is provided in accordance with KPIs.
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Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
1.4.2.1	Implement Waste and Resource Recovery Collection Contract Management Plan	Infrastructure Services	Managed in accordance with adopted budget	KPI Reporting and monthly meeting held with Contractor. 2 KPI breaches for the period highlighted and discussed. Additional servicing over Christmas period for residents and public place bins undertaken.	On Track	▶

1.4.3: Participate in regional waste management programs and initiatives

Comment	Council continues to be an active member of the North East Regional Waste Management Group and is involved in the established Regional Waste Working Group.
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Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
1.4.3.1	Maintain membership and participation in the North East Waste regional waste management group	Infrastructure Services	attendance to 80% or more of scheduled working group meetings	Membership Ongoing with associated collaboration with all NEW member Councils.	On Track	▶
1.4.3.2	Support the progression of a regional; alternative waste treatment facility in alignment of the adopted strategy and relevant resolutions	Infrastructure Services	Ongoing support and participation in the Regional Waste sector	Support ongoing with meeting on next steps for the project due to be held in early 2021.	On Track	▶

1.4.4: Ensure facilities and services meet statutory requirements

Comment	All statutory requirements have been complied with, including completion of annual EPL Returns.
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Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
1.4.4.1	Maintain compliance with NSW Environmental Protection Licences for the Byron Resource Recovery Centre and Myocum Landfill	Infrastructure Services	compliance with EPL and on time completion of annual returns	Annual return for EPL's 6057 Myocum Landfill and 13127 Resource Recovery both lodged with NSW EPA on time. Focus on leachate management improvements in accordance with Capital Works and rectifying non-conformance's noted on Annual returns underway. Three Environmental Incidents reported to EPA in December related to severe rainfall event.	On Track	
1.4.4.2	Maintain compliance with the NSW Protection of the Environment Operations (Waste) Regulation 2014	Infrastructure Services	compliance with EPL and on time completion of annual returns	Compliance activities ongoing. Daily, weekly, monthly and quarterly monitoring and reporting as per licence conditions.	On Track	
1.4.4.3	Maintain compliance with the Federal Governments Emissions Reduction Fund contract conditions for the Myocum Landfill Gas Carbon Farming Initiative Project	Infrastructure Services	On-time reporting	Ongoing via Contract with service provider. Minor issues with gas flare being attended to.	On Track	
1.4.4.4	Delivery of stage 1 of the Capping Plan	Infrastructure Services	Stage 1 works completed	Some delays due to complexity of project and need for additional stability testing. Variation to contract to allow for Stormwater Management Plan for entire site as extension from Southern Landfill as well as soil and stability modelling to be undertaken. Project still in design and planning stages.	Delayed	
1.4.4.5	Dingo Lane, Myocum Solar Farm Project	Infrastructure Services	Project feasibility and design completed (shovel ready)	On track	On Track	

1.5: Provide continuous urban water and sewerage services within the Shire

Highlights

- Upgrade to Butler Street Sewer Pump Station SPS3003 rising main
- Works on the Byron Bypass cross connection completed
- Engaged the Water Sensitive Cities Institute to assist with the review of the Effluent Reuse management plan strategy

Exceptions

- Weather event mid-December caused higher flows through all STPs and a number of sewer overflows in systems

1.5.1: Increase the energy efficiency of sewerage treatment Plants

Comment	Installation of solar at the Sewerage Treatment Plants have been completed.
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Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
1.5.1.1	Generate baseline energy consumption report for all treatments plants with recommendations for further improvement.	Infrastructure Services	Complete report	Waiting on additional staff under SEE Directorate. Estimated start date Feb 2021	Not Commenced	—

1.5.2: Ensure Wastewater Treatment Plants are maintained in accordance with operating licences

Comment

Ongoing monitoring of Wastewater Treatment Plants to ensure maintenance in accordance with operating licences. Currently operated in accordance with EPA audits and inspection with compliance with all NSW Environmental Protection Licences during reporting period. Current program maintained at approximately 80%.

Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
1.5.2.1	Monitor and compile annual licence returns	Infrastructure Services	Complete annual report	Weather event mid-December caused higher flows through all STPs and a number of sewer overflows in systems.	On Track	
1.5.2.2	Renew pumps in sewerage pump stations identified in 30yr Capex Plan with more energy efficient units.	Infrastructure Services	Complete pump station renewals in accordance with capital works plan	Weather event mid-December caused delays to a number of renewals. These will be rescheduled for January 2021.	On Track	
1.5.2.3	Conduct three years of condition assessments of sewer pump stations identified in the 30yr Capex Plan.	Infrastructure Services	In accordance with project schedule	Condition reports submitted and accepted. A three year program of SPS improvement/renewal has been scoped.	Completed	
1.5.2.4	Complete Stage 2 South Byron Sewerage Treatment Plant Remediation	Infrastructure Services	Complete the remediation	There have been some challenges on the project but overall it is progressing well	On Track	
1.5.2.5	Upgrade to Butler Street Sewer Pump Station SPS3003 rising main	Infrastructure Services	Practical completion for project	Rising main commissioned and operational.	Completed	
1.5.2.6	Byron sewer treatment plant blower replacement	Infrastructure Services	Practical completion for project	Monitoring continues	On Track	
1.5.2.7	Develop capital works plan in line with recycled water strategy	Infrastructure Services	Capital works plan completed	Engaged consultant, works have progressed with options draft by May 2021	On Track	
1.5.2.8	Conduct three years of condition assessments of sewer pipelines identified in the 30yr Capex Plan.	Infrastructure Services	In accordance with project schedule	Inspection and reporting continues.	On Track	

Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
1.5.2.9	Investigate future use options for the remediated old Brunswick heads STP site	Infrastructure Services	Complete a future use options report	Previous reports are being reviewed considering the audit and EMP outcomes	On Track	
1.5.2.10	Mullumbimby STP Site Remediation	Infrastructure Services	Complete the remediation	Work continues to progress. Completion in early 2021	On Track	
1.5.2.11	Mullumbimby Inflow/Infiltration carry out planned capital works to improve system performance.	Infrastructure Services	In accordance with project schedule	<p>PipeHawk progressing on CCTV inspections. Still on track for completion Feb 2021.</p> <p>EDS flow meters periodically checked by EDS and have been collecting rainfall and I/I data.</p> <p>RFT for next phase of works within Mullumbimby sewerage currently being developed.</p>	On Track	
1.5.2.12	Inflow/Infiltration for the rest of the Shire excl. Mullumbimby carry out condition assessments of prioritised catchments and develop capital works budget	Infrastructure Services	In accordance with project schedule	<p>PipeHawk progressing with sewer cleaning and CCTV inspection within Ocean Shores and Byron Bay. Scheduled completion Feb 2021.</p> <p>RFT for next phase of sewerage rectification works currently being developed.</p>	On Track	

1.5.3: Ensure Water Supply is maintained in accordance with NSW Health guidelines

Comment	Drinking water audit planned for this FY 20/21 against NSW Health guidelines and associated performance with Drinking Water Management Plan and Australian Drinking Water Guidelines.
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Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
1.5.3.1	Undertake annual review Drinking Water Management Plan and associated performance	Infrastructure Services	Drinking Water Management Plan reviewed and available on website	Implementation of adjustments continuing,	On Track	
1.5.3.2	Implement recommendations from Mullumbimby water supply security investigations and upgrade	Infrastructure Services	Mullumbimby water supply security investigations and upgrade	Drafting Recycled Water Strategies and Policy in relation to Water Security Project	On Track	
1.5.3.3	Review Drought Management Plan	Infrastructure Services	Drought Management Plan reviewed	Brief for Consultant to be finalised	On Track	
1.5.3.4	Conduct three years of condition assessments of water pipelines identified in the 30yr Capex Plan.	Infrastructure Services	In accordance with project schedule	Inspection and assessment continues.	On Track	
1.5.3.5	Replace roof at Yamble Drive Reservoir	Infrastructure Services	Construction complete	Concept design for roof submitted. Bypass pipeline installed.	On Track	
1.5.3.6	Replace roof at Coopers Shoot Reservoir	Infrastructure Services	Construction complete	Concept design for roof submitted.	On Track	
1.5.3.7	Undertake works on the Byron Bypass cross connection	Infrastructure Services	Project practical completion	Completed	Completed	
1.5.3.8	Development of plan and program for Smart Metering for water services	Infrastructure Services	Deliver Pilot program for smart metering	Installation of smart meters continue	On Track	

1.5.4: Implement the Water and Sewerage Strategic Business Plan

Comment	Key strategies of the Water and Sewerage Strategic Business Plan are being undertaken.
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Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
1.5.4.1	South Byron Sewage Treatment Plant (STP) Stage 3 remediation of the Tertiary Ponds	Infrastructure Services	Complete the assessment, design and approvals	A report will be prepared for Council in the first half of 2021	Delayed	

1.5.6: Protect and enhance our natural environment and biodiversity

Comment	The Community Solutions Panel values will continue to guide the development and delivery of strategic infrastructure planning documents.
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Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
1.5.6.1	Review Effluent Reuse management plan strategy	Infrastructure Services	Review complete	<p>The recycled water team has engaged the Water Sensitive Cities Institute to assist with this project. The project inception meeting was held in December 2020. Implementation will begin in January 2021. The project is expected to run for 6 months. Its key outcomes are:</p> <ul style="list-style-type: none"> - Identify strategic priorities for recycled water. - Options portfolio for future investment in recycled water based on Benefit-Cost Analysis 	On Track	

1.6: Manage traffic and parking in an efficient manner

Highlights

- New pay parking contract is operational

1.6.1: Implement review of parking management

Comment	Review and parking and traffic management on track to programmed timelines . The new pay parking contract is now in place and operational.
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Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
1.6.1.1	Implement Parking Management Strategy for Brunswick Heads	Infrastructure Services	Parking management schemes in place and operational	Actions under 20/21 Operational Plan complete as per resolution 20-413. Further reporting planned for 2022/23 Operational Plan.	Completed	
1.6.1.2	Develop Parking Management Strategy for Belongil	Infrastructure Services	Strategy adopted by Council	Programs funding not approved in final adopted budget. Will require budget review or removal from Operational Plan. With improving pay parking income stream there may be an opportunity to restart this project.	Needs Attention	
1.6.1.3	Complete Seven Mile Beach Road and Broken Head Road Traffic Management Improvements Investigation	Infrastructure Services	Construction Works Package complete	Your Say page nearing completion. Page is live for consultation December through to January.	On Track	
1.6.1.4	Investigate parking management within New Brighton and The Esplanade area	Infrastructure Services	Review complete and reported to Council for consideration	Investigation programmed to be progressed in second half of 20/21.	On Track	

Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
1.6.1.5	Review Byron Bay Parking Scheme	Infrastructure Services	Review complete and reported to Council	Review programmed to commence in early 2021 once new paid parking contract and meters have been rolled out and are fully operational. This is to be done as part of the Access and Movement Study for Byron Bay.	On Track	
1.6.1.6	Implement new pay parking contract	Infrastructure Services	New contract sign and in operation	Contract is operational.	Completed	
1.6.1.7	Finalise audit of disability parking arrangements in Byron Town Centre and prepare list of proposed improvements	Infrastructure Services	Report to Council	Audit and report to Council complete as per resolution 20-677. Proposed on ground works approved and funded for completion in early 2021.	Completed	

1.6.2: Ensure future traffic demand and alternative solutions are addressed in major infrastructure plans

Comment	This continues to be a governing principle for all major infrastructure plans. Traffic and parking demands are considered as part of the planning process for roads and drainage infrastructure projects.
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Code	Operational Plan Activity	Directorate	Measure	Comments	Status
This continues to be a governing principle for all major infrastructure plans, there are no specific activities identified in the 2020/21 Operational Plan.					

1.6.3: Ensure new infrastructure is planned and funded to meet the needs of the current and future population (SP)

Comment	Council has sought grant opportunities as they become available.
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Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
1.6.3.1	Advocate for improved public transport across the Shire	Infrastructure Services	On going - suitable grants applied for throughout year	Awaiting suitable grant opportunities. Actions to be developed in consideration of outcomes from the Integrated Transport Strategy currently being developed.	On Track	
1.6.3.2	Develop Electric Vehicle and Charging Station Maintenance and Improvement Guidelines	Sustainable Environment and Economy	<p>Investigate Council EV charging infrastructure being monitored under one software platform and one asset manager.</p> <p>Investigate and implement user-pays options for charging stations.</p> <p>Deliver community awareness information regarding EVs.</p> <p>Develop guidelines</p>	Still pending confirmation from EVUp to finalise an SLA for back-end management of Byron Bay and Mullumbimby charging stations. Investigation of user-pays options for stations will follow.	Delayed	

Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
1.6.3.3	Advocate and apply for grants to improve transport networks	Infrastructure Services	On going - suitable grants applied for throughout year	Fixing Country Roads grant applications were submitted in December 2020 for Midgen Flat Road, Springvale Road, Manns Road and Byron Arts and Industry Estate roads. Fixing Local Roads grant applications were also submitted in December 2020 for Sealing the remainder of Seven Mile Beach Road, and resurfacing of 32 streets in Ocean Shores and New Brighton. Fixing Country Bridges grant applications were submitted in October 2020 for replacing Councils last 3 remaining timber bridges which are Upper Main Arm Bridge, Sherringtons Bridge, and Englishes Bridge.	On Track	
1.6.3.4	Design Mullumbimby to Pacific Hwy Cycleway Draft Design and seek grant funding, in accordance with resolution 19-611	Infrastructure Services	Draft design complete and grant funding sought	Concept design has been prepared. A Bush Fire Local Economic Recovery Fund grant application has been prepared and is to be submitted by January 28 2021.	On Track	
1.6.3.5	Undertake an accessibility audit of existing bus shelters across the shire, prioritise upgrades to improve accessibility, prepare and cost a program to complete all upgrades.	Infrastructure Services	"Upgrade Program approved by Council and funding options considered"	Works programmed to commence in early 2021. Have Your Say is also programmed for early 2021.	Not Commenced	

1.6.4: Improve effectiveness of Local Traffic Committee

Comment	Additional extraordinary electronic meetings held on demand. Council approved GM delegation to approve LTC unanimous recommendations whilst Council was in recess over the Christmas period. Format for extraordinary meetings to be reviewed to further improve process
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Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
1.6.4.1	Report regulatory traffic matters for recommendation to Council and items requiring comment through the Local Traffic Committee	Infrastructure Services	Ongoing coordination of Committee throughout year	All Local Traffic Committee meetings have been completed in accordance with Councils meeting schedule and are ongoing.	On Track	

COMMUNITY OBJECTIVE 2:

WE CULTIVATE AND
CELEBRATE OUR
DIVERSE CULTURES,
LIFESTYLE AND SENSE
OF COMMUNITY



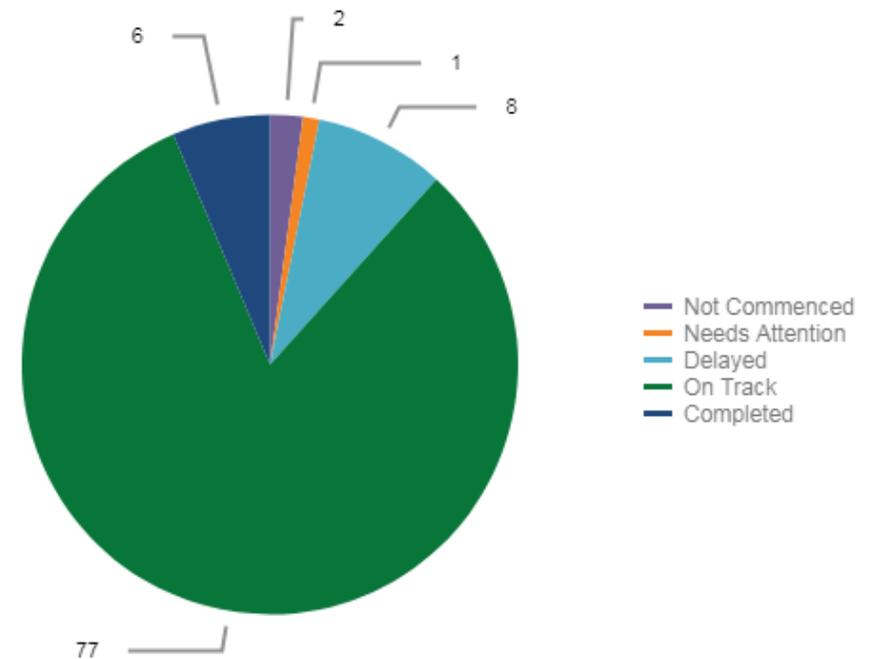
Community Objective 2:

We cultivate and celebrate our diverse cultures, lifestyle and sense of community

Community wellbeing thrives where there are public spaces and opportunities to gather, connect, have fun and develop a strong sense of belonging; where community communicates and works together towards shared goals. Strategies that create more physical and social connection across the Shire can support this way of life.

Strong communities are safe and connected and also celebrate local history and diversity. They are friendly, inclusive, engaged and supportive.

Council has a role in partnering and working with other organisations to support equitable access to places, services, activities and opportunities that contribute to wellbeing for all members of the community.



Community Objective 2: Community

We cultivate and celebrate our diverse cultures, lifestyle and sense of community

2.1: Support and encourage our vibrant culture and creativity

Highlights

- s355 Committees have worked hard to ensure that local halls are operating in local communities
- Film applications have been coming in at unprecedented volumes.

Exceptions

- Community events have been cancelled, postponed, or adapted in response to the COVID pandemic.

2.1.1: Support a range of inclusive events that encourage broad community participation and promote social inclusion

Comment	Usual community events during the period, such as NAIDOC Week celebrations, Survival Day and local community Australia Day events have been unable to progress due to COVID.
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Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
2.1.1.1	Support innovative and flexible delivery of community events and initiatives	Corporate and Community Services	Number of inclusive events supported	Scheduled community events cancelled/deferred indefinitely due to COVID - on several occasions at police request (e.g. Survival Day). Proposed removal from current Operational Plan as usual scheduled events (Australia Day events, Harmony Day, Youth Week events etc.) have not been able to go ahead. Can be reinstated in following Operational Plan as appropriate. Other community/commercial events incorporated into Events Team operational area.	Needs Attention	

2.1.2: Provide meaningful and inclusive opportunities for volunteering

Comment Council's s355 Committee volunteers have worked hard to ensure that local halls are operating in local communities, despite the ever-changing requirements and constraints present in the COVID context.

Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
2.1.2.1	Partner with community organisations to deliver spontaneous volunteer training	Corporate and Community Services	Increased knowledge for identified team leaders in community-based organisations	<p>Byron Community Resilience Network (CRN) flood scenario exercise completed, including management of spontaneous volunteers. Feedback distributed to CRN and Disaster Resilience Officer to follow up on identifying and training Spontaneous Volunteering Team Leaders.</p> <p>Review of current CRN, spontaneous volunteering and community donations processes and documentation completed by Disaster Resilience Officer.</p>	On Track	
2.1.2.2	Deliver 2 online workshops to support Council volunteers	Corporate and Community Services	Volunteers report increased skills and knowledge	Bookable rollout delayed; further action and workshops anticipated in Q4.	Delayed	

2.1.3: Enhance opportunities for interaction with art in public spaces

Comment	An Arts and Cultural Officer commenced with Council in November 2020 and has commenced the review of the operating model for the Lone Goat Gallery.
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Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
2.1.3.1	Implement Public Art Strategy	Corporate and Community Services	One public art project completed	Production of public art work, Memento Aestates, complete and installation scheduled for early 2021.	On Track	
2.1.3.2	Adopt and implement Arts and Culture Policy	Corporate and Community Services	Arts and Culture Policy adopted and implemented.	Arts and Culture Policy implementation now supported by Arts and Culture Officer (commenced November 2020).	On Track	
2.1.3.3	Support the ongoing operations of the Lone Goat Gallery	Corporate and Community Services	Lone Goat Gallery operational strategy developed	Operating model for Lone Goat Gallery being reviewed and redeveloped in light of COVID	On Track	

2.1.4: Support Aboriginal cultural vibrancy within the Shire

Comment	Partnered, supported, and enabled activities that promoted cultural vibrancy, including cultural restoration and cultural expression.
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Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
2.1.4.1	Support cultural expression and cultural restoration opportunities	Corporate and Community Services	Number of cultural expression and cultural restoration opportunities supported	Assisting project team for Sandhills skate park and recreation development with consultation with Arakwal and Tweed Byron LALC and the wider Aboriginal community in the Shire. Opportunities for Indigenous inspired design elements, naming and bush regeneration have been identified for future engagement for Aboriginal community members.	On Track	
2.1.4.2	Implement Arakwal MOU in partnership with Arakwal	Corporate and Community Services	Number of Arakwal MOU strategies delivered	Funding opportunity identified for Aboriginal Cultural Heritage Mapping and management plan. Project team to be established and funding application submitted before February 2021.	On Track	

2.1.5: Develop and maintain collaborative relationships with multicultural communities

Comment	Relationships developed and maintained through supporting CALD community initiatives and capacity building in priority areas.
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Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
2.1.5.2	Coordinate citizenship ceremonies to confer new Australian citizens on behalf of the Department of Home Affairs	Corporate and Community Services	3 ceremonies held between January and June 2021	Council will recommence in person Citizenship Ceremonies in 2021, starting with Australia Day. Invitation letters have been sent to conferees to attend the Australia Day Ceremony, bookings and administration are on track for this event.	On Track	

2.1.6: Develop strong and productive relationships between the Aboriginal community and Council

Comment	Council continues to actively build and maintain relationships with Arakwal, Tweed Byron, Jali and Ngulingah LALCs and is working collaboratively to strengthen these existing relationships.
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Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
2.1.6.1	Build and maintain relationships with identified stakeholder groups in the Shire and undertake appropriate, meaningful consultation	Corporate and Community Services	Culturally appropriate best practice consultation methods developed in partnership with identified Aboriginal stakeholder groups	Actively engaged with Arakwal, Tweed Byron, Jali and Ngulingah LALC`s to encourage a collective agreement on working together within the Shire to discuss how best to formalise existing relationships.	On Track	

2.1.7: Support range of existing, emerging and major events

Comment	The majority of community events have been cancelled or postponed due to COVID restrictions, however as restrictions ease Council has been working with groups and organisation to support events within current regulations.
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Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
2.1.7.1	Continue to support event organisers in the delivery of a range of events	Sustainable Environment and Economy	Support workshops on subjects such as event planning, sustainable event and grant writing as opportunities arise.	While the majority of events are still on hold due to COVID restrictions, applications have started to come in for 2021 events as restrictions ease. The team is still extremely busy working with three major film projects and a proliferation of smaller film shoots which are taking place in the region. Continuing to explore process improvements.	On Track	
2.1.7.2	Deliver event and festivals annual sponsorship program	Sustainable Environment and Economy	Review sponsorship program Advise Council on outcome of annual sponsorship program	Delayed due to competing priorities for the team (film applications).	Delayed	
2.1.7.3	Administer licences for weddings, events, activities and filming on council and crown land	Sustainable Environment and Economy	Report monthly statistics	Film applications have been coming in at unprecedented volumes. Event applications are starting to come in for 2021.	On Track	
2.1.7.4	Investigate electronic event and festival application referral and management system	Sustainable Environment and Economy	Report on investigation	On hold during December due to volume of film applications. Admin support in progress to proceed with next steps of Reg 42 development.	Delayed	
2.1.7.5	Commence preparation of an Sustainable Event Strategy	Sustainable Environment and Economy	Prepare project scope	Delayed due to high volume of film applications requiring urgent attention. Investigation to continue when resources are available.	Delayed	

2.2: Support access to a wide range of services and activities that contribute to the wellbeing of all members of the Byron Shire community

Highlights

- Partnered with 10 local community organisations and government agencies to deliver Connections Week

2.2.1: Develop and maintain collaborative relationships with government, sector and community

Comment	<p>Strong sector relationships developed as evidenced by a range of partnerships and collaboration on key community issues including homelessness, health and disaster resilience.</p> <p>In a regional NSW first, Council developed the Ending Rough Sleeping in Byron Shire project and partnered with the End Street Sleeping Collaboration, local services, government agencies and community to deliver Connections Week in November 2020. Outcomes included over 70 vulnerability and service prioritisation surveys completed by people sleeping rough and 100% of volunteers (service workers and community members) indicated they were either satisfied or very satisfied with their experience participating in Connections Week. This work will inform the broader statewide roll-out of this evidence-based approach which aligns with the Premier's Priority of reducing rough sleeping by 50% by 2025.</p>
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Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
2.2.1.1	Support local interagencies and regional network development to improve collaboration and inclusion	Corporate and Community Services	Increased sector network strength	<p>Partnered with 10 local community organisations and government agencies to deliver Connections Week. Joint Homelessness Interagency and Connections Week planning group review meeting (December).</p> <p>Facilitated Homelessness Interagency (October).</p> <p>Survey sent through Byron Interagency network to understand community sector needs and priorities for 2021, results pending.</p>	On Track	

Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
2.2.1.2	Participate in community planning to inform decision making, build capacity and develop a shared responsibility for actions with the community.	Corporate and Community Services	Number of community planning activities undertaken	<p>Participated in Byron Shire Committee Against Domestic Violence meeting.</p> <p>Participated in the review of the NSW Disability Inclusion Plan (NSW DIP). The NSW DIP sets out the whole-of-government goals that will support the inclusion of people with disability and improve access to services and community facilities.</p> <p>Consultation meeting held with Department of Communities and Justice and NSW Health on the statewide Housing and Mental Health Review.</p>	On Track	
2.2.1.3	Partner with Access Consultative Working Group to implement disability inclusion action planning priorities	Corporate and Community Services	Ongoing monitoring and reporting on disability inclusion outcomes	Facilitated ACWG October meeting. Events & Economy Team Leader attended to discuss opportunities for improved access and inclusion with local businesses and at community events. December meeting postponed until new year.	On Track	
2.2.1.4	Implement, monitor and report on the Disability Inclusion Action Plan 2017-2021	Corporate and Community Services	Annual reporting obligations met within statutory requirements	<p>Currently reviewing DIAP Progress Report. Report to be tabled at next ACWG meeting for discussion.</p> <p>Resolution (20-677) from the November Ordinary Meeting of Council recommends new upgrades and renewals to accessibility parking spaces in Byron Bay.</p> <p>The 2019/20 Disability Inclusion Action Plan Progress Report was submitted to the Department of Communities and Justice in line with reporting requirements on 30 November, subsequent to review from ACWG members.</p>	On Track	
2.2.1.5	Work in partnership with people with disability and carers in the development of a new Disability Inclusion Action Plan 2021-2024	Corporate and Community Services	People with disability are actively engaged in the preparation of the new DIAP 2021-2024	DIAP 2021-2024 planning in progress. Launched the DIAP community consultation registration process through Your Say Byron Shire on International Day of People with Disability.	On Track	

Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
2.2.1.6	Develop and implement Homelessness Policy	Sustainable Environment and Economy	# of homelessness strategies delivered	No further action in this reporting period.	On Track	
2.2.1.7	Establish homelessness hub in Byron Bay	Sustainable Environment and Economy	Hub established and operational	Fletcher St. hub EOI conducted with initial evaluation complete; further expert advice being sought regarding operational and strategic considerations.	On Track	
2.2.1.8	Plan and coordinate a Connections Week event	Sustainable Environment and Economy	Connections Week held	Connections Week event held November 16-20th. Outcomes included over 70 VI-SPDAT surveys completed by people sleeping rough and 100% of volunteers (service workers and community members) indicated they were either satisfied or very satisfied with their experience participating in Connections Week.	Completed	

2.2.2: Support and facilitate accessible, high quality early childhood education and activities

Comment	A review of Children's Services is being undertaken and is currently in Phase 1.
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Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
2.2.2.1	Strengthen and deliver high quality business and pedagogy outcomes	Corporate and Community Services	measure and benchmark stakeholder satisfaction; deliver priority outcomes based on children's services review;	Requests for tender have been delivered and awaiting quotes to come back in for transition piece. Vendor Panel platform has been completed on December 18 2020 to release RFQ.	On Track	
2.2.2.2	Lead early childhood education sector development	Corporate and Community Services	Number of sector development activities undertaken; delivery of 1 relevant professional development opportunity	Children's Services are hosting a Koori Curriculum community workshop with our Indigenous partners. This is our first community workshop being offered this year and we are fortunate to be able to host this significant sector development program for our teams. Saturday February 13 9.00am - 2.00pm and is open to our network of colleagues. We have also had direct consultative engagement for our OSHC Brunswick Service around Inclusion support for the team. This is the first of various sector engagement workshops that will occur throughout the year. Teams are being offered various virtual professional development opportunities to support sector developments, critical to their work with children.	On Track	

2.3: Provide accessible, local community spaces and facilities

Highlights

- Accessible toilets and stage lift installed at Brunswick Heads memorial hall

2.3.1: Increase accessibility of facilities

Comment	Worked directly with people with a lived experience of disability and their carers and relevant agencies to inform access and inclusion priorities and report on effectiveness of implementation.
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Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
2.3.1.1	Improve facility access through capital works and maintenance program	Corporate and Community Services	Number of facilities where access is improved	Procurement underway for Cavanbah Centre automatic doors. On track for February installation. Awaiting budget review approval for Fletcher street ramp funding.	On Track	

2.3.2: Support effective management of community buildings (SP)

Comment	Utilising strategic asset management plan and buildings audits to inform priority projects and support community to achieve aspirations for their community facilities.
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Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
2.3.2.1	Implement maintenance, capital upgrades, renewal and enhancements program for building assets that is informed by access requirements and the strategic asset management plan.	Corporate and Community Services	Access requirements identified and program delivered	Programmed projects are ready to enter procurement stage. Some contractors have notified they will not be available until late Feb/March 2021 however this should not have major impacts on the program time frame.	On Track	
2.3.2.2	Review management models of community buildings	Corporate and Community Services	Review completed and management models refined	Review scheduled for Q3 & 4.	On Track	
2.3.2.3	Administration of former Byron Hospital site	General Manager	Ongoing site protection maintained. Signed lease agreement and adopted financial model.	Lease agreement and financial model under negotiation, to be submitted to OLG once finalised for advice regarding governance structure.	On Track	
2.3.2.4	Design and restoration works of former Byron Hospital site	General Manager	Adopted architectural plans	RFQ for detailed design is open until 5 February.	On Track	

2.3.3: Provide high quality library services (SP)

Comment Council is supporting the Richmond Tweed Regional Library to review the governance structure of the RTRL, in particular the staffing and Long Term Financial Plan to ensure delivery of high quality library services.

Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
2.3.3.1	Complete RTRL Staffing Review and Long Term Financial Plan	Corporate and Community Services	Staffing review and LTFP completed	Financial information received and has been worked through ready for discussion at RTRL Executive Committee in Feb.	On Track	

2.3.4: Provide council buildings which are water and energy efficient

Comment Council has undertaken an audit of water efficiency and power use.

Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
There are no actions identified in the 2020/21 Operational Plan Corporate and Community Services						

2.3.5: Maintain Public Open space in a safe and efficient way that provides for both active and passive recreation (SP)

Comment	Maintenance programs are developed in accordance with the adopted Asset Management Plan and budget and with reference to Parks Maintenance Levels of Service.
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Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
2.3.5.1	Deliver Open Space maintenance programs in accordance with Levels of Service and adopted AMP	Infrastructure Services	Programs delivered on budget	Maintenance programs are being rolled out in accordance with adopted AMP and budget and with reference to Parks Maintenance Levels of Service and Open Space Asset Management Plan.	On Track	
2.3.5.2	Deliver beach safety programs as adopted	Infrastructure Services	Program developed and reviewed annually with Stakeholder input	Contracted beach safety programs in place.	On Track	
2.3.5.3	Provide ongoing support for the Byron Safe Beaches committee	Infrastructure Services	Ongoing support provided	Manager Open Space and Resource Recovery actively providing support to Safe Beaches Committee.	On Track	
2.3.5.4	Manage contracts for operation of Byron Bay and Mullumbimby Swimming Pools	Infrastructure Services	forecasted revenue met and expenditure not exceeded	Ongoing Management Contracts in place until 2025 for both pools. COVID-19 Safety Plans in place. Despite COVID-19 initial season open restrictions, revenue tracking on target and expenditure favourable for YTD on both pools.	On Track	
2.3.5.5	Delivery of operations and maintenance program for Tyagarah Airfield	Infrastructure Services	Ongoing maintenance delivered	Ongoing scheduled maintenance and daily safety inspections. Runway OLS intrusion works Stage 2B Vegetation Management commenced discussions.	On Track	
2.3.5.6	Undertake daily safety inspections at Tyagarah Airfield	Infrastructure Services	completed daily safety inspections	Daily runway inspections undertaken in accordance with relevant guidelines. Further investigation required to update to Aviation CRM (AVCRM) system.	On Track	

2.3.6: Ensure Shire wide assessment of the current and future needs of the community for active and passive recreation is integrated into Open Space works programs (SP)

Comment	Council continues to deliver its annual program of maintenance works to open space assets. Regular inspection of playgrounds against Australian standards and renewal of playground equipment to address identified defects. Where available, Council has sought funding to support upgrade projects to meet the future needs of the community.
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Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
2.3.6.1	Inspections of playgrounds and park infrastructure and maintenance that provides for safe use	Infrastructure Services	Completed as scheduled	Ongoing program of inspections being completed.	On Track	
2.3.6.2	Renewal of playground equipment (Shire wide - emergent)	Infrastructure Services	Completed as scheduled and budgeted	Emergent issues are being addressed as identified within budget constraints	On Track	
2.3.6.3	Seek funding to upgrade playground facilities to accessibility standards	Infrastructure Services	Funding application submitted as appropriate	Funding application for "Everyone Can Play" submitted. Monitoring available grant funding opportunities.	On Track	

2.3.7: Deliver Open Space and Recreational services in line with Community Solutions Panel values (SP)

Comment	Maintenance programs for open spaces have been developed and commenced.
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Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
2.3.7.1	Operation of Cavanbah Centre and sports fields and delivery of adopted capital works programs	Infrastructure Services	Completed as adopted	Commenced Adopted Capital Work Program for 2020/21 as per adopted budget. Vendor panel completed for court and floor works.	On Track	
2.3.7.2	Maintain each of the Council owned parks, reserves, and sports fields to agreed level of service	Infrastructure Services	Open spaces maintained to agreed levels of service	Maintenance programs reflecting Parks Maintenance Levels of Service are underway.	On Track	
2.3.7.3	Byron Bay town centre renewals - delivery of adopted elements of the Landscape/Precinct Plan	Infrastructure Services	Deliver adopted program of works	Budget for renewal programs has been reallocated to the Rail Corridor program.	Not Commenced	
2.3.7.4	Maintain all towns and village street scapes to agreed levels of service	Infrastructure Services	Maintained to agreed levels of service	Towns and Villages unit rolling out programmed maintenance to streetscapes.	On Track	
2.3.7.5	Operate and maintain Shire's cemeteries	Infrastructure Services	Program meets adopted budget	Cemeteries operations have been modified to reduce reliance on external contractors for ground maintenance works.	On Track	
2.3.7.6	Identify a suitable site for the establishment of a Natural Burial facility	Infrastructure Services	Suitable site selected	Vallances Road being investigated - Committee being formed in accordance with Res	On Track	
2.3.7.7	Renewal and upgrade of the Byron Bay children's cemetery section	Infrastructure Services	Program meets adopted budget	Consultation with families commenced. Research for outstanding examples ongoing.	On Track	
2.3.7.8	Deliver adopted infrastructure within the Suffolk Park Recreation Ground in accordance with POM and Community consultation	Infrastructure Services	Projects complete	Stakeholder engagement for Master Plan continuing. Construction of Pump Track planned for March.	On Track	

2.3.8: Meet requirements for the transition of management of Crown Land to Council under the Crown Lands Management Act 2018

Comment	All Crown Lands applications and reporting requirements have been met within expected timeframes.
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Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
2.3.8.1	Progress outstanding responses to applications to Minister for initial classification and categorisation of applicable reserves and one-off applications	General Manager	All Council applications lodged with Crown Lands	All actions complete to December 2020	On Track	
2.3.8.2	Develop Plans of Management for Crown Reserves, that incorporate inclusion and accessibility, in accordance with prioritisation plan	Infrastructure Services	Plans of Management progressively developed	Generic template complete	On Track	
2.3.8.3	Meet Crown Lands reporting and funding requirements	General Manager	Compliant reporting	Report submitted before due date	Completed	
2.3.8.4	Inclusively work with community groups to development Plans of Management for Crown Reserves	Infrastructure Services	Ministerial approval of Plans of Management		On Track	

2.4: Enhance community safety and amenity while respecting our shared values

Highlights

- Disaster Dashboard is fully operational and live to the community
- Street lighting project delivered in Byron Bay

2.4.1: Provide and facilitate local emergency management

Comment	Council attends TBLEMC meetings as required and implements actions as determined in line with any formal request such as provision of VMS and traffic controllers
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Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
2.4.1.1	Maintain Byron Flood Warning Network and Disaster Dashboard	Infrastructure Services	Flood warning network and dashboard operational throughout year	Disaster Dashboard has gone live to the community at the end of November and is now fully operational.	On Track	▶
2.4.1.2	Attend TBLEMC and Regional Emergency Management Committee (REMC) meetings	Infrastructure Services	Attend meetings as required throughout year	LEMC and REMC meeting attendance ongoing as required and when scheduled	On Track	▶
2.4.1.3	Undertake exercises of EMP and CMGs as decided by TBLEMC	Infrastructure Services	Attend exercises as required throughout year	EMP exercises attended when schedules - Schoolies/Covid exercise completed. No other exercises currently scheduled	On Track	▶
2.4.1.4	Ensure sufficient staff are trained to undertake EM roles in and outside business hours	Infrastructure Services	Staff trained and sufficient staff available during disaster events	Formal EM training deferred by State Government due to COVID impacts. Training being rolled out for new emergency management and Emergency dashboard systems that went live on 30 November 2020 as programmed and when needs are identified.	On Track	▶

Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
2.4.1.5	Deploy technology to improve disaster response and recovery by preparing field devices and staff trained in readiness to respond to a natural disaster	Infrastructure Services	Ongoing as opportunities arise	Disaster dashboard training has been undertaken and Dashboard went live in "Beta" version on 30 November as programmed. Staff trained in "Reflect and Recover" software and device use.	Completed	
2.4.1.6	Development and delivery of 'Strengthening Community' workshops	Corporate and Community Services	Development of workshop training packages and materials. Community workshops to develop preparedness plans and seek expert advice in partnership with emergency combat and support agencies Delivery of 10 workshops for year 1 of the overall project	Delivery partnership agreement formalised with Red Cross. Priority communities, including New Brighton and Ocean Shores, contacted regarding workshops. Community Resilience Team leaders are being identified and workshops to commence February 2021. Recent severe weather mid-December 2020 has renewed interest in community resilience and local community-led action.	On Track	
2.4.1.7	Development and delivery of Street Meets Workshops	Corporate and Community Services	8 workshops delivered	Street Meets planning underway and focus will include invitation of newly arrived residents who may have moved to areas affected by extreme weather as well as established residents with valuable experience and learning from previous disaster events. Street Meets to be supported by Emergency Services, Community-Based Organisations that have a presence locally and Byron Shire Council.	On Track	
2.4.1.8	Develop an Extreme Weather Protocol and deliver workshops for people experiencing homelessness	Corporate and Community Services	Protocol developed and workshops delivered	Preliminary review of relevant local government protocols undertaken and organisational delivery partners identified. Recruitment of Project Officer Rough Sleeping BSC underway; this role will provide input into the development of the Extreme Weather Protocol and workshops.	On Track	

Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
2.4.1.9	Strengthening Business Cohesion workshops	Sustainable Environment and Economy	Delivery of workshops	Anticipated workshop delivery in mid 2021.	On Track	
2.4.1.10	Develop and deliver Aboriginal Custodianship and Caring for Country workshop	Corporate and Community Services	Delivery of 7 workshops for year 1 of the overall project	Working with Recovery Officer in researching current approaches to the protection of Aboriginal Cultural Heritage and best practice models for cultural burning in NSW.	On Track	
2.4.1.11	Children's Services Resilience Project	Corporate and Community Services	Development of best practice emergency management, recovery, and resilience documentation for children's services	As noted, project work will commence February 2021.	On Track	
2.4.1.12	Audit of Evacuation and Recovery Centres	Corporate and Community Services	Audit undertaken	15 evacuation sites audited across Byron Shire. All contact details and floor plans updated for each location as well as specific requests around use of spaces, availability and accessibility. Recommendations identified and implementation underway. Assembly Points nominated for drive through registrations due to COVID. Audit results distributed to Resilience NSW.	Completed	
2.4.1.13	Conduct a feasibility study for the development of an Emergency Services 'Hub'	Infrastructure Services	Feasibility study completed	ongoing discussions with SES and Police etc to review agency requirements and HUB service options	Delayed	
2.4.1.14	Develop an Asset Protection Zone & Fire Trail Management Program	Infrastructure Services	Program endorsed by the FNC BFMC	We are in the process of engaging Geolink to review and update our APZ plan, we expect this work to commence in late January.	On Track	
2.4.1.15	Establish a local Emergency Operations Centre	Infrastructure Services	New or existing EOC upgrade to current standards operational	Discussion regarding the best location for the EOC are ongoing. In all recent emergencies, management has been directed from the Tweed Heads Police operations centre and Council attends the centre and directs Council's function from there. Works to proceed on a local EOC once or if local location can be agreed at TBLEMC..	Delayed	

Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
2.4.1.16	Undertake remediation and improvement works at the evacuation and recovery centre	Infrastructure Services	Remediation and improvement works completed	Accessibility assessment undertaken, access upgrade works being progressed	On Track	
2.4.1.17	Partner with non-government organisations and other levels of government to respond to issues arising from COVID-19	Corporate and Community Services	Responses identified and delivered	<p>Disaster Resilience Officer and Byron Recovery Officer attended Schoolies COVID scenario exercise.</p> <p>Evacuation and Recovery Centre audits completed with COVID considerations documented.</p> <p>COVID overlay incorporated during Byron Community Resilience Network (CRN) flood scenario exercise, including PPE and social distancing at potential Evacuation Centres and Recovery Centres. No evacuation centres were activated during December severe weather event, however process was clarified with local community organisations.</p> <p>Disaster Resilience Officer continues to monitor impact of COVID and contribute to shared local planning at weekly Local Emergency Management Committee (LEMC) meetings.</p>	On Track	
2.4.1.18	Develop a Climate Wise Communities website	Sustainable Environment and Economy	Ready Check online platform for community preparedness to extreme weather events available	QIT+ has been delayed with finishing Climate Wise website, due to their needing to focus on the Emergency Dashboard during the December flood event. Aiming to launch the Climate Wise website first half of 2021.	Delayed	
2.4.1.19	Assist in delivery of community 'Firewise' education	Infrastructure Services	As per FNCBMP	We are prepared to assist as requested	On Track	

Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
2.4.1.20	Maintain official APZ, SFAZ, and fire trail access on council tenured land	Infrastructure Services	3 times a year dependent on vegetation type	APZs and access points have been maintained. We are currently negotiating with a contractor to audit and review our fuel management process in the north of the shire.	On Track	
2.4.1.21	Represent Council at Far North Coast Bushfire Management committee meetings quarterly	Infrastructure Services	Quarterly reports to biodiversity advisory committee	The majority of meetings have been attended	On Track	
2.4.1.22	Maintain fire management actions on FRS BRIMS database	Infrastructure Services	As part of management actions	Note BRIMS is in the process of being replaced	On Track	

2.4.2: Support community driven safety initiatives

Comment	Delivered a range of community safety initiatives in partnership with other Government organisations, stakeholders, and community; including street lighting project in Byron Bay and drafting alcohol free areas map.
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Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
2.4.2.1	Support and deliver programs that improve community safety	Corporate and Community Services	Number of community safety projects supported	<p>Street lighting project delivered in Byron Bay.</p> <p>Positive outcome from schoolies collaboration between Council, Police, Ambulance Service, Red Frogs and Youth Services, as noted in formal event review, positive media reports and Ministerial feedback.</p> <p>Alcohol free areas map for Byron Bay drafted and consultation with Police and the Liquor Accord underway.</p> <p>Ongoing participation to strengthen partnership approach with Byron Bay Liquor Accord.</p>	On Track	
2.4.2.2	Support Gambling Harm Minimisation Initiatives	Corporate and Community Services	# gambling harm minimisation initiatives completed	No further action this reporting period.	On Track	

2.4.3: Enhance public safety, health and liveability through the use of council's regulatory controls and services

Comment	Council continues to provide monitoring and compliance of illegal camping, companion animals, parking, public health, and environmental health.
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Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
2.4.3.1	Monitor, investigate and respond to unauthorised land use, development and environment complaints	Sustainable Environment and Economy	100% response to Very High Compliance Priorities identified in the Compliance Priority Program & 80% customer service requests completed	During the reporting period there were 71 CRMs received. Staff completed 80 and there are currently 221 outstanding at various stages in the compliance process.	On Track	
2.4.3.2	Undertake proactive camping patrols of streets and public places throughout the Shire	Sustainable Environment and Economy	Patrols of streets and public places undertaken for unauthorised camping activity (> 7 weekly) Patrol roster maintained to meet peak period demands	During the reporting period there were 37 camping related CRMs received and 33 completed. 46 remain outstanding at various stages in the process. Staffing was resourced to ensure Community Enforcement Officers undertake regular patrols throughout the Shire and as required over the Christmas and New Year period.	On Track	
2.4.3.3	Respond to people experiencing homelessness and rough sleepers through engagement and referrals to appropriate support and housing services	Sustainable Environment and Economy	Number of contacts made & Number of referrals made (Year 1 Baseline)	During the reporting period there were 36 contacts and 24 referrals made. Year to date: From 1 July 2020 there have been 327 contacts. 121 referrals have been made to support and housing services.	On Track	

Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
2.4.3.4	Undertake proactive patrols of community parks and open spaces to monitor safe use by dogs and their owners	Sustainable Environment and Economy	Patrols undertaken of town and village parks & open spaces (> 4 weekly) Patrol roster maintained to meet peak period demands	<p>During the reporting period there were 46 animal related CRMs received. Two of them related to dog attacks. Staff finalised 66 CRMs. There are currently 25 CRMs outstanding at various stages in the process.</p> <p>Staffing is maintained to ensure Animal Enforcement Officers undertake regular patrols throughout the Shire.</p>	On Track	
2.4.3.5	Provide companion animal management services	Sustainable Environment and Economy	Annual reports and registration financial statements submitted to Office of Local Government by due date (100%) Dog attacks investigated within 24 hours of notification (100%) Animals impounded are returned to owner or rehomed (90%)	<p>Annual reports and registration financial statements submitted to Office of Local Government by due date (100%) - Submitted by due date.</p> <p>Dog attacks investigated within 24 hours of notification - All reported dog attacks are investigated immediately. There were two CRMs received relating to dog attack during the reporting period.</p> <p>Animals impounded are returned to owner or re-homed - All impounded animals were re-homed or returned to their owner.</p>	On Track	
2.4.3.6	Facilitate companion animals education	Sustainable Environment and Economy	2 programs delivered & communications updated to promote responsible pet ownership	Annual education program to schools have been delayed due to COVID19 restrictions. It is anticipated these restrictions will be lifted in 2021 and staff will be able to attend schools to provide the program.	Delayed	

Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
2.4.3.7	Undertake regular and frequent parking patrols to increase availability and turnover in the Town and Village centres	Sustainable Environment and Economy	Patrols undertaken of towns and villages (7 day/weekly) Patrol roster maintained to meet peak period demands & 80% customer service requests completed	<p>During the reporting period there were 89 vehicle related CRMs received. 40 related to abandoned vehicles and 49 were parking related. There were 95 CRMs completed during the reporting period. 67 Remain outstanding.</p> <p>Staffing is maintained to ensure Parking Enforcement Officers undertake regular patrols throughout the Shire.</p>	On Track	
2.4.3.8	Monitor, investigate and respond to public and environmental health matters through proactive inspections and surveillance programs	Sustainable Environment and Economy	Inspections completed compliance (>90%) Customer service requests attended to within response times (>85%) Comments to Liquor & Gaming Authority on license applications attended to within response times (>80%)	<p>All public and environmental health inspections identified as 'Very High' in the CPP are investigated immediately.</p> <p>During the reporting period there were 4 health related complaints received and 4 completed. There are currently 67 outstanding CRMs.</p>	On Track	
2.4.3.9	Deliver the Food Premises inspection program	Sustainable Environment and Economy	Inspections conducted in accordance with NSW Food Regulation Partnership includes inspections and markets/major events (80% completed) Compliance with legislation and food safety standards (> 90%)	<p>- For the reporting period staff staff carried out 6 COVID-19 site visits.</p> <p>- Major events were cancelled due to COVID-19, markets have recently commenced.</p> <p>- 15 food safety premises inspections, with an additional 5 re-inspections required.</p> <p>Year to date:</p> <p>- 111 inspections, from 491 premises (total)</p>	On Track	

Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
2.4.3.10	Deliver the Onsite Sewage Management System inspection program	Sustainable Environment and Economy	Inspections completed (>10%) and system compliance (>80%)	There were no inspections onsite sewage management systems as part of the annual inspection program. Staff were concentrating on approvals and other areas.	On Track	
2.4.3.11	Review the Onsite Sewage Management Policy and Procedure Manual	Sustainable Environment and Economy	Policy review complete	Project commencement delayed due to Covid impact on work priorities. Consultant brief to be issued Q1 2021.	Not Commenced	
2.4.3.12	Deliver environmental and public health education programs to the community	Sustainable Environment and Economy	Provide 'I'm Alert' online food education training (1) & Number of Food Safety Newsletters developed (2) distributed	In lieu of 2 newsletters, a number of fact sheets and tailored information about COVID-19 to food businesses were developed and supplied. With the ongoing changes to COVID-19, information is continually being provided to businesses and a major education and support package is being developed for delivery to business during Small Business Month in October. Delivered a COVID safety presentation to the Byron Events Industry Association.	Completed	
2.4.3.13	CCTV camera replacement in Jonson Street and Apex Park, Byron Bay	Corporate and Community Services	Replacement of 15 cameras	Refresh work is progressing to plan. Request for quotations is open. Installation is scheduled for April 2021.	On Track	

2.5: Encourage community appreciation of cultural vitality and diversity

Highlights

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2.5.1: Ensure Aboriginal and other cultural heritage management reflects legislative requirements as well as community expectations and values

Comment	Continuing to advocate with Office of Environment and Heritage for funding to support key projects.
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Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
2.5.1.1	Scope Aboriginal Cultural Heritage Management Project	Corporate and Community Services	Scope completed with internal and external stakeholders and funding identified	<p>Project funding identified and ongoing discussions internally to develop project management aspects for the project.</p> <p>Funding application likely to be submitted February 2021. External stakeholders identified ongoing consultation occurring.</p>	On Track	▶

2.5.2: Recognise and support the heritage of Byron Shire

Comment	Council supports and recognises the heritage of the Byron Shire through the facilitation of the Heritage Panel, holding a Heritage Forum, and providing free heritage advice days provided throughout the year.
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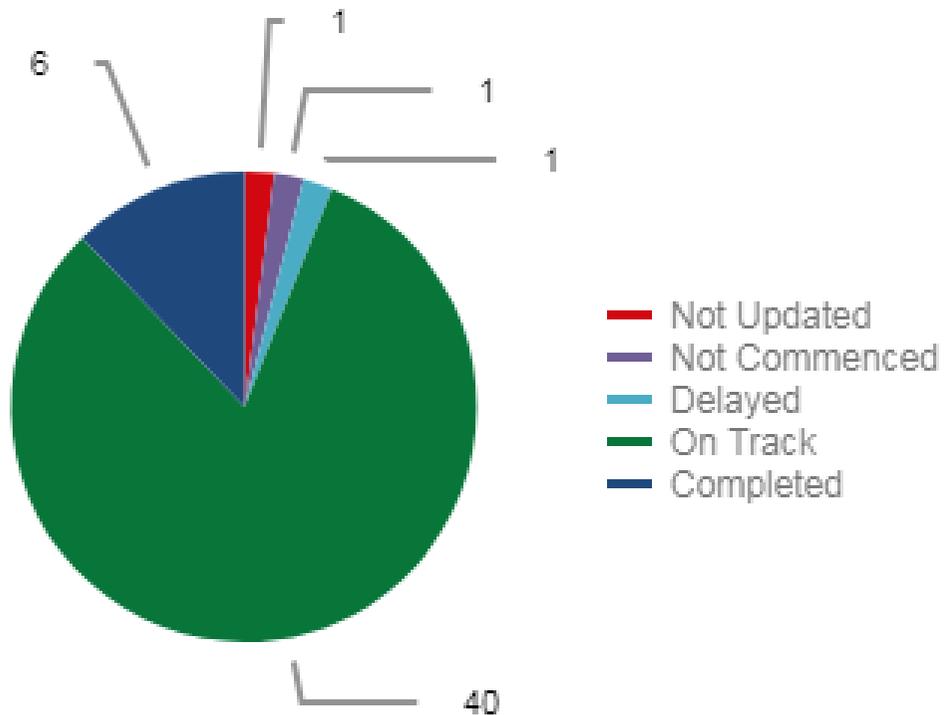
Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
2.5.2.1	Coordinate the Heritage Advisory Panel	Sustainable Environment and Economy	4 meeting held	<p>A Heritage Panel meeting was scheduled to be held on the 10 September, but a quorum was not available.</p> <p>Meeting dates for 2021 are yet to be confirmed.</p>	On Track	
2.5.2.2	Conduct the Local Heritage Places Grant Program	Sustainable Environment and Economy	Program complete to meet OEH grant requirements	Local Heritage Places funding applications were received and accepted for two projects.	On Track	
2.5.2.3	Coordinate the Heritage Advisory Service	Sustainable Environment and Economy	Program complete to meet OEH grant requirements Level of service use (referrals and advice >10)	<p>A new heritage information request form has been included on the web site that enables the community to request information or a meeting with Council's Heritage Advisory.</p> <p>There has been eight requests for information/meetings since the 1 July 2020.</p>	On Track	

COMMUNITY OBJECTIVE 3:

WE PROTECT
AND ENHANCE
OUR NATURAL
ENVIRONMENT



Community Objective 3: We protect and enhance our natural environment



Byron Shire enjoys many beautiful natural features, including its beaches, waterways, bushland and forests. The community is very conscious of protecting and conserving this natural beauty. Ensuring the conservation of these features goes beyond physical maintenance, and strategies for behaviour change, innovation and sustainable initiatives should be encouraged to ensure the natural beauty of Byron Shire can be enjoyed by the community in years to come.

Community Objective 3: Environment

We protect and enhance our natural environment

3.1: Partner to protect and enhance our biodiversity, ecosystems and ecology

Highlights

- Information on private land restoration and funding available added to Council's [website](#)

3.1.1: Protect and enhance our natural environment and biodiversity

Comment	Numerous initiatives have commenced this year to protect and enhance our natural environment including: restoration of Brunswick River fish habitat, restoration works at Beech Camp in Suffolk Park, commencement of the Leash Up pilot dog owner awareness project, pest and feral animal trapping programs, and initiatives from the Koala Plan of Management.
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Code	Operational Plan Activity	Directorate	Measure	Comments	Status
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Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
3.1.1.1	Implement the Biodiversity Conservation Strategy	Sustainable Environment and Economy	Investigate and apply for funding grants to deliver the Strategy	<p>DPIE funding \$20,000 confirmed for koala SAT mapping in Coastal Koala Plan of Management Area.</p> <p>Additional DPIE funding of \$20,000 confirmed to support data analysis and campaign deployment for Leash Up pilot dog owner awareness project.</p> <p>NSW Fish Habitat Grant for restoration of 190m section of Brunswick River in early project planning stage.</p> <p>Mullumbimby High School Trees for Koalas project in progress - expressions of interest invited.</p> <p>In discussions with DPIE through Regional Koala Communications Group regarding future funding for koala habitat planting and koala monitoring.</p> <p>Other Environment Trust Funded projects in progress: - Flying Improvement Project - restoration at Beech Camp, Suffolk Park and Bank stabilisation at Yoga Bera Creek, Mullumbimby. - Byron Habitat Corridors - site maintenance in progress.</p>	On Track	
3.1.1.2	Revise Wildlife Corridor Mapping (Biodiversity Conservation Strategy action)	Sustainable Environment and Economy	Wildlife Corridor Mapping progressed	Stage 1 of project (data collation and corridor mapping) in progress. First draft mapping due end January 2021.	On Track	
3.1.1.3	Continue to develop a Biodiversity DCP (Biodiversity Conservation Strategy action)	Sustainable Environment and Economy	Biodiversity DCP prepared	<p>DCP Chapter B1 Biodiversity adopted by Council December 10, 2020, Resolution 20-692.</p> <p>Draft DCP Chapter B2 Tree and Vegetation Management - was on public exhibition from 23 November to 20 December 2020. Public exhibition to be reported at Council meeting 11 February 2021.</p>	On Track	

Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
3.1.1.4	Seek to partner with key stakeholders to plan, implement and monitor an ecological and cultural burning hub at Broken Head Reserve Rd. (Biodiversity Conservation Strategy action)	Sustainable Environment and Economy	Meet with stakeholders involved in Broken Head Reserve Rd project	Met with partners 16 October 2020 to further discussions regarding project.	On Track	
3.1.1.5	Plan for hazard reduction/ecological burn at Honeysuckle Hill (Clay Heath) (Biodiversity Conservation Strategy action)	Sustainable Environment and Economy	Investigate planning documentation for burn and community awareness activities.	Application for Bush Fire Hazard Reduction Certificate and Bushfire Fuel Reduction Works Request Form in preparation. Meeting with Bush Fire Management Committee mid January 2021.	On Track	
3.1.1.6	Investigate opportunities for Council to provide incentives for landholders to conduct restoration works on their properties that will assist with long term biodiversity conservation.(Biodiversity Conservation Strategy action)	Sustainable Environment and Economy	Report to Biodiversity Advisory Committee	New web page providing landholders with information on private land restoration and funding available added to Council's website December 2020: https://www.byron.nsw.gov.au/Services/Environment/Restoring-wildlife-habitat Private landholder restoration works progressing through NE Hinterland Koala Conservation Project, Byron Habitat Corridors, Koala Food for the Future and Mullumbimby High School Trees for Koalas project. Progressing discussions with DPIE regarding further funding opportunities for koala habitat planting on private land.	On Track	
3.1.1.7	Continue the E zone review (Action No.9 from Rural Land Use Strategy)	Sustainable Environment and Economy	Review progressed in stages	Updated technical mapping and LEP finalisation request submitted to DPIE for Stage 2 planning proposal. Stage 3 planning proposal (additional information) submitted to DPIE for Gateway Determination.	On Track	
3.1.1.8	Implement the Shire wide Integrated Pest Management Strategy	Infrastructure Services	Implement budgeted program	Funded elements within the plan progressing. Unfunded elements to be considered in the 21/22 budget	On Track	

Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
3.1.1.9	Implement the Flying Fox Camp Management Plan	Sustainable Environment and Economy	Meetings with Community Project Reference Group Grant funding sought	Restoration progressing at Beech Camp, Suffolk Park as part of Environment Trust Flying Improvement Project. Bank stabilisation project at Yoga Bera Creek, Mullumbimby, in progress as part of Environment Trust Flying Improvement Project.	On Track	
3.1.1.10	Continue to undertake the Flying Fox National Census	Sustainable Environment and Economy	Survey flying fox camps every 3 months	Quarterly flying fox census carried out 19 November 2020.	On Track	
3.1.1.11	Implement the Koala Plan of Management	Sustainable Environment and Economy	Continue delivery of key Byron Shire koala projects Investigate and apply for funding grants to deliver the Plan	<p>Koala habitat restoration projects in progress:</p> <ul style="list-style-type: none"> - NE Hinterland Koala Conservation Project - all sites identified, planting/restoration in progress; - Byron Habitat Corridors - site maintenance in progress; - Koala Food for the Future - planting in progress at 9 sites. Discussions with landholders at 3 other sites in progress; - Mullumbimby High School Trees for Koalas project - expressions of interest invited. <p>Leash Up pilot dog owner awareness project in progress. Survey data analysis completed and full findings report submitted to DPIE. Additional funding of \$20,000 provided by DPIE in November for project delivery. Development of communications strategy in progress.</p> <p>\$20,000 funding awarded from DPIE for Coastal Koala Plan of Management area repeat surveys. Surveys planned for February-April 2021.</p>	On Track	

Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
3.1.1.12	Partner with key stakeholders on koala research and management projects, including - NE Hinterland Koala Conservation Project - North Coast Koala Linkage and - Maximising outcomes for koalas on private land project. (Koala Plan of Management action)	Sustainable Environment and Economy	Attend project meetings/workshops	NE Hinterland Koala Conservation Project - all sites identified, planting and maintenance works in progress. North Coast Koala Linkage project complete. Staff currently working in partnership other local councils to develop a Regional Koala Strategy for the North Coast region. Regional Koala Communications Group meeting 29 October 2020 attended by Biodiversity Team Leader and Koala Projects Officer.	On Track	
3.1.1.13	Deliver and report on feral animal projects (Action in Pest Animal Management Plan)	Sustainable Environment and Economy	Report to Council on trapping program Participate in Feral Deer Working Group	Wild dog, cat and fox trapping program in progress. Next trapping data report due January 2021. Indian Myna pilot trapping program commenced November 2020 with engagement of project officer. 9 cages available and being provided to people in Mullumbimby-Brunswick Heads (pilot project area). Training in trapping being offered shire wide.	On Track	
3.1.1.14	Deliver the pests and weeds grant funded project	Sustainable Environment and Economy	Deliver agricultural and environmental weed control program Provide extension services to rural landowners	Agricultural extension officer started November 2020. Tropical soda eradication in progress (Rous County Council). Engagement of contractor for pest animal trapping in progress.	On Track	
3.1.1.15	Continue program of steam (non-chemical) weeding	Infrastructure Services	Delivered in accordance with budget and program	Steam weeding and cleaning program continuing across towns & village CBD areas, playgrounds, drinking fountains etc.	On Track	

3.1.2: Restore degraded areas and habitats that have or provide significant or high environmental and or community value

Comment	Restoration works at high profile sites is well underway with the majority of primary work being completed. New sites have been identified.
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Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
3.1.2.1	Undertake bush regeneration activities to maintain and expand restoration of HEV sites on Council owned or managed lands forming part of the Council bush regeneration program	Infrastructure Services	Delivered in accordance with budget and program	A number of new sites associated with Above and Beyond and Biobanking were commenced in 2020, these are still at Primary stage of work. Historically maintained sites holding up well.	On Track	
3.1.2.2	Respond to biosecurity threats in accordance with regulatory direction and agreement.	Infrastructure Services	No breaches issued, timely response to directions	No outstanding bio-security directions. Previous sites clear of declared species.	On Track	
3.1.2.3	Continuation of mentoring of volunteer community Landcare and Dune care groups and progression of the Small Steps to Healthier Roadside Program	Infrastructure Services	3 entities supported per annum	There have been limited calls for assistance from the community this year beyond requests to deal with single pest species.	On Track	
3.1.2.4	Progression of high profile sites to maintenance levels for restoration works	Infrastructure Services	5 sites achieved	The 3 high profile high sites commenced in 2020 are now at maintenance level with the majority of primary work completed. The sites are; Casuarina St Mullumbimby 40% primary completed. Ironbark Ave Byron 100% primary completed. Jubilee Ave Mullumbimby approximately 60% of primary completed with the removal of many tree weeds, the results on all of these sites are very encouraging. New sites for 2021 are under consideration.	On Track	

3.2: Strive to become a sustainable community

Highlights

- Net Zero Emissions Action Plan for Council Operations 2025 adopted
- Plan of Management for 33 Charlotte Street Bangalow to enable a community garden adopted
- Sustainable Catering Policy adopted

3.2.1: Work towards Council's zero-emissions target

Comment	Annual tracking of council emissions shows that we are on track to meet 2025 net zero emissions target. A number of key initiatives during the reporting period include; the Sustainable Catering Policy was adopted, trial LED lighting in Ocean Shores, and investigation of bulk fuel supply options.
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Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
3.2.1.1	Deliver the Net Zero Emissions Action Plan for Council Operations 2025	Sustainable Environment and Economy	Internal Working Group meetings (2) Report to Council to define Council's emissions boundary Annual report to Council on delivery of Action Plan	Public exhibition complete with submissions reported to 26 November Council meeting. Council adopted the Action Plan at the Council meeting of 26 November meeting (Res 20-628). Working on how Council will define its emissions boundary - Internal Working Group meetings planned for early 2021 to define scope. Annual Report provided to Council to 17 December meeting to include action plan items being focused on for this FY and their status updates.	On Track	
3.2.1.2	Prepare Annual Emissions Inventory to determine progress towards 2025 Net Zero Emission Target	Sustainable Environment and Economy	Annual Emissions Inventory reported to Council	Annual Emissions Inventory to be reported to Council at 17 December meeting. Council on track to achieve 2025 Net Zero Emissions Target.	Completed	

Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
3.2.1.3	Investigate a digital fuel card system for the bulk fuel supply	Infrastructure Services	Report to Executive Team	investigations commenced into storage and bunding options for bulk supply to inform reporting in conjunction with fleet management review and actions coming from the IPWEA Fleet management health check.	On Track	
3.2.1.4	Investigate Council's methane gas flare and Australian carbon credit unit generation in line with net zero emissions target	Infrastructure Services	Report to Council	Further assessment required on future landfill gas generation expectation once Southern Landfill is fully capped and closed. Meeting with consultants that manage landfill gas flare and surface emission monitoring to be scheduled late January. Landfill capping project delays have impacted progress of this project, which will now need to be progressed regardless of capping project.	Delayed	
3.2.1.5	Investigate streetlight bulk rollout of LED lighting	Infrastructure Services	Report to Council	Essential Energy planned rollout to be completed by 2025. First trial area undertaken at Ocean Shores. Staff liaise with Essential Energy as required to facilitate this program.	Completed	
3.2.1.6	Council decision for 'Go/No Go' on construction for Bioenergy Facility, subject to State/Federal authorities	Infrastructure Services	In accordance with project schedule	Grant funding application for Building Better Regions to commence in January 2021	On Track	
3.2.1.7	Monitor Solar Performance at STP and provide annual report	Infrastructure Services	Complete annual report	New staff starting in Feb 2021 under SEE Directorate	Not Commenced	
3.2.1.8	Finalise Sustainable Catering Policy for Council	Sustainable Environment and Economy	Policy finalised	Draft Sustainable Catering Policy on public exhibition for comment until 29 September. No submissions were received and therefore policy adopted. Internal communications to follow.	Completed	

Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
3.2.1.9	Develop and implement a Climate Adaptation Plan	Sustainable Environment and Economy	Plan developed and actions commenced	Update on Resolution 20-351 provided at 3 December 2020 Strategic Planning Workshop, and together with the report to the 12 November 2020 Sustainability and Emissions Reduction Advisory Committee, completes items 3 to 6 of the Resolution. The remaining item, 'draft Climate Change Adaptation Plan' is being drafted for reporting to Council in early 2021.	On Track	
3.2.1.10	Regular reporting requirements for international partnerships (Global Covenant of Mayors, ICLEI (Cities With Nature), Cities Power Partnership, Carbon Disclosure Project)	Sustainable Environment and Economy	Complete annual online reporting Participate as a Pioneer City in ICLEI's Cities With Nature initiative.	Annual ICLEI and Carbon Disclosure Project reporting completed. Other partnerships are ongoing.	On Track	
3.2.1.11	Public Food gardens continue to maintain public food garden outside Council Chambers	Sustainable Environment and Economy	Garden maintenance days (6)	Sustainability team are reaching out to local garden companies as previous contractor no longer able to maintain garden. Waiting to hear back re: quotes for services requested from other companies to maintain the public food garden. There will be a minimum of 6 garden maintenance days.	On Track	
3.2.1.12	Monitor solar assets	Sustainable Environment and Economy	Monitoring hardware and Solar Analytics subscription installed on all existing solar assets. Conduct training for confirmed solar asset managers	All hardware and software work completed. Sustainability team to conduct training for relevant solar asset managers in early 2021.	On Track	
3.2.1.13	Prepare a Plan of Management for 33 Charlotte, Street Bangalow to enable the express authorisation of a community garden.	Sustainable Environment and Economy	Plan finalised	Plan adopted by Council at 17 December 2020 meeting.	Completed	

3.2.2: Support community environmental and sustainability projects

Comment

In addition to directly delivering environmental and sustainability projects, Council provides support to a number of community initiatives and facilitates community engagement on key priorities for the wider community. Council will be launching the SunSpot tool and partnering with Climate Clever to further encourage and support community action.

Code	Operational Plan Activity	Directorate	Measure	Comments	Status
3.2.2.1	Provide coastal, environmental and sustainability information and encourage and support community activities and groups	Sustainable Environment and Economy	<p>Participate in and deliver environmental and sustainable events and information that is relevant to our community.</p> <p>Support coastal, environmental and sustainability community groups</p> <p>Support Zero Emissions Byron (ZEB)</p>	<p>Biodiversity: Biodiversity team responded to 10 enquiries in December. Agricultural extension officer sent out 3 information emails and attended 9 on site farm consultations. 3 Media Releases put out: Importance of Flying Foxes; Wildlife Friendly Fencing; and article on our new Agriculture Officer for the Shire.</p> <p>Coastal: Community consultation held at the Byron bay Farmers Market in December 2020 liaising with the general public on coastal projects and themes. Another stall at the BB Farmers Market to be held end of Jan/Feb in relation to the CMP Scoping Study for the Southern Shire Coastline.</p> <p>Sustainability: Sustainability team in the process of launching SunSpot tool to help residents assess the solar potential of their homes. SERAC endorsed a trial partnership with Climate Clever due to start in January 2021 - minutes were reported to Council at 17 December meeting.</p>	On Track

Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
3.2.2.2	Participate in regional sustainability and environmental working groups and initiatives.	Sustainable Environment and Economy	Attend Sustain Northern Rivers/Energy Working group; Northern Rivers Fire and Biodiversity Consortium	Staff participated in the Young Farmers Connect Field Day and the DPIE Agriculture industry stakeholders meeting 16 Dec 2021. Staff participated in the final Sustain Energy Working Group meeting for the year.	On Track	
3.2.2.3	Support community gardens in accordance with the Policy and Guidelines	Sustainable Environment and Economy	Provide guidance and liaise with new and existing community gardens	Ongoing action. In contact with all community garden committees regularly. Working with Mullumbimby Community Garden in particular to resolve issues with current licence agreement. Report due to Council in February 2021.	On Track	
3.2.2.4	Support Friends of the Koala, Bangalow Koalas and Wires through the Regional Koala Communications Group.	Sustainable Environment and Economy	Participate in Regional Koala Communications Group meetings	Regional Koala Communications Group meeting 29 October 2020 attended by Biodiversity Team Leader and Koala Projects Officer.	On Track	
3.2.2.5	Support Brunswick Valley Landcare to deliver the Land for Wildlife Program and biodiversity enquiries	Sustainable Environment and Economy	Quarterly reports to biodiversity advisory committee	Landcare Support Officer continuing to respond to enquiries and follow up EOIs for Land for Wildlife. Grant funded projects in progress: Mooiball Spur corridor restoration, Broken Head coastal corridor, SOS Phyllanthus project, Adapting to Climate Variability Project, WIRES & Landcare Wildlife Safe Havens project, OzFish Fish Habitat Planting and the Maslen Arboretum Take a Walk in the Park project.	On Track	

Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
3.2.2.6	Complete and maintain the Sustainable Living hub	Sustainable Environment and Economy	Complete online platform	Web updates complete. Sustainability Team now looking to re-start the sustainability e-newsletter, in collaboration with the Waste Education team, on a quarterly basis. Aiming to launch in December 2020 with a Christmas/holiday theme.	Completed	
3.2.2.7	Finalise delivery of the Recognition program that acknowledges our sustainable community groups; individuals and businesses	Sustainable Environment and Economy	Delivered	Project complete and promoted via website, social media and e-newsletter.	Completed	
3.2.2.8	Develop capital works plan in line with the 'Enquiry by Design' for the Brunswick Valley Sustainability Centre Management Plan	Infrastructure Services	In accordance with project schedule	This project now falls under the SEE directorate	On Track	

3.3: Partner to protect and enhance the health of the Shires coastlines, estuaries, waterways and catchments

Highlights

- Successful application under the Federal Fish Habitat Grant for a 2 year project to protect, enhance and improve the aquatic habitat of 190m of riverbank in the upper estuary of the Brunswick River, Mullumbimby

3.3.1: Implement Coastal Management Program

Comment	Design options for the Main Beach Shoreline project were considered at 25 June Council meeting (resolution 20-347) and opened for broader community engagement until December. Council also sought feedback from the community about the Coastal Management Program (CMP). Community input will be evaluated and reported back to Council.
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Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
3.3.1.1	Continue preparing a Coastal Management Program (CMP) in accordance with the staged process for Cape Byron to Sth Golden Beach	Sustainable Environment and Economy	Coastal Hazard Assessment progressed	Grant application submitted to the Coast and Estuary Grants Program (DPIE) and being assessed. Consultants scope of work and project outline being developed by staff.	On Track	
3.3.1.2	Continue pre-construction phase of Main Beach Shoreline Project (Jonson Street protection works)	Sustainable Environment and Economy	Design progressed	Broader community engagement with online survey on Council's Your Say page for the Main Beach Shoreline Project ended 23 December with submissions received up until 15 January 2021. Community feedback being evaluated with outcomes aiming to be reported to Council at the first meeting in 2021.	On Track	

Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
3.3.1.3	Continue Bringing Back the Brunswick River Project	Sustainable Environment and Economy	Deliver Habitat Action Grant Investigate grant opportunities	Successful application under the Federal Fish Habitat Grant for a 2 year project to protect, enhance and improve the aquatic habitat of 190m of riverbank in the upper estuary of the Brunswick River, Mullumbimby. Scoping of project works has commenced. The project will commence once formal confirmation has been received. Business Case for a foreshore concept plan for Marshall's Creek, New Brighton being prepared focusing on fish habitat, foreshore and public access improvement.	On Track	
3.3.1.4	Commence a Coastal Management Program (CMP) in accordance with the staged process for Cape Byron Southern Coastline (including Tallow and Belongil Creek Catchment)	Sustainable Environment and Economy	Stage 1 scoping study progressed	Broader community engagement comprising an online community survey commenced December 2020 to gather information about values, risks and threats of the Study Area. Scoping Study document continues to be developed by the Consultant and reviewed by Council and DPIE-EES staff. Planning for further key stakeholder consultation has commenced.	On Track	
3.3.1.5	Construct additional flowpath from Byron STP subject to funding.	Infrastructure Services	Project practical completion	Tender assessment underway	On Track	

3.4: Support and secure our farming future

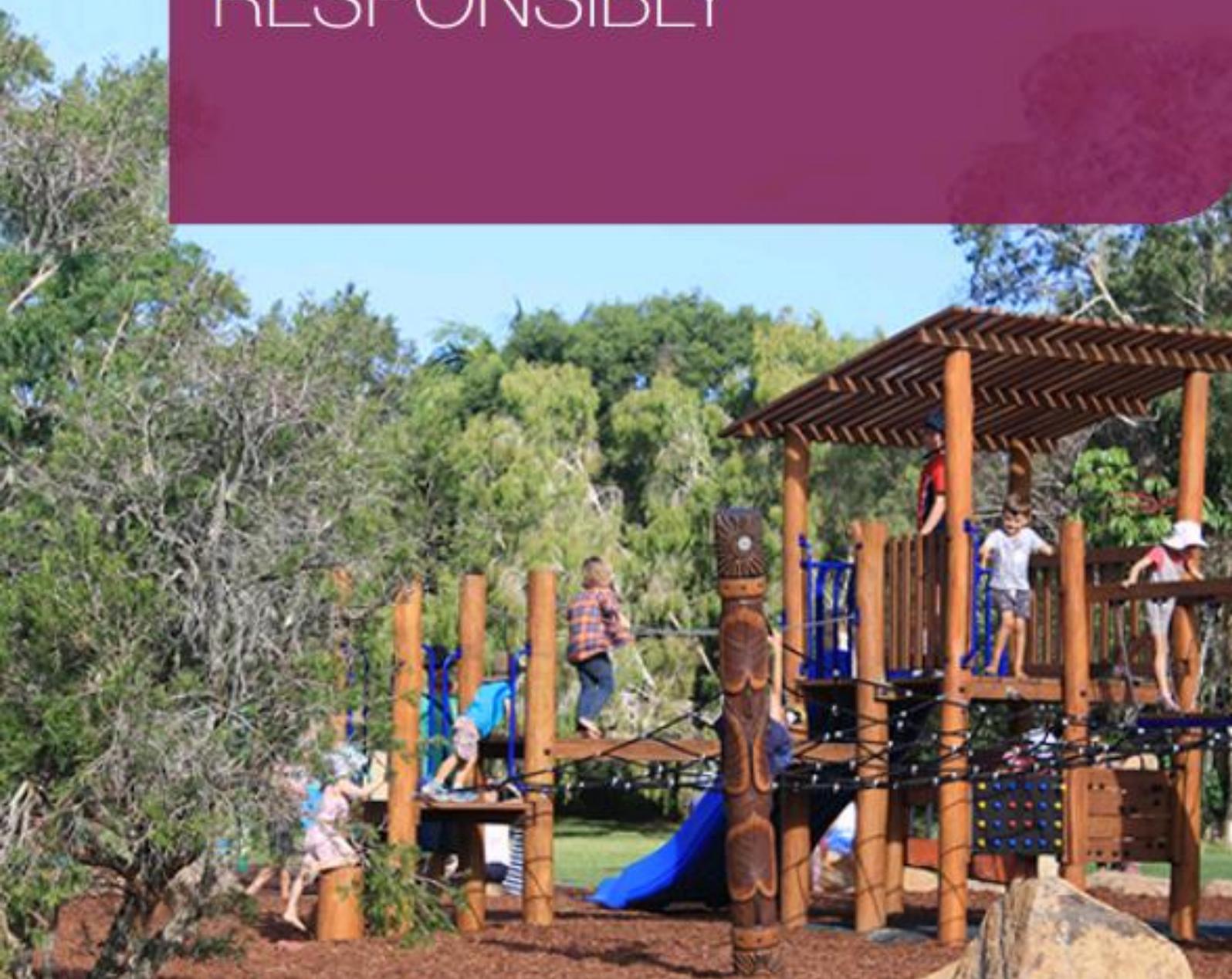
3.4.1: Develop and implement strategies to support agriculture, agri-business and farmers

Comment An Agricultural Cluster Group comprising local farmers and industry representatives has been formed to guide the delivery of agricultural projects. This group has commenced the review of the Agricultural Action Plan.

Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
3.4.1.1	Finalise and commence implementation of the Agriculture Action Plan	Sustainable Environment and Economy	Finalise Plan	Meeting with the Agriculture Cluster Group held on 27 November 2020. Members commenced review of the Agriculture Action Plan.	On Track	▶
3.4.1.2	Continue to deliver Smart Farms Small Grants project	Sustainable Environment and Economy	Deliver field days/workshops (3) Deliver farming mentoring program Develop rural landowners handbook	Rural Landholders Handbook first draft completed. Mentoring program discussed with Agriculture Cluster Group at 27 November 2020 meeting.	On Track	▶
3.4.1.3	Continue to convene Agricultural Cluster Group Meetings	Sustainable Environment and Economy	Meetings (3) Expand sectoral representation	Agriculture Cluster Group meeting held on 27 November 2020.	On Track	▶

COMMUNITY OBJECTIVE 4:

WE MANAGE
GROWTH AND
CHANGE
RESPONSIBLY



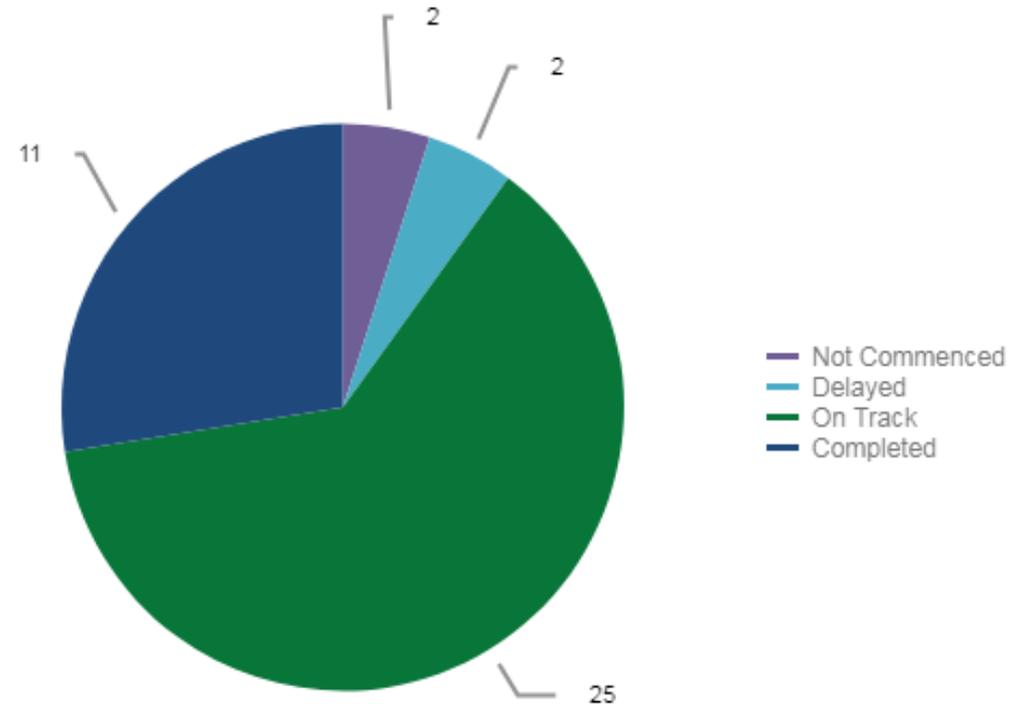
Community Objective 4:

Projected population growth is set to occur in Byron Shire, which has the potential to impact the local community in the form of housing availability, increased residential development and a greater demand for services and infrastructure. It is important to manage these impacts in a strategic way to ensure that an increased population does not have a negative impact on the community and the lifestyle currently enjoyed. Community engagement and involvement in land use planning will assist Council to manage this challenge with positive outcomes.

Affordable housing and the cost of living are critical issues for the people of Byron Shire. There is a trend for young people to leave the area at the completion of schooling, and more affordable housing and initiatives to mitigate the cost of living could mean more young people stay, and contribute to a more diverse community. Initiatives to support accessible further education in the area, as well as more diverse and accessible employment opportunities will lead to improved community wellbeing in the future.

Events and festivals have become a drawcard for visitors to the area, with tens of thousands attending festivals across Byron Shire each year. It is important that Council and the community engage with event and festival organisers to ensure they have a positive impact for the Shire, and that visitors and local communities benefit from their offerings.

We manage growth and change responsibly



Community Objective 4: Growth

We manage growth and change responsibly

4.1: Support the visions and aspirations of local communities through place-based planning and management

Highlights

- Finalise the Byron Arts and Industry Estate Precinct Plan

4.1.1: Develop, implement and update Place Plans that promote place-based forward planning strategies and actions

Comment	A Place Planning Collective was formed comprising local residents from across the Shire to assist Council in delivering the actions from the Mullumbimby, Bangalow and Byron Arts and Industry Estate Masterplans. An internal working group was established to discuss the delivery and funding of Masterplan projects.
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Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
4.1.1.1	Progress draft Planning Proposal and DCP chapter to amend planning controls for Byron Bay town centre (Byron Bay Town Centre Masterplan action)	Sustainable Environment and Economy	Updated DCP & LEP provisions reported to Council	Recommendations adopted by Council at Planning meeting 10 Dec. Updated PP sent to DPIE for amended Gateway 16 Dec. Public exhibition in new year.	Completed	
4.1.1.2	Investigate establishment of a Design Panel for Byron Bay Town Centre	Sustainable Environment and Economy	Prepare Terms of Reference and Report to Council	Included in Byron Town Centre Planning Control review report to 10 December 2020 Council meeting. Draft Design Excellence Policy and Design Excellence Panel Procedure to be exhibited in early 2021. EOI for membership pending adoption of final Policy and Procedure.	Completed	

Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
4.1.1.3	Scope the development and implementation a strategic repositioning and behaviour change campaign for visitation to Byron Shire (Sustainable Visitation Strategy action)	Sustainable Environment and Economy	Campaign developed and reported to council	This project is on hold until the 2020 - 2030 Byron Shire Sustainable Visitation Strategy is endorsed (early 2021)	Not Commenced	
4.1.1.4	Develop a Landscape Plan for Stuart St Greenspine (Our Mullumbimby Masterplan action)	Sustainable Environment and Economy	Design developed Construction commenced	Preparations underway for a public exhibition of the draft early 2021.	On Track	
4.1.1.5	Implement Our Mullumbimby Masterplan, Bangalow Village Plan and Byron Arts and Industry Estate Plan	Sustainable Environment and Economy	Place Planning Collective meetings Internal working group meetings Funding implementation Plan prepared in consultation with Directorates for next years budget Investigate and apply for grant funding	No Collective meeting in Jan. Next meeting in Feb 2021. Internal Working Group meeting to be held in mid-Jan	On Track	
4.1.1.6	Investigate priority needs for future masterplans	Sustainable Environment and Economy	Report to Council	Council has endorsed a community led masterplanning process for Federal village.	Completed	
4.1.1.7	Prepare Structure Plan and Development Control Plan for Bangalow town centre/Station Street (high priority action from the Bangalow Village Plan)	Sustainable Environment and Economy	Structure plan and DCP prepared	Progressing DCP with an intention to exhibit very preliminary version for feedback in early 2021.	On Track	

Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
4.1.1.8	Develop a community led masterplanning process for Federal village	Sustainable Environment and Economy	Project scope and methodology reported to Council	Project scope endorsed by Council at the 10 December 2020 Council (Planning) meeting.	Completed	✓
4.1.1.8	One way traffic trial for Centennial Circuit (Byron Arts and Industry Estate Precinct Plan action)	Sustainable Environment and Economy	Report to Council on trial	Trial set to commence at the end of February 2021. Working to ensure smooth roll out of communications commencing 6 weeks before this date.	On Track	▶
4.1.1.9	Develop 'Streets as Shared Spaces' in accordance with funding	Sustainable Environment and Economy	"Milestones completed in accordance with grant funding agreement."	<p>Concept design finalised. LTC meeting of early Dec failed to endorse concepts. LTC meeting rescheduled for Jan, with recommendations to Council meeting in Feb. Final costs estimates will be completed by end of Jan, allowing partial implementation to begin late Feb. Application made to funding body for extension of project timing.</p> <p>Orders to be placed for parklets and seating in mid-Jan, doe delivery/ installation by end of Feb</p>	Delayed	
4.1.1.9	Finalise the Byron Arts and Industry Estate Precinct Plan	Sustainable Environment and Economy	Plan finalised	Precinct Plan adopted at Council meeting 20 June 2020	Completed	✓
4.1.1.10	Park activation Bayshore Dr (Byron Arts and Industry Estate Precinct Plan)	Sustainable Environment and Economy	Park established	Grant variation granted. Project to be rolled into tender variation for the Additional Flow Path work.	On Track	▶
4.1.1.11	Amend Local Environmental Plan and Development Control Plan in accordance with Mullumbimby Hospital Precinct Plan	Sustainable Environment and Economy	Amendments progressed	Remains on hold pending resolution of contamination issues	Delayed	
4.1.1.12	Finalise Local Strategic Planning Statement	Sustainable Environment and Economy	LSPS adopted and priority actions commenced	Minor updates made to adopted LSPS in response to comments received from DPIE. Updated LSPS submitted to DPIE on 9/9/2020.	Completed	✓
4.1.1.13	Progress Sandhills Reserve management transition in accordance with Crown Lands Management Act.	General Manager	All actions required of Council complete	Requests for information from Crown Lands actioned. Applications for authorisation of construction works for recreation hub lodged (this is a preparatory step and subject to finalisation of designs in 2021).	On Track	▶

4.1.3: Manage development through a transparent and efficient assessment process

Comment Council continues to assess and determine development applications, construction certificates, subdivision certificates, and complying development applications in accordance with established timeframes.

Code	Operational Plan Activity	Directorate	Measure	Comments	Status
4.1.3.1	Assess and determine development applications	Sustainable Environment and Economy	1. Time taken to determine development applications under delegated authority - Average = 70 days, Median = 60 days 2. Time taken to determine modification applications under delegated authority - Average = 50 days, Median = 40 days 3. % of applications determined within 50 days under delegated authority >50% 4. % of modified applications determined within 40 days under delegated authority >60%	1. Time taken to determine development applications under delegated authority - Average = 60 days, Median = 50 days 2. Time taken to determine modification applications under delegated authority - Average = 68 days, Median = 44 days 3. % of applications determined within 50 days under delegated authority 50% 4. % of modified applications determined within 40 days under delegated authority 58% Year to date: 1. Time taken to determine development applications under delegated authority - Average = 55 days, Median = 34 days 2. Time taken to determine modification applications under delegated authority - Average = 38 days, Median = 25 days 3. % of applications determined within 50 days under delegated authority 59% 4. % of modified applications determined within 40 days under delegated authority 71%	On Track

Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
4.1.3.2	Assess and determine construction certificates	Sustainable Environment and Economy	80% Construction Certificates processed in less than 28 working days; 80% subdivision certificates processed in less than 28 working days	85% Construction Certificates processed in less than 28 working days; 100% Subdivision Certificates processed in less than 28 working days. Year to date: 83% Construction Certificates processed in less than 28 working days; 96% Subdivision Certificates processed in less than 28 working days.	On Track	
4.1.3.3	Assess and determine complying development applications	Sustainable Environment and Economy	80% Complying Development Applications processed in less than 20 working days	N/A - No Complying Development Certificates determined during the reporting period. Year to date: 100% Complying Development Applications processed in less than 20 working days	On Track	
4.1.3.4	Provide certification inspection services	Sustainable Environment and Economy	Undertake 95% of inspections within 2 working days	on track	On Track	
4.1.3.5	Respond to and investigate complaints against building standards	Sustainable Environment and Economy	Undertake 100% of inspections within 2 working days	on track	On Track	
4.1.3.6	Conduct the Swimming Pool and Fire Safety inspection program	Sustainable Environment and Economy	Statutory requirements met	Swimming Pool Inspections undertaken on application in accordance with legislation. There were 8 inspections and 5 re-inspections carried out during the reporting period. Year to date: 58 inspections undertaken, and 18 properties requiring re-inspection.	On Track	

Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
4.1.3.7	Share information through builder and developer forums	Sustainable Environment and Economy	Newsletters circulated to the building and development industry (6) Newsletters available online	Planning eNews emailed out on 23/12/2020. 4 x Planning eNews have been sent out so far for the 1st half of 2020-2021, which is on track to meet the minimum 6 per annum.	On Track	
4.1.3.8	Adaptable housing for multi-dwelling housing or medium density housing in accordance with DCP	Sustainable Environment and Economy		The current 27% of dwellings in approved multi unit or medium density housing to be adaptable for July-December 2020 is on track to meet the minimum 10% requirement.Refer to E2020/64385.	On Track	
4.1.3.9	Provide pre-lodgement advice and assistance to applicants	Sustainable Environment and Economy	80% development related advice provided within 21 days 80% DAP minutes provided within 10 days	71% Development related advice provided within 21 days. 100% DAP minutes were provided within 10 days.	On Track	
4.1.3.10	Prepare a Planning Proposal to enable precinct based Short Term Rental Accommodation.	Sustainable Environment and Economy	Planning proposal progressed in accordance with Gateway	At the Planning Meeting of 19 November 2020, Council resolved (20-605) to amend the STRA planning proposal (26.2020.1.1) to introduce a precinct based model. The planning proposal document will be amended in early 2021 and forwarded to DPIE for a gateway determination. Changes to mapping and certain provisions in the PP are required.	On Track	
4.1.3.11	Prepare and assess Planning Proposals and Development Control Plans, and amend Local Environmental Plan maps	Sustainable Environment and Economy	80% of applicant initiated planning proposals reported to council within 90 days once the applicant is formally advised that sufficient information has been supplied to consider their request. Planning Proposal procedure revised	Measure achieved for planning proposals accepted for lodgement within last 90 days.	On Track	

Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
4.1.3.12	Progress Phase 1 DCP Character Design Guideline for Low Rise Medium Density Housing Code	Sustainable Environment and Economy	Phase 2 DCP Character Design provisions adopted	Adopted by Council on 17 September meeting and effective as of 28 September.	Completed	
4.1.3.13	Administer 10.7 certificates, allocation of property addresses and update property subdivisions in GIS and Authority	Sustainable Environment and Economy	95% of 10.7 requests processed in 5 working days Report monthly on requests for property addresses Update property information in Authority and GIS	More than 95% of Section 10.7 Planning Certificate applications processed within 5 working days.	On Track	

4.2: Support housing diversity in appropriate locations across the Shire

Highlights

- Final Residential Strategy adopted by Council (Res 20-686)

4.2.1: Establish planning mechanisms to support housing that meets the needs of our community

Comment	Final Residential Strategy adopted by Council (Res 20-686) with an action to investigate applying SEPP 70 Affordable Housing Contribution Scheme over new release areas within the urban growth investigation areas. Strategy with Department of Planning Industry and Environment for endorsement.
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Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
4.2.1.1	Prepare an Affordable Housing contribution scheme under SEPP 70 to be incorporated in the local planning framework controls (Action in Residential Strategy)	Sustainable Environment and Economy	Finalise Policy LEP amended to apply SEPP 70 to one or more of the sites identified in the Residential Strategy	Final Residential Strategy adopted by Council (Res 20-686) with an action to investigate applying SEPP 70 Affordable Housing Contribution Scheme over new release areas within the urban growth investigation areas. Consultant Judith Stubbs & Associates engaged to prepare a planning proposal, having undertaken the initial analysis work. Response provided by the Department of Planning, Industry and Environment regarding approach.	On Track	
4.2.1.2	Prepare a report on deliberative development models to facilitate the delivery of accessible housing	Sustainable Environment and Economy	Feasibility assessment for proposed Mullumbimby Hospital and Lot 12 complete	Draft feasibility report under review. Project team meeting to discuss results scheduled for mid Jan	On Track	
4.2.1.3	Progress future use of Lot 22, Mullumbimby Planning Proposal and Plan of Management	Sustainable Environment and Economy	Planning proposal progressed in accordance with Gateway Plan of Management commenced	19 Nov Council Meeting - 20-611 Resolved to amend the planning proposal as per report recommendation and submit to DPIE for Gateway determination.	On Track	

Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
4.2.1.4	Finalise the Residential Strategy	Sustainable Environment and Economy	"Residential Strategy adopted"	Final Residential Strategy adopted by Council at 10 December planning meeting (Res 20-686) with the following land inclusion as an investigation area: Lot 285 DP 1198641, 64 Corkwood Crescent, Byron Bay. Residential Strategy and supporting document package has been forwarded to the NSW Department of Planning, Industry and Environment for final endorsement.	Completed	

4.3: Promote and support local business development, education and employment opportunities

Highlights

- 200 responses to the Business Impacts, Resilience and Continuity Survey
- Draft 2020 - 2030 Byron Shire Sustainable Visitation Strategy and recovery/resilience discussion paper is on public exhibition

4.3.1: Facilitate and support sustainable development of our business community

Comment	A Business Impacts, Resilience and Continuity Survey was undertaken and will inform further review of the Economic Development Strategy. Workshops have been held through the Strategic Business Panel and a review of the format of the Business Roundtable to commence.
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Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
4.3.1.1	Update the Economic Development Strategy and Action Plan	Sustainable Environment and Economy	Updated based on business survey	A review and update of the Enterprising Byron 2025 strategy will commence in early 2021.	Not Commenced	—
4.3.1.2	Continue to strengthen partnerships between Council and the business community through the Strategic Business Panel and Business Roundtable	Sustainable Environment and Economy	Review format of Business Roundtable Strategic Business Panel Meetings (3)	A discussion paper is to be prepared for the Strategic Business Panel to discuss the format of future Panel meetings. The format of the Business Roundtable will be reviewed in early 2021.	On Track	▶
4.3.1.3	Undertake Business Survey	Sustainable Environment and Economy	Develop project plan and Business Survey questions	Business Impacts, Resilience and Continuity Survey period has completed, with 200 responses. Key summary report has been released and can be viewed at https://www.byron.nsw.gov.au/Business/Research-reports-and-news/Business-surveys#section-1	Completed	✓

4.4: Support tourism and events that reflect our culture and lifestyle

4.4.1: Build a tourism industry that delivers local and regional benefits in line with the community's values

Comment	A draft Sustainable Visitation Strategy was exhibited along with a recovery / resilience discussion paper.
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Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
4.4.1.1	Finalise development of Sustainable Visitation Strategy	Sustainable Environment and Economy	Strategy finalised	The draft 2020 - 2030 Byron Shire Sustainable Visitation Strategy and recovery/resilience discussion paper is on public exhibition has been extended by two weeks to mid-December.	On Track	
4.4.1.2	Continue to lead, build and strengthen strategic tourism partnerships	Sustainable Environment and Economy	Participate in Destination Byron Board, Byron Visitor Board, Cross Border Tourism Group, LGA Tourism Managers Group	In the absence of a tourism officer, other staff when available attended various board meetings during the month.	On Track	

4.5: Work to improve community resilience in our changing environment

4.5.1: Develop and implement strategies for our community's needs

Comment	The Business and Industrial Land Strategy was adopted by Council is awaiting endorsement from state government.
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Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
4.5.1.1	Finalise the Business and Industrial Lands Strategy	Sustainable Environment and Economy	Respond to state agency comments	Department of Planning, Industry and Environment letter of approval issued 22 October 2020.	Completed	



COMMUNITY OBJECTIVE 5:

WE HAVE
COMMUNITY LED
DECISION MAKING
WHICH IS OPEN
AND INCLUSIVE

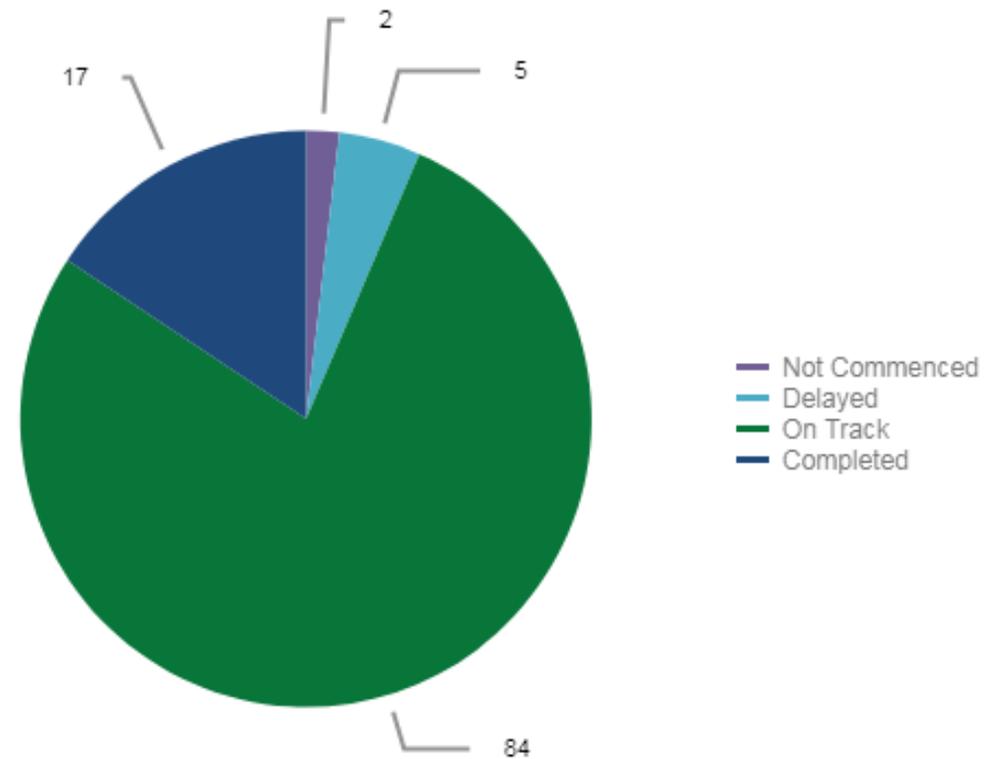
Community Objective 5:

We have community lead decision making which is open and inclusive

The community feels strongly about being heard and having the opportunity to come together and contribute to decision making which affects Byron Shire. People are passionate about protecting the unique lifestyle on offer in the Shire, and feel that Council must engage with, and listen to, the community. In order to build trust, it is important that community engagement is done in a genuine, open and transparent manner, and that decisions are explained and communicated to the community.

There is an expectation that the community will receive a high level of customer service from Council, and that concerns and suggestions will be acknowledged and addressed in a timely manner. Fair and equitable resource allocation across all towns and villages across the Shire will contribute to a greater feeling of social justice.

In order to deliver on the aspirations and objectives of the community, Council must first ensure it is a sustainable, well governed and managed organisation. This includes sound management of finances, assets and operations. It is also essential that Council has a suitably skilled workforce to implement the actions which will contribute to the accomplishment of the long term vision outlined in this Community Strategic Plan.



Community Objective 5: Governance

We have community led decision making which is open and inclusive

5.1: Engage and involve community in decision making

Highlights

- Council business paper report templates have been updated to improve accessibility

5.1.1: Facilitate inclusive community consultation and stakeholder engagement to inform Council decision making (SP)

Comment

Council adopted the [Community-Led Governance Principles](#) and has incorporated these principles into operations and in the Community Engagement Strategy. Inclusive community consultation and stakeholder engagement has been facilitated through a number of Council initiatives including the "Byron Model" actions, the "Youth Leadership Challenge", community roundtable meetings and delivery of community satisfaction survey which have all informed Council decision making. A Community Participation Plan in accordance with state government legislative requirements was prepared and adopted.

Code	Operational Plan Activity	Directorate	Measure	Comments	Status
5.1.1.1	Refresh Byron Shire Council's corporate style guide	General Manager	Corporate style guide to developed and implemented.	On track.	On Track 

Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
5.1.1.2	Implement the Byron Model for deliberative democracy under a 2 year trial	Corporate and Community Services	Model implemented; inclusive stakeholder engagement strategies incorporated.	Delivery of actions identified in the implementation plan are on track and an update report was provided to the Executive Team in October. Key achievements include: Establishment of the Citizen's Lottery, implementation of new petition guidelines, implementation of Corporate Planning & Reporting software, implementation and staff training of Accessible Documents Plan, implementation of VendorPanel procurement platform and a review of website accessibility. Work was undertaken during November to incorporate the "Byron Model Proforma" into Council's project management software, including requirements for consideration of the engagement triggers in planning for projects and mechanisms for capturing and evaluating the engagement through the close out of the project.	On Track	
5.1.1.3	Hold quarterly Community Roundtable meetings	General Manager	Community Roundtable meetings held four times a year.	Final meeting for year held on 11 November via Zoom.	On Track	
5.1.1.4	Report on outcomes of Community Survey	General Manager	Data published	External and internal report complete. Website information will continue to be updated as needed.	Completed	
5.1.1.5	Design and implement annual youth leadership program	Corporate and Community Services	1 leadership program delivered.	This program has been deferred to February/March 2021 to allow better integration with the engagement strategy for the 2021-2025 Delivery Program. An application for the Youth Opportunities Grant was submitted in September 2020 to support this initiative.	Delayed	

5.1.2: Enhance staff capacity in community engagement

Comment	Staff training in IAP2 ensure development of skills and knowledge in the principles of community engagement. Work has also been done on increasing staff awareness and capacity in relation to digital engagement. An engagement toolkit designed to help staff with community engagement activities is on the intranet and it is updated as needed.
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Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
5.1.2.1	Minimum of six staff to complete IAP2 Essentials/Design courses	General Manager	Minimum of six staff completed IAP2 Engagement Essentials	Training with Bang the Table held in November 2020. Another session will be held in early 2021.	On Track	
5.1.2.2	Implement inclusive Community Engagement Policy	General Manager	Evidence of staff to be implementing communication and engagement plans for major projects and for other issues of interest and importance to the community.	Main Beach Shoreline Project, Broken Head Locality Plans, Emergency Dashboard.	On Track	
5.1.2.3	Upgrade Engagement Toolkit as required	General Manager	Staff to be referring to engagement toolkit when planning for and implementing projects that have a communication and engagement component.	Ongoing.	On Track	

5.1.3: Enhance community access through digital technologies which broaden participation and support inclusion

Comment	Community access to Council information has been supported through assistive technology on Council's website, livestreaming Council meetings, and various online services including development applications and mapping software.
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Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
5.1.3.1	Make available Council's Ordinary Meeting business papers; enable business papers to be accessed by persons using assistive technology	Corporate and Community Services	>95% of business papers published on website at least 7 days prior to meeting; % business papers accessible to screen readers and text readers; work towards and progress through the requirements of WCAG 2.1	<p>December Council Business Papers have been prepared and published on Council's website in accordance with Code of Meeting Practice. All business papers are able to be read online, with assistive technology support provided through ReadSpeaker on Council's website. Hardcopy documents are provided in Council's foyer for public access.</p> <p>All InfoCouncil templates have been updated to improve the accessibility of Council's Business Papers. These template changes will be rolled out to staff in readiness for the 2021 Meeting Schedule with the requisite training and advice.</p>	On Track	
5.1.3.2	Update online governance manual and develop content guide for staff	General Manager	Guides published to intranet	Content guide completed and published to intranet.	Completed	

Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
5.1.3.3	Authority upgrade, reintroduction of Avoka Report IT	Corporate and Community Services	Internal and external stakeholder surveys	<p>Developed proposed replacement form in Open Forms.</p> <p>Working through issues using the current BSC Google Maps API key to test out the Open Forms mapping feature.</p>	On Track	
5.1.3.4	Facilitate and promote online opportunities for community access and make community access opportunities accessible to people using assistive technology	General Manager	Four projects to be promoted and linked via website and yoursaybyronshire.com.au	Direct contact made with community groups via Community Roundtable to inform them of projects including emergency dashboard	On Track	
5.1.3.5	Continued improvement of the Byron Shire Council website to enhance accessibility, particularly in regard to document accessibility.	General Manager	Implementation of Accessible Documents Plan including capacity building programs for staff.	<p>6884 updates to website reviewed for web accessibility and compliance.</p> <p>Accessibility testing and guidance provided on new parking permit portal and associated web content.</p> <p>Web page views have increased by 6% compared to Oct/Dec quarter in 2019.</p> <p>Site users have increased by 14% compared to Oct/Dec quarter in 2019.</p>	On Track	
5.1.3.6	Continual use of online and social media engagement tools.	General Manager	Increase in social media followers	8211 followers on FB at end of Dec 2020. 12,500 visitors to Your Say Byron Shire.	On Track	

5.2: Create a culture of trust with the community by being open, genuine and transparent

Highlights

- 85% of Council's policies are current or under review.

5.2.1: Provide timely, accessible and accurate information to the community

Comment	Council's Integrated Planning and Reporting framework has been embedded into the organisation with monthly internal reporting and quarterly reporting to Council. Detailed information is available on Council's website. Council has implemented initiatives to continually upskill front line staff to enable the provision of timely and accurate information to the community.
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Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
5.2.1.1	Review Operational Plan annually	Corporate and Community Services	New Operational Plan prepared; DIAP strategies incorporated into new Operational Plan	The 2020/21 Operational Plan was adopted on 31 July 2020 and implementation commenced in August. Preparation has commenced for the development of the 2021/21 Operational Plan and draft actions will be available to staff in January to review.	On Track	
5.2.1.2	Continuous improvement of corporate planning and reporting process	Corporate and Community Services	Software implemented and in use for 2020/21 reporting; 6 monthly DP report available to Councillors and public; Annual Report on DIAP available to Councillors and public	Corporate planning and reporting software (Pulse CPR Module) has been implemented. The quarter 2 report on the Operational Plan 2020/21 will be presented to Council at the 25 February Ordinary Meeting and made available on Council's website. The 2019/20 Annual Report was completed and presented to the 22 October Ordinary Meeting of Council and is available on Council's website.	On Track	
5.2.1.3	Prepare and submit Annual Report	Corporate and Community Services	Annual Report and associated documentation submitted to OLG; Annual Report on DIAP provided to ACWG	Completed Annual Report was presented to the 22 October Ordinary Meeting of Council and has been made available on Council's website. Notification sent to Office of Local Government on 27 November. An accessible version of the Annual Report has also been published.	Completed	

Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
5.2.1.4	Publish GIPA open access information online	Corporate and Community Services	Open access published as per the Act.	Open access information continues to be published and updated on Council's website.	On Track	▶
5.2.1.5	Implement 'knowledge bank' as one source of truth for information (i.e. internal cheat sheet/script on key Council topics)	Corporate and Community Services	Knowledge bank established as a working document	Customer Service Knowledge Bank added to Intranet in Toolkit section. Includes some information and content to address common customer enquiries. Content continues to be added in 2021.	On Track	▶
5.2.1.6	Review and update Council business templates for consistency and accessibility	General Manager	Review of core business templates completed and identified schedule for revising all templates determined; Accessible templates completed for highest priority templates.	Provided advice and support on creation of accessible version of Annual Report and Council report templates.	On Track	▶
5.2.1.7	Ensure all content, including documents, published to the website complies with DDA and WCAG Level AA standards. Roll out of Accessible Documents Plan and capacity building activities.	General Manager	80% of content published complies with relevant legislation and standards, with a plan identified for remaining. Accessible Documents Plan rolled out, guidance developed and training delivered.	6884 updates to website reviewed for web accessibility and compliance. Accessibility testing and guidance provided on new parking permit portal and associated web content. Accessibility testing, advice and support provided on: - New emergencies and disasters section. - Coastal management Plan and Broken Head traffic management study surveys. Began drafting accessibility statement for website.	On Track	▶

Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
5.2.1.8	Maintain and update accessibility maps online that identify public space and facilities that provide information about accessibility	Infrastructure Services	6 monthly reviews	Advancement of initiative pending identification of resource.	Delayed	
5.2.1.9	Support provision of geospatial information to the public via councils website, subject to investigation of funding sources	Corporate and Community Services	GIS information available to public online	Online mapping website live for general public access.	Completed	✓

5.2.2: Incorporate wellbeing framework within organisation to inform decision making

Comment	The Wellbeing Framework is currently in development and will inform future integrated planning and reporting.
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Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
5.2.2.1	Implement the wellbeing framework	Corporate and Community Services	Wellbeing survey delivered and recommendations identified.	Further review scheduled for Q3 to determine relative applicability of indicators, including wellbeing indicators, Social Progress Index and Sustainable Development Goals (SDG) Framework.	On Track	
5.2.2.2	Deliver annual Community Donations Program	Corporate and Community Services	Equitable and transparent delivery of community donations	No further action this reporting period. Next round of program due to commence March 2021.	On Track	

5.2.3: Provide access to publicly available corporate registers

Comment Corporate registers are reviewed and updated regularly and are accessible to the public online or in person by request. A significant review of Council's policies is currently underway, with all adopted policies published on Council's website.

Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
5.2.3.1	Maintain, publish and report on relevant registers including delegations, Councillors and designated staff Disclosures of Interest, Councillor and staff Gifts and Benefits, and staff secondary employment	Corporate and Community Services	100% of disclosures by Councillors and staff captured and reported as required	All governance registers are being maintained, reported on and published as required. A reminder regarding receipt of Gifts and Benefits was sent to all staff on 30/11/2020.	On Track	
5.2.3.2	Review, update and publish Council policies online and report on the status of Councils policy register	Corporate and Community Services	100% of policies adopted by Council are available online within 7 days of adoption; online information to meet WCAG 2.1 AA requirements	Council's Policies Register is maintained as required ensuring new, updated or repealed policies are recorded. The nine policies reported in the November OP comments remain on exhibition until 13 January 2021. To date 3 submissions have been received. A further report is currently being prepared for the Executive Team in February on a number of other policies under review. The latest position on all policies is captured in the Pulse Delegations and Policies Register (copy at E2020/56857).	On Track	
5.2.3.3	Develop and implement pre-election community information program	Corporate and Community Services	Program developed and delivered	Due to the postponement of the NSW Local Government Election to 2021, this activity will not properly commence until the new year. Work has commenced on the development of the Councillor onboarding program, which includes identification of pre-election information program.	Delayed	

5.2.4: Support Councillors to carry out their civic duties

Comment

Councillors are supported in carrying out their civic duties through professional development programs, the provision of facilities, payment of expenses, Council meeting secretariat support, briefing sessions and strategic planning workshops, and processing Councillor requests in a timely manner.

Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
5.2.4.1	Implement Councillor learning and development and capability framework	Corporate and Community Services	Training program delivered based on Councillors' identified needs	Councillors have identified a number of professional development and opportunities that they would like to participate in. Due to COVID-19 restrictions, professional development programs are primarily delivered in virtual mode.	On Track	▶
5.2.4.2	Deliver Council meeting secretariat including agenda preparation, minutes and council resolutions monitoring	Corporate and Community Services	Agendas posted on website 7 days prior to meeting Minutes posted within 48 hours of meeting	Council Meeting Agendas are published on Council's website 7 days before the meeting, and Meeting Minutes are posted to Council's website within 2 working days. Improvements to the Quarterly Resolutions Report were implemented in November to ensure the updates are current and meaningful to Councillors and the community, following resolution 20-513. Staff training sessions were held on 10 November and a 'Resolution Reporting Guideline' prepared and available on the intranet.	On Track	▶
5.2.4.3	Provide support to Councillors including councillor requests, briefing sessions, provision of facilities and payment of expenses, and record keeping	Corporate and Community Services	Monthly strategic planning workshops 100% of complete claims are reimbursed within the month in which they are received	Continuing to provide support to Councillors as needed for SPWs, Council meetings, diary requests & Claim forms.	On Track	▶
5.2.4.4	Implement and manage Code of Conduct training programs for Councillors, staff, and committee members	General Manager	Training program delivered	Fresh CoC training for Councillors October 2021	On Track	▶

Code	Operational Plan Activity	Directorate	Measure	Comments	Status
5.2.4.5	Implement and manage training in respect of Council's Code of Meeting Practice	General Manager	Training program delivered	SPW 4 February 2021	On Track 
5.2.4.6	Improve Council's livestreaming of Council meetings to provide increased accessibility to the community	Corporate and Community Services	All Council meetings are livestreamed with continuous improvements to the accessibility; investigate options for inclusion of closed captioning	Minor enhancements continue to be made to improve accessibility, including the provision of an 'order of business' displayed on screen during the meeting. The Code of Meeting Practice has been amended in accordance with OLG Circular 20-31 'New requirement for councils to retain recordings of meetings on their websites for a minimum of 12 months.'	On Track 

5.2.5: Enhance access and availability of information to the community

Comment	Continuous improvements being made to the availability of Council information. Feedback through the Access Consultative Working Group and Internal Working group have identified target areas for accessibility improvements.
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Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
5.2.5.1	Publish the 4 year works programs and activities online to the community	Infrastructure Services	Program published	Action complete and available on Council's website.	Completed	
5.2.5.2	Exhibit Development Applications as required by the Community Participation Plan	Sustainable Environment and Economy	DA exhibition meets CPP timeframes	<p>Development Application exhibition undertaken in accordance with time-frames and requirements set out within the Community Participation Plan 2019.</p> <p>111 Submissions were received in relation to DAs during the reporting period.</p> <p>Year to date: 435 submissions have been received in relation to DAs.</p>	On Track	

5.2.6: Keep community informed and provide updated relevant and timely information on Council activities and projects

Comment

Council provides regular and relevant updates to the community on significant projects and programs. Council uses a number of platforms to communicate with its community including print, Council's website, email, social media, Enews, rates insert and through the 'Something to Talk About' newsletter.

Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
5.2.6.1	Support and guide staff in the preparation and implementation of communication and engagement plans for projects and initiatives.	General Manager	Evidence of communication and engagement plans for relevant projects.	Ongoing. Working with staff on roll-out of new parking meters at Byron Bay, Mullumbimby Talking Streets, Broken Head Precinct Plans, Emergency Dashboard launch.	On Track	
5.2.6.2	Manage media and social media enquiries about Council activities.	General Manager	95% of enquiries responded to within deadline.	Ongoing	On Track	
5.2.6.3	Keep community and Crown Reserve user groups updated with Crown Lands Transition progress information	General Manager	All actions required of Council complete	This is ongoing. Engagement in Dec occurred in relation to South Beach Brunswick.	On Track	
5.2.6.4	Produce a regular community newsletter 'Something to Talk about'	General Manager	Something to Talk About published by end of each calendar year.	Distributed in Dec 2020.	Completed	

5.3: Deliver a high level of customer service

Highlights

- Launched Emergency Dashboard on Council's website

5.3.1: Enhance external and internal customer service effectiveness

Comment	Council has improved its internal and external customer service effectiveness through a number of initiatives identified in the Customer Service Strategy and Charter, the implementation of a Managing Unreasonable Customer Conduct Policy and providing support to front line staff in its application. Online reporting of customer requests is actively managed and a project is underway to deliver improvements in this area.
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Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
5.3.1.1	Maintain online reporting to community on service guarantees	General Manager	Performance reports updated quarterly	Next update will be due in Jan 2021	On Track	▶
5.3.1.2	Deliver great service to our customers and provide consistent, accurate and timely information	Corporate and Community Services	Improvement in Community Satisfaction Survey results	This activity relates to operational tasks and daily duties for the frontline Customer Service team and is underpinned by the team's comprehensive Work Plan and Service Standards. The results of the 2020 Community Satisfaction Survey showed improved service satisfaction.	On Track	▶

5.3.2: Further develop a proactive customer service culture

Comment	Improvements to our customer service culture are being achieved through capacity building, improved data and reporting capability and staff training.
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Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
5.3.2.1	Embed Customer Service Strategy and implement action plan	Corporate and Community Services	Program implemented	Actions within the Customer Experience Strategy 2019-2022 have continued to be implemented, and a progress updated will be provided to the Executive Team at the end of this financial year.	On Track	

5.4: Manage Councils assets and allocate resources in a fair and holistic manner

5.4.1: Further develop Fleet Management Systems to ensure that fleet is managed to sustainably and efficiently support delivery of services and infrastructure programs

Comment Council has undertaken a review of fleet management operations and is currently working through recommendations for process improvements and has identified a number of improvement actions to be undertaken prior to 30 June 2021

Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
5.4.1.1	Annual review of suitability and utilisation of light and heavy fleet	Infrastructure Services	Review complete and reported to Manager Works	Fleet review progressing for reporting early 2021	On Track	▶
5.4.1.2	Manage Council's fleet in accordance with approved program	Infrastructure Services	Fleet items managed and replacement as per approved program	Light fleet review and selection list updated. Budget implications and program for heavy vehicle fleet management assessment commenced for reporting early 2021.	On Track	▶

5.4.2: Improve further Asset Management Systems capability (SP)

Comment	Improvements have been made to the Asset Register and Modelling capability
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Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
5.4.2.1	Investigate improved alternatives for the asset register	Infrastructure Services	Report on alternatives for the asset register	Improvements are being made to processes associated with the existing asset register	On Track	
5.4.2.2	Review the Strategic Asset Management Plan	Infrastructure Services	Complete the review of the SAMP	Work is continuing on best practice industry examples and incorporating audit findings	On Track	

5.4.3: Provide reporting on key Infrastructure expenditure and the associated State Government measures

Comment	Over the four years of the Delivery Program 2017-2021, all statutory reporting for the first three years has been completed including reporting on infrastructure and key financial indicators.
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Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
5.4.3.1	Improve the data quality of Work Orders (maintenance and capital expenditure)	Infrastructure Services	Report to TIAC the outcomes of SS7	The Work Order data has been referenced in both the external and internal audit	On Track	
5.4.3.2	Complete the annual infrastructure report (Special Schedule 7 of the financial statements)	Infrastructure Services	On time completion of SS7	Project outcomes reported to ET and TIAC. Details provided to the internal audit	Completed	

5.4.4: Work with community to prioritise actions from the Place Plans (SP)

Comment	Actions identified from Place Plans to inform quarterly budget reviews and future budget development.
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Code	Operational Plan Activity	Directorate	Measure	Comments	Status
There are no specific activities identified in the 2020/21 Operational Plan					

5.4.5: Progress implementation of inclusive and integrated resourcing strategy

Comment	Over four years of the Delivery Program 2017-2021, provision of annual budgets, revenue policies and quarterly reviews of annual budgets has provided Council with the ability to progress implementation of the resourcing strategy in conjunction with the annual Operational Plan.
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Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
5.4.5.1	Train and educate staff in the Disability Inclusion Act 2014 and how to respectfully, confidently and effectively communicate with people with disability and consider their inclusion and access needs.	General Manager	Disability awareness training module completed by all staff	Training module has been completed by 76 staff and an additional 20 staff have commenced the training. Learning Management System will send reminders to staff who are yet to complete. Outdoor staff without access to a computer will be provided with assistance to complete the training by end Feb 2021.	Completed	
5.4.5.2	Review recruitment practices to ensure they are inclusive and identify partners to promote job opportunities for people with disability across the Byron Shire	General Manager	Job application processes simplified and identified barriers to diversity removed. Vacancies advertised with identified partners to ensure we are inclusive in our search. Inclusion related strategies incorporated into recruitment.	Social Futures rep to attend P&C team meeting on 2 Feb 2021 to present on the topic of recruiting people with a disability. Presentation may then be rolled out to those staff involved in recruitment and selection activities.	On Track	
5.4.5.3	Monitor, review and update Long Term Financial Plan	Corporate and Community Services	Long Term Financial Plan 2020-2030 adopted and subsequently updated quarterly	Work has now commenced on the Long Term Financial Plan	Delayed	
5.4.5.4	Review 10 year capital plan in conjunction with the Long Term Financial Plan	Infrastructure Services	Plans and programs reviewed and ready for development of 2021/22 budget process	Meetings are ongoing for program review as part of 2021/22 budget process. Balancing the 10 year plan as part of the 2021/22 budget is being completed in January 2021.	On Track	

5.5: Manage Councils finances sustainably

Highlights

- Implementation of VendorPanel platform which provides improved access to local suppliers.

5.5.1: Enhance the financial capability and acumen of Council

Comment	Over four years of Delivery Program 2017-2021, regular reporting to Council directly and via Finance Advisory Committee along with briefings as required at Strategic Planning Workshops on financial matters has been provided to inform and advice Council as to the financial implications of issues and the overall financial position of Council.
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Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
5.5.1.1	Financial reporting as required provided to Council and Management	Corporate and Community Services	Within ten days of month end for management reporting and within agenda deadlines for Council.	Monthly finance reports being prepared for Executive Team as required. Financial comments provided in Council reports as required.	On Track	
5.5.1.2	Support the organisation in identifying financial implications of projects, proposals and plans	Corporate and Community Services	Financial comments provided in Council reports as required within agenda deadlines.	Providing input into Council reports as required..	On Track	

5.5.2: Ensure the financial integrity and sustainability of Council through effective planning and reporting systems (SP)

Comment

Over the four years of the Delivery Program 2017-2021, financial integrity of Council has been maintained through reporting systems maintained that are subject to external independent audit. Statutory financial reporting has been completed when due with unmodified audit reports. Financial position has been managed annually via the budget process and quarterly budget reviews.

Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
5.5.2.1	Maintain and improve internal financial controls	Corporate and Community Services	Reconciliations undertaken monthly within 10 days of month end.	Reconciliations for the months of July, August, September, October and November completed.	On Track	
5.5.2.2	Complete annual statutory financial reports	Corporate and Community Services	Unmodified audit report provided and adopted by Council.	Council adopted 2019-2020 Financial Statements again at the Ordinary Meeting held on 26 November 2020. Audit completed on 30 November 2020 with receipt of unmodified audit reports from Audit Office of NSW. Financial Statements lodged with Office of Local Government on 30 November 2020. Extension of time application submitted and approved if not completed by 30 November 2020 but was not required.	Completed	
5.5.2.3	Ensure Council revenue billing and payments are available in an accessible format	Corporate and Community Services	Increase uptake of electronic billing option by ratepayers from 2019/20 to 2020/21; online billing and payment information is compatible with WCAG 2.1 AA requirements	2020-2021 Rate Notices issued. Promotion included about utilising E-Notices on the notice itself and in accompanying brochure. Second instalment notice to also include promotion on notice itself. Council is now up to 28% of ratepayers receiving their notices electronically.	On Track	

Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
5.5.2.4	Debt recovery is maintained within Office of Local Government benchmark	Corporate and Community Services	Benchmark is maintained below 10% for Office of Local Government benchmark by 5% for Council benchmark	Outstanding rates and charges still within industry benchmark of 10%. Council's benchmark of 5% has been exceeded at 30 June 2020. Outstanding rates and charges are now 7.32% at 30 June 2020. Reporting included in Monthly Finance Report submitted to Executive Team Monthly Performance Meeting.	On Track	
5.5.2.5	Manage treasury functions of Council to maintain cash flow and maximise return on invested funds	Corporate and Community Services	Compliance with investment policy, T Corp directives and interest on investment revenue budget achieved	Investment portfolio being managed with investment policy tolerances. All time low record interest rates will impact investment returns so interest revenue budget will need to be monitored closely.	On Track	
5.5.2.6	Identification of ethical investment opportunities with environmental and social inclusion outcomes	Corporate and Community Services	Higher proportion of investment portfolio invested accordingly then previous year.	Identification of ethical investment opportunities being considered as they arise and fit within Council's investment policy and NSW Treasury Corporation requirements. Council is struggling to invest funds in current market given extreme low interest rates and so much cash available in the marketplace.	Not Commenced	
5.5.2.7	Implementation of new Accounting Standards AASB15/AASB1058 - Revenue Recognition and AASB 16 - Leases	Corporate and Community Services	Updated position papers presented to Audit, Risk and Improvement Committee, systems and records developed to comply with new reporting requirements.	Position papers have been reviewed by Audit in conjunction with 2019-2020 financial statements finalised on 30 November 2020. Position papers were not eventually reported to Audit, Risk and Improvement Committee during November 2020.	Completed	

Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
5.5.2.8	Complete Authority V7 upgrade as it pertains to Finance	Corporate and Community Services	Undertake tasks associated with upgrade as required by project plan for Finance related modules.	Authority V7 is now live. Working through identification of reports that are now missing. Resolving other issues as they arise in the revenue and other finance modules.	On Track	
5.5.2.9	Finalise the revaluation of the roads and stormwater drainage assets in conjunction with Assets and Major Projects staff	Corporate and Community Services	Revaluation outcome analysed and incorporated into Council's assets registers and general ledger.	Completed with finalisation of 2019-2020 Financial Statements on 30 November 2020 following audit. Significant amount of found assets identified which resulted in prior period error disclosure in financial statements.	Completed	
5.5.2.10	Investigate and improve Council's water meter reading capability	Corporate and Community Services	Replacement of outdated and unsupported radio reading technology	Finance are participating in conjunction with Utilities regarding implementation of Smart Metering.	On Track	
5.5.2.11	Implement new land valuations to apply for the 2020/2021 financial year.	Corporate and Community Services	Completed prior to 2020/2021 rate levy.	Council adopted the Statement of Revenue Policy including rates and charges incorporating the new land values on 30 July 2020. 2020-2021 Rate Notices issued before the end of August 2020 incorporating new land values. Action is complete.	Completed	

5.5.3: Ensure Council's procurement framework is robust, efficient and effective (SP)

Comment	Council's Procurement Framework is supported by a robust Annual Procurement Plan which identifies priority areas for improved efficiency and effectiveness. The focus for this financial year is contract management and systems improvement.
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Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
5.5.3.1	Develop and implement forward procurement plan to ensure compliance with Local Government Act	Corporate and Community Services	Contracts compliant with Local Government Act tendering requirements 90% Actions listed in annual plan implemented.	Quarterly expenditure report (Q1) was provided to Managers and Directors in October 2020, and another Quarterly Expenditure report (Q2) will be provided by February 2021 to enable the early analysis and identification of potential areas of risk. Currently working with the IT team to develop an Open Form to support the automation of GIPAA contracts, to be piloted early in 2021. Multi Party Evaluation functionality in VendorPanel has been implemented and staff training will be provided in early 2021. A new panel for Engineering Professional and Consulting Services has been implemented and is being managed by the Utilities team. Ongoing work is continuing to implement the actions in the Annual Procurement Plan 2020/21.	On Track	

Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
5.5.3.2	Develop and implement internal awareness and training program to upskill staff in procurement	Corporate and Community Services	Online induction modules for all new staff developed and implemented	A number of key training initiatives have been implemented including training for identified staff on how to raise Purchase Orders under a contract, online learning (LGP Modules) for key staff who participate in tendering or significant procurement activities, and Vendorpanel super administrator training has been booked in February 2021. Currently working to develop online induction modules for all new staff, including training for tender evaluation process, to be implemented by June 2021.	On Track	
5.5.3.3	Implement local supplier development initiatives	Corporate and Community Services	One initiative implemented to educate local suppliers on Council procurement processes	Suppliers and the local community have been notified (use of social media, newspapers and emails) about the use of VendorPanel as a quoting and tendering platform and have been invited to register on VendorPanel to access tenders and requests for quote. Local supplier criteria has been added to the Evaluation Assessment on VendorPanel Template from Byron Shire Council .	On Track	
5.5.3.4	Assist in building the NRJO Councils regional procurement capacity and implement NRJO actions where applicable	Corporate and Community Services	Participate in two regional joint procurement initiatives	Continuing attendance at NRJO meetings for knowledge and information sharing. Currently considering the release of the Guard Rail Tender with other councils as a Regional Procurement joint initiative.	On Track	

Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
5.5.3.5	Improve Councils sustainable procurement performance	Corporate and Community Services	Improvement on 2019/20 sustainable choice score	Currently reviewing feasible sustainability requirements to incorporate into Council Tenders and Council contracts to deliver sustainable outcomes. Providing ongoing advice to staff in consultation with the Sustainability Team, to assist with sustainable procurement outcomes. Currently completing the Sustainable Choice survey to provide a comparison with previous year's results. The outcome is expected to be known early in 2021.	On Track	
5.5.3.6	Develop Contract Management Framework	Corporate and Community Services	Contract Management Framework developed ready for implementation in 2021/22	Due to the broad nature of contracts across Council, the development of the Contract Management Framework has been allocated to the Strategic Risk and Business Continuity Coordinator as a separate project. A report has been prepared for the Executive Team in January 2021, to seek endorsement for the proposed Contract Management Program Roadmap and internal stakeholder consultation will commence in early 2021.	On Track	

5.6: Manage Councils resources sustainably

Highlights

- Improved internal audit reporting system.
- Documentation of key insurance claim processes and procedures.
- Council has submitted 21 grant applications this financial year which, if successful, will result in approximately \$15M of funding being received.
- Upgrade of the Authority software system completed
- Cyber security improvements including; automated system monitoring & upgrades, vulnerability management tool and improved data backup function
- Major upgrade of Council's core application, Authority, completed

5.6.1: Enhance leadership effectiveness and capacity

Comment

Building leadership capacity and capability continues to be a key focus for Council. Regular and ongoing 360 feedback and leadership coaching occurs with all managers and members of the Executive

Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
5.6.1.1	Continue regular coaching and 360 degree feedback based on LSI for Executive Team, Managers and identified top talent	General Manager	LSI implemented for Manager Works. LSI retests conducted for Executive team and Executive Officer.	2 new managers to undertake LSI in the coming months.	On Track	
5.6.1.2	Create opportunities for leaders across Council to embed learnings from Great Managers Program	General Manager	Continue lunch and learn leadership sessions for all interested staff. Hold 3 x Great Managers masterclass sessions for graduates.	Lunch and learn for interested staff to be scheduled for Feb 2021 and Great Managers masterclass viewing and discussion for graduates to be held in March 2021. Subject to changing COVID-19 restrictions.	Delayed	
5.6.1.3	Create collaborative leadership groups to develop organisational responses to key community issues	Corporate and Community Services	Continue to support Access & Inclusion and Homelessness internal working groups; # of initiatives delivered	Homelessness Staff Working Group meetings facilitated in October and December. DIAP meeting facilitated in October with ongoing work to improve cross-directorate collaboration.	On Track	

5.6.2: Ensure support for employees physical and mental health

Comment	Council has adopted a comprehensive, preventative and proactive approach to employee health and wellbeing over the last 18 months, including mental health first aid training.
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Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
5.6.2.1	Deliver mental health first aid training to managers, team leaders and supervisors	General Manager	20 additional managers, team leaders and supervisors trained in mental health first aid	training participants to be identified to attend	On Track	
5.6.2.2	Deliver a health and wellbeing expo for staff	General Manager	Expo delivered with 70% of staff attending	can be closed out as didn't happen due to COVID-19	Not Commenced	

5.6.3: Develop targeted initiatives to increase employee engagement and implement tools to measure improvements in staff satisfaction, culture and morale

Comment	This action aligns with implementation of our integrated resourcing strategy. Organisational culture and employee engagement are now measured using the OCI/OEI Human Synergistics tool.
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Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
5.6.3.1	Partner with managers in implementing action plans following results from the Human Synergistics Organisational Culture Inventory (OCI) and Organisational Effectiveness Inventory (OEI) culture surveys	General Manager	Initiatives focused on culture improvement identified in Branch action plans and Managers feel capable and supported in implementing. P&C to develop initiative for whole of organisation culture improvement and ensure it is linked to values.	Will be the focus of first Leadership Lab in 2021 as culture survey will be rolled out to all staff again in March 2021. Timeline for rollout of next survey has been developed. Survey will be open from 22 March - 1 April and leadership team debriefed on results at Leadership Lab on 30 April.	On Track	

5.6.4: Ensure Councils information systems are effective, resilient and accessible

Comment	Council is working toward the Federal Government Essential 8 cyber security framework.
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Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
5.6.4.1	<p>Prioritised security tasks based on Federal Govt Essential 8 compliance;</p> <ul style="list-style-type: none"> - Operating Systems patching - Application patching - Retirement of legacy operating systems - Admin access control improvements - User access control improvements in Authority 	Corporate and Community Services	Compliance to Federal Govt Essential 8 recommendations	<p>1) Application Control (Not Commenced, requires 2, 5 and 6)</p> <p>2) Patch Applications (Ongoing) Patches are deployed for the top 5 most vulnerable applications each week.</p> <p>3) Configure Microsoft Office Macros (Commenced, awaiting testing through UAT)</p> <p>4) User Application Hardening (Commenced) The new SOE will be configured with Applications configured with "Application Hardening".</p> <p>5) Restrict Admin Privileges (Commenced) Admin rights were removed from 20 accounts that do not require it, testing continues.</p> <p>6) Patch Operating Systems (Completed-Ongoing) Windows Server Update Services (WSUS) installed/integrated with Flexera and System Center Configuration Manager (SCCM), Plan/design phase for SOEI.</p> <p>7) Multi-factor Authentication (Commenced) Vendor CSA engaged to build into new SOE, rollout and change management will be with SOE.</p> <p>8) Daily Backups (Completed-Ongoing) Daily Backups are taken as standard business practice. Currently being testing through Disaster Recovery project.</p>	On Track	

5.6.5: Maintain and review council information and records management functions to improve efficiencies and meet legislative compliance

Comment

Council maintains compliance with the Government Information (Public Access) Act, processing all applications within statutory timeframes. This is facilitated through effective records management practices.

Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
5.6.5.1	Coordinate and publish the Disclosure Log of Formal GIPA Access to Information requests to Councils website	Corporate and Community Services	GIPA disclosure logs published online	Disclose log for formal GIPA requests has been updated and published to Council's website	On Track	
5.6.5.2	Process Formal GIPA Access to Information Requests in accordance with legislative timeframes; review all Formal GIPA Access to information procedure to ensure legislative compliance	Corporate and Community Services	Processed within statutory timeframes.	Applications continue to be processed within time frames.	On Track	
5.6.5.3	Monitor all inwards electronic email received in Councils generic mailbox, store these in Councils Electronic Document Records Management System (EDRMS); scan and process to EDRMS all Councils hardcopy inwards mail	Corporate and Community Services	Inwards mail and council inbox stored/scanned within 3 days	Hardcopy correspondence is slowly increasing back to pre covid levels, with emails remaining steady. All correspondence continues to be processed within agreed timeframes.	On Track	

Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
5.6.5.4	Recommend improvements to IT Steering Committee. Implement recommended improvements. May include: Vendor Panel subscription NAR Cleanse tool Website search tool enhancement Skype Analytical Reporting Fleet Mgt system replacement	Corporate and Community Services	Improvements implemented as per agreed project plans	IT project activities are mostly progressing to plan. Highlights for the last quarter include security improvements, core application upgrade (Authority), CCTV expanded to cover Main Beach car park, transition of phone services to NBN technology & new provider.	On Track	
5.6.5.5	Online lodgements - Compliance with State Government requirement to utilise NSW e-Planning portal	Corporate and Community Services	Integration between Council Authority application and NSW e-planning platform	Preferred solution selected & implementation planning is underway. Completion scheduled for April 2021.	On Track	
5.6.5.6	Implement Contract Management system through the Vendor Panel subscription	Corporate and Community Services	Vendor Panel premium portal in use by all Council directorates	Contracts improvements work progressing to plan	On Track	
5.6.5.7	Deliver Authority upgrade to v7.1 to maintain vendor support	Corporate and Community Services	Authority upgrade to latest version	Successful upgrade completed, working through last of upgrade related service requests.	Completed	
5.6.5.8	Undertake Standard Operating Environment refresh to support security improvement initiatives	Corporate and Community Services	End user computing environment refreshed	Development of new end user environment underway. Pilot scheduled for February 2021.	On Track	
5.6.5.9	Implement eForms platform for all directorates	Corporate and Community Services	Council wide e-forms platform implemented	Draft Avoca replacement forms have been developed which includes; Online Certificates Report it Building Inspection Request Covid Assistance Development Application Submission	On Track	

5.6.6: Strategically align the leasing and licensing of Council assets to meet community needs

Comment	Audit of leasing database has been completed and draft leasing policy has been prepared.
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Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
5.6.6.1	Develop a policy for the implementation of the recommendations of buildings and property audit in relation to leasing and licensing	General Manager	Policy developed and implemented	Draft Policy (E2020/2468) developed. Draft Policy to be presented to the Building Asset Management Working Group in early 2021.	On Track	

5.6.7: Develop and embed a proactive risk management culture

Comment	Proactive risk management continues to be a priority for Council with a number of key initiatives delivered including the implementation of the Annual Internal Audit Plan, improved Internal Audit reporting, staff training, and the ongoing review and embedding of the Risk Management Framework.
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Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
5.6.7.1	Evaluate and improve risk management framework	Corporate and Community Services	Completion of coordinated activities and risk management reporting. Implementation of software	<p>The strategic and operational risk reports for the September quarter were provided to ET on 14 October and the Audit, Risk & Improvement Committee on 12 November.</p> <p>The Statewide Mutual Continuous Improvement Pathway (CIP) self assessment workbooks have been completed by the relevant business areas and were provided to ET on 18 November. Final workbooks are to be submitted to Statewide by 31 March 2021.</p>	On Track	
5.6.7.2	Implement training program to improve risk management	Corporate and Community Services	Risk Management Policy and Risk Management Strategy updated as required	Risk management training material 100% complete. With the assistance of P&C, material will be placed on Council's online learning platform in the first half of 2021 and rolled out to all staff and included in Council's induction program.	On Track	
5.6.7.3	Review and test Business Continuity Plan in accordance with the Business Continuity Management Manual	Corporate and Community Services	Business Continuity Plan reviewed and one desktop exercise conducted	<p>The Continuity Management Team (CMT) have reduced the fortnightly COVID-19 meetings to monthly commencing 2021. A debrief and review of the BCP will occur when we resume the 'new normal'.</p> <p>BCM training material is 100% complete. With the assistance of P&C, the material will be placed on Council's online learning platform in the first half of 2021 and rolled out to all staff and included in Council's induction program.</p>	On Track	

Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
5.6.7.4	Implement Internal Audit and External Audit recommendations as appropriate	Corporate and Community Services	Audit recommendations implemented within set timeframes	<p>The internal audit September quarter progress report was provided to ET on 14 October and the Audit, Risk & Improvement Committee on 12 November. 15 actions were endorsed for closure.</p> <p>The external audit September quarter progress report was provided to the Audit, Risk & Improvement Committee on 12 November. 3 actions were endorsed for closure along with 2 external audit actions related to prior years before 2019.</p>	On Track	
5.6.7.5	Coordinate the Audit Risk and Improvement program	Corporate and Community Services	Ongoing coordination of the Audit, Risk and Improvement Committee throughout the year; internal audit reviews undertaken in accordance with the Internal Audit Plan.	<p>The Audit, Risk and Improvement Committee Constitution was adopted by Council on 22 October 2020 (Resolution 20-577). A meeting of the Audit Risk & Improvement Committee was held on 12 November.</p> <p>A review of Asset Management was completed by Council's internal auditor in December with a draft report provided to management for comment.</p>	On Track	

5.6.8: Manage insurance claim portfolio in a timely, effective and efficient manner while identifying areas for improvement

Comment

Council's insurance portfolio continues to be managed effectively and efficiently, and regular reviews of claims data inform decisions and assist with identifying opportunities for improvement, which are implemented as they arise.

Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
5.6.8.1	Assess and provide advice on internal and external insurance claims or concerns	Corporate and Community Services	Increase in claims managed in house by Council; insurance matters are managed in a timely, efficient and effective manner	Ongoing. Under excess claims generally managed in-house, unless of a sensitive nature, resulting in significant savings to Council. Insurance officer has commenced documenting procedures, identifying opportunities for improvement and efficiencies.	On Track	
5.6.8.2	Develop and implement internal claims procedure policy and supporting documents	Corporate and Community Services	Internal claims policy and supporting documents developed and published internally	Claims process and procedures currently under review to be documented, commenced Insurance Procedure Manual in Promapp which has created opportunities to refine procedures and implement new procedures. Working with the IT team to make improvements to CRM functionality.	On Track	
5.6.8.3	Manage insurance claims and provide data to inform strategic decision-making	Corporate and Community Services	Data and information from insurance performance report is used by management to inform decision making	December /January monthly report to be provided to the Executive Team (Insurance claims) on February 2020.	On Track	

5.6.9: Develop and implement organisational innovation and creativity

Comment	Organisational innovation and creativity in the key area of designing collaboration methodologies to respond to wicked problems (homelessness).
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Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
5.6.9.1	Identify evidence based opportunities to enable creativity and innovation in local government	Corporate and Community Services	One evidence based initiative undertaken, evaluated and showcased.	Partnership agreement in place with Collaboration for Impact to support collective impact approach to ending rough sleeping pilot project.	On Track	

5.6.10: Use business insights and strategic business planning to continuously improve (SP)

Comment

Organisational performance data from various sources is regularly analysed to provide business insights for improved planning, operations and customer experience.

Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
5.6.10.1	Complete 2020 LG Performance Excellence Program	General Manager	Data submitted and report obtained	2020 LG Performance Excellence Report received.	Completed	
5.6.10.2	Maintain and provide status reports on the corporate compliance reporting register and monitor for currency and non-compliance issues.	Corporate and Community Services	Compliance register reviewed and updated to reflect legislation changes, non compliance issues reported to the Executive Team and Managers as required	The Legislative Compliance Reporting Register continues to be maintained monthly for 6 monthly reporting to the Executive Team. The next report to the Executive Team will be provided in late January/early February 2021.	On Track	
5.6.10.3	Provide relevant statistics/business intelligence data to the Executive Team to inform strategic decision-making	Corporate and Community Services	Regular reports provided to Managers and Executive Team: grants, risk & insurance, customer service data	Regular data and statistics is provided monthly to the Executive Team. The last monthly report was provided to the Executive Team on 9 December and included Grants and Insurance data. Additional information is provided in Quarterly reports in January, April, July and October.	On Track	

5.6.11: Maintain effective relationships with key stakeholders, neighbouring local governments, government representatives and government agencies

Comment

The leadership team regularly meets with government representatives and agencies. Byron Shire Council is an active member of the Northern Rivers Joint Organisation of Councils, which replaced NOROC.

Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
5.6.11.1	Participate in NRJO forums	General Manager	Participate in regular NRJO meetings	NRJO GMAC and Board meetings were not held in December 2020. Next meeting is scheduled for February 2021.	On Track	

5.6.12: Implement strategic grants management systems to deliver priority projects for Byrons community (SP)

Comment

Council's strategic grants management systems and robust governance processes have resulted in many significant applications being successful, enabling the delivery of several projects for the Byron Shire.

Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
5.6.12.1	Coordinate competitive grant applications with Councils business units to meet Federal and State government outcomes	Corporate and Community Services	60% of proposed grant applications submitted	<p>Five grants applications submitted in December under the following schemes:</p> <p>Fixing Country Roads:</p> <ul style="list-style-type: none"> - Byron Arts and Industry Estate Side Roads - Mullumbimby Industrial Estate - Manns Road - Springvale Rd - Midgen Flat Rd <p>Fixing Local Roads:</p> <ul style="list-style-type: none"> - Seven Mile Beach Rd - Various Rds Ocean Shores SGB & New Brighton <p>New Brighton South Arm Bridge opening ceremony was delayed until 2021 due to weather. Staff alerted of new grant relevant to local government and external projects. Applications due in January include Bushfire Local Economic Recovery Fund (4 applications), Summer Breaks Youth Activities and Festival of Place.</p>	On Track	
5.6.12.2	Provide governance for grants management	Corporate and Community Services	Successful delivery of funding body requirements on grant funded projects	<p>The Grants Coordinator has continued to remind staff of their obligations with respect to completing Milestone completion reports in advance of reporting deadlines. A new tracking and reporting software package is currently being assessed for suitability to improve efficiencies. Advice has been provided for one funding deed execution, and liaison has continued with relevant funders with respect to funding deed and work plan status, signage approvals, variations, and media release requests.</p>	On Track	

5.6.13: Manage the delivery of high quality cost effective legal services

Comment

Council's legal team continues to provide high quality cost effective legal services.

Code	Operational Plan Activity	Directorate	Measure	Comments	Status	
5.6.13.1	Provide in-house legal advice to the organisation to inform decision making and minimise organisational risk	General Manager	Deliver monthly legal services status reports	Legal officer advice in December by directorate: GM - 13, DSEE - 9, DIS - 21, DCCS - 4	On Track	
5.6.13.2	Represent Councils legal interests	General Manager	Manage litigation to best advance Councils interest	Local Court matters up to date.	Completed	
5.6.13.3	Manage code of conduct matters	General Manager	100% of matters dealt with and statutory reporting deadlines met	All Code of Conduct matters are being managed	Completed	